

COLNE TOWN COUNCIL FINANCIAL RISK REGISTER

Produced by : Gina Langley - TOWN CLERK/RFO		Date : March 2026 - review by March 2027											
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 £2million. Funds deposited with three separate institutions - Lloyds Plc which is a mainstream bank ,Unity Trust Bank which is a UK based Commercial Bank and CCLA Public Sector Deposit Fund which is an investment fund based on short term investments in A rated companies.			Level of Risk acceptable? Y/N			The CCLA account will be closely monitored to ensure the return on investment meets expectations , if not the account is instant access so funds can be switched to one of the other institutions.		
	Category							Yes					
	Financial							Why have you drawn this conclusion?					
	Owner							Lloyds is a strong bank in terms of financial assets and independent of government support. Fitch A+ (high credit quality). Moody's A1 (high grade). Unity Bank has a strong liquidity position and therefore doesn't borrow from other Banks and doesnt need a credit rating. CCLA PSDF has a Fitch rating of AAmmf and over 600 Town & Parish Councils have invested in the fund.					
	RFO							Date for Completion (L)					
		Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)			Ongoing			Target Risk (M)		
		Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score				Impact	Likelihood	Risk Score
		5	4	20	3	3	9				2	2	4
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 the Chairman of the FES Committee.		
	Category							Yes					
	Financial							Why have you drawn this conclusion?					
	Owner							Town Clerk/RFO now qualified in Internal Audit procedures through the PIALC Qualification leading to a greater understanding of what is required. Internal Audits conducted every six months and any recommendation acted upon in good time. Town Clerk/RFO and Finance Officer provide increased control and separation of duties.					
	RFO & Finance Officer							Date for Completion (L)					
		Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)			Ongoing procedure.			Target Risk (M)		
		Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score				Impact	Likelihood	Risk Score
		4	4	16	3	2	6				2	2	4
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. Purchase orders raised at the time of ordering and expenditure committed. Chosen nominal code budget will be increased at time of posting and will show on I&E report that is checked regular by both the Finance Officer and the Town Clerk/RFO.			Level of Risk acceptable? Y/N			More frequent random sampling of financial controls to reduce risk of any adverse issues being undetected to be performed both by the Town Clerk/RFO and the Chairman of the FES Committee.		
	Category							Yes					
	Financial							Why have you drawn this conclusion?					
	Owner							Current processes involve regular checking of financial position plus internal audit sign off					
	Town Clerk / RFO							Date for Completion (L)					
		Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)			Ongoing			Target Risk (M)		
		Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score				Impact	Likelihood	Risk Score
		4	4	16	2	2	4				2	1	2
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. Fortnightly check of overspends by Town Clerk/RFO and now separate check with Finance Officer. Outstanding commitments checked regularly by Town Clerk/RFO.			Level of Risk acceptable? Y/N			More frequent random sampling of purchase orders to reduce risk of any adverse issues being undetected. Where possible, budgets will be authorised before expenditure takes place.		
	Category							Yes					
	Financial							Why have you drawn this conclusion?					
	Owner							Finance officer posting day-to-day transactions and preparation of payment approval forms. Town Clerk/RFO to check budgets, authorise and pay via online banking, providing separation of duties. Third party involvement in the form of internal and external audit plus monitoring by Council / FES					
	RFO							Date for Completion (L)					
		Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)			ongoing			Target Risk (M)		
		Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score				Impact	Likelihood	Risk Score
		4	4	16	2	2	4				2	1	2

