



HOUGHTON REGIS TOWN COUNCIL

RISK MANAGEMENT STRATEGY & SCHEDULE

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Risk Management Strategy

- 1.0 Introduction
- 2.0 Scope
- 3.0 Strategy Outcomes
- 4.0 Risk Management Overview
- 5.0 Risk Appetite
- 6.0 Embedding Risk Management
- 7.0 Roles and Responsibilities
- 8.0 Risk Management Processes
- 9.0 Monitoring and Review
- 10.0 Glossary of Terms

Appendix 1 - Impact and Likelihood Descriptors and Risk Scoring Matrix

Risk Management Schedule

- Corporate Services
- Environment & Leisure
- Planning
- Community Services

1.0 Introduction

- 1.1 Effective risk management is essential if Houghton Regis Town Council is to deliver its key outcomes and achieve its goals. It supports continuous improvement and good governance.
- 1.2 Risk management is about us: identifying the things that could happen to prevent the delivery of our key outcomes (our risks); assessing how likely it is that these things might happen and what their impact might be; and determining what can be done to reduce the likelihood of those unwanted events or mitigate their impact. Effective risk management requires us to identify our most important risks; record those risks and the actions we plan to take to deal with them; and review, regularly the impact of our actions on our risks.
- 1.3 We cannot avoid risk entirely and it would be impracticable to try to manage away entirely the risks that we are exposed to. What we must do is: decide what level of risk we are prepared, and can afford, to accept; take action that is proportionate and affordable to reduce to an acceptable level as many risks as possible; and keep under review and actively manage those risks that remain unacceptably high.
- 1.4 The Risk Management Strategy has been adopted to help us to manage our risks effectively.

2.0 Scope

- 2.1 The Strategy provides an overview of risk management before examining in more detail the elements critical to successful risk management, i.e.:
- determining our risk appetite
 - the integration of risk management into our decision making
 - linking service planning and performance management with risk management
 - defining responsibilities for risk management
 - processes for identifying, assessing and managing risk

3.0 Strategy Outcomes

- 3.1 The outcomes to be delivered by this strategy are within the approved Town Council Plan:

4.0 Risk Management - Overview

- 4.1 Risk management is the process by which the organisation seeks to identify, assess and manage key risks which might prevent it from achieving its corporate outcomes and goals or from doing so in an effective and efficient manner.
- 4.2 Risk management should not be treated as a standalone process. It should be treated just like budgeting and financial management or service planning and performance management – something that any good manager does as a matter of course. It should be linked to the service and financial planning and management as managers identify both the risks to their plans as they develop them and the risks associated with subsequent actions to keep those plans on track.
- 4.3 Risk management is a continuous process. For known risks, it should operate from the time that each risk is first identified until such time as it no longer represents a significant risk to the organisation. Recorded risks and the controls used to mitigate them should be reviewed on

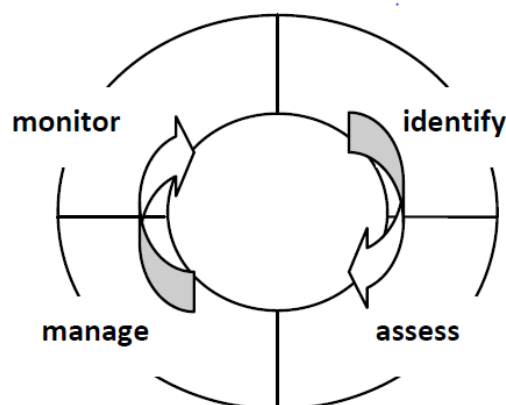
a regular basis: the frequency of review for each risk should reflect the impact the risk might have and the degree of confidence placed on the controls in place to manage it. In addition,

there is a need for constant and ongoing vigilance to ensure that any new risks that may arise are recognised and dealt with before they can impact on the organisation.

