

Risk Category	Subject	Nature of risk	Impact	Mitigation	Action Required	Lead Officer	How is risk managed	Likelihood	Impact	Risk after mitigation	Review date
Administration	Data and records	Total loss of electronic data.		All electronic records backed up daily onto cloud. S406 backed up after each use.			In-house			10	on going
Administration	Data and records	Total loss of hard copy records e.g. File.		All key records kept in a fireproof safe. Where possible keep electronic copy. For essential documents keep copy offsite.			In-house			12	Annual
Administration	Data protection Act	Non-compliance with legal requirements.		Employ qualified clerk. Advice received from NALC and SLCC re changes to legislation/regulation/best practice. Staff training.			In-house			12	Annual
Assets		Damage to Council owned property	High cost of repair, Disruption, damage or injury to third party	Assets insured. Value increased annual by RPI			In-house			12	n/a
Assets		Loss / theft of asset equipment	Loss of asset, Disruption to services Cost of replacement	Alarm at WTC office. Contents and all assets insured. Asset register maintained. Inventory of equipment maintained and checked. All thefts reported to police.			In-house			12	n/a
Assets		Lack of maintenance of property and equipment owned or managed by Council.	Damage to property High cost of repair Damage or injury to third party. Claims against Council.	Regular routine maintenance Regular servicing of equipment Insurance cover Tree surveys carried out every 5 years. Cemetery memorial inspections carried out. Allotments maintained by Ware Allotment Garden Society, Common Wharf	Next surveys due 2022 Next inspection due 2023 6 monthly inspections by WTC staff Inspect monthly and carry out any maintenance required.	Facilities Supervisor Town Clerk Allotment officer Facilities Supervisor	In-house			5	n/a
Cemetery	Incorrect burial / records	Relatives stress. Reputational damage		Clerk / Deputy Clerk trained in cemetery management. Zero tolerance to incorrect paperwork from funeral directors. Revised Y&C for cemetery			In-house			6	
Cemetery	Headstones and memorials	Structural failure and damage presents risk to the public.		Maintenance contractor to monitor and topple test on behalf of the council and make safe where appropriate. Owner to be responsible for repairs			In house / 3rd party			6	
Employer liability		Non-compliance with relevant laws: Employment Health & Safety/Qualifications/Equality/Discrimination Human Rights Data Protection	Employee action for negligence or grievance. Penalties from regulatory bodies.	WTC has a contract with Ellis Whittam for HR advice. Updates also received via H&MPC and SLCC/HR policies in place in staff handbook and reviewed by Ellis Whittam. Health and safety service provided by Ellis Whittam.			In-house			6	n/a
Employer liability		Non-Compliance with HMRC requirements	Penalties from HMRC	Outsourced payroll provider deals with PAYE and NIC/VAT returns checked quarterly.			In-house			4	n/a
Employer liability		Safety of staff and visitors	Damage or injury to third party. Injury to staff. Loss of working time. Claims against the Council.	Insurance in place. WTC has a contract in place with Ellis Whittam for Health & Safety Advice and to act as Competent Person. Annual health and safety audits carried. Health and Safety Action Plan produced for staff to work through. Action Planner and Accident Reports reviewed by Finance & Policy Committee. Staff handbook details staff responsibility for own health and safety. Visitors and contractors to sign in and out.			In-house			9	n/a
Finance	Bank	Misuse of credit and debit cards	Loss of funds	Cards issued to Facilities Supervisor and Town Clerk and controlled by RFO. Monitored when account is reconciled. Financial regulations in place.			In-house			4	n/a
Finance	Bank collapse	Bank failure or loss of investments	Significant loss of funds. Inability to pay staff and suppliers. Inability to provide services.	Regular review. Keeping funds in low risk financial vehicles. Additional bank account to be opened.	Review of banking and investment arrangements.	RFO	In-house			10	n/a
Finance	Borrowing	Non-compliance with borrowing restrictions	Inability of Council to repay loan.	Loan payments included in budget of Priority Charity for payment to Town Council. Loans to be paid off between Sep 2021 and March 2023. No new borrowing planned.	#REF!	#REF!	In-house			4	n/a
