

Item 8a CTC Risk Register

## COLNE TOWN COUNCIL RISK REGISTER

Produced by : Gina Langley RFO.		Date : February 2021 - review March 2022																				
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	Public injured in buildings or on council facilities including Playgrounds and Alkincoates Park	The public or staff or Councillors are injured as a result of activity or non action of the Council including delivery of events			Electrical Safety checks Fire Risk assessments, Smoke alarms Fire Fighting Equipment, Fire Wardens Fire Buildings Insurance, Maintenance Contracts Method Statements, Work Permits CCTV Health and Safety Policy Safety Equipment,ROSPA Playground inspections, Licenced Waste Collector Legionella Controls Asbestos Surveys/Register, Condition Surveys, Regular Testing (Systems, Plant, Gas Safety, Soundness Testing) Planned Routine Maintenance, Safe walkways, Warning Signs Health & Safety Awareness & Training, Events Management Plans, Road Traffic Management,Tree Policy			Level of Risk acceptable? Y/N Yes Why have you drawn this conclusion? Claims record, Grounds Mtc contract in place to manage Bus Shelters, Playground equipment and damage, Benches and Alkincoates Park, with Management Agreement on site for monitoring of issues existing contractors for FM provision for Town Hall can be re-engaged short term.			Inclusion within Database to ensure all statutory inspections carried out when due.  Date for Completion (L)- Ongoing The addition of Alkincoates Park to be included within new procedures to be written for operational management of assets , service delivery and administrative processes.											
	Category													Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)			Target Risk (M)		
	Owner													Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score
	N Crewe													2	4	8	2	3	6	2	1	2
2	Hazardous substances	Exposure to Hazardous Substances			Health and Safety Policy/Coshh Safety Equipment Asbestos Surveys/Register Health and Safety Policy Training Courses Condition Surveys Legionella Controls			Level of Risk acceptable? Y/N Yes Why have you drawn this conclusion? Controlled access to areas of work and outsourcing of grounds maintenance for use of cleaning chemicals.			Specific site risk assessments  Date for Completion (L) Ongoing procedure.											
	Category													Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)			Target Risk (M)		
	Owner													Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score
	N Crewe													4	4	16	4	2	8	4	1	4
3	Vandalism	Vandalism & Graffiti affecting Council Assets / Buildings			CCTV Anti-vandal Climbing Paint Polycarbonate Glass Warning Notices Police Liaison Anti-Graffiti Paint Emergency Budget			Level of Risk acceptable? Y/N Yes Why have you drawn this conclusion? The social causes of vandalism are such that this cannot be controlled wholly within the Council. Insurance cover is in place for damage. CCTV system for Town Centre coverage. Out of hours response with GM contractor.			Reporting of damage via service users ensures remedial action taken  Date for Completion (L) Ongoing											
	Category													Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)			Target Risk (M)		
	Owner													Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score
	N Crewe													3	4	12	2	3	6	2	2	4
4	Empty Property	Vandalism/Fire Damage Reputation, Increased costs - vacant rates.			Service Shut off (gas/water off, systems drained) Building Secure, Inspections Improve and Sell or Re-let Marketing of Properties Rent Reductions/Incentives (Short Term Measure) Insurance			Level of Risk acceptable? Y/N Yes Why have you drawn this conclusion? Shops occupied, Town Hall and Primet both alarmed			Primet Community Centre, Town Hall and Town Hall Annex Alarm systems are monitored and staff call out procedure in place.  Date for Completion (L) Ongoing											
	Category													Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)			Target Risk (M)		
	Owner													Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score
	N Crewe													2	5	10	2	3	6	2	2	4