4.4 There are a number of benefits of having an effective risk management process in place and these include:

- Alerting management and other accountable persons to the key risks which might prevent the achievement of the organisation's corporate outcomes and service plan objectives, in order that timely mitigation can be developed to either prevent the risks occurring, or to manage them effectively if they do occur.
- Contributing to better decision making and the process of achieving corporate outcomes and service plan objectives. When embedded within existing business processes such as planning, performance management, project management and budgeting, it provides a basis for ensuring that the implications of decisions are thought through; that the impact of any decision on other decisions, initiatives and projects is considered; and that conflicts within planning and decision making are balanced. It also helps managers to design mitigations that are proportionate to the degree of risk faced.
- Providing assurance to accountable persons and managers on the adequacy of arrangements for the conduct of business. It demonstrates openness and accountability to various regulatory bodies and to all other stakeholders.
- Greater risk awareness and an improved control environment, which should mean fewer incidents and other control failures and better service outcomes.

4.5 The organisation's risk management approach is based on the standard management cycle of:



5.0 Risk Appetite

5.1 Risk appetite or risk tolerance are two terms that mean the same thing – how much risk the organisation is prepared to live with to achieve service goals and reach its strategic objectives. Using the language of the risk management professional, the organisation may be risk averse, risk neutral or risk loving. The organisation's risk appetite may vary depending on which aspect of its activities it is considering but for risk management purposes, it must be capable of expressing its appetite objectively – and numerically.

5.2 Houghton Regis Town Council has determined that it will use a scoring model based on impact and likelihood and will set a single risk tolerance level: any risk that scores 9 or more, using the model will be considered "primary" risks and will be subject to positive action designed to mitigate the risk and bring its score within the tolerance level. Appendix 1 to the Strategy provides guidance for scoring the impact and likelihood of each risk.

5.3 To provide full assurance, those risks scoring less than 9 will also be recorded in the Risk Register – as will be the controls and other mitigations that resulted in a within-tolerance risk score. They will also be subject to monitoring designed to give assurance that controls are operating as expected to keep them within tolerance.

6.0 Embedding Risk Management

6.1 Embedding risk management is defined as building risk consistently and uniformly into all operations at every level so that it becomes part of ‘the way we do things’ as a matter of routine.

6.2 The key factors for successfully embedding risk management are:

- Sponsorship;
- Ownership;
- Developing linkages with service plans and corporate priorities
- Developing the appropriate knowledge and skills to identify, assess and manage risks

6.3 How we will seek to achieve these success factors – and embed risk management - is outlined in sections 7 and 8 of the Strategy and the accompanying appendices and guidance notes.

7.0 Roles and Responsibilities

7.1 Houghton Regis Town Council will only succeed in managing its risks if everyone understands their responsibilities in this area. The key message for all of us is that we share responsibility for our risks – and we can’t afford to have anyone shirking their responsibility.

7.2 The Town Clerk is specifically responsible for:

- Producing and reviewing the Risk Management Strategy
- Reporting to those charged with governance on the effectiveness of risk management arrangements
- Providing (or obtaining via competent specialists) advice, guidance, support and training to employees and Councillors or other accountable persons
- Reviewing committee reports to ensure risks relating to recommendations /decisions are clearly stated in the report
- Promoting effective risk management across the organisation
- Assisting officers in maintaining the corporate Risk Register

7.3 Every risk in the Risk Register will be made the responsibility of a specific employee, manager or Town Clerk. That person will be the Risk Owner.

7.4 The organisation’s Corporate Services Committee is responsible for oversight of the risk management processes. The Committee receives 6 monthly reports on overdue risk actions. *Those charged with governance* are involved in the preparation and review of the Annual Governance Statement (*Statement of Internal Control*) which includes reference to the organisation’s risk management arrangements.

7.5 The following table identifies other specific roles and responsibilities.

Who	Responsibilities
Accountable persons – those charged with governance (<i>Town Clerk & elected members</i>)	To hold management team (or equivalent) accountable for effective risk management across the organisation To ensure effective risk management arrangements are in place To consider risks when making decisions To raise risk issues and concerns with management team or Risk Manager
Senior management / Clerk (risk manager in this context)	To identify and assess risks to service delivery and instigate actions to mitigate those risks To identify corporate risks and ensure identified actions to mitigate are completed To champion risk management and lead by example Horizon scanning to identify emerging risks To ensure appropriate risk owners are designated for each risk or action
Project Managers (for projects)	To identify and manage project risks To ensure high level project risks are recorded on the Risk Register
Partnership Lead officers	To identify and manage partnership risks from the organisation’s perspective To identify and manage risks from the partnership’s perspective (where the organisation is the lead authority) To ensure partnership risks are recorded on the Risk Register and in accordance with any partnership agreement.
Clerk and other employees	To identify opportunities or threats to service delivery To take reasonable action to minimise risks in service delivery To report events (materialising of identified risks) to management team To seek advice from the Risk Manager on risk management issues

