

## COLNE TOWN COUNCIL FINANCIAL RISK REGISTER

### Updated April 2020 - including transfer of Alkincoates Park

| Produced by : Gina Langley - RFO. |                                                                                                                                               |                                                                                     |            |                             | Date : April 2020 - review March 2021                                                                                                                                                                    |            |  |                               |                 |                                                                                                                    |            |
|-----------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|------------|-----------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|--|-------------------------------|-----------------|--------------------------------------------------------------------------------------------------------------------|------------|
| No.                               | Risk, Category & Owner (A), (C) & (D)                                                                                                         | Scope of the risk & Comments (B)                                                    |            |                             | How the risk is managed at present (F)                                                                                                                                                                   |            |  | Tolerance Level of Risk (H)   |                 | What controls are to be implemented (K)                                                                            |            |
| 1                                 | Banking                                                                                                                                       | Failure of bank                                                                     |            |                             | Fidelity Guarantee insurance £1million. Lloyds mainstream bank                                                                                                                                           |            |  | Level of Risk acceptable? Y/N |                 | To place surplus funds with other investment options as per Treasury Management Policy                             |            |
|                                   | Yes                                                                                                                                           |                                                                                     |            |                             |                                                                                                                                                                                                          |            |  |                               |                 |                                                                                                                    |            |
|                                   | Why have you drawn this conclusion?                                                                                                           |                                                                                     |            |                             |                                                                                                                                                                                                          |            |  |                               |                 |                                                                                                                    |            |
|                                   | Lloyds is a strong bank in terms of financial assets and independent of government support. Fitch A+ (high credit quality)                    |                                                                                     |            |                             |                                                                                                                                                                                                          |            |  |                               |                 |                                                                                                                    |            |
|                                   | Category                                                                                                                                      |                                                                                     |            |                             |                                                                                                                                                                                                          |            |  | Moody's Aa3 (high grade)      |                 | Date for Completion (L)                                                                                            |            |
|                                   | Financial                                                                                                                                     |                                                                                     |            |                             |                                                                                                                                                                                                          |            |  |                               |                 | July-20                                                                                                            |            |
| Owner                             | Inherent/Fundamental Risk (E)                                                                                                                 |                                                                                     |            | Residual/Remaining Risk (G) |                                                                                                                                                                                                          |            |  |                               | Target Risk (M) |                                                                                                                    |            |
| N Crewe                           | Impact                                                                                                                                        | Likelihood                                                                          | Risk Score | Impact                      | Likelihood                                                                                                                                                                                               | Risk Score |  |                               | Impact          | Likelihood                                                                                                         | Risk Score |
|                                   | 5                                                                                                                                             | 4                                                                                   | 20         | 5                           | 2                                                                                                                                                                                                        | 10         |  |                               | 3               | 2                                                                                                                  | 6          |
| No.                               | Risk, Category & Owner (A), (C) & (D)                                                                                                         | Scope of the risk & Comments (B)                                                    |            |                             | How the risk is managed at present (F)                                                                                                                                                                   |            |  | Tolerance Level of Risk (H)   |                 | What controls are to be implemented (K)                                                                            |            |
| 2                                 | Financial controls and records                                                                                                                | No controls in place at all from a point of view of financial and operational risk. |            |                             | Internal controls document with a full suite of controls and measures to reduce risk of poor governance                                                                                                  |            |  | Level of Risk acceptable? Y/N |                 | Quarterly random sampling to check controls in place by Committee representative                                   |            |
|                                   | Yes                                                                                                                                           |                                                                                     |            |                             |                                                                                                                                                                                                          |            |  |                               |                 |                                                                                                                    |            |
|                                   | Why have you drawn this conclusion?                                                                                                           |                                                                                     |            |                             |                                                                                                                                                                                                          |            |  |                               |                 |                                                                                                                    |            |
|                                   | Controls introduced in March 2020 but need embedding                                                                                          |                                                                                     |            |                             |                                                                                                                                                                                                          |            |  |                               |                 |                                                                                                                    |            |
|                                   | Category                                                                                                                                      |                                                                                     |            |                             |                                                                                                                                                                                                          |            |  |                               |                 | Date for Completion (L)                                                                                            |            |
|                                   | Financial                                                                                                                                     |                                                                                     |            |                             |                                                                                                                                                                                                          |            |  |                               |                 | Ongoing procedure.                                                                                                 |            |
| Owner                             | Inherent/Fundamental Risk (E)                                                                                                                 |                                                                                     |            | Residual/Remaining Risk (G) |                                                                                                                                                                                                          |            |  |                               | Target Risk (M) |                                                                                                                    |            |
| N Crewe                           | Impact                                                                                                                                        | Likelihood                                                                          | Risk Score | Impact                      | Likelihood                                                                                                                                                                                               | Risk Score |  |                               | Impact          | Likelihood                                                                                                         | Risk Score |
|                                   | 4                                                                                                                                             | 4                                                                                   | 16         | 4                           | 2                                                                                                                                                                                                        | 8          |  |                               | 3               | 2                                                                                                                  | 6          |
| No.                               | Risk, Category & Owner (A), (C) & (D)                                                                                                         | Scope of the risk & Comments (B)                                                    |            |                             | How the risk is managed at present (F)                                                                                                                                                                   |            |  | Tolerance Level of Risk (H)   |                 | What controls are to be implemented (K)                                                                            |            |
| 3                                 | Approval of Expenditure                                                                                                                       | No controls to ensure expenditure is within limits and or for correct purpose       |            |                             | Financial Regulations standing orders and internal controls plus monthly overall reporting to Council                                                                                                    |            |  | Level of Risk acceptable? Y/N |                 | More frequent random sampling of financial controls to reduce risk of any adverse issues being undetected          |            |
|                                   | Yes                                                                                                                                           |                                                                                     |            |                             |                                                                                                                                                                                                          |            |  |                               |                 |                                                                                                                    |            |
|                                   | Why have you drawn this conclusion?                                                                                                           |                                                                                     |            |                             |                                                                                                                                                                                                          |            |  |                               |                 |                                                                                                                    |            |
|                                   | Current processes involve regular checking of financial position plus internal audit sign off                                                 |                                                                                     |            |                             |                                                                                                                                                                                                          |            |  |                               |                 |                                                                                                                    |            |
|                                   | Category                                                                                                                                      |                                                                                     |            |                             |                                                                                                                                                                                                          |            |  |                               |                 | Date for Completion (L)                                                                                            |            |
|                                   | Financial                                                                                                                                     |                                                                                     |            |                             |                                                                                                                                                                                                          |            |  |                               |                 | Ongoing                                                                                                            |            |
| Owner                             | Inherent/Fundamental Risk (E)                                                                                                                 |                                                                                     |            | Residual/Remaining Risk (G) |                                                                                                                                                                                                          |            |  |                               | Target Risk (M) |                                                                                                                    |            |
| N Crewe / G Langley               | Impact                                                                                                                                        | Likelihood                                                                          | Risk Score | Impact                      | Likelihood                                                                                                                                                                                               | Risk Score |  |                               | Impact          | Likelihood                                                                                                         | Risk Score |
|                                   | 4                                                                                                                                             | 4                                                                                   | 16         | 3                           | 3                                                                                                                                                                                                        | 9          |  |                               | 2               | 2                                                                                                                  | 4          |
| No.                               | Risk, Category & Owner (A), (C) & (D)                                                                                                         | Scope of the risk & Comments (B)                                                    |            |                             | How the risk is managed at present (F)                                                                                                                                                                   |            |  | Tolerance Level of Risk (H)   |                 | What controls are to be implemented (K)                                                                            |            |
| 4                                 | Spend over budget                                                                                                                             | No limits or control over expenditure or process of budget monitoring.              |            |                             | Omega accounting system used to post orders to create commitments . System does allow overspend to budget but monthly summary of position enables some degree of awareness plus detailed reports to FES. |            |  | Level of Risk acceptable? Y/N |                 | More frequent random sampling of purchase orders to reduce risk of any adverse issues being undetected             |            |
|                                   | Yes                                                                                                                                           |                                                                                     |            |                             |                                                                                                                                                                                                          |            |  |                               |                 |                                                                                                                    |            |
|                                   | Why have you drawn this conclusion?                                                                                                           |                                                                                     |            |                             |                                                                                                                                                                                                          |            |  |                               |                 |                                                                                                                    |            |
|                                   | Independent use of accountancy firm to post payments providing separation of duties. Third party involvement plus monitoring by Council / FES |                                                                                     |            |                             |                                                                                                                                                                                                          |            |  |                               |                 |                                                                                                                    |            |
|                                   | Category                                                                                                                                      |                                                                                     |            |                             |                                                                                                                                                                                                          |            |  |                               |                 | Date for Completion (L)                                                                                            |            |
|                                   | Financial                                                                                                                                     |                                                                                     |            |                             |                                                                                                                                                                                                          |            |  |                               |                 | ongoing                                                                                                            |            |
| Owner                             | Inherent/Fundamental Risk (E)                                                                                                                 |                                                                                     |            | Residual/Remaining Risk (G) |                                                                                                                                                                                                          |            |  |                               | Target Risk (M) |                                                                                                                    |            |
| G Langley                         | Impact                                                                                                                                        | Likelihood                                                                          | Risk Score | Impact                      | Likelihood                                                                                                                                                                                               | Risk Score |  |                               | Impact          | Likelihood                                                                                                         | Risk Score |
|                                   | 4                                                                                                                                             | 4                                                                                   | 16         | 3                           | 2                                                                                                                                                                                                        | 6          |  |                               | 2               | 2                                                                                                                  | 4          |
| No.                               | Risk, Category & Owner (A), (C) & (D)                                                                                                         | Scope of the risk & Comments (B)                                                    |            |                             | How the risk is managed at present (F)                                                                                                                                                                   |            |  | Tolerance Level of Risk (H)   |                 | What controls are to be implemented (K)                                                                            |            |
| 5                                 | Investments                                                                                                                                   | Unauthorised placement of funds with disreputable or high risk vehicles             |            |                             | Reserves and Treasury Management Policy to ensure safe and reliable investments made. Detailing of Bank Balances held as part of monthly summary                                                         |            |  | Level of Risk acceptable? Y/N |                 | More frequent random sampling of investment account balances to reduce risk of any adverse issues being undetected |            |
|                                   | Yes                                                                                                                                           |                                                                                     |            |                             |                                                                                                                                                                                                          |            |  |                               |                 |                                                                                                                    |            |
|                                   | Why have you drawn this conclusion?                                                                                                           |                                                                                     |            |                             |                                                                                                                                                                                                          |            |  |                               |                 |                                                                                                                    |            |
|                                   | Decision to invest in different vehicles requires approval of FES Committee.                                                                  |                                                                                     |            |                             |                                                                                                                                                                                                          |            |  |                               |                 |                                                                                                                    |            |
|                                   | Category                                                                                                                                      |                                                                                     |            |                             |                                                                                                                                                                                                          |            |  |                               |                 | Date for Completion (L)                                                                                            |            |
|                                   | Financial                                                                                                                                     |                                                                                     |            |                             |                                                                                                                                                                                                          |            |  |                               |                 | ongoing                                                                                                            |            |
| Owner                             | Inherent/Fundamental Risk (E)                                                                                                                 |                                                                                     |            | Residual/Remaining Risk (G) |                                                                                                                                                                                                          |            |  |                               | Target Risk (M) |                                                                                                                    |            |
| G Langley                         | Impact                                                                                                                                        | Likelihood                                                                          | Risk Score | Impact                      | Likelihood                                                                                                                                                                                               | Risk Score |  |                               | Impact          | Likelihood                                                                                                         | Risk Score |
|                                   | 5                                                                                                                                             | 4                                                                                   | 20         | 3                           | 3                                                                                                                                                                                                        | 9          |  |                               | 3               | 2                                                                                                                  | 6          |