Financial risks	Budgeting	Cash flow problems.		Monitor income timing. Use reserves to overcome any gaps.			In-house			16	Monthly
Financial risks	Budgeting	Risk of significant overspend.		Monitoring procedures in place to control and report on all spending. Utilise General Reserves. Reduce other expenditure. Increase Precept.			In-house			12	Monthly
Finance	Business Interruption	Consequential loss of income (business interruption)	Reduction in income.	Business interruption insurance in place. Apart from the precept, the only sources of income to WTC are cemetery. Allotments and events.			In-house			6	n/a
Financial risks	Capital Projects	Risk of financial overcommitment and cost overruns.		Council appoint working groups to monitor professional consultants. Check on programme and expenditure. Employ suitably qualified clerk.			In-house			6	as required
Finance	Cash Loss	Loss of cash through theft or dishonesty	Reduction in income.	Financial Regulations in place and reviewed regularly. Internal audit with twice yearly visits. Insurance in place. Receipts issued for cash. Cash held in locked tins and locked in safe in the evening. Cash banked regularly to minimise amount held. Cash takings reconciled when banked. Petty cash reconciled regularly using imprest system.			In-house			4	n/a
Financial risks	Contracts	Risk of poor performance by contractors.		Council appoint working groups to monitor contractor's performance. In appropriate circumstances appoint a project Manager. Day to day services managed by Town Clerk.			In-house			6	as required
Finance	Controls	Inadequate financial controls and records	Risk of unbudgeted expenditure. Increased possibility of fraud.	Financial Regulations in place and reviewed regularly. Scheme of delegation in place and reviewed regularly. Internal audit with twice yearly visits. Effectiveness of internal control and audit reviewed annually	Review at each Annual Meeting Review at each Annual Meeting	Town Clerk Town Clerk	In-house			6	n/a
Finance	Fraud	Loss through fraud	Significant loss of funds. Inability to pay staff and suppliers. Inability to provide services.	Financial Regulations in place and reviewed regularly. Internal audit with twice yearly visits. Fidelity insurance in place. Bank payments to be authorised by two councillors. Bank reconciliations carried out monthly and checked by Town Clerk. Effectiveness of internal control and audit reviewed annually. Change in supplier bank details to be checked by councillors.			In-house			6	n/a
Financial risks	Insurance	Is insurance cover adequate?		Professional advice sought and implemented. Market testing of insurance providers.			all 3			9	Annual
Financial risks	Investment Account major losses	Loss of funds		Regular review of financial investments. Spread risk.			In-house			8	Annual
Financial risks	Pension	Pension commitments		Precept set for known requirements. Annual review of staff salaries.			In-house			9	Annual
Finance	Precept	Inadequacy of precept	Unable to provide services and functions. Insufficient funds for contingencies and projects.	Chair and Vice Chair of Finance & Policy Committee discuss detailed draft budget with RFO. Draft budget considered in detail by Finance & Policy Committee which makes a recommendation to Council. Quarterly budget reports to Finance & Policy Committee.	Develop strategic plan and 3 year financial plan	Council, Town Clerk and RFO	In-house			12	n/a
Finance	Reserves	Inadequate reserves	Impact on ability to manage services and pay suppliers. Cashflow difficulties. Unable to finance unexpected or unbudgeted emergencies.	Proper internal control measures for managing expenditure within budget. Clear and appropriate budgeting. Strategic planning to focus resources	Develop strategic plan and 3 year financial plan	Council, Town Clerk and RFO	In-house			12	n/a
Financial risks	VAT	Incorrect accounting for VAT liability.		Staff training. Internal audit. Transaction sums are relatively small. SAGE accounting.			In house			6	Annual
Governance and reputational risk	Policies	Are policies and procedures fit for purpose	Public challenge, breach of statutory responsibility	Annual review of standing orders and Financial Regulations. Review of other policies as per schedule.			In house			6	Annual