8.0 Risk Management Processes

8.1 Houghton Regis Town Council uses its Town Council Plan to identify its aims, objectives and desired outcome. Houghton Regis Town Council has determined that, for all outcomes identified in this Plan, Risk Owners must consider the risks that may materialise to prevent delivery of a desired outcome and determine what should be done about them. The following steps are to be followed:

- **Risk identification** – the Risk Owner will determine what might happen that could impact on delivery and establish when, how and why such an event might occur.
- **Risk assessment** – the Risk Owner will apply the guidance set out in Appendix 1 to determine the relevant risk score: if the risk score is outside the tolerance level action will be required. At this point the Risk Owner is assessing the “inherent risk”, that is the risk that the organisation would be exposed to if no mitigating actions were taken.
- **Initial risk mitigation** – the Risk Owner will identify what controls are already in place to reduce the chance of a risk materialising

- **Initial risk response** – the Risk Owner will determine what to do about a risk in terms of treating, tolerating, transferring or terminating the risky activity in order to reduce the potential impact on the organisation. Alternatively, you might take the risk in order to get an outcome that would not be achievable without taking the risk.
 - **Risk review** – the Risk Owner will review the scoring with the responses and controls in place to come up with the residual risk score.
 - **Future risk mitigation** – the Risk Owner will identify actions that need to be taken to reduce the residual risk score to within the risk appetite.
- 8.2 These steps may be undertaken by officers during a group workshop, or individually with the assistance of the Risk Manager or an external facilitator. Risks, controls and actions can then be recorded in the Risk Register. Risks can be classified as:
- Corporate – cross cutting and affecting all services in the organisation
 - Operational – related to a specific service or activity
 - Strategic – may affect the strategic direction of the organisation
 - Project – time limited and specific to finite projects
- 8.3 Implementation of risk actions are monitored as part of the organisation’s regular reporting of budgets, performance and risk management (where such reporting exists). Where actions have not been taken in a timely manner to mitigate risks, this shall be reported to the appropriate committee charged with governance.
- 8.4 Emerging risks identified through regular horizon scanning will be assessed, analysed and recorded on the Risk Register with suitable responses as soon as they are identified.
- 8.5 Risks relating to committee decisions are recorded in each committee report. The Risk Manager provides advice and guidance and will identify if the Risk Register requires updating with any corporate or service risks emerging from report recommendations.
- 8.6 Project risks will be identified at the outset of any project and recorded in the organisation’s Project Management approach. Any project risks that have an inherent risk score of 9 or above will be recorded on the Risk Register in a sub-section for the appropriate service area. This will enable monitoring of controls and actions.
- 8.7 Once the project is completed, project risks will be removed from the Risk Register.
- 9.0 Monitoring and Review**
- 9.1 The Strategy will be reviewed annually by Corporate Services Committee and reported to Town Council.
- 9.2 Progress with actions designed to mitigate primary risks will be reported to those charged with governance.
- 9.3 Risk Owners will review their risks on the Risk Register every six months and give assurance that controls are still operating as recorded.
- 9.4 Where appropriate, Internal Audit will review the organisation’s risk management processes at least once every two years.

10.0 Glossary of terms

Term	Definition
Risk	The threat that an event or action will adversely affect the organisation's ability to deliver its objectives. The threat is measured in terms of impact and likelihood.
Risk strategy	How the organisation plans to achieve good risk management
Risk appetite	The level of risk the organisation is prepared to accept
Risk averse	A low appetite for risk taking
Risk positive	A high appetite for risk taking to potentially achieve a more favourable outcome
Upside risk	Opportunity to exploit a situation for a positive advantage
Inherent risk	The impact and likelihood of an event occurring before any controls have been applied
Residual risk	The impact and likelihood of an event occurring when controls are operating as designed
Controls	Processes or actions taken to address risks by reducing the likelihood. Usually referred to as treating the risk. Cost of controls should be proportional to the risk
Mitigation	Actions taken or to be taken to reduce the chance of a risk materialising or the impact if it does.
Treat the risk	Operate processes to reduce the risk e.g. password security, spot checks, regular monitoring or reporting
Tolerate the risk	Agree not to take action, usually due to minimal likelihood of occurrence, or cost of controls is disproportional to the risk
Transfer the risk	Often through insurance, where the impact of a risk materialising is reduced. May also occur through outsourcing if a third party takes on the risk.
Terminate the risk	Stop doing the activity / service to which the risk relates
Take the risk	View the risk as an upside risk / opportunity to improve an outcome or deliver an even better service and take the chance