## COLNE TOWN COUNCIL FINANCIAL RISK REGISTER

### Updated April 2020 - including transfer of Alkincoates Park

| Produced by : Gina Langley - RFO. |                                                                                                                                                                                     |                                                                                                                                                                                                                             |            |                                                      | Date : April 2020 - review March 2021                                                                                                                                                                                                          |            |                 |                               |            |  |                                                                                                                                                           |  |  |
|-----------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|-----------------|-------------------------------|------------|--|-----------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|
| No.                               | Risk, Category & Owner (A), (C) & (D)                                                                                                                                               | Scope of the risk & Comments (B)                                                                                                                                                                                            |            |                                                      | How the risk is managed at present (F)                                                                                                                                                                                                         |            |                 | Tolerance Level of Risk (H)   |            |  | What controls are to be implemented (K)                                                                                                                   |  |  |
| 6                                 | Borrowings                                                                                                                                                                          | Unauthorised borrowing takes place or excessive borrowing placing financial burden on council                                                                                                                               |            |                                                      | PWLB requires Agreement of LALC before Secretary of State approval.                                                                                                                                                                            |            |                 | Level of Risk acceptable? Y/N |            |  | Gearing ratio could be introduced to limit any borrowing to percentage of overall reserves or repayment plus interest to level of expenditure.            |  |  |
|                                   | Yes                                                                                                                                                                                 |                                                                                                                                                                                                                             |            |                                                      |                                                                                                                                                                                                                                                |            |                 |                               |            |  |                                                                                                                                                           |  |  |
|                                   | Why have you drawn this conclusion?                                                                                                                                                 |                                                                                                                                                                                                                             |            |                                                      |                                                                                                                                                                                                                                                |            |                 |                               |            |  |                                                                                                                                                           |  |  |
|                                   | Application signed by chairman and council resolutions provided.                                                                                                                    |                                                                                                                                                                                                                             |            |                                                      |                                                                                                                                                                                                                                                |            |                 |                               |            |  |                                                                                                                                                           |  |  |
|                                   | Category                                                                                                                                                                            |                                                                                                                                                                                                                             |            |                                                      |                                                                                                                                                                                                                                                |            |                 | Date for Completion (L)       |            |  |                                                                                                                                                           |  |  |
|                                   | Financial                                                                                                                                                                           |                                                                                                                                                                                                                             |            |                                                      |                                                                                                                                                                                                                                                |            |                 | On Going                      |            |  |                                                                                                                                                           |  |  |
| Owner                             | Inherent/Fundamental Risk (E)                                                                                                                                                       |                                                                                                                                                                                                                             |            | Residual/Remaining Risk (G)                          |                                                                                                                                                                                                                                                |            | Target Risk (M) |                               |            |  |                                                                                                                                                           |  |  |
| N Crewe                           | Impact                                                                                                                                                                              | Likelihood                                                                                                                                                                                                                  | Risk Score | Impact                                               | Likelihood                                                                                                                                                                                                                                     | Risk Score | Impact          | Likelihood                    | Risk Score |  |                                                                                                                                                           |  |  |
|                                   | 5                                                                                                                                                                                   | 4                                                                                                                                                                                                                           | 20         | 3                                                    | 3                                                                                                                                                                                                                                              | 9          | 3               | 2                             | 6          |  |                                                                                                                                                           |  |  |
| No.                               | Risk, Category & Owner (A), (C) & (D)                                                                                                                                               | Scope of the risk & Comments (B)                                                                                                                                                                                            |            |                                                      | How the risk is managed at present (F)                                                                                                                                                                                                         |            |                 | Tolerance Level of Risk (H)   |            |  | What controls are to be implemented (K)                                                                                                                   |  |  |
| 7                                 | Cash management                                                                                                                                                                     | No control is exercised over the operation of the bank account with all monies received left on current account, providing greater opportunity and threat to misappropriate and not maximise interest bearing capabilities. |            |                                                      | Weekly scrutiny of bank accounts and monies moved to investment opportunity, secure ID to access internet bank account and debit cards locked away if not in use.                                                                              |            |                 | Level of Risk acceptable? Y/N |            |  | More frequent random sampling of current account balances to reduce risk of any adverse issues being undetected                                           |  |  |
|                                   | Yes                                                                                                                                                                                 |                                                                                                                                                                                                                             |            |                                                      |                                                                                                                                                                                                                                                |            |                 |                               |            |  |                                                                                                                                                           |  |  |
|                                   | Why have you drawn this conclusion?                                                                                                                                                 |                                                                                                                                                                                                                             |            |                                                      |                                                                                                                                                                                                                                                |            |                 |                               |            |  |                                                                                                                                                           |  |  |
|                                   | Effective Internal Controls are in place, Reserves & Treasury Management Policy                                                                                                     |                                                                                                                                                                                                                             |            |                                                      |                                                                                                                                                                                                                                                |            |                 |                               |            |  |                                                                                                                                                           |  |  |
|                                   | Category                                                                                                                                                                            |                                                                                                                                                                                                                             |            |                                                      |                                                                                                                                                                                                                                                |            |                 | Date for Completion (L)       |            |  |                                                                                                                                                           |  |  |
|                                   | Financial                                                                                                                                                                           |                                                                                                                                                                                                                             |            |                                                      |                                                                                                                                                                                                                                                |            |                 | ongoing                       |            |  |                                                                                                                                                           |  |  |
| Owner                             | Inherent/Fundamental Risk (E)                                                                                                                                                       |                                                                                                                                                                                                                             |            | Residual/Remaining Risk (G)                          |                                                                                                                                                                                                                                                |            | Target Risk (M) |                               |            |  |                                                                                                                                                           |  |  |
| G Langley                         | Impact                                                                                                                                                                              | Likelihood                                                                                                                                                                                                                  | Risk Score | Impact                                               | Likelihood                                                                                                                                                                                                                                     | Risk Score | Impact          | Likelihood                    | Risk Score |  |                                                                                                                                                           |  |  |
|                                   | 5                                                                                                                                                                                   | 3                                                                                                                                                                                                                           | 15         | 3                                                    | 2                                                                                                                                                                                                                                              | 6          | 2               | 2                             | 4          |  |                                                                                                                                                           |  |  |
| No.                               | Risk, Category & Owner (A), (C) & (D)                                                                                                                                               | Scope of the risk & Comments (B)                                                                                                                                                                                            |            |                                                      | How the risk is managed at present (F)                                                                                                                                                                                                         |            |                 | Tolerance Level of Risk (H)   |            |  | What controls are to be implemented (K)                                                                                                                   |  |  |
| 8                                 | Accessibility to funds                                                                                                                                                              | Precept is not claimed for payment to Council and Reserves are used up leading to an inability to pay bills.                                                                                                                |            |                                                      | Precept call is part of the annual budgeting process and when issued, checked for receipt by paying authority. Precept checked into bank early May. Budget monitoring to prevent overspend.                                                    |            |                 | Level of Risk acceptable? Y/N |            |  | To maintain a suite of risk and control documents, Inc. standard operating procedures, as this will provide clarity of timescales and procedures to take. |  |  |
|                                   | Yes                                                                                                                                                                                 |                                                                                                                                                                                                                             |            |                                                      |                                                                                                                                                                                                                                                |            |                 |                               |            |  |                                                                                                                                                           |  |  |
|                                   | Why have you drawn this conclusion?                                                                                                                                                 |                                                                                                                                                                                                                             |            |                                                      |                                                                                                                                                                                                                                                |            |                 |                               |            |  |                                                                                                                                                           |  |  |
|                                   | Internal Controls Document in the process of being approved acts as an extra reminder / check that the correct budgetary processes have been carried out to the correct timeframes. |                                                                                                                                                                                                                             |            |                                                      |                                                                                                                                                                                                                                                |            |                 |                               |            |  |                                                                                                                                                           |  |  |
|                                   | Category                                                                                                                                                                            |                                                                                                                                                                                                                             |            |                                                      |                                                                                                                                                                                                                                                |            |                 | Date for Completion (L)       |            |  |                                                                                                                                                           |  |  |
|                                   | Financial                                                                                                                                                                           |                                                                                                                                                                                                                             |            |                                                      |                                                                                                                                                                                                                                                |            |                 | ongoing                       |            |  |                                                                                                                                                           |  |  |
| Owner                             | Inherent/Fundamental Risk (E)                                                                                                                                                       |                                                                                                                                                                                                                             |            | Insurance cover - Vandalism Bus Shelters/Playgrounds |                                                                                                                                                                                                                                                |            | Target Risk (M) |                               |            |  |                                                                                                                                                           |  |  |
| N Crewe                           | Impact                                                                                                                                                                              | Likelihood                                                                                                                                                                                                                  | Risk Score | Impact                                               | Likelihood                                                                                                                                                                                                                                     | Risk Score | Impact          | Likelihood                    | Risk Score |  |                                                                                                                                                           |  |  |
|                                   | 4                                                                                                                                                                                   | 3                                                                                                                                                                                                                           | 12         | 3                                                    | 3                                                                                                                                                                                                                                              | 9          | 3               | 1                             | 3          |  |                                                                                                                                                           |  |  |
| No.                               | Risk, Category & Owner (A), (C) & (D)                                                                                                                                               | Scope of the risk & Comments (B)                                                                                                                                                                                            |            |                                                      | How the risk is managed at present (F)                                                                                                                                                                                                         |            |                 | Tolerance Level of Risk (H)   |            |  | What controls are to be implemented (K)                                                                                                                   |  |  |
| 9                                 | Adequacy of Precept                                                                                                                                                                 | Inadequacy of existing funds to carry out committed obligations and for carrying out statutory duties.                                                                                                                      |            |                                                      | Three year forecast produced and agreed before establishing following years precept call. Detail allocated through budget headings and specific budget codes and ongoing monitoring to ensure close control and no overspend to overall budget |            |                 | Level of Risk acceptable? Y/N |            |  | Continuing monitoring of budgets and cash position                                                                                                        |  |  |
|                                   | Yes                                                                                                                                                                                 |                                                                                                                                                                                                                             |            |                                                      |                                                                                                                                                                                                                                                |            |                 |                               |            |  |                                                                                                                                                           |  |  |
|                                   | Why have you drawn this conclusion?                                                                                                                                                 |                                                                                                                                                                                                                             |            |                                                      |                                                                                                                                                                                                                                                |            |                 |                               |            |  |                                                                                                                                                           |  |  |
|                                   | No history of overall overspend.                                                                                                                                                    |                                                                                                                                                                                                                             |            |                                                      |                                                                                                                                                                                                                                                |            |                 |                               |            |  |                                                                                                                                                           |  |  |
|                                   | Category                                                                                                                                                                            |                                                                                                                                                                                                                             |            |                                                      |                                                                                                                                                                                                                                                |            |                 | Date for Completion (L)       |            |  |                                                                                                                                                           |  |  |
|                                   | Financial                                                                                                                                                                           |                                                                                                                                                                                                                             |            |                                                      |                                                                                                                                                                                                                                                |            |                 | On Going                      |            |  |                                                                                                                                                           |  |  |
| Owner                             | Inherent/Fundamental Risk (E)                                                                                                                                                       |                                                                                                                                                                                                                             |            | Residual/Remaining Risk (G)                          |                                                                                                                                                                                                                                                |            | Target Risk (M) |                               |            |  |                                                                                                                                                           |  |  |
| G Langley                         | Impact                                                                                                                                                                              | Likelihood                                                                                                                                                                                                                  | Risk Score | Impact                                               | Likelihood                                                                                                                                                                                                                                     | Risk Score | Impact          | Likelihood                    | Risk Score |  |                                                                                                                                                           |  |  |
|                                   | 4                                                                                                                                                                                   | 4                                                                                                                                                                                                                           | 16         | 3                                                    | 2                                                                                                                                                                                                                                              | 6          | 2               | 1                             | 2          |  |                                                                                                                                                           |  |  |
| No.                               | Risk, Category & Owner (A), (C) & (D)                                                                                                                                               | Scope of the risk & Comments (B)                                                                                                                                                                                            |            |                                                      | How the risk is managed at present (F)                                                                                                                                                                                                         |            |                 | Tolerance Level of Risk (H)   |            |  | What controls are to be implemented (K)                                                                                                                   |  |  |
| 10                                | Reserves                                                                                                                                                                            | Insufficient Reserves available to meet known commitments and unplanned major costs.                                                                                                                                        |            |                                                      | Reserves and Treasury Management Policy. Establishment of defined ear-marked reserves plus monitoring of revenues forecast year end position against overall % limit of expenditure - currently set at 35%.                                    |            |                 | Level of Risk acceptable? Y/N |            |  | Increasing percentage of General Reserves to expenditure above 35%                                                                                        |  |  |
|                                   | Yes                                                                                                                                                                                 |                                                                                                                                                                                                                             |            |                                                      |                                                                                                                                                                                                                                                |            |                 |                               |            |  |                                                                                                                                                           |  |  |
|                                   | Why have you drawn this conclusion?                                                                                                                                                 |                                                                                                                                                                                                                             |            |                                                      |                                                                                                                                                                                                                                                |            |                 |                               |            |  |                                                                                                                                                           |  |  |
|                                   | Regular monitoring of budget and bank balances and year end forecasting of general reserves.                                                                                        |                                                                                                                                                                                                                             |            |                                                      |                                                                                                                                                                                                                                                |            |                 |                               |            |  |                                                                                                                                                           |  |  |
|                                   | Category                                                                                                                                                                            |                                                                                                                                                                                                                             |            |                                                      |                                                                                                                                                                                                                                                |            |                 | Date for Completion (L)       |            |  |                                                                                                                                                           |  |  |
|                                   | Financial                                                                                                                                                                           |                                                                                                                                                                                                                             |            |                                                      |                                                                                                                                                                                                                                                |            |                 | Ongoing                       |            |  |                                                                                                                                                           |  |  |
| Owner                             | Inherent/Fundamental Risk (E)                                                                                                                                                       |                                                                                                                                                                                                                             |            | Residual/Remaining Risk (G)                          |                                                                                                                                                                                                                                                |            | Target Risk (M) |                               |            |  |                                                                                                                                                           |  |  |
| N Crewe                           | Impact                                                                                                                                                                              | Likelihood                                                                                                                                                                                                                  | Risk Score | Impact                                               | Likelihood                                                                                                                                                                                                                                     | Risk Score | Impact          | Likelihood                    | Risk Score |  |                                                                                                                                                           |  |  |
|                                   | 5                                                                                                                                                                                   | 3                                                                                                                                                                                                                           | 15         | 3                                                    | 2                                                                                                                                                                                                                                              | 6          | 2               | 2                             | 4          |  |                                                                                                                                                           |  |  |