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5	Slump in sector/economy	Recession Income Decline Lack of growth			Efficiency Savings Seek Alternative sources of work Staffing Reductions			Level of Risk acceptable? Y/N Yes			Monitoring of workloads and delivery will determine whether need to outsource or recruit within to take on increased activity. Some consolidation will enable service delivery to be embedded and deliver to respond to economic drivers.				
		Category			Residual/Remaining Risk (G)			Why have you drawn this conclusion? Current trajectory is potential further growth as more services are taken on, but a period of consolidation in place for 12 months. Historical level of sponsorship and income generation have remained constant.							
	Financial		Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)			Date for Completion (L) ongoing			Target Risk (M)			
	Owner N Crewe		Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	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)		
6	Lack of resources	Staff, Office accommodation, equipment etc.			Prioritisation - Focus on key areas of delivery, External Funding Bids - Lottery Funding Partnership Working, Efficiency savings Service Planning, Leadership Effective management, Recruitment Procedures, Staff restructuring, increased financial reserves			Level of Risk acceptable? Y/N Yes			Monitoring of workloads and delivery will determine whether there is a need to externalise service				
		Category			Residual/Remaining Risk (G)			Why have you drawn this conclusion? Budget resources are sufficient to meet known commitments. Staffing currently sufficient following restructure and recruitment in place for a Lengthsman to assist with additional services taken on.							
	Financial		Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)			Date for Completion (L) Ongoing			Target Risk (M)			
	Owner N Crewe		Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	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)		
7	Theft/Misappropriation	Burglars entering Council Offices/Staff theft,			CCTV, Security Lighting, Secure Entry Systems, Digilocks, Intruder Alarms, Safe/Secure Lockable Storage, Insurance, Inventory, Training Awareness, financial controls, internal controls.			Level of Risk acceptable? Y/N Yes			Opening/closing of buildings plus occupation minimises potential. Primet Community Centre, Town Hall and Town Hall Annex Alarm systems are monitored and staff call out procedure in place. Internal controls process and fidelity insurance cover £2m in place.				
		Category			Residual/Remaining Risk (G)			Why have you drawn this conclusion? Prominent location, fully alarmed and robust internal process in place with external accountant overview of any financial irregularity.							
	Financial		Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)			Date for Completion (L) ongoing			Target Risk (M)			
	Owner N Crewe		Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	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	Poor Image/Reputation	Loss of reputation, profile of service declines, poor delivery of service, damage to Bus Shelters and Playgrounds, Benches, Park			Effective management Communications/Media Relations External Funding Bids - Lottery Funding Councillor focus Internal Promotion Vandalism insurance cover.			Level of Risk acceptable? Y/N Yes			Operational responsibilities clearly defined and reviewed on change of service delivery and or incident.				
		Category			Residual/Remaining Risk (G)			Why have you drawn this conclusion? Regular dialogue by TC with Members Small unit control							
	Customer		Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)			Date for Completion (L) ongoing			Target Risk (M)			
	Owner N Crewe		Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	3	1	3	