APPENDIX 1

IMPACT DESCRIPTORS (scores) – how big could the impact be?

The following descriptors are designed to assist the scoring of the impact of a risk if it were to occur:

Score	Low (1)	Medium (2)	High (3)	Very High (4)
Legal	Minor civil litigation	Major civil litigation and/or local public enquiry	Major civil litigation setting precedent and/or national public enquiry	Section 151 or government intervention or criminal charges
Financial	Up to £25k	Up to £50k	Up to £100k	Over £100k
Performance / Service Quality	Low level of minor complaints	Material level of minor complaints Service quality impaired	Unacceptable level of complaints. Adequate service level cannot be maintained	Complete failure to deliver service Government intervention
Health and safety of people	Low level of minor injuries	High level of minor injuries	Serious injury	Death of an individual for whom the organisation has a responsibility
Reputation	Little or no impact outside of the organisation	Minimal negative local media reporting	Significant negative front page reports or editorial comment in the local media	Questions raised in Parliament and/or reported in the national media

Financial risk impact levels should be adjusted to fit with the budget of the organisation. As a guide, Very High impact would be 10% of the organisation's net expenditure for the year (or precept and other income if applicable)

LIKELIHOOD DESCRIPTORS (scores) – how soon might it happen?

- Low (1) Once every two to five years or more
- Medium (2) This year or next year
- High (3) Within six months to a year
- Very High (4) Immediate or within a month

RISK SCORING MATRIX

VERY HIGH (4)	4	8	12	16
HIGH (3)	3	6	9	12
MEDIUM (2)	2	4	6	8
LOW (1)	1	2	3	4
IMPACT / LIKELIHOOD	LOW (1)	MEDIUM (2)	HIGH (3)	VERY HIGH (4)

Scores are mapped on the matrix above.

Red scores – Primary risk that exceeds the organisations risk appetite – action needed to redress, monthly monitoring

Amber scores – likely to cause the organisation some difficulties – quarterly monitoring

Green scores – monitor as necessary

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RISK MANAGEMENT SCHEDULE

Corporate Services

Activity	Risk area	Risk event	Likelihood (x)	Impact (y)	Total (=)	Existing controls	Likelihood	Impact	Total	Actions (who)	Review date
Finance											
• Banking	Failure of banking set up to meet legal, policy & administration requirements	Loss of funds Short term loss of bank services (telephone / internet banking)	1	3	3	Use of national bank Spread of investments Internal controls	1	3	3	RFO	Ongoing
• Borrowing	Failure of borrower to honour loan agreement Failure of lender to honour loan agreement	Financial penalties Damage to reputation	1	3	3	Use of recognised public sector lender Set up for BACS repayments	1	3	3	RFO	Ongoing

Activity	Risk area	Risk event	Likelihood (x)	Impact (y)	Total (=)	Existing controls	Likelihood	Impact	Total	Actions (who)	Review date
• Audit external	Failure of audit to provide appropriate assurance and give unqualified opinion	Financial penalties Damage to reputation	1	2	2	Use of national auditors as required by Public Sector Audit Appointments Ltd Preparation of accounts by professional accountants	1	2	2	RFO	Ongoing
• Audit – internal	Failure of audit to identify failings Unsuitability of internal audit service	Financial penalties Damage to reputation	1	2	2	Internal auditor is suitably qualified and independent of the Council. Appt made and scope set by Council	1	2	2	RFO	Ongoing
Activity	Risk area	Risk event	Likelihood (x)	Impact (y)	Total (=)	Existing controls	Likelihood	Impact	Total	Actions (who)	Review date