## COLNE TOWN COUNCIL FINANCIAL RISK REGISTER

### Updated April 2020 - including transfer of Alkincoates Park

| Produced by : Gina Langley - RFO. |                                       |  |                                                                                                                                                                                                                    | Date : April 2020 - review March 2021 |  |                                                                                                                                                                                                                                                                                                        |  |  |                                                                                                                                                                        |  |  |                                                                                                                                                                                                                                                                                                                                                      |  |  |
|-----------------------------------|---------------------------------------|--|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|--|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|
| No.                               | Risk, Category & Owner (A), (C) & (D) |  | Scope of the risk & Comments (B)                                                                                                                                                                                   |                                       |  | How the risk is managed at present (F)                                                                                                                                                                                                                                                                 |  |  | Tolerance Level of Risk (H)                                                                                                                                            |  |  | What controls are to be implemented (K)                                                                                                                                                                                                                                                                                                              |  |  |
| 11                                | Rental Income                         |  | Failure of Tenants / hirers to settle invoices. No active management of leases regarding "holding over" of leases leading to no increase in rental income and or loss of Tenants able to exercise notice to leave. |                                       |  | Chasing of outstanding invoices. Covid 19 arrangements will lead to increasing arrears and higher risk and leases out of time.                                                                                                                                                                         |  |  | Level of Risk acceptable? Y/N                                                                                                                                          |  |  | Closer monitoring of Tenants financial positions towards August to establish likely non renewal or bad debts. Strategy to be developed regarding Annex re potential for joint venture. Specific lease arrangements to be negotiated once Covid 19 restrictions removed.<br>Date for Completion (L)<br>Ongoing<br>Target Risk (M)<br>ImpactRisk Score |  |  |
|                                   | Category                              |  |                                                                                                                                                                                                                    |                                       |  |                                                                                                                                                                                                                                                                                                        |  |  | Yes                                                                                                                                                                    |  |  |                                                                                                                                                                                                                                                                                                                                                      |  |  |
|                                   | Financial                             |  |                                                                                                                                                                                                                    |                                       |  |                                                                                                                                                                                                                                                                                                        |  |  | Why have you drawn this conclusion?                                                                                                                                    |  |  |                                                                                                                                                                                                                                                                                                                                                      |  |  |
|                                   | Owner                                 |  |                                                                                                                                                                                                                    |                                       |  |                                                                                                                                                                                                                                                                                                        |  |  | The current position is governed by the Covid 19 risk facing all property ownership.                                                                                   |  |  |                                                                                                                                                                                                                                                                                                                                                      |  |  |
|                                   | N Crewe                               |  | Inherent/Fundamental Risk (E)                                                                                                                                                                                      |                                       |  | Residual/Remaining Risk (G)                                                                                                                                                                                                                                                                            |  |  | ImpactRisk Score                                                                                                                                                       |  |  |                                                                                                                                                                                                                                                                                                                                                      |  |  |
|                                   |                                       |  | 3515                                                                                                                                                                                                               |                                       |  | 3412                                                                                                                                                                                                                                                                                                   |  |  | 339                                                                                                                                                                    |  |  |                                                                                                                                                                                                                                                                                                                                                      |  |  |
| No.                               | Risk, Category & Owner (A), (C) & (D) |  | Scope of the risk & Comments (B)                                                                                                                                                                                   |                                       |  | How the risk is managed at present (F)                                                                                                                                                                                                                                                                 |  |  | Tolerance Level of Risk (H)                                                                                                                                            |  |  | What controls are to be implemented (K)                                                                                                                                                                                                                                                                                                              |  |  |
| 12                                | Bank Reconciliations                  |  | Inadequate check and bank errors                                                                                                                                                                                   |                                       |  | Monthly reconciliations take place by RFO and External accountancy support and quarterly overview by FES committee.                                                                                                                                                                                    |  |  | Level of Risk acceptable? Y/N                                                                                                                                          |  |  | No change to existing proposed<br>Date for Completion (L)<br>ongoing<br>Target Risk (M)<br>ImpactRisk Score                                                                                                                                                                                                                                          |  |  |
|                                   | Category                              |  |                                                                                                                                                                                                                    |                                       |  |                                                                                                                                                                                                                                                                                                        |  |  | Yes                                                                                                                                                                    |  |  |                                                                                                                                                                                                                                                                                                                                                      |  |  |
|                                   | Financial                             |  |                                                                                                                                                                                                                    |                                       |  |                                                                                                                                                                                                                                                                                                        |  |  | Why have you drawn this conclusion?                                                                                                                                    |  |  |                                                                                                                                                                                                                                                                                                                                                      |  |  |
|                                   | Owner                                 |  |                                                                                                                                                                                                                    |                                       |  |                                                                                                                                                                                                                                                                                                        |  |  | Existing systems and protocols are followed without exception.                                                                                                         |  |  |                                                                                                                                                                                                                                                                                                                                                      |  |  |
|                                   | G Langley                             |  | Inherent/Fundamental Risk (E)                                                                                                                                                                                      |                                       |  | Residual/Remaining Risk (G)                                                                                                                                                                                                                                                                            |  |  | ImpactRisk Score                                                                                                                                                       |  |  |                                                                                                                                                                                                                                                                                                                                                      |  |  |
|                                   |                                       |  | 4416                                                                                                                                                                                                               |                                       |  | 326                                                                                                                                                                                                                                                                                                    |  |  | 326                                                                                                                                                                    |  |  |                                                                                                                                                                                                                                                                                                                                                      |  |  |
| No.                               | Risk, Category & Owner (A), (C) & (D) |  | Scope of the risk & Comments (B)                                                                                                                                                                                   |                                       |  | How the risk is managed at present (F)                                                                                                                                                                                                                                                                 |  |  | Tolerance Level of Risk (H)                                                                                                                                            |  |  | What controls are to be implemented (K)                                                                                                                                                                                                                                                                                                              |  |  |
| 13                                | Payments                              |  | Goods not supplied but still invoiced. Invoices incorrect. Invoices unpaid. Unauthorised payments made.                                                                                                            |                                       |  | Separation of duties as per internal controls. All invoices checked for accuracy and receipt of goods before payment. List of payments made presented to council each month.                                                                                                                           |  |  | Level of Risk acceptable? Y/N                                                                                                                                          |  |  | No change to existing proposed<br>Date for Completion (L)<br>ongoing<br>Target Risk (M)<br>ImpactRisk Score                                                                                                                                                                                                                                          |  |  |
|                                   | Category                              |  |                                                                                                                                                                                                                    |                                       |  |                                                                                                                                                                                                                                                                                                        |  |  | Yes                                                                                                                                                                    |  |  |                                                                                                                                                                                                                                                                                                                                                      |  |  |
|                                   | Financial                             |  |                                                                                                                                                                                                                    |                                       |  |                                                                                                                                                                                                                                                                                                        |  |  | Why have you drawn this conclusion?                                                                                                                                    |  |  |                                                                                                                                                                                                                                                                                                                                                      |  |  |
|                                   | Owner                                 |  |                                                                                                                                                                                                                    |                                       |  |                                                                                                                                                                                                                                                                                                        |  |  | No adverse history. Procedures as per internal controls in place.                                                                                                      |  |  |                                                                                                                                                                                                                                                                                                                                                      |  |  |
|                                   | N Crewe                               |  | Inherent/Fundamental Risk (E)                                                                                                                                                                                      |                                       |  | Residual/Remaining Risk (G)                                                                                                                                                                                                                                                                            |  |  | ImpactRisk Score                                                                                                                                                       |  |  |                                                                                                                                                                                                                                                                                                                                                      |  |  |
|                                   |                                       |  | 4416                                                                                                                                                                                                               |                                       |  | 326                                                                                                                                                                                                                                                                                                    |  |  | 326                                                                                                                                                                    |  |  |                                                                                                                                                                                                                                                                                                                                                      |  |  |
| No.                               | Risk, Category & Owner (A), (C) & (D) |  | Scope of the risk & Comments (B)                                                                                                                                                                                   |                                       |  | How the risk is managed at present (F)                                                                                                                                                                                                                                                                 |  |  | Tolerance Level of Risk (H)                                                                                                                                            |  |  | What controls are to be implemented (K)                                                                                                                                                                                                                                                                                                              |  |  |
| 14                                | Expenses                              |  | Incorrect claiming of expenses by staff and or Members                                                                                                                                                             |                                       |  | All expenses claimed are signed off by line manager and or Member of the FES committee.                                                                                                                                                                                                                |  |  | Level of Risk acceptable? Y/N                                                                                                                                          |  |  | No change to existing proposed<br>Date for Completion (L)<br>ongoing<br>Target Risk (M)<br>ImpactRisk Score                                                                                                                                                                                                                                          |  |  |
|                                   | Category                              |  |                                                                                                                                                                                                                    |                                       |  |                                                                                                                                                                                                                                                                                                        |  |  | Yes                                                                                                                                                                    |  |  |                                                                                                                                                                                                                                                                                                                                                      |  |  |
|                                   | Financial                             |  |                                                                                                                                                                                                                    |                                       |  |                                                                                                                                                                                                                                                                                                        |  |  | Why have you drawn this conclusion?                                                                                                                                    |  |  |                                                                                                                                                                                                                                                                                                                                                      |  |  |
|                                   | Owner                                 |  |                                                                                                                                                                                                                    |                                       |  |                                                                                                                                                                                                                                                                                                        |  |  | Process ensures independent view of legitimacy of claim being made.                                                                                                    |  |  |                                                                                                                                                                                                                                                                                                                                                      |  |  |
|                                   | N Crewe                               |  | Inherent/Fundamental Risk (E)                                                                                                                                                                                      |                                       |  | Residual/Remaining Risk (G)                                                                                                                                                                                                                                                                            |  |  | ImpactRisk Score                                                                                                                                                       |  |  |                                                                                                                                                                                                                                                                                                                                                      |  |  |
|                                   |                                       |  | 339                                                                                                                                                                                                                |                                       |  | 326                                                                                                                                                                                                                                                                                                    |  |  | 326                                                                                                                                                                    |  |  |                                                                                                                                                                                                                                                                                                                                                      |  |  |
| No.                               | Risk, Category & Owner (A), (C) & (D) |  | Scope of the risk & Comments (B)                                                                                                                                                                                   |                                       |  | How the risk is managed at present (F)                                                                                                                                                                                                                                                                 |  |  | Tolerance Level of Risk (H)                                                                                                                                            |  |  | What controls are to be implemented (K)                                                                                                                                                                                                                                                                                                              |  |  |
| 15                                | Payroll/Salaries/Pension              |  | Incorrect payments to staff and HMRC and Pension provider. Failure of payroll provider to run payroll.                                                                                                             |                                       |  | External accountancy service runs payroll after seeing evidence off staff contracts and receipt of monthly email to confirm any additional payments re overtime/buy out of toil. Access to HMRC payroll account to ensure reconciliation. In house capability if required via advice from HR provider. |  |  | Level of Risk acceptable? Y/N                                                                                                                                          |  |  | No change to existing proposed<br>Date for Completion (L)<br>ongoing<br>Target Risk (M)<br>ImpactRisk Score                                                                                                                                                                                                                                          |  |  |
|                                   | Category                              |  |                                                                                                                                                                                                                    |                                       |  |                                                                                                                                                                                                                                                                                                        |  |  | Yes                                                                                                                                                                    |  |  |                                                                                                                                                                                                                                                                                                                                                      |  |  |
|                                   | Financial                             |  |                                                                                                                                                                                                                    |                                       |  |                                                                                                                                                                                                                                                                                                        |  |  | Why have you drawn this conclusion?                                                                                                                                    |  |  |                                                                                                                                                                                                                                                                                                                                                      |  |  |
|                                   | Owner                                 |  |                                                                                                                                                                                                                    |                                       |  |                                                                                                                                                                                                                                                                                                        |  |  | External accountants calculations are check by both the Town Clerk and the RFO. Service also provided by employed HR advisors who could take on this task if required. |  |  |                                                                                                                                                                                                                                                                                                                                                      |  |  |
|                                   | N Crewe / G Langley                   |  | Inherent/Fundamental Risk (E)                                                                                                                                                                                      |                                       |  | Residual/Remaining Risk (G)                                                                                                                                                                                                                                                                            |  |  | ImpactRisk Score                                                                                                                                                       |  |  |                                                                                                                                                                                                                                                                                                                                                      |  |  |
|                                   |                                       |  | 4312                                                                                                                                                                                                               |                                       |  | 326                                                                                                                                                                                                                                                                                                    |  |  | 224                                                                                                                                                                    |  |  |                                                                                                                                                                                                                                                                                                                                                      |  |  |