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9	Budget Management	Insufficient financial resources available to deliver service. Poor financial records maintained No controls on spend or commitments			Monthly budget reports showing spend and commitments External accountant provision providing separation of duties Omega budget system in place Scheme of delegation in place Year end procedures in place Reserves & Treasury Management Policy in place - reviewed annually			Level of Risk acceptable? Y/N Yes Why have you drawn this conclusion? Regular production of budget monitoring at Full Council and schedule of payments made and outcome of Internal and External Auditors reports.			Carry out annual review of Financial Effectiveness that is reviewed and minute at a Full Council meeting. Continue to build up Earmarked Reserves to enable increase in awareness should day to day financial pressures be seen. Where applicable encourage Committees to take ownership of budgets e.g. Allotments, Events.		
	Category										Date for Completion (L) Ongoing		
	Financial										Target Risk (M)		
	Owner	Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)								
	N Crewe	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score
		4	4	16	3	2	6			2	2	4	
10	Fire	Outbreak of Fire			Smoke alarms Electrical Safety checks Fire Risk Assessments Updated Maintenance Contracts Smoke free Policy Fire Wardens, Fire Fighting Equipment Fire Buildings Insurance, Fire Drills			Level of Risk acceptable? Y/N Yes Why have you drawn this conclusion? Building FRA			Building specific protocols Ongoing programme of risk Assessments		
	Category										Date for Completion (L) - Ongoing		
	Physical										Target Risk (M)		
	Owner	Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)								
	N Crewe	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score
		5	2	10	4	2	8			5	1	5	
11	Contractor failure	Unfinished Works on site, timescale delivery implications			Select List of Approved Contractors Contractor Assessment Contract Monitoring Retention Money			Level of Risk acceptable? Y/N Yes Why have you drawn this conclusion? Existing panel of providers well tested and tried Potential movement to use of Construction line/CHAS approved contractors			Construction line and CHAS Accreditation being investigated for Contract Compliance		
	Category										Date for Completion (L) Ongoing		
	Contractual										Target Risk (M)		
	Owner	Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)								
	N Crewe	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score
		3	5	15	3	3	9			3	2	6	
12	Loss of Key Staff	Qualified Staff moving onto other employers			On the Job Shadowing Staff Appraisal Training			Level of Risk acceptable? Y/N Yes Why have you drawn this conclusion? Opportunity for staff to learn job market unlikely to lead to moving			Monitoring of workloads and delivery of outputs and mentoring for two new senior appointments.		
	Category										Date for Completion (L) ongoing		
	Human Resources										Target Risk (M)		
	Owner	Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)								
	N Crewe	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score
		4	4	16	3	3	9			3	2	6	
13	Stress/Long Term Illness	Excessive Workloads, Tight Deadlines, Unreasonable expectations, Lack of awareness from Members of staffing resource implications of service transfers decisions.			Stress Counselling & Risk Analysis Therapeutic Return to Work Absence Monitoring and Policy Prioritisation Time Management Effective Delegation/ Workload Distribution Stress Risk assessments			Level of Risk acceptable? Y/N Yes Why have you drawn this conclusion? Flexibility within office to manage this . Low sickness levels.			Ongoing monitoring of attendance. Continuation to recruit as and when necessary. Ongoing monitoring of job roles.		
	Category										Date for Completion (L) ongoing		
	Human Resources										Target Risk (M)		
	Owner	Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)								
	N Crewe	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score
		4	4	16	3	3	9			3	2	6	

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14	IT Failure	E-Procurement System Financial systems, Asset register Communication Systems Desktop Computing Applications			External support provider Networked Daily Back-ups Cloud desk support Help			Level of Risk acceptable? Y/N Yes			Availability of Help desk support new infrastructure		
	Category							Why have you drawn this conclusion? Lack of incidents indicating not currently an issue			Date for Completion (L) ongoing		
	Technological										Target Risk (M)		
	Owner	Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)						Impact Likelihood Risk Score		
	N Crewe	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	4	1	4	4	1	4
15	Utilities Failure	Water, Power, Waste services fail to deliver			Identification of Risks Monitoring Issues and Complaints Business Continuity Plans			Level of Risk acceptable? Y/N Yes			Reporting mechanisms to providers ensure early response and back up generator for town hall.		
	Category							Why have you drawn this conclusion? lack of occasions where utilities lost.			Date for Completion (L) ongoing		
	Environment										Target Risk (M)		
	Owner	Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)						Impact Likelihood Risk Score		
	N Crewe	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	5	2	10	3	2	6
16	Political Change	Political changes alter the policy and funding of the service.			Monitoring and Service Planning to realign to Members priorities			Level of Risk acceptable? Y/N Yes			Monitoring of workloads and delivery of outputs Internal thought to be given towards joined up services with other authorities		
	Category							Why have you drawn this conclusion? At Town Council level not as susceptible to policy change			Date for Completion (L) ongoing		
	Political										Target Risk (M)		
	Owner	Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)						Impact Likelihood Risk Score		
	N Crewe	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	3	3	9	3	1	3
17	Financial Pressures	Budget Cuts, Declining Income (Rents) Increased costs - Energy, Rates etc.			Budget Monitoring Savings Plans Cost Reductions Value for Money Work Carbon Champions Recycling Building Efficiency energy contracts			Level of Risk acceptable? Y/N Yes			Better VFM Approach		
	Category							Why have you drawn this conclusion? Ability to raise precept to cover increasing costs or because of small service provision opportunity to step back from delivery as non statutory.			Date for Completion (L) Ongoing		
	Financial										Target Risk (M)		
	Owner	Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)						Impact Likelihood Risk Score		
	N Crewe	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	5	4	20	3	2	6
18	Legislative Change	Changes in legislation are not identified or have an adverse impact on Service (Rating changes, EPC, DECs)			Networks - Professional contacts Service Planning Local Authority Associations Impact Analysis Consultations			Level of Risk acceptable? Y/N Yes			Ongoing monitoring using professional bodies, contacts and networking		
	Category							Why have you drawn this conclusion? Speed of change is usually slow with sufficient lead in times to adjust service requirements			Date for Completion (L) ongoing		
	Legal										Target Risk (M)		
	Owner	Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)						Impact Likelihood Risk Score		
	N Crewe	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	5	3	15	3	2	6