• Software	Loss of data Failure of software Protection of data from breach of confidentiality	Unable to undertake council functions Unlawful access to data Damage to reputation	2	3	6	Use of qualified IT support Up to date premise security Up to date IT security Off site secure data storage Up to date equipment	2	3	6	Town Clerk	Ongoing
• Investments	Failure of investment company	Loss of funds Restricted access to funds	2	4	8	Good track record Nationally renown	2	4	8	RFO	Ongoing
Activity	Risk area	Risk event	Likelihood (x)	Impact (y)	Total (=)	Existing controls	Likelihood	Impact	Total	Actions (who)	Review date
• Financial management	Poor financial decisions	Damage to reputation	3	3	9	Financial policy controls in place	3	3	9	RFO	Ongoing

	Non compliance with legislation & policy	Unable to meet financial commitments				<p>Council appoints an RFO</p> <p>Staff and Councillor training provided</p> <p>Internal and external audit undertaken</p> <p>Use of professional accountancy support</p> <p>Use of council specific accounts software</p>					
Activity	Risk area	Risk event	Likelihood (x)	Impact (y)	Total (=)	Existing controls	Likelihood	Impact	Total	Actions (who)	Review date
• Income generation	Predicted income doesn't match budgeted income	Damage to reputation	3	2	6	<p>Council sets balanced budget</p> <p>3-9 months general</p>	3	2	6	RFO	Ongoing

	Threat to service provision	Unable to meet service commitments				reserves maintained Regular budget monitoring Main income from Precept and is governed by Legislation					
Democracy											
• Elections	Not contested Insufficient Cllr's Suitability of candidates Not run according to statute	Damage to reputation Reduced democratic mandate Poor decisions	2	2	4	Elections promoted Information provided Elections run by principal authority	2	2	4	Head of Democratic Services	Ongoing
Activity	Risk area	Risk event	Likelihood (x)	Impact (y)	Total (=)	Existing controls	Likelihood	Impact	Total	Actions (who)	Review date
• Councillors	Cllr vacancies though resigning, leaving or disqualification	Insufficient numbers to support the democratic process	2	3	6	Cllr training and support provided	2	3	6	Head of Democratic Services	Ongoing

	Suitability of skills and experience Quality of guidance / decisions	Damage to reputation Financial costs				<p>Cllr's agree to Code of Conduct</p> <p>Cllr complete Declarations of Interest forms and declare interests at meetings</p> <p>Cllr workload shared among 14 Cllr's</p> <p>Council staff provide guidance, knowledge and support</p> <p>Council and Cllr's work under approved policies</p>					
Activity	Risk area	Risk event	Likelihood (x)	Impact (y)	Total (=)	Existing controls	Likelihood	Impact	Total	Actions (who)	Review date
• Subscriptions	Loss of outside professional bodies who provide	Poor actions	2	2	4	Long history of subscriptions	2	2	4	Town Clerk	Ongoing

	guidance and support Withdrawal of budget to fund subscriptions	Damage to reputation				Budget provision made annually Cllr's aware of benefits of subscriptions					
Central services											
• Utilities	Supply fails Cut off Supplier fails	Operation of council services ceases Damage to reputation	2	2	4	Use of national suppliers Accounts settled promptly	2	2	4	Town Clerk	Ongoing
• Unplanned work	Unbudgeted costs / use of general reserves Non compliance with council policy	Damage to reputation Financial costs	2	3	6	Council policies guide for unplanned financial decisions Special mtgs can be held as required	2	3	6	Town Clerk	Ongoing
Activity	Risk area	Risk event	Likelihood (x)	Impact (y)	Total (=)	Existing controls	Likelihood	Impact	Total	Actions (who)	Review date
• Non compliance	Council acting unlawfully	Damage to reputation	3	3	9	Trained staff	2	2	4	Promotion of training to cllrs - Head of	Ongoing