## COLNE TOWN COUNCIL FINANCIAL RISK REGISTER

### Updated April 2020 - including transfer of Alkincoates Park

| Produced by : Gina Langley - RFO. |                                       |        |                                                                                                                                                                                             |            | Date : April 2020 - review March 2021 |                                                                                                                                                                                                                                                                         |            |                 |                                                                                     |  |            |                                                                                                                                                                                                                                       |  |  |  |
|-----------------------------------|---------------------------------------|--------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|---------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|-----------------|-------------------------------------------------------------------------------------|--|------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|--|
| No.                               | Risk, Category & Owner (A), (C) & (D) |        | Scope of the risk & Comments (B)                                                                                                                                                            |            |                                       | How the risk is managed at present (F)                                                                                                                                                                                                                                  |            |                 | Tolerance Level of Risk (H)                                                         |  |            | What controls are to be implemented (K)                                                                                                                                                                                               |  |  |  |
| 16                                | VAT criteria                          |        | Movement in terms of income generation leads to change from Section 126 basis claim to normal vat status and vat not claimed where it should have been leading to clawback claim from HMRC. |            |                                       | Quarterly Vat return submitted. Advice sought from External Accountants regarding Blues and Rental income to ensure limits are not currently breached. Any additional income source considered for Vat implications.                                                    |            |                 | Level of Risk acceptable? Y/N                                                       |  |            | No change to existing proposed                                                                                                                                                                                                        |  |  |  |
|                                   | Category                              |        |                                                                                                                                                                                             |            |                                       |                                                                                                                                                                                                                                                                         |            |                 | Yes                                                                                 |  |            |                                                                                                                                                                                                                                       |  |  |  |
|                                   | Financial                             |        |                                                                                                                                                                                             |            |                                       |                                                                                                                                                                                                                                                                         |            |                 | Why have you drawn this conclusion?                                                 |  |            |                                                                                                                                                                                                                                       |  |  |  |
|                                   | Owner                                 |        |                                                                                                                                                                                             |            |                                       |                                                                                                                                                                                                                                                                         |            |                 | Review of vat implications carried out re Blues Festival.                           |  |            |                                                                                                                                                                                                                                       |  |  |  |
|                                   | N Crewe                               |        | Inherent/Fundamental Risk (E)                                                                                                                                                               |            |                                       | Residual/Remaining Risk (G)                                                                                                                                                                                                                                             |            |                 |                                                                                     |  |            |                                                                                                                                                                                                                                       |  |  |  |
|                                   |                                       |        | Impact                                                                                                                                                                                      | Likelihood | Risk Score                            | Impact                                                                                                                                                                                                                                                                  | Likelihood | Risk Score      |                                                                                     |  |            | Date for Completion (L)                                                                                                                                                                                                               |  |  |  |
|                                   |                                       | 3      | 3                                                                                                                                                                                           | 9          | 3                                     | 2                                                                                                                                                                                                                                                                       | 6          |                 |                                                                                     |  | ongoing    |                                                                                                                                                                                                                                       |  |  |  |
|                                   |                                       |        |                                                                                                                                                                                             |            |                                       |                                                                                                                                                                                                                                                                         |            | Target Risk (M) |                                                                                     |  |            |                                                                                                                                                                                                                                       |  |  |  |
|                                   |                                       | Impact | Likelihood                                                                                                                                                                                  | Risk Score |                                       |                                                                                                                                                                                                                                                                         |            | Impact          |                                                                                     |  | Likelihood | Risk Score                                                                                                                                                                                                                            |  |  |  |
|                                   |                                       | 3      | 1                                                                                                                                                                                           | 3          |                                       |                                                                                                                                                                                                                                                                         |            | 3               |                                                                                     |  | 1          | 3                                                                                                                                                                                                                                     |  |  |  |
| No.                               | Risk, Category & Owner (A), (C) & (D) |        | Scope of the risk & Comments (B)                                                                                                                                                            |            |                                       | How the risk is managed at present (F)                                                                                                                                                                                                                                  |            |                 | Tolerance Level of Risk (H)                                                         |  |            | What controls are to be implemented (K)                                                                                                                                                                                               |  |  |  |
| 17                                | Vat not processed                     |        | Returns are not processed and Vat is not claimed back.                                                                                                                                      |            |                                       | Quarterly returns processed. Balance sheet presented to FES each quarter to identify outstanding vat element                                                                                                                                                            |            |                 | Level of Risk acceptable? Y/N                                                       |  |            | No change to existing proposed                                                                                                                                                                                                        |  |  |  |
|                                   | Category                              |        |                                                                                                                                                                                             |            |                                       |                                                                                                                                                                                                                                                                         |            |                 | Yes                                                                                 |  |            |                                                                                                                                                                                                                                       |  |  |  |
|                                   | Financial                             |        |                                                                                                                                                                                             |            |                                       |                                                                                                                                                                                                                                                                         |            |                 | Why have you drawn this conclusion?                                                 |  |            |                                                                                                                                                                                                                                       |  |  |  |
|                                   | Owner                                 |        |                                                                                                                                                                                             |            |                                       |                                                                                                                                                                                                                                                                         |            |                 | No history of not processing vat returns.                                           |  |            |                                                                                                                                                                                                                                       |  |  |  |
|                                   | G Langley                             |        | Inherent/Fundamental Risk (E)                                                                                                                                                               |            |                                       | Residual/Remaining Risk (G)                                                                                                                                                                                                                                             |            |                 |                                                                                     |  |            |                                                                                                                                                                                                                                       |  |  |  |
|                                   |                                       |        | Impact                                                                                                                                                                                      | Likelihood | Risk Score                            | Impact                                                                                                                                                                                                                                                                  | Likelihood | Risk Score      |                                                                                     |  |            | Date for Completion (L)                                                                                                                                                                                                               |  |  |  |
|                                   |                                       | 4      | 3                                                                                                                                                                                           | 12         | 3                                     | 2                                                                                                                                                                                                                                                                       | 6          |                 |                                                                                     |  | Ongoing    |                                                                                                                                                                                                                                       |  |  |  |
|                                   |                                       |        |                                                                                                                                                                                             |            |                                       |                                                                                                                                                                                                                                                                         |            | Target Risk (M) |                                                                                     |  |            |                                                                                                                                                                                                                                       |  |  |  |
|                                   |                                       | Impact | Likelihood                                                                                                                                                                                  | Risk Score |                                       |                                                                                                                                                                                                                                                                         |            | Impact          |                                                                                     |  | Likelihood | Risk Score                                                                                                                                                                                                                            |  |  |  |
|                                   |                                       | 3      | 2                                                                                                                                                                                           | 6          |                                       |                                                                                                                                                                                                                                                                         |            | 3               |                                                                                     |  | 2          | 6                                                                                                                                                                                                                                     |  |  |  |
| No.                               | Risk, Category & Owner (A), (C) & (D) |        | Scope of the risk & Comments (B)                                                                                                                                                            |            |                                       | How the risk is managed at present (F)                                                                                                                                                                                                                                  |            |                 | Tolerance Level of Risk (H)                                                         |  |            | What controls are to be implemented (K)                                                                                                                                                                                               |  |  |  |
| 18                                | PAYE/NI not collected and paid over   |        | Incorrect payments to HMRC. Failure of external accountancy service to run payroll.                                                                                                         |            |                                       | External accountancy service runs payroll and advises of payments to be made to HMRC/NI. Access to HMRC payroll account to ensure reconciliation. Access to HMRC payroll account to ensure reconciliation. In house capability if required via advice from HR provider. |            |                 | Level of Risk acceptable? Y/N                                                       |  |            | Quarterly review of HMRC records to be introduced.                                                                                                                                                                                    |  |  |  |
|                                   | Category                              |        |                                                                                                                                                                                             |            |                                       |                                                                                                                                                                                                                                                                         |            |                 | Yes                                                                                 |  |            |                                                                                                                                                                                                                                       |  |  |  |
|                                   | Financial                             |        |                                                                                                                                                                                             |            |                                       |                                                                                                                                                                                                                                                                         |            |                 | Why have you drawn this conclusion?                                                 |  |            |                                                                                                                                                                                                                                       |  |  |  |
|                                   | Owner                                 |        |                                                                                                                                                                                             |            |                                       |                                                                                                                                                                                                                                                                         |            |                 | No history of not processing payroll returns and could if necessary run internally. |  |            |                                                                                                                                                                                                                                       |  |  |  |
|                                   | N Crewe                               |        | Inherent/Fundamental Risk (E)                                                                                                                                                               |            |                                       | Residual/Remaining Risk (G)                                                                                                                                                                                                                                             |            |                 |                                                                                     |  |            |                                                                                                                                                                                                                                       |  |  |  |
|                                   |                                       |        | Impact                                                                                                                                                                                      | Likelihood | Risk Score                            | Impact                                                                                                                                                                                                                                                                  | Likelihood | Risk Score      |                                                                                     |  |            | Date for Completion (L)                                                                                                                                                                                                               |  |  |  |
|                                   |                                       | 4      | 3                                                                                                                                                                                           | 12         | 3                                     | 2                                                                                                                                                                                                                                                                       | 6          |                 |                                                                                     |  | ongoing    |                                                                                                                                                                                                                                       |  |  |  |
|                                   |                                       |        |                                                                                                                                                                                             |            |                                       |                                                                                                                                                                                                                                                                         |            | Target Risk (M) |                                                                                     |  |            |                                                                                                                                                                                                                                       |  |  |  |
|                                   |                                       | Impact | Likelihood                                                                                                                                                                                  | Risk Score |                                       |                                                                                                                                                                                                                                                                         |            | Impact          |                                                                                     |  | Likelihood | Risk Score                                                                                                                                                                                                                            |  |  |  |
|                                   |                                       | 3      | 1                                                                                                                                                                                           | 3          |                                       |                                                                                                                                                                                                                                                                         |            | 3               |                                                                                     |  | 1          | 3                                                                                                                                                                                                                                     |  |  |  |
|                                   |                                       |        |                                                                                                                                                                                             |            |                                       |                                                                                                                                                                                                                                                                         |            |                 |                                                                                     |  |            |                                                                                                                                                                                                                                       |  |  |  |
| No.                               | Risk, Category & Owner (A), (C) & (D) |        | Scope of the risk & Comments (B)                                                                                                                                                            |            |                                       | How the risk is managed at present (F)                                                                                                                                                                                                                                  |            |                 | Tolerance Level of Risk (H)                                                         |  |            | What controls are to be implemented (K)                                                                                                                                                                                               |  |  |  |
| 19                                | Petty /Cash                           |        | No control over use of petty cash. Payments not accounted for and or loss though dishonesty.                                                                                                |            |                                       | Low value of petty cash availability. Reconciled monthly, all payment supported by relevant paperwork/receipts.                                                                                                                                                         |            |                 | Level of Risk acceptable? Y/N                                                       |  |            | No change to existing proposed                                                                                                                                                                                                        |  |  |  |
|                                   | Category                              |        |                                                                                                                                                                                             |            |                                       |                                                                                                                                                                                                                                                                         |            |                 | Yes                                                                                 |  |            |                                                                                                                                                                                                                                       |  |  |  |
|                                   | Financial                             |        |                                                                                                                                                                                             |            |                                       |                                                                                                                                                                                                                                                                         |            |                 | Why have you drawn this conclusion?                                                 |  |            |                                                                                                                                                                                                                                       |  |  |  |
|                                   | Owner                                 |        |                                                                                                                                                                                             |            |                                       |                                                                                                                                                                                                                                                                         |            |                 | Reconciliations checked quarterly by Chairman of FES. No history of problems.       |  |            |                                                                                                                                                                                                                                       |  |  |  |
|                                   | N Crewe                               |        | Inherent/Fundamental Risk (E)                                                                                                                                                               |            |                                       | Residual/Remaining Risk (G)                                                                                                                                                                                                                                             |            |                 |                                                                                     |  |            |                                                                                                                                                                                                                                       |  |  |  |
|                                   |                                       |        | Impact                                                                                                                                                                                      | Likelihood | Risk Score                            | Impact                                                                                                                                                                                                                                                                  | Likelihood | Risk Score      |                                                                                     |  |            | Date for Completion (L)                                                                                                                                                                                                               |  |  |  |
|                                   |                                       | 3      | 3                                                                                                                                                                                           | 9          | 2                                     | 2                                                                                                                                                                                                                                                                       | 4          |                 |                                                                                     |  | Ongoing    |                                                                                                                                                                                                                                       |  |  |  |
|                                   |                                       |        |                                                                                                                                                                                             |            |                                       |                                                                                                                                                                                                                                                                         |            | Target Risk (M) |                                                                                     |  |            |                                                                                                                                                                                                                                       |  |  |  |
|                                   |                                       | Impact | Likelihood                                                                                                                                                                                  | Risk Score |                                       |                                                                                                                                                                                                                                                                         |            | Impact          |                                                                                     |  | Likelihood | Risk Score                                                                                                                                                                                                                            |  |  |  |
|                                   |                                       | 2      | 2                                                                                                                                                                                           | 4          |                                       |                                                                                                                                                                                                                                                                         |            | 2               |                                                                                     |  | 2          | 4                                                                                                                                                                                                                                     |  |  |  |
| No.                               | Risk, Category & Owner (A), (C) & (D) |        | Scope of the risk & Comments (B)                                                                                                                                                            |            |                                       | How the risk is managed at present (F)                                                                                                                                                                                                                                  |            |                 | Tolerance Level of Risk (H)                                                         |  |            | What controls are to be implemented (K)                                                                                                                                                                                               |  |  |  |
| 20                                | Cheque books                          |        | Loss of cheques / fraudulent use                                                                                                                                                            |            |                                       | Cheque books locked up in safe. Payments made by internet/bacs. Signing instructions on accounts require two signatories. Bank account viewed at least weekly if not more frequent.                                                                                     |            |                 | Level of Risk acceptable? Y/N                                                       |  |            | Independent check of Bank account to identify any cheques used as should not be unless for presentation purposes. Current account balances to be kept around £20k to reduce exposure of cheque being presented without authorisation. |  |  |  |
|                                   | Category                              |        |                                                                                                                                                                                             |            |                                       |                                                                                                                                                                                                                                                                         |            |                 | Yes                                                                                 |  |            |                                                                                                                                                                                                                                       |  |  |  |
|                                   | Financial                             |        |                                                                                                                                                                                             |            |                                       |                                                                                                                                                                                                                                                                         |            |                 | Why have you drawn this conclusion?                                                 |  |            |                                                                                                                                                                                                                                       |  |  |  |
|                                   | Owner                                 |        |                                                                                                                                                                                             |            |                                       |                                                                                                                                                                                                                                                                         |            |                 | No evidence of cheque book misuse.                                                  |  |            |                                                                                                                                                                                                                                       |  |  |  |
|                                   | N Crewe                               |        | Inherent/Fundamental Risk (E)                                                                                                                                                               |            |                                       | Residual/Remaining Risk (G)                                                                                                                                                                                                                                             |            |                 |                                                                                     |  |            |                                                                                                                                                                                                                                       |  |  |  |
|                                   |                                       |        | Impact                                                                                                                                                                                      | Likelihood | Risk Score                            | Impact                                                                                                                                                                                                                                                                  | Likelihood | Risk Score      |                                                                                     |  |            | Date for Completion (L)                                                                                                                                                                                                               |  |  |  |
|                                   |                                       | 4      | 3                                                                                                                                                                                           | 12         | 2                                     | 3                                                                                                                                                                                                                                                                       | 6          |                 |                                                                                     |  | Ongoing    |                                                                                                                                                                                                                                       |  |  |  |
|                                   |                                       |        |                                                                                                                                                                                             |            |                                       |                                                                                                                                                                                                                                                                         |            | Target Risk (M) |                                                                                     |  |            |                                                                                                                                                                                                                                       |  |  |  |
|                                   |                                       | Impact | Likelihood                                                                                                                                                                                  | Risk Score |                                       |                                                                                                                                                                                                                                                                         |            | Impact          |                                                                                     |  | Likelihood | Risk Score                                                                                                                                                                                                                            |  |  |  |
|                                   |                                       | 2      | 2                                                                                                                                                                                           | 4          |                                       |                                                                                                                                                                                                                                                                         |            | 2               |                                                                                     |  | 2          | 4                                                                                                                                                                                                                                     |  |  |  |