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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	Fraud	External parties making false claims, false invoices, Internal Abuse - Blues Festival cash receipts and payments not processed.			Verifications Due Diligence References Management Check Separation of Duties Reconciliations Original Evidence Gift and hospitality			Level of Risk acceptable? Y/N			Half yearly internal audit and cash reconciliation undertaken. Insurance cover implemented. Increased Security on online banking procedures. Two factor authentication on all emails.		
	Category							Yes					
	Financial							Why have you drawn this conclusion?					
	Owner							Ability to undertake any random sampling of jobs and financial procedure rules, and Rialtas Suite to all minimise potential for collusion. Specific Audit on Blues Festival. Insurance cover against misappropriation of funds.					
N Crewe	Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)			Date for Completion (L)			Ongoing			
		Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score
		4	4	16	3	2	6	2	2	4			
20	Operational pressures and risk of insufficient staffing available to complete commitments.	Service transfer commitments without due regard to operational resourcing needs requiring excessive unpaid time to be given to achieve			Due Diligence to assess what is needed before commitment Management Check Understanding of issues Reconciliations Original Evidence Gift and hospitality register			Level of Risk acceptable? Y/N			Before commitment, Members to identify if any resourcing issues of substance as barrier to achieve		
	Category							Yes					
	Human Resources							Why have you drawn this conclusion?					
	Owner							Members understand the need to consider both financial and staffing resource. Proposed service transfers have been completed and part of daily delivery function.					
N Crewe	Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)			Date for Completion (L)			Ongoing			
		Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score
		5	5	25	3	3	9	3	2	6			
21	Blues Festival	Commercial enterprise with susceptibility to expenditure overspend, income shortfalls, operational delivery failure with a net loss budget under pressure.			Outsourced artist recruitment, marketing, "ticket source" booking system and volunteer scheme established. Understanding of issues arising out of 2017/18/19 event delivery. Financial risk is dependent upon ticket sales, sponsorship and bar income.			Level of Risk acceptable? Y/N			Reporting of ticket sales and event activity to Members on a frequent basis. Robustness of event planning and management.		
	Category							Yes					
	Financial Pressures/Reputation							Why have you drawn this conclusion?					
	Owner							All events successfully delivered and the framework established. Progress monitoring of income and activity.					
N Crewe	Inherent/Fundamental Risk (E)			Direct budget mgt by CEO			Date for Completion (L)			Ongoing			
		Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score
		4	4	16	3	3	9	3	2	6			
22	Property Ownership	Primet Community Centre and Town Hall Buildings require repairs and maintenance to be effected in a timely fashion. Insurance cover needs to represent rebuilding cost impacted by their historic nature.			Town Hall/Annex condition survey completed May 2017 to enable identification of key issues. Town Hall Downspouts and roof works identified and action taken. Repairs to Primet Community Centre Roof have been completed.			Level of Risk acceptable? Y/N			Develop a programme for maintenance and to seek a longer term approach to Preventative Planned Maintenance involving capital borrowing. This includes an annual budget for repairs of at least 30K. Once existing works have been completed, a new condition survey will be commissioned.		
	Category							Yes					
	Legal/Financial/Reputation							Why have you drawn this conclusion?					
	Owner							The general condition of the Town Hall and associated building is reasonable given their age. The condition survey will enable a planned approach to maintenance to be undertaken once budget resources can be aligned. Insurance cover effected. Phase 1 development works completed.					
N Crewe	Inherent/Fundamental Risk (E)			Direct budget mgt by CEO			Date for Completion (L)			Ongoing			
		Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score
		4	4	16	3	3	9	3	2	6			
23	Events Risk	The level of Events delivery activity is significant for a Small Town Council and especially the Blues Festival and Cycling Grand Prix individual risk profiles indicated a higher level of risk to be managed.			By following the Event Safety Purple Guide, Insurers guide, and preparing for each Event with a Management and Event Safety plan . Outsourcing to a specialist first aid provider for the higher risk Blues and Cycling Grand Prix events reduces substantially the potential risk of reputational damage in the event of serious/fatal injury.			Level of Risk acceptable? Y/N			Continuing use of specialist first aid providers for high risk events		
	Category							Yes					
	Health and Safety							Why have you drawn this conclusion?					
	Owner							Successful events delivery where serious injuries, near fatal, have been actively managed.					
		Inherent/Fundamental Risk (E)			Direct budget mgt by CEO			Date for Completion (L)			Ongoing		
		Target Risk (M)			Target Risk (M)			Target Risk (M)			Target Risk (M)		