with legislation		Financial costs Legal proceedings				CLlr training offered Use of outside professional services to support council Membership of professional bodies				Democratic Services Council to consider if training should / could be mandatory – Town Clerk	
• Communication systems inc. email, post, telephone, social media	Failure of systems Council uncontactable	Damage to reputation Financial costs Cessation of work of council	2	2	4	Variety of communication methods available Use of nationally recognised suppliers	2	2	4	Town Clerk	Ongoing
Activity	Risk area	Risk event	Likelihood (x)	Impact (y)	Total (=)	Existing controls	Likelihood	Impact	Total	Actions (who)	Review date
• Insurance	Failure of insurance company Insufficient insurance cover	Damage to reputation Financial costs	1	4	4	Use of nationally recognised provider Annual review of	1	4	4	Town Clerk	Ongoing

						insurance arrangements					
• Contracts	Company failure Termination of contract Insufficient / unsuitable monitoring	Damage to reputation Financial costs Cessation / disruption of service Dissatisfied customers	2	3	6	Use of recognised & competent providers Annual review of contracts All contracts are signed Financial statements provided	2	3	6	Town Clerk	Ongoing
• Professional support inc legal, hr, occ health, payroll, accounts / year end	Insufficient cover Incorrect advice	Damage to reputation Financial costs Dissatisfied customers / staff / contractors etc	2	3	6	Use of competent providers	2	3	6	Town Clerk	Ongoing
Activity	Risk area	Risk event	Likelihood (x)	Impact (y)	Total (=)	Existing controls	Likelihood	Impact	Total	Actions (who)	Review date

<ul style="list-style-type: none"> IT & copier / equipment 	Security Failure Replacement Maintenance contracts fail	Damage to reputation Financial costs Cessation / disruption of service Dissatisfied customers	1	2	2	Routine maintenance provided Up to date equipment & security	1	2	2	Town Clerk	Ongoing
<ul style="list-style-type: none"> Staff 	Competence Resignation Unplanned extended leave Fraud Misconduct Policy compliance	Poor / disrupted service delivery Damage to reputation Financial costs Dissatisfied customers	2	2	4	Qualified staff Ongoing training provided Contracts of employment Policy guidance Staff aware of colleagues work and processes Cllr monitor Appraisals	2	2	4	Town Clerk	Ongoing

Activity	Risk area	Risk event	Likelihood (x)	Impact (y)	Total (=)	Existing controls	Likelihood	Impact	Total	Actions (who)	Review date
• Health & Safety	Non compliance with legislation Accidents, injury & death	Damage to reputation Financial costs	2	2	4	Insurance in place Trained staff inc NEBOSH Day to day H&S practices completed Insurance in place Use of first aiders at events H&S equipment provided Employee Assistance Programme provided	2	2	4	Town Clerk	Ongoing

Activity	Risk area	Risk event	Likelihood (x)	Impact (y)	Total (=)	Existing controls	Likelihood	Impact	Total	Actions (who)	Review date
• Service continuity	Disruption to / cessation of services	Damage to reputation Financial costs	2	3	6	Premises security measures in place Data backed up off site Remote working available Staff and Cllr training to be provided	2	3	6	Town Clerk	Ongoing
• Senior Staff and Member leadership	Disruption to / cessation of services Failure to meet statutory requirements	Damage to reputation Financial costs	2	3	6	Senior leadership team with breadth of knowledge and expertise Availability of external support Regular leadership meetings held	2	2	4	Share external support options - Town Clerk	Ongoing

						Weekly updates on work provided to members					
						Availability of political group leaders					
• General risk management	Poor controls	Damage to reputation Financial costs Accidents and emergencies	2	2	4	Risk assessments completed for all areas of work and events Staff aware Staff training May 2017 Member training and briefing programme summer 2019 completed.	2	2	4	Town Clerk	Ongoing

Environment & Leisure

Activity	Risk area	Risk event	Likelihood (x)	Impact (=)	Total	Existing controls	Likelihood	Impact	Total	Actions (who)	Review date
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• Public open spaces / recreation grounds / pavilions / play areas / sport provision	Service delivery Health & safety Equipment suitability / safety Replacement Vandalism Lease expiring Land needed for other purposes Unauthorised access (trespass, travellers) Adequate maintenance	Poor / disrupted service delivery Damage to reputation Financial costs Dissatisfied customers Liability claims Non compliance with relevant legislation	2	3	6	Competent staff Insurance in place Regular checks Up to date and maintained equipment Process in place to manage illegal traveller encampments	2	3	6	Head of Grounds	Ongoing
Activity	Risk area	Risk event	Likelihood (x)	Impact (=)	Total	Existing controls	Likelihood	Impact	Total	Actions (who)	Review date
• Allotments	Service delivery Health & safety	Poor / disrupted service delivery	2	3	6	Insurance in place Access codes provided to	2	3	6	Head of Grounds	Ongoing