## COLNE TOWN COUNCIL FINANCIAL RISK REGISTER

### Updated April 2020 - including transfer of Alkincoates Park

| Produced by : Gina Langley - RFO. |                                                                                                                              |                                                                                                                                                                                                   |            |                                |                                                                                                                                                                                                                                                                            | Date : April 2020 - review March 2021 |        |                               |            |                 |                                         |            |  |
|-----------------------------------|------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|--------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|--------|-------------------------------|------------|-----------------|-----------------------------------------|------------|--|
| No.                               | Risk, Category & Owner (A), (C) & (D)                                                                                        | Scope of the risk & Comments (B)                                                                                                                                                                  |            |                                | How the risk is managed at present (F)                                                                                                                                                                                                                                     |                                       |        | Tolerance Level of Risk (H)   |            |                 | What controls are to be implemented (K) |            |  |
| 21                                | Transparency of Grants and correct payments made                                                                             | Grants awarded without member agreement, control over amount awarded, and for purposes not supported by Council - ultra vires.                                                                    |            |                                | Grants policy and criteria, member agreement.                                                                                                                                                                                                                              |                                       |        | Level of Risk acceptable? Y/N |            |                 | No change to existing proposed          |            |  |
|                                   | Yes                                                                                                                          |                                                                                                                                                                                                   |            |                                |                                                                                                                                                                                                                                                                            |                                       |        |                               |            |                 |                                         |            |  |
|                                   | Why have you drawn this conclusion?                                                                                          |                                                                                                                                                                                                   |            |                                |                                                                                                                                                                                                                                                                            |                                       |        |                               |            |                 |                                         |            |  |
|                                   | No unauthorised award of grants.                                                                                             |                                                                                                                                                                                                   |            |                                |                                                                                                                                                                                                                                                                            |                                       |        |                               |            |                 |                                         |            |  |
|                                   | Category                                                                                                                     |                                                                                                                                                                                                   |            |                                |                                                                                                                                                                                                                                                                            |                                       |        |                               |            |                 | Date for Completion (L)                 |            |  |
|                                   | Financial                                                                                                                    |                                                                                                                                                                                                   |            |                                |                                                                                                                                                                                                                                                                            |                                       |        |                               |            |                 | Ongoing                                 |            |  |
| Owner                             | Inherent/Fundamental Risk (E)                                                                                                |                                                                                                                                                                                                   |            | Direct budget mgt by Clerk/RFO |                                                                                                                                                                                                                                                                            |                                       |        |                               |            | Target Risk (M) |                                         |            |  |
| N Crewe                           | Impact                                                                                                                       | Likelihood                                                                                                                                                                                        | Risk Score | Impact                         | Likelihood                                                                                                                                                                                                                                                                 | Risk Score                            | Impact | Likelihood                    | Risk Score | Impact          | Likelihood                              | Risk Score |  |
|                                   | 5                                                                                                                            | 4                                                                                                                                                                                                 | 20         | 3                              | 2                                                                                                                                                                                                                                                                          | 6                                     |        |                               |            | 3               | 2                                       | 6          |  |
| No.                               | Risk, Category & Owner (A), (C) & (D)                                                                                        | Scope of the risk & Comments (B)                                                                                                                                                                  |            |                                | How the risk is managed at present (F)                                                                                                                                                                                                                                     |                                       |        | Tolerance Level of Risk (H)   |            |                 | What controls are to be implemented (K) |            |  |
| 22                                | Year-end close down procedure                                                                                                | Year end accounts are not closed down properly leading to incorrect balances forming part of annual return and the councils financial position not reconciled and accurately reported.            |            |                                | Schedule of accounts closedown prepared annually to enable process to be followed. Checks made by accountant to ensure accounting entries processed for year end carry overs of debtors, creditors etc and that all balances are reconciled.                               |                                       |        | Level of Risk acceptable? Y/N |            |                 | No change to existing proposed          |            |  |
|                                   | Yes                                                                                                                          |                                                                                                                                                                                                   |            |                                |                                                                                                                                                                                                                                                                            |                                       |        |                               |            |                 |                                         |            |  |
|                                   | Why have you drawn this conclusion?                                                                                          |                                                                                                                                                                                                   |            |                                |                                                                                                                                                                                                                                                                            |                                       |        |                               |            |                 |                                         |            |  |
|                                   | Successful close down of accounts performed by External Accountants and RFO verified by internal and external audit reports. |                                                                                                                                                                                                   |            |                                |                                                                                                                                                                                                                                                                            |                                       |        |                               |            |                 |                                         |            |  |
|                                   | Category                                                                                                                     |                                                                                                                                                                                                   |            |                                |                                                                                                                                                                                                                                                                            |                                       |        |                               |            |                 | Date for Completion (L)                 |            |  |
|                                   | Financial                                                                                                                    |                                                                                                                                                                                                   |            |                                |                                                                                                                                                                                                                                                                            |                                       |        |                               |            |                 | Ongoing                                 |            |  |
| Owner                             | Inherent/Fundamental Risk (E)                                                                                                |                                                                                                                                                                                                   |            | Direct budget mgt by Clerk/RFO |                                                                                                                                                                                                                                                                            |                                       |        |                               |            | Target Risk (M) |                                         |            |  |
| N Crewe / G Langley               | Impact                                                                                                                       | Likelihood                                                                                                                                                                                        | Risk Score | Impact                         | Likelihood                                                                                                                                                                                                                                                                 | Risk Score                            | Impact | Likelihood                    | Risk Score | Impact          | Likelihood                              | Risk Score |  |
|                                   | 4                                                                                                                            | 3                                                                                                                                                                                                 | 12         | 3                              | 2                                                                                                                                                                                                                                                                          | 6                                     |        |                               |            | 3               | 2                                       | 6          |  |
| No.                               | Risk, Category & Owner (A), (C) & (D)                                                                                        | Scope of the risk & Comments (B)                                                                                                                                                                  |            |                                | How the risk is managed at present (F)                                                                                                                                                                                                                                     |                                       |        | Tolerance Level of Risk (H)   |            |                 | What controls are to be implemented (K) |            |  |
| 23                                | Annual Return                                                                                                                | The AGAR is not completed correctly and or not submitted to council to agree or to internal auditor and external auditors in time leading to adverse auditor comment and government intervention. |            |                                | Arrangements made with internal auditor to submit documentation to Full Council for Chairman's approval.                                                                                                                                                                   |                                       |        | Level of Risk acceptable? Y/N |            |                 | No change to existing proposed          |            |  |
|                                   | Yes                                                                                                                          |                                                                                                                                                                                                   |            |                                |                                                                                                                                                                                                                                                                            |                                       |        |                               |            |                 |                                         |            |  |
|                                   | Why have you drawn this conclusion?                                                                                          |                                                                                                                                                                                                   |            |                                |                                                                                                                                                                                                                                                                            |                                       |        |                               |            |                 |                                         |            |  |
|                                   | Historical submission of returns                                                                                             |                                                                                                                                                                                                   |            |                                |                                                                                                                                                                                                                                                                            |                                       |        |                               |            |                 |                                         |            |  |
|                                   | Category                                                                                                                     |                                                                                                                                                                                                   |            |                                |                                                                                                                                                                                                                                                                            |                                       |        |                               |            |                 | Date for Completion (L)                 |            |  |
|                                   | Financial                                                                                                                    |                                                                                                                                                                                                   |            |                                |                                                                                                                                                                                                                                                                            |                                       |        |                               |            |                 | Ongoing                                 |            |  |
| Owner                             | Inherent/Fundamental Risk (E)                                                                                                |                                                                                                                                                                                                   |            | Direct budget mgt by Clerk/RFO |                                                                                                                                                                                                                                                                            |                                       |        |                               |            | Target Risk (M) |                                         |            |  |
| N Crewe                           | Impact                                                                                                                       | Likelihood                                                                                                                                                                                        | Risk Score | Impact                         | Likelihood                                                                                                                                                                                                                                                                 | Risk Score                            | Impact | Likelihood                    | Risk Score | Impact          | Likelihood                              | Risk Score |  |
|                                   | 5                                                                                                                            | 4                                                                                                                                                                                                 | 20         | 3                              | 2                                                                                                                                                                                                                                                                          | 6                                     |        |                               |            | 3               | 2                                       | 6          |  |
| No.                               | Risk, Category & Owner (A), (C) & (D)                                                                                        | Scope of the risk & Comments (B)                                                                                                                                                                  |            |                                | How the risk is managed at present (F)                                                                                                                                                                                                                                     |                                       |        | Tolerance Level of Risk (H)   |            |                 | What controls are to be implemented (K) |            |  |
| 24                                | Fraud                                                                                                                        | Inadequate checks relating to any aspects of financial involvement and no controls exercised over payments.                                                                                       |            |                                | Fidelity Guarantee insurance up to £1 million. The Council has internal controls, financial regulations, standing orders, regular bank reconciliation, separation of duties and financial risk register as guidance to ensure all financial aspects are carefully managed. |                                       |        | Level of Risk acceptable? Y/N |            |                 | No change to existing proposed          |            |  |
|                                   | Yes                                                                                                                          |                                                                                                                                                                                                   |            |                                |                                                                                                                                                                                                                                                                            |                                       |        |                               |            |                 |                                         |            |  |
|                                   | Why have you drawn this conclusion?                                                                                          |                                                                                                                                                                                                   |            |                                |                                                                                                                                                                                                                                                                            |                                       |        |                               |            |                 |                                         |            |  |
|                                   | Internal controls and processes are strictly followed.                                                                       |                                                                                                                                                                                                   |            |                                |                                                                                                                                                                                                                                                                            |                                       |        |                               |            |                 |                                         |            |  |
|                                   | Category                                                                                                                     |                                                                                                                                                                                                   |            |                                |                                                                                                                                                                                                                                                                            |                                       |        |                               |            |                 | Date for Completion (L)                 |            |  |
|                                   | Financial                                                                                                                    |                                                                                                                                                                                                   |            |                                |                                                                                                                                                                                                                                                                            |                                       |        |                               |            |                 | Ongoing                                 |            |  |
| Owner                             | Inherent/Fundamental Risk (E)                                                                                                |                                                                                                                                                                                                   |            | Direct budget mgt by Clerk/RFO |                                                                                                                                                                                                                                                                            |                                       |        |                               |            | Target Risk (M) |                                         |            |  |
| N Crewe                           | Impact                                                                                                                       | Likelihood                                                                                                                                                                                        | Risk Score | Impact                         | Likelihood                                                                                                                                                                                                                                                                 | Risk Score                            | Impact | Likelihood                    | Risk Score | Impact          | Likelihood                              | Risk Score |  |
|                                   | 5                                                                                                                            | 5                                                                                                                                                                                                 | 25         | 3                              | 2                                                                                                                                                                                                                                                                          | 6                                     |        |                               |            | 3               | 2                                       | 6          |  |