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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. At least two Councillors as signatories in addition to the Town Clerk to ensure Council authorisation prior to opening an account.			Level of Risk acceptable? Y/N Yes Why have you drawn this conclusion? Decision to invest in different vehicles requires approval of FES Committee.			More frequent random sampling of investment account balances to reduce risk of any adverse issues being undetected								
	Category																		
	Financial																		
	Owner													Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)		
	RFO													Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score
	5	4	20	3	2	6	2	2	4										
6	Borrowings	Unauthorised borrowing takes place or excessive borrowing placing financial burden on council			PWLB requires Agreement of LALC before Secretary of State approval. All resolutions to borrow must be made by the Full Council and a degree of consultation with the public must be undertaken.			Level of Risk acceptable? Y/N Yes Why have you drawn this conclusion? Application signed by chairman and council resolutions provided.			Gearing ratio could be introduced to limit any borrowing to percentage of overall reserves or repayment plus interest to level of expenditure.								
	Category																		
	Financial																		
	Owner													Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)		
	Town Clerk / RFO													Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score
	5	4	20	3	2	6	2	2	4										
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.			Monies placed with three different institutions offering different interest rates. 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 Yes Why have you drawn this conclusion? Effective Internal Controls are in place, Reserves & Treasury Management Policy. Bank balances are reviewed on a daily basis by the Town Clerk/RFO and Finance Officer. Petty Cash Policy in place.			More frequent random sampling of current account balances to reduce risk of any adverse issues being undetected. To move monies between different institutions depending on rates being offered. To utilise any appropriate longer term deposits that may be available.								
	Category																		
	Financial																		
	Owner													Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)		
	RFO													Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score
	5	3	15	3	2	6	2	2	4										
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 on a half yearly basis will require cash flow control but gives opportunity for investment. A mixture of instant access and notice accounts is used. Budget monitoring to prevent overspend. Internal Controls document.			Level of Risk acceptable? Y/N Yes Why have you drawn this conclusion? Internal Controls Document acts as an extra reminder / check that the correct budgetary processes have been carried out to the correct timeframes. Precept receipt has changed to half yearly, however built-up reserves will help to smooth any irregularities.			To maintain a suite of risk and control documents, Inc. standard operating procedures, as this will provide clarity of timescales and procedures to take. To ensure that a cash flow forecast is completed at the start of the financial year to ensure that any shortfall is identified in good time and funds transferred accordingly.								
	Category																		
	Financial																		
	Owner													Inherent/Fundamental Risk (E)			Insurance cover - Vandalism Bus Shelters/Playgrounds		
	RFO													Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score
	4	3	12	3	2	6	3	1	3										

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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 Yes Why have you drawn this conclusion? Budgets are heavily scrutinised throughout the year and any emergency expenditure authorised accordingly. Transfers from reserves are authorised if insufficient funds left in the revenue budget. No history of overall overspend to what has been authorised.			Continuing monitoring of budgets and cash position. To ensure that a cash flow forecast is completed at the start of the financial year to ensure that any shortfall is identified and funds transferred accordingly. Date for Completion (L) Ongoing Target Risk (M) Impact Likelihood Risk Score 2 1 2		
	Category										
	Financial										
	Owner RFO										
		Inherent/Fundamental Risk (E)	Residual/Remaining Risk (G)								
		Impact Likelihood Risk Score	Impact Likelihood Risk Score								
		4 4 16	3 2 6								
10	Reserves	Insufficient Reserves available to meet known commitments and unplanned major costs.	Reserves and Treasury Management Policy giving details of required levels of reserves. Establishment of defined ear-marked reserves plus continued monitoring of forecast year end position. Three year forecast produced. Contingency element introduced in 25/26 carried through to help build up reserves to an acceptable level and to smooth out any service additions / additional responsibilities.			Level of Risk acceptable? Y/N Yes Why have you drawn this conclusion? Regular monitoring of budget and bank balances and year end forecasting of general reserves.			To maintain general reserves at 3 months' worth of expenditure, and endeavour to also increase earmarked reserves to equate to 3 months, giving an overall total reserve of 6 months. Date for Completion (L) Ongoing Target Risk (M) Impact Likelihood Risk Score 2 1 2		
	Category										
	Financial										
	Owner Town Clerk / RFO										
		Inherent/Fundamental Risk (E)	Residual/Remaining Risk (G)								
		Impact Likelihood Risk Score	Impact Likelihood Risk Score								
		5 3 15	2 2 4								
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 and specific earmarked reserve created for Bad Debt provision. Lease terminations are being actively managed to ensure that the properties can be re-let as soon as possible and those up for renewal are being reviewed.			Level of Risk acceptable? Y/N Yes Why have you drawn this conclusion? Invoices raised in good time with the majority of tenants having standing orders in place to pay their rent. Those tenants who have renewed most recently, have been keeping up to date with payments. The Town Council is not over reliant on Rental Income and will seek to work with existing tenants to help ensure continuity.			Closer monitoring of Tenants' financial positions to establish likely non renewal or bad debts and to continue to actively manage any vacancies to minimise empty periods. To review rental rates on lease renewals. Date for Completion (L) Ongoing Target Risk (M) Impact Likelihood