	Vandalism	Damage to reputation				allotment holders only					
	Unauthorised access (trespass, travellers)	Financial costs Dissatisfied customers Liability claims Non compliance with relevant legislation				Allotment Agreement (contracts) Regular inspections Land registered					
Activity	Risk area	Risk event	Likelihood (x)	Impact (=)	Total	Existing controls	Likelihood	Impact	Total	Actions (who)	Review date
• Cemetery	Service delivery Health & safety Equipment suitability / safety Vandalism	Poor / disrupted service delivery Damage to reputation Financial costs Dissatisfied customers	2	3	6	Competent staff Insurance in place Regular checks Up to date and maintained equipment	2	3	6	Head of Grounds	Ongoing

	Unauthorised access (trespass, travellers) Lack of space	Liability claims Non compliance with relevant legislation				Active work taking place to extend useful working life of current cemetery. Active work taking place to identify site for a new cemetery.					
Activity	Risk area	Risk event	Likelihood (x)	Impact (y)	Total (=)	Existing controls	Likelihood	Impact	Total	Actions (who)	Review date
• All Saints churchyard	Service delivery Health & safety Equipment suitability / safety Vandalism Unauthorised access (trespass, travellers)	Poor / disrupted service delivery Damage to reputation Financial costs Dissatisfied customers	2	3	6	Competent staff Insurance in place Regular checks Up to date and maintained equipment Work completed on	2	3	6	Head of Grounds	Ongoing

	Wall stability Not the land owner (church)	Liability claims Non compliance with relevant legislation				wall repairs re stability					
Activity	Risk area	Risk event	Likelihood (x)	Impact (y)	Total (=)	Existing controls	Likelihood	Impact	Total	Actions (who)	Review date
• Street furniture	Health & safety Equipment suitability / safety / replacement Vandalism Land needed for other purposes	Lack of facility Damage to reputation Financial costs Dissatisfied customers Liability claims Non compliance with relevant legislation	2	2	4	Competent staff Insurance in place Regular checks Up to date and maintained equipment	2	2	4	Head of Grounds	Ongoing
Activity	Risk area	Risk event	Likelihood (x)	Impact (y)	Total (=)	Existing controls	Likelihood	Impact	Total	Actions (who)	Review date

• Machinery and equipment	Failure Replacement Suitability Competence of staff to use	Poor / disrupted service delivery Damage to reputation Financial costs Dissatisfied customers Liability claims Non compliance with relevant legislation	2	2	4	Competent staff Insurance in place Regular checks Up to date and maintained equipment	2	2	4	Head of Grounds	Ongoing
Activity	Risk area	Risk event	Likelihood (x)	Impact (y)	Total (=)	Existing controls	Likelihood	Impact	Total	Actions (who)	Review date
• Unregistered land	Evidence of right to manage Right of ownership challengeable	Legal challenge: Ownership Injury Responsibilities	2	1	2	On work programme to check and complete where needed	2	1	2	Corporate Services Manager	Ongoing

	False claim of ownership by a third party Insurance claims										
• Tithe Farm Sports Project	Financial affordability Contractor financial stability Future site management	Poor / disrupted delivery Damage to reputation Increase in financial costs Liability claims	2	2	4	Tender process followed Grants secured Contingency included	2	2	4	Town Clerk	Ongoing until build complete and facility up and running

Community Services

Activity	Risk area	Risk event	Likelihood (x)	Impact (=)	Total	Existing controls	Likelihood	Impact	Total	Actions (who)	Review date
• Provision of services to young people	Cessation of services	Poor service delivery	2	2	4	Regular reports to committee	2	2	4	Town Clerk	Ongoing