## COLNE TOWN COUNCIL FINANCIAL RISK REGISTER

### Updated April 2020 - including transfer of Alkincoates Park

| Produced by : Gina Langley - RFO. |                                                                                                                                                                                                                                                                         |                                                                                                                                                          |            |                                | Date : April 2020 - review March 2021                                                                                                                                                                                                                                               |            |  |                               |                         |                                                                                                                                                                    |            |  |
|-----------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|------------|--------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|--|-------------------------------|-------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|--|
| No.                               | Risk, Category & Owner (A), (C) & (D)                                                                                                                                                                                                                                   | Scope of the risk & Comments (B)                                                                                                                         |            |                                | How the risk is managed at present (F)                                                                                                                                                                                                                                              |            |  | Tolerance Level of Risk (H)   |                         | What controls are to be implemented (K)                                                                                                                            |            |  |
| 25                                | Election Costs                                                                                                                                                                                                                                                          | Insufficient Financial provision to meet the cost of elections                                                                                           |            |                                | Cost is not significant in relation to overall budget if unplanned election called through declaring of vacancy.                                                                                                                                                                    |            |  | Level of Risk acceptable? Y/N |                         | Creation and or review of existing Earmarked Reserve to budget over a four year period for all out election costs of circa £20k.                                   |            |  |
|                                   | Yes                                                                                                                                                                                                                                                                     |                                                                                                                                                          |            |                                |                                                                                                                                                                                                                                                                                     |            |  |                               |                         |                                                                                                                                                                    |            |  |
|                                   | Why have you drawn this conclusion?                                                                                                                                                                                                                                     |                                                                                                                                                          |            |                                |                                                                                                                                                                                                                                                                                     |            |  |                               |                         |                                                                                                                                                                    |            |  |
|                                   | History indicates infrequent vacancy declaration.                                                                                                                                                                                                                       |                                                                                                                                                          |            |                                |                                                                                                                                                                                                                                                                                     |            |  |                               |                         |                                                                                                                                                                    |            |  |
|                                   | Category                                                                                                                                                                                                                                                                |                                                                                                                                                          |            |                                |                                                                                                                                                                                                                                                                                     |            |  |                               |                         |                                                                                                                                                                    |            |  |
|                                   | Financial                                                                                                                                                                                                                                                               |                                                                                                                                                          |            |                                |                                                                                                                                                                                                                                                                                     |            |  |                               |                         |                                                                                                                                                                    |            |  |
| Owner                             | Inherent/Fundamental Risk (E)                                                                                                                                                                                                                                           |                                                                                                                                                          |            | Direct budget mgt by Clerk/RFO |                                                                                                                                                                                                                                                                                     |            |  |                               | Date for Completion (L) |                                                                                                                                                                    |            |  |
| N Crewe                           | Impact                                                                                                                                                                                                                                                                  | Likelihood                                                                                                                                               | Risk Score | Impact                         | Likelihood                                                                                                                                                                                                                                                                          | Risk Score |  |                               | Ongoing                 |                                                                                                                                                                    |            |  |
|                                   | 3                                                                                                                                                                                                                                                                       | 3                                                                                                                                                        | 9          | 3                              | 3                                                                                                                                                                                                                                                                                   | 9          |  |                               | Target Risk (M)         |                                                                                                                                                                    |            |  |
|                                   |                                                                                                                                                                                                                                                                         |                                                                                                                                                          |            |                                |                                                                                                                                                                                                                                                                                     |            |  |                               | Impact                  | Likelihood                                                                                                                                                         | Risk Score |  |
|                                   |                                                                                                                                                                                                                                                                         |                                                                                                                                                          |            |                                |                                                                                                                                                                                                                                                                                     |            |  |                               | 3                       | 2                                                                                                                                                                  | 6          |  |
| No.                               | Risk, Category & Owner (A), (C) & (D)                                                                                                                                                                                                                                   | Scope of the risk & Comments (B)                                                                                                                         |            |                                | How the risk is managed at present (F)                                                                                                                                                                                                                                              |            |  | Tolerance Level of Risk (H)   |                         | What controls are to be implemented (K)                                                                                                                            |            |  |
| 26                                | Tender Process                                                                                                                                                                                                                                                          | Work awarded inappropriately and subject to officer/member influence. Best value not obtained, procedures not followed for significant contracts, Fraud. |            |                                | Standing orders correctly followed, financial regulations, limits applied and schemes of delegation observed. Tender documentation issued, Member and RFO/TC open tenders and contracts awarded after quality/price assessment. Tenders advertised on web site and contract finder. |            |  | Level of Risk acceptable? Y/N |                         | No change to existing proposed                                                                                                                                     |            |  |
|                                   | Yes                                                                                                                                                                                                                                                                     |                                                                                                                                                          |            |                                |                                                                                                                                                                                                                                                                                     |            |  |                               |                         |                                                                                                                                                                    |            |  |
|                                   | Why have you drawn this conclusion?                                                                                                                                                                                                                                     |                                                                                                                                                          |            |                                |                                                                                                                                                                                                                                                                                     |            |  |                               |                         |                                                                                                                                                                    |            |  |
|                                   | compliance with Standing Orders and Financial Regulations. No challenges received to Tender outcomes and transparent process followed.                                                                                                                                  |                                                                                                                                                          |            |                                |                                                                                                                                                                                                                                                                                     |            |  |                               |                         |                                                                                                                                                                    |            |  |
|                                   | Category                                                                                                                                                                                                                                                                |                                                                                                                                                          |            |                                |                                                                                                                                                                                                                                                                                     |            |  |                               |                         | Date for Completion (L)                                                                                                                                            |            |  |
|                                   | Financial                                                                                                                                                                                                                                                               |                                                                                                                                                          |            |                                |                                                                                                                                                                                                                                                                                     |            |  |                               |                         | Ongoing                                                                                                                                                            |            |  |
| Owner                             | Inherent/Fundamental Risk (E)                                                                                                                                                                                                                                           |                                                                                                                                                          |            | Direct budget mgt by Clerk/RFO |                                                                                                                                                                                                                                                                                     |            |  |                               | Target Risk (M)         |                                                                                                                                                                    |            |  |
| N Crewe                           | Impact                                                                                                                                                                                                                                                                  | Likelihood                                                                                                                                               | Risk Score | Impact                         | Likelihood                                                                                                                                                                                                                                                                          | Risk Score |  |                               | Impact                  | Likelihood                                                                                                                                                         | Risk Score |  |
|                                   | 4                                                                                                                                                                                                                                                                       | 4                                                                                                                                                        | 16         | 3                              | 2                                                                                                                                                                                                                                                                                   | 6          |  |                               | 3                       | 2                                                                                                                                                                  | 6          |  |
| No.                               | Risk, Category & Owner (A), (C) & (D)                                                                                                                                                                                                                                   | Scope of the risk & Comments (B)                                                                                                                         |            |                                | How the risk is managed at present (F)                                                                                                                                                                                                                                              |            |  | Tolerance Level of Risk (H)   |                         | What controls are to be implemented (K)                                                                                                                            |            |  |
| 27                                | Value for money                                                                                                                                                                                                                                                         | No seeking of quotes and award of business without transparency and or assessment of value for money made.                                               |            |                                | Use of Standing Orders and Financial Regulations and Scheme of Delegation to determine need for quotations to be sought. Historical records to compare and higher value items via tender process.                                                                                   |            |  | Level of Risk acceptable? Y/N |                         | No change to existing proposed                                                                                                                                     |            |  |
|                                   | Yes                                                                                                                                                                                                                                                                     |                                                                                                                                                          |            |                                |                                                                                                                                                                                                                                                                                     |            |  |                               |                         |                                                                                                                                                                    |            |  |
|                                   | Why have you drawn this conclusion?                                                                                                                                                                                                                                     |                                                                                                                                                          |            |                                |                                                                                                                                                                                                                                                                                     |            |  |                               |                         |                                                                                                                                                                    |            |  |
|                                   | Tenders for larger contracts. Quotations sought and historical records checked for pricing comparison where appropriate.                                                                                                                                                |                                                                                                                                                          |            |                                |                                                                                                                                                                                                                                                                                     |            |  |                               |                         |                                                                                                                                                                    |            |  |
|                                   | Category                                                                                                                                                                                                                                                                |                                                                                                                                                          |            |                                |                                                                                                                                                                                                                                                                                     |            |  |                               |                         | Date for Completion (L)                                                                                                                                            |            |  |
|                                   | Financial                                                                                                                                                                                                                                                               |                                                                                                                                                          |            |                                |                                                                                                                                                                                                                                                                                     |            |  |                               |                         | Ongoing                                                                                                                                                            |            |  |
| Owner                             | Inherent/Fundamental Risk (E)                                                                                                                                                                                                                                           |                                                                                                                                                          |            | Direct budget mgt by Clerk/RFO |                                                                                                                                                                                                                                                                                     |            |  |                               | Target Risk (M)         |                                                                                                                                                                    |            |  |
| N Crewe / G Langley               | Impact                                                                                                                                                                                                                                                                  | Likelihood                                                                                                                                               | Risk Score | Impact                         | Likelihood                                                                                                                                                                                                                                                                          | Risk Score |  |                               | Impact                  | Likelihood                                                                                                                                                         | Risk Score |  |
|                                   | 4                                                                                                                                                                                                                                                                       | 4                                                                                                                                                        | 16         | 3                              | 2                                                                                                                                                                                                                                                                                   | 6          |  |                               | 3                       | 2                                                                                                                                                                  | 6          |  |
| No.                               | Risk, Category & Owner (A), (C) & (D)                                                                                                                                                                                                                                   | Scope of the risk & Comments (B)                                                                                                                         |            |                                | How the risk is managed at present (F)                                                                                                                                                                                                                                              |            |  | Tolerance Level of Risk (H)   |                         | What controls are to be implemented (K)                                                                                                                            |            |  |
| 28                                | Failure of Outsourced Contractor                                                                                                                                                                                                                                        | No history of delivery, no references taken up and no checks made of financial stability, no checking of certifications.                                 |            |                                | Tender process reviews capability as well as financial ability to undertake contractual requirements. Regular review meetings to identify continuing capability, and monitoring of outputs through client manager role of allotments officer.                                       |            |  | Level of Risk acceptable? Y/N |                         | More frequent reviews with contractors to establish impact of Covid 19 on ability to continue delivery and or reduction in specification frequency if appropriate. |            |  |
|                                   | Yes                                                                                                                                                                                                                                                                     |                                                                                                                                                          |            |                                |                                                                                                                                                                                                                                                                                     |            |  |                               |                         |                                                                                                                                                                    |            |  |
|                                   | Why have you drawn this conclusion?                                                                                                                                                                                                                                     |                                                                                                                                                          |            |                                |                                                                                                                                                                                                                                                                                     |            |  |                               |                         |                                                                                                                                                                    |            |  |
|                                   | Tender exercise carried out in last six months. Awarded to previous contractor which is well versed in requirements. Covid 19 has lead to increased work for this concern in its cleaning operations as a "key worker" and staff retained to continue meeting our need. |                                                                                                                                                          |            |                                |                                                                                                                                                                                                                                                                                     |            |  |                               |                         |                                                                                                                                                                    |            |  |
|                                   | Category                                                                                                                                                                                                                                                                |                                                                                                                                                          |            |                                |                                                                                                                                                                                                                                                                                     |            |  |                               |                         | Date for Completion (L)                                                                                                                                            |            |  |
|                                   | Financial                                                                                                                                                                                                                                                               |                                                                                                                                                          |            |                                |                                                                                                                                                                                                                                                                                     |            |  |                               |                         | Ongoing                                                                                                                                                            |            |  |
| Owner                             | Inherent/Fundamental Risk (E)                                                                                                                                                                                                                                           |                                                                                                                                                          |            | Direct budget mgt by Clerk/RFO |                                                                                                                                                                                                                                                                                     |            |  |                               | Target Risk (M)         |                                                                                                                                                                    |            |  |
| N Crewe                           | Impact                                                                                                                                                                                                                                                                  | Likelihood                                                                                                                                               | Risk Score | Impact                         | Likelihood                                                                                                                                                                                                                                                                          | Risk Score |  |                               | Impact                  | Likelihood                                                                                                                                                         | Risk Score |  |
|                                   | 5                                                                                                                                                                                                                                                                       | 4                                                                                                                                                        | 20         | 3                              | 3                                                                                                                                                                                                                                                                                   | 9          |  |                               | 3                       | 2                                                                                                                                                                  | 6          |  |