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24	Data Protection and GDPR	UK Data protection legislation and EU GDPR legislation gives specific requirement around only using personal data for limited reasons and keeping all data safe. Also, requiring leaks to be reported to ICO.	Colne Town Council registered as a Data Controller with IOC. Data Protection Policy in Place including Fair processing notices for staff and public in the public domain.	Level of Risk acceptable? Y/N	Ongoing training needed for staff and councilors and monitoring for leaks. Continued Monitoring of Legislation changes post Brexit.			Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score				
	Category			Yes				3	2	6							
	Legal/Reputation/Financial			Why have you drawn this conclusion?													
	Owner	Inherent/Fundamental Risk (E)	Direct budget mgt by CEO														
	N Crewe	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	3	2	6							
25	Operational Management /Delivery of Direct Services	Increasing volume of direct service delivery could fail in the event of lack of staff resource and knowledge availability	Day to day delivery is strong and use of outsourced providers plus agreement with PWCGBA and CIB helps to lessen risk of non delivery	Level of Risk acceptable? Y/N	Standard Operational Procedures to be implemented covering key areas of delivery.			Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score				
	Category			Yes				4	2	8							
	Legal/Reputation/Financial			Why have you drawn this conclusion?	Recent contract renewed and staff have a good practical understanding of systems and processes. However no formal Standard Operating Procedures are in place and this remains a risk												
	Owner	Inherent/Fundamental Risk (E)	Direct budget mgt by CEO														
	N Crewe	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	4	2	8							
26	Financial Risk Management	Increases in Precept and cash availability could lead to wrong use of financial resources and have catastrophic effect.	Strong financial controls and separate financial reserves as part of Policy help to manage this situation. Outside Accountant provided additional protection/security.	Level of Risk acceptable? Y/N	Asset Risk Register, Internal Controls Document.			Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score				
	Category			Yes				4	2	8							
	Legal/Reputation/Financial			Why have you drawn this conclusion?	Monthly production of financial information and external scrutiny of accountant minimise risk of misuse. Further controls in the form of a Financial Risk Register and the introduction of an Asset Risk Register and Internal Controls Document will complete the suite of Financial Risk Management Documents for good governance.												
	Owner	Inherent/Fundamental Risk (E)	Direct budget mgt by CEO														
	N Crewe	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	4	2	8							
27	Capital Programme Delivery	Capital projects involving substantial investments are not delivered to specification on time or are over budget	External consultants with proven track records are used to scope, draw up requirements, tender and project manage.	Level of Risk acceptable? Y/N	Robust tender process in place for larger projects requiring full risk assessments and method statements, details of experience/qualifications etc. Appoint outside contractors to project manage if internal knowledge is limited. Regular review of the project by Town Clerk / RFO.			Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score				
	Category			Yes				4	2	8							
	Legal/Reputation/Financial/Operational/Reputation			Why have you drawn this conclusion?	Delivery still needs tightening up by some external overview of the project and or stronger overview from Town Clerk.												
	Owner	Inherent/Fundamental Risk (E)	Direct budget mgt by CEO														
	N Crewe	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	4	2	8							

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	5	4	20	4	3	12		4	2	8
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