	Disruption to services Suitability of contractor or staff	Damage to reputation Financial costs Dissatisfied customers Liability claims Non-compliance with relevant legislation				Disclosure and Barring checks Trained staff Reliable staff					
Activity	Risk area	Risk event	Likelihood (x)	Impact (y)	Total (=)	Existing controls	Likelihood	Impact	Total	Actions (who)	Review date
• Provision of community events	Cessation of events Disruption to events Suitability of contractor or staff	Poor service delivery Damage to reputation Financial costs Dissatisfied customers Liability claims	2	2	4	Regular reports to committee Monitoring of contracts Insurance in place Risk assessments undertaken and checked	2	2	4	Town Clerk	Ongoing

		Non compliance with relevant legislation Impact on staff capacity				Calendar of events agreed at the beginning of a new Council year Sufficient budget provision to cover staff overtime costs					
Activity	Risk area	Risk event	Likelihood (x)	Impact (y)	Total (=)	Existing controls	Likelihood	Impact	Total	Actions (who)	Review date
• Provision of town centre public toilets	Cessation of services Disruption to services Suitability of contractor or staff	Poor service delivery Damage to reputation Financial costs Dissatisfied customers Liability claims Non compliance with relevant legislation	1	3	3	Use of reputable contractor Annual monitoring Contract in place	1	3	3	Town Clerk	Ongoing

• Christmas lights	Cessation of services Disruption to services Installation/ Maintenance/ Removal Vandalism Weather	Poor service delivery Damage to reputation Financial costs Dissatisfied customers Liability claims	1	2	2	Use of reputable contractor Annual monitoring Insurance Up to date equipment Agreement in place	1	2	2	Town Clerk	Ongoing
Activity	Risk area	Risk event	Likelihood (x)	Impact (y)	Total (=)	Existing controls	Likelihood	Impact	Total	Actions (who)	Review date
• Communications inc town crier, town guide, website, social media	Cessation of services Disruption to services Quality of communications Suitability of contractors	Poor service delivery Damage to reputation Financial costs Dissatisfied customers Non compliance with relevant legislation	2	2	4	Compiled by all staff Delivered by various distributors Use of reputable print & design company	2	2	4	Head of Democratic Services	Ongoing

<ul style="list-style-type: none"> • Civic events 	<ul style="list-style-type: none"> Absence of mayor Absence of support staff Health & safety issues Event not financially viable Not supported by attendees 	<ul style="list-style-type: none"> Damage to reputation Poor quality event Personal injury Financial implications 	3	1	3	<ul style="list-style-type: none"> Provision of established events Use of regular providers & venues Availability of deputy mayor / cllrs Supported by staff 	3	1	3	Town Clerk	Ongoing
<ul style="list-style-type: none"> • Corporate events 	<ul style="list-style-type: none"> Absence of support staff Health & safety issues Not supported by attendees Weather Disaster / terrorism etc Poor attendance 	<ul style="list-style-type: none"> Damage to reputation Poor quality event Personal injury Financial implications Reduce value for money / low community benefit 	3	1	3	<ul style="list-style-type: none"> Provision of established events Use of regular providers & venues Availability of deputy mayor / cllrs / other staff 	3	1	3	Town Clerk	Ongoing

• Community grants	Failure to provide appropriate support to Community Groups Public perception Service delivery Poor uptake Excessive uptake	Damage to reputation Lack of service delivery Insufficient funds	2	1	2	Budget provision Cllr support Advertising availability Robust application process Budget advice provided	2	1	2	Town Clerk	Ongoing
Activity	Risk area	Risk event	Likelihood (x)	Impact (y)	Total (=)	Existing controls	Likelihood	Impact	Total	Actions (who)	Review date
• Community safety	Community support Public perception Service delivery	Damage to reputation Lack of community support	2	2	4	Monthly contract review Use of Beds Police Budget provision Cllr support	2	2	4	Town Clerk	Ongoing

						Regular Combating Crime meetings attended by the police					
Mayor and deputy mayor	Civic face of Council Resignation from position	Damage to reputation	2	1	2	CI/r and staff support Regular reviews	2	1	2	Town Clerk	Ongoing

Planning

Activity	Risk area	Risk event	Likelihood (x)	Impact (=)	Total	Existing controls	Likelihood	Impact	Total	Actions (who)	Review date
• Consultation responses	In house expertise Professional advice	Damage to reputation Poor / ineffective response	2	2	4	Use of consultant to guide on more significant applications	2	2	4	Corporate Services Manager	Ongoing