## COLNE TOWN COUNCIL FINANCIAL RISK REGISTER

### Updated April 2020 - including transfer of Alkincoates Park

| Produced by : Gina Langley - RFO. |                                                   | Date : April 2020 - review March 2021                                                                                                                                     |  |  |                                                                                                                                                                                                                                          |  |  |                                                                                                                                                                                                                                                                                                                                                                            |  |  |                                                                                                                                                                                                                                                                                                                                                                               |
|-----------------------------------|---------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| No.                               | Risk, Category & Owner (A), (C) & (D)             | Scope of the risk & Comments (B)                                                                                                                                          |  |  | How the risk is managed at present (F)                                                                                                                                                                                                   |  |  | Tolerance Level of Risk (H)                                                                                                                                                                                                                                                                                                                                                |  |  | What controls are to be implemented (K)                                                                                                                                                                                                                                                                                                                                       |
| 29                                | Failure to deliver Blues Festival within budget   | High commercial risk venture with high financial and reputational exposure if no processes / controls of project management put into place.                               |  |  | Project plan, financial budgets set, outsourced contracts for specialist providers placed and experienced "in house" events delivery team with previous Blues Festival experience. Earmarked reserve established March 2020.             |  |  | Level of Risk acceptable? Y/N<br><b>Yes</b><br>Why have you drawn this conclusion?<br>This is always going to be relatively high risk but with controls, the exposure managed within budget. Example is impact of Covid 19 and need to stop 2020 festival, but with known quantifiable losses. Event plans and risk assessments regularly monitored.                       |  |  | Consideration to be given to whether "Force Majeure " inclusion within contract would remove need to pay any artist deposits, Fees and or contractors for future commitments and to continue to seek to take out business interruption cover to protect against lost income<br>Date for Completion (L)<br>July-21<br>Target Risk (M)<br>Impact Likelihood Risk Score<br>3 3 9 |
|                                   | Category                                          |                                                                                                                                                                           |  |  |                                                                                                                                                                                                                                          |  |  |                                                                                                                                                                                                                                                                                                                                                                            |  |  |                                                                                                                                                                                                                                                                                                                                                                               |
|                                   | Financial                                         |                                                                                                                                                                           |  |  |                                                                                                                                                                                                                                          |  |  |                                                                                                                                                                                                                                                                                                                                                                            |  |  |                                                                                                                                                                                                                                                                                                                                                                               |
|                                   | Owner                                             |                                                                                                                                                                           |  |  |                                                                                                                                                                                                                                          |  |  |                                                                                                                                                                                                                                                                                                                                                                            |  |  |                                                                                                                                                                                                                                                                                                                                                                               |
|                                   | N Crewe / G Langley                               |                                                                                                                                                                           |  |  |                                                                                                                                                                                                                                          |  |  |                                                                                                                                                                                                                                                                                                                                                                            |  |  |                                                                                                                                                                                                                                                                                                                                                                               |
| No.                               | Risk, Category & Owner (A), (C) & (D)             | Scope of the risk & Comments (B)                                                                                                                                          |  |  | How the risk is managed at present (F)                                                                                                                                                                                                   |  |  | Tolerance Level of Risk (H)                                                                                                                                                                                                                                                                                                                                                |  |  | What controls are to be implemented (K)                                                                                                                                                                                                                                                                                                                                       |
| 30                                | Failure of parties to management agreements       | Parties ignore arrangements and incur expenditure without due regard to each others obligations or fail to carry out task required of each other.                         |  |  | A Management Agreement is in place for Primet. Alkincoates for PW Academy into Trust basis to be signed. Agreements specify what costs are to be met by the parties to the Agreement thereby reducing the risk of non recovery of costs. |  |  | Level of Risk acceptable? Y/N<br><b>Yes</b><br>Why have you drawn this conclusion?<br>Primet arrangement has operated satisfactorily and Alkincoates first year of operation. Covid 19 may impact on Primet ongoing arrangements.                                                                                                                                          |  |  | To ratify existing arrangements for Primet on Covid 19 lifting of restrictions. Review of PW Academy trust recovery of costs<br>Date for Completion (L)<br>Ongoing<br>Target Risk (M)<br>Impact Likelihood Risk Score<br>3 2 6                                                                                                                                                |
|                                   | Category                                          |                                                                                                                                                                           |  |  |                                                                                                                                                                                                                                          |  |  |                                                                                                                                                                                                                                                                                                                                                                            |  |  |                                                                                                                                                                                                                                                                                                                                                                               |
|                                   | Financial                                         |                                                                                                                                                                           |  |  |                                                                                                                                                                                                                                          |  |  |                                                                                                                                                                                                                                                                                                                                                                            |  |  |                                                                                                                                                                                                                                                                                                                                                                               |
|                                   | Owner                                             |                                                                                                                                                                           |  |  |                                                                                                                                                                                                                                          |  |  |                                                                                                                                                                                                                                                                                                                                                                            |  |  |                                                                                                                                                                                                                                                                                                                                                                               |
|                                   | N Crewe                                           |                                                                                                                                                                           |  |  |                                                                                                                                                                                                                                          |  |  |                                                                                                                                                                                                                                                                                                                                                                            |  |  |                                                                                                                                                                                                                                                                                                                                                                               |
| No.                               | Risk, Category & Owner (A), (C) & (D)             | Scope of the risk & Comments (B)                                                                                                                                          |  |  | How the risk is managed at present (F)                                                                                                                                                                                                   |  |  | Tolerance Level of Risk (H)                                                                                                                                                                                                                                                                                                                                                |  |  | What controls are to be implemented (K)                                                                                                                                                                                                                                                                                                                                       |
| 31                                | Failure for Events Delivery ( Exc Blues Festival) | No financial controls are introduced into the delivery of events with budget exceeded and sponsorship not sought                                                          |  |  | Event specific budgets prepared and monitored and sponsorship arrangement agreed. Partnership agreements reached e.g. Cycling Grand Prix event.                                                                                          |  |  | Level of Risk acceptable? Y/N<br><b>Yes</b><br>Why have you drawn this conclusion?<br>Historical track record of delivery of events is strong and within budget.                                                                                                                                                                                                           |  |  | Events insurance cover for bad weather and or loss of income may be considered.<br>Date for Completion (L)<br>Ongoing<br>Target Risk (M)<br>Impact Likelihood Risk Score<br>3 2 6                                                                                                                                                                                             |
|                                   | Category                                          |                                                                                                                                                                           |  |  |                                                                                                                                                                                                                                          |  |  |                                                                                                                                                                                                                                                                                                                                                                            |  |  |                                                                                                                                                                                                                                                                                                                                                                               |
|                                   | Financial                                         |                                                                                                                                                                           |  |  |                                                                                                                                                                                                                                          |  |  |                                                                                                                                                                                                                                                                                                                                                                            |  |  |                                                                                                                                                                                                                                                                                                                                                                               |
|                                   | Owner                                             |                                                                                                                                                                           |  |  |                                                                                                                                                                                                                                          |  |  |                                                                                                                                                                                                                                                                                                                                                                            |  |  |                                                                                                                                                                                                                                                                                                                                                                               |
|                                   | N Crewe / G Langley                               |                                                                                                                                                                           |  |  |                                                                                                                                                                                                                                          |  |  |                                                                                                                                                                                                                                                                                                                                                                            |  |  |                                                                                                                                                                                                                                                                                                                                                                               |
| No.                               | Risk, Category & Owner (A), (C) & (D)             | Scope of the risk & Comments (B)                                                                                                                                          |  |  | How the risk is managed at present (F)                                                                                                                                                                                                   |  |  | Tolerance Level of Risk (H)                                                                                                                                                                                                                                                                                                                                                |  |  | What controls are to be implemented (K)                                                                                                                                                                                                                                                                                                                                       |
| 32                                | External Grants not managed properly              | No adherence to purpose of external grants awarded leading to clawback of full amounts advanced.                                                                          |  |  | Budget headings from original grants awarded are mirrored to ensure close control of expenditure within agreed budget. Reporting back as per criteria and provision of final report at end of project to confirm no clawback             |  |  | Level of Risk acceptable? Y/N<br><b>Yes</b><br>Why have you drawn this conclusion?<br>Historical evidence of two late grants reports back have caused issues that whilst were resolved, could have lead to clawback and financial loss to the council. Because they were resolved it is not a question of whether procedures were correct but that they were not followed. |  |  | An external grants update should be reported quarterly to FES to ensure compliance with returns and or spend.<br>Date for Completion (L)<br>Ongoing<br>Target Risk (M)<br>Impact Likelihood Risk Score<br>3 2 6                                                                                                                                                               |
|                                   | Category                                          |                                                                                                                                                                           |  |  |                                                                                                                                                                                                                                          |  |  |                                                                                                                                                                                                                                                                                                                                                                            |  |  |                                                                                                                                                                                                                                                                                                                                                                               |
|                                   | Financial                                         |                                                                                                                                                                           |  |  |                                                                                                                                                                                                                                          |  |  |                                                                                                                                                                                                                                                                                                                                                                            |  |  |                                                                                                                                                                                                                                                                                                                                                                               |
|                                   | Owner                                             |                                                                                                                                                                           |  |  |                                                                                                                                                                                                                                          |  |  |                                                                                                                                                                                                                                                                                                                                                                            |  |  |                                                                                                                                                                                                                                                                                                                                                                               |
|                                   | G Langley                                         |                                                                                                                                                                           |  |  |                                                                                                                                                                                                                                          |  |  |                                                                                                                                                                                                                                                                                                                                                                            |  |  |                                                                                                                                                                                                                                                                                                                                                                               |
| No.                               | Risk, Category & Owner (A), (C) & (D)             | Scope of the risk & Comments (B)                                                                                                                                          |  |  | How the risk is managed at present (F)                                                                                                                                                                                                   |  |  | Tolerance Level of Risk (H)                                                                                                                                                                                                                                                                                                                                                |  |  | What controls are to be implemented (K)                                                                                                                                                                                                                                                                                                                                       |
| 33                                | Inadequate insurance cover                        | No insurance cover or inadequate levels leading to inability to claim back for specific loss and or exposure to public liability claims. Losses to council not recovered. |  |  | Policy taken out with Zurich under standardised small authority cover within provision made for increased events exposure , increased fidelity guarantee insurance and buildings cover for damage and loss.                              |  |  | Level of Risk acceptable? Y/N<br><b>Yes</b><br>Why have you drawn this conclusion?<br>Successful claim made regarding buildings cover in respect of theft to lead on roof and resultant damage and wind damage to tiling. Insurance cover and schedule reported to FES                                                                                                     |  |  | Insurance cover to be reviewed annually to assess whether it is still appropriate.<br>Date for Completion (L)<br>Ongoing<br>Target Risk (M)<br>Impact Likelihood Risk Score<br>3 2 6                                                                                                                                                                                          |
|                                   | Category                                          |                                                                                                                                                                           |  |  |                                                                                                                                                                                                                                          |  |  |                                                                                                                                                                                                                                                                                                                                                                            |  |  |                                                                                                                                                                                                                                                                                                                                                                               |
|                                   | Financial                                         |                                                                                                                                                                           |  |  |                                                                                                                                                                                                                                          |  |  |                                                                                                                                                                                                                                                                                                                                                                            |  |  |                                                                                                                                                                                                                                                                                                                                                                               |
|                                   | Owner                                             |                                                                                                                                                                           |  |  |                                                                                                                                                                                                                                          |  |  |                                                                                                                                                                                                                                                                                                                                                                            |  |  |                                                                                                                                                                                                                                                                                                                                                                               |
|                                   | G Langley                                         |                                                                                                                                                                           |  |  |                                                                                                                                                                                                                                          |  |  |                                                                                                                                                                                                                                                                                                                                                                            |  |  |                                                                                                                                                                                                                                                                                                                                                                               |