Likelihood*	Impact*	Appetite*	Control	KRI
1	5			
2	4			
2	4			
2	4			
2	4			
4	1			
1	3			
1	3			
2	2			
1	2			
2	3			
1	2		Count of transactions Average Values - Against Benchmark	Trend over time
1	5	?		
1	2		Missed / reduced payments	KRI - Pass / Fail
3	4		Actual v Budget	No & variance of differences
3	3		As above incl projected result	Diff from planned result
2	2		Appetite vs values at risk	Trend over time values vs committed & actual time taken vs planned
2	2		Project template - time & value	
1	2		Monthly rec schedule	Rec diffs & amounts - cah help vs agreed limit values vs committed & actual time taken vs planned
2	2		Project template - time & value	
2	2		summary of all financial controls	No of failure - % values of benchmark
2	2		as above	
2	3		TBD	
1	4		Appetite/ expected vs actual performance	Trend over time
2	3		Monitor of req't	Trend over time
3	3		Agreed appetites iro key elements of WTC budget	Budget to Actual - % of overall targets
3	3		As above	
2	2		Monitor values due / paid	Trend over time
2	2			

Risk Category	Subject	Nature of risk	Impact	Mitigation	Action Required	Lead Officer	How is risk managed	Likelihood	Impact	Risk after mitigation	Review date
Play Areas	Prory Grounds	Expensive repairs required to keep the structures safe.		Regular inspections. Earmarked reserves to cover unbudgeted costs.			in house			9	on going
Prory Building	Council Offices	Destruction of Prory leading to loss of income.		Fire detection systems installed and maintained. Policy forbidding hirers from using flammable material. Flammable materials stored externally.			all 3			12	Annual
Prory Building	Council Offices	Risk of major fire		Smoke alarms tested weekly; fire extinguishers tested annually. Annual test of systems by approved contractor. Policy forbidding hirers from using flammable material.			all 3			12	weekly/Annual
Prory Building	Council Offices	Jobs at council office and meeting rooms.		Fire replacement facilities within Ware. Measures taken to protect building.			all 3			12	n/a
Prory Building	Council Offices	Is the building structurally sound?		Daily use ensures issues are identified. Concerns would be addressed by using specialist firms.			in house			9	Annual
Prory Building	Council Offices	Is the building secure from intruders?		All entry points lockable. Valuable items locked away.			in-house			9	Daily
Prory Building	Council Offices	Are electrical and electrical equipment safe?		Annual PAT testing by suitably qualified contractor. Equipment purchased from reputable suppliers.			3rd party			6	Annual
Prory Building	Council Offices	Gas supply safe?		Annual testing by suitably qualified contractor.			3rd party			9	Annual
Prory Building	Council Offices	Risks to hirers.		Employing good practice in building management. Information provided to hirers on health and safety.			in-house			9	
Prory Building	Council Offices	Destructive event e.g. Flooding		Disaster recovery plan. Regular maintenance schedule. Adequate insurance.			in-house			16	n/a
Suppliers	Purchasing of goods and services	Not suitable for use and/or overpriced.		Council procedures in place requiring competitive quotations and expert advice sought where necessary.			in-house			8	on going
Suppliers	Third party suppliers	Reputational risk of using suppliers who get adverse publicity.		Ensuring good quality specification for goods and services. References may be obtained before appointing suppliers.			in-house			8	Annual
Suppliers	Contractors supplying goods and services	poor performance.		Ensuring good quality specification. Regular monitoring of performance, either by TC or appointed consultants.			in-house			8	on going
Trusts	Ware Prory Charity (WTC as sole trustee)	Financial failure		Monthly review of finances by RFD / Clerk.			in house / 3rd party			12	on going
Trusts	Ware Prory Charity (WTC as sole trustee)	Major risk of trespass e.g. Travellers, fire or other risk to health.					in house / 3rd party			9	Annual

Avg
8.85026

Red	3	4%
Amber	47	61%
Green	27	35%
	77	

Likelihood*	Impact*	Appetite*
2	3	
2	4	
2	4	
2	4	
2	3	
2	3	
2	2	
2	3	
2	3	
3	4	
3	2	
3	2	
2	4	
2	3	

2.1 2.8 6.039445

Control

KRI