## COLNE TOWN COUNCIL FINANCIAL RISK REGISTER

### Updated April 2020 - including transfer of Alkincoates Park

| Produced by : Gina Langley - RFO. |                                       |   |                                                                                                                                                             |            |            | Date : April 2020 - review March 2021                                                                                                                                                                             |            |                 |                                                                                                                                                                                                       |            |                                                                                                                  |  |
|-----------------------------------|---------------------------------------|---|-------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|-----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|------------------------------------------------------------------------------------------------------------------|--|
| No.                               | Risk, Category & Owner (A), (C) & (D) |   | Scope of the risk & Comments (B)                                                                                                                            |            |            | How the risk is managed at present (F)                                                                                                                                                                            |            |                 | Tolerance Level of Risk (H)                                                                                                                                                                           |            | What controls are to be implemented (K)                                                                          |  |
| 34                                | Loss of financial records             |   | Financial records lost, leading to inability to reconcile payments due and or monies owed including vat                                                     |            |            | In year records including nominal ledger and bank reconciliations in paper format. Back up onto c drive then onto shared network and the cloud. Manual ledgers could be reinstated from bank account if required. |            |                 | Level of Risk acceptable? Y/N                                                                                                                                                                         |            | No change to existing proposed                                                                                   |  |
|                                   | Category                              |   |                                                                                                                                                             |            |            |                                                                                                                                                                                                                   |            |                 | Yes                                                                                                                                                                                                   |            |                                                                                                                  |  |
|                                   | Financial                             |   |                                                                                                                                                             |            |            |                                                                                                                                                                                                                   |            |                 | Why have you drawn this conclusion?                                                                                                                                                                   |            |                                                                                                                  |  |
|                                   | Owner                                 |   |                                                                                                                                                             |            |            |                                                                                                                                                                                                                   |            |                 | Successful production of accounting records when required , including from back up sources.                                                                                                           |            |                                                                                                                  |  |
|                                   | G Langley                             |   | Inherent/Fundamental Risk (E)                                                                                                                               |            |            | Direct budget mgt by Clerk/RFO                                                                                                                                                                                    |            |                 | Date for Completion (L)                                                                                                                                                                               |            |                                                                                                                  |  |
|                                   |                                       |   | Impact                                                                                                                                                      | Likelihood | Risk Score | Impact                                                                                                                                                                                                            | Likelihood | Risk Score      | Ongoing                                                                                                                                                                                               |            |                                                                                                                  |  |
|                                   |                                       | 4 | 4                                                                                                                                                           | 16         | 3          | 2                                                                                                                                                                                                                 | 6          | Target Risk (M) |                                                                                                                                                                                                       |            |                                                                                                                  |  |
|                                   |                                       |   |                                                                                                                                                             |            |            |                                                                                                                                                                                                                   |            | Impact          | Likelihood                                                                                                                                                                                            | Risk Score |                                                                                                                  |  |
|                                   |                                       |   |                                                                                                                                                             |            |            |                                                                                                                                                                                                                   |            | 3               | 2                                                                                                                                                                                                     | 6          |                                                                                                                  |  |
| No.                               | Risk, Category & Owner (A), (C) & (D) |   | Scope of the risk & Comments (B)                                                                                                                            |            |            | How the risk is managed at present (F)                                                                                                                                                                            |            |                 | Tolerance Level of Risk (H)                                                                                                                                                                           |            | What controls are to be implemented (K)                                                                          |  |
| 35                                | Loss of legal records                 |   | Inadequate application or loss of rights arising from contracts and title to property due to inability to locate legal documents                            |            |            | Title documents kept in fireproof safe.                                                                                                                                                                           |            |                 | Level of Risk acceptable? Y/N                                                                                                                                                                         |            | No change to existing proposed but if time enables to consider scanning copies of all historical title documents |  |
|                                   | Category                              |   |                                                                                                                                                             |            |            |                                                                                                                                                                                                                   |            |                 | Yes                                                                                                                                                                                                   |            |                                                                                                                  |  |
|                                   | Financial                             |   |                                                                                                                                                             |            |            |                                                                                                                                                                                                                   |            |                 | Why have you drawn this conclusion?                                                                                                                                                                   |            |                                                                                                                  |  |
|                                   | Owner                                 |   |                                                                                                                                                             |            |            |                                                                                                                                                                                                                   |            |                 | Security of title deeds and contracts                                                                                                                                                                 |            |                                                                                                                  |  |
|                                   | N Crewe                               |   | Inherent/Fundamental Risk (E)                                                                                                                               |            |            | Direct budget mgt by Clerk/RFO                                                                                                                                                                                    |            |                 | Date for Completion (L)                                                                                                                                                                               |            |                                                                                                                  |  |
|                                   |                                       |   | Impact                                                                                                                                                      | Likelihood | Risk Score | Impact                                                                                                                                                                                                            | Likelihood | Risk Score      | Ongoing                                                                                                                                                                                               |            |                                                                                                                  |  |
|                                   |                                       | 4 | 4                                                                                                                                                           | 16         | 3          | 2                                                                                                                                                                                                                 | 6          | Target Risk (M) |                                                                                                                                                                                                       |            |                                                                                                                  |  |
|                                   |                                       |   |                                                                                                                                                             |            |            |                                                                                                                                                                                                                   |            | Impact          | Likelihood                                                                                                                                                                                            | Risk Score |                                                                                                                  |  |
|                                   |                                       |   |                                                                                                                                                             |            |            |                                                                                                                                                                                                                   |            | 3               | 2                                                                                                                                                                                                     | 6          |                                                                                                                  |  |
| No.                               | Risk, Category & Owner (A), (C) & (D) |   | Scope of the risk & Comments (B)                                                                                                                            |            |            | How the risk is managed at present (F)                                                                                                                                                                            |            |                 | Tolerance Level of Risk (H)                                                                                                                                                                           |            | What controls are to be implemented (K)                                                                          |  |
| 36                                | Loss of access to banking to council  |   | Inability of council to promptly access banked funds due to failure to update authorised signatories or have insufficient internet access to bank accounts. |            |            | Range of authorised signatories plus users of internet access ensuring sufficient to meet needs.                                                                                                                  |            |                 | Level of Risk acceptable? Y/N                                                                                                                                                                         |            | No change to existing proposed .                                                                                 |  |
|                                   | Category                              |   |                                                                                                                                                             |            |            |                                                                                                                                                                                                                   |            |                 | Yes                                                                                                                                                                                                   |            |                                                                                                                  |  |
|                                   | Financial                             |   |                                                                                                                                                             |            |            |                                                                                                                                                                                                                   |            |                 | Why have you drawn this conclusion?                                                                                                                                                                   |            |                                                                                                                  |  |
|                                   | Owner                                 |   |                                                                                                                                                             |            |            |                                                                                                                                                                                                                   |            |                 | Alternative arrangements are in place, cheque books available if needed and bank mandates can be changed                                                                                              |            |                                                                                                                  |  |
|                                   | N Crewe                               |   | Inherent/Fundamental Risk (E)                                                                                                                               |            |            | Direct budget mgt by Clerk/RFO                                                                                                                                                                                    |            |                 | Date for Completion (L)                                                                                                                                                                               |            |                                                                                                                  |  |
|                                   |                                       |   | Impact                                                                                                                                                      | Likelihood | Risk Score | Impact                                                                                                                                                                                                            | Likelihood | Risk Score      | Ongoing                                                                                                                                                                                               |            |                                                                                                                  |  |
|                                   |                                       | 4 | 3                                                                                                                                                           | 12         | 3          | 2                                                                                                                                                                                                                 | 6          | Target Risk (M) |                                                                                                                                                                                                       |            |                                                                                                                  |  |
|                                   |                                       |   |                                                                                                                                                             |            |            |                                                                                                                                                                                                                   |            | Impact          | Likelihood                                                                                                                                                                                            | Risk Score |                                                                                                                  |  |
|                                   |                                       |   |                                                                                                                                                             |            |            |                                                                                                                                                                                                                   |            | 3               | 2                                                                                                                                                                                                     | 6          |                                                                                                                  |  |
| No.                               | Risk, Category & Owner (A), (C) & (D) |   | Scope of the risk & Comments (B)                                                                                                                            |            |            | How the risk is managed at present (F)                                                                                                                                                                            |            |                 | Tolerance Level of Risk (H)                                                                                                                                                                           |            | What controls are to be implemented (K)                                                                          |  |
| 37                                | Loss or damage to physical assets     |   | Loss of use or capital value to precept payers.                                                                                                             |            |            | Annual review of asset register to ensure all assets are identified or insurance purposes and for budgeting for repair and or replacement.                                                                        |            |                 | Level of Risk acceptable? Y/N                                                                                                                                                                         |            | No change to existing proposed .                                                                                 |  |
|                                   | Category                              |   |                                                                                                                                                             |            |            |                                                                                                                                                                                                                   |            |                 | Yes                                                                                                                                                                                                   |            |                                                                                                                  |  |
|                                   | Financial                             |   |                                                                                                                                                             |            |            |                                                                                                                                                                                                                   |            |                 | Why have you drawn this conclusion?                                                                                                                                                                   |            |                                                                                                                  |  |
|                                   | Owner                                 |   |                                                                                                                                                             |            |            |                                                                                                                                                                                                                   |            |                 | Asset register under review with physical check of register to be undertaken on lifting of covid 19 restrictions in order to physically view assets. Insurance revaluations being sought for regalia. |            |                                                                                                                  |  |
|                                   | N Crewe                               |   | Inherent/Fundamental Risk (E)                                                                                                                               |            |            | Direct budget mgt by Clerk/RFO                                                                                                                                                                                    |            |                 | Date for Completion (L)                                                                                                                                                                               |            |                                                                                                                  |  |
|                                   |                                       |   | Impact                                                                                                                                                      | Likelihood | Risk Score | Impact                                                                                                                                                                                                            | Likelihood | Risk Score      | Ongoing                                                                                                                                                                                               |            |                                                                                                                  |  |
|                                   |                                       | 4 | 3                                                                                                                                                           | 12         | 3          | 2                                                                                                                                                                                                                 | 6          | Target Risk (M) |                                                                                                                                                                                                       |            |                                                                                                                  |  |
|                                   |                                       |   |                                                                                                                                                             |            |            |                                                                                                                                                                                                                   |            | Impact          | Likelihood                                                                                                                                                                                            | Risk Score |                                                                                                                  |  |
|                                   |                                       |   |                                                                                                                                                             |            |            |                                                                                                                                                                                                                   |            | 3               | 2                                                                                                                                                                                                     | 6          |                                                                                                                  |  |
| No.                               | Risk, Category & Owner (A), (C) & (D) |   | Scope of the risk & Comments (B)                                                                                                                            |            |            | How the risk is managed at present (F)                                                                                                                                                                            |            |                 | Tolerance Level of Risk (H)                                                                                                                                                                           |            | What controls are to be implemented (K)                                                                          |  |
| 38                                | Large increase in utility costs       |   | The cost of utilities spiral out of control and affordability within budget of council.                                                                     |            |            | Fixed term contracts for three years are currently taken out on which budgets are based assuming no significant variation in utility use. Internal monitoring of utility use in place.                            |            |                 | Level of Risk acceptable? Y/N                                                                                                                                                                         |            | No change to existing proposed .                                                                                 |  |
|                                   | Category                              |   |                                                                                                                                                             |            |            |                                                                                                                                                                                                                   |            |                 | Yes                                                                                                                                                                                                   |            |                                                                                                                  |  |
|                                   | Financial                             |   |                                                                                                                                                             |            |            |                                                                                                                                                                                                                   |            |                 | Why have you drawn this conclusion?                                                                                                                                                                   |            |                                                                                                                  |  |
|                                   | Owner                                 |   |                                                                                                                                                             |            |            |                                                                                                                                                                                                                   |            |                 | Within 10% tolerance of budgets at year end.                                                                                                                                                          |            |                                                                                                                  |  |
|                                   | G Langley                             |   | Inherent/Fundamental Risk (E)                                                                                                                               |            |            | Direct budget mgt by Clerk/RFO                                                                                                                                                                                    |            |                 | Date for Completion (L)                                                                                                                                                                               |            |                                                                                                                  |  |
|                                   |                                       |   | Impact                                                                                                                                                      | Likelihood | Risk Score | Impact                                                                                                                                                                                                            | Likelihood | Risk Score      | Ongoing                                                                                                                                                                                               |            |                                                                                                                  |  |
|                                   |                                       | 4 | 4                                                                                                                                                           | 16         | 3          | 2                                                                                                                                                                                                                 | 6          | Target Risk (M) |                                                                                                                                                                                                       |            |                                                                                                                  |  |
|                                   |                                       |   |                                                                                                                                                             |            |            |                                                                                                                                                                                                                   |            | Impact          | Likelihood                                                                                                                                                                                            | Risk Score |                                                                                                                  |  |
|                                   |                                       |   |                                                                                                                                                             |            |            |                                                                                                                                                                                                                   |            | 3               | 2                                                                                                                                                                                                     | 6          |                                                                                                                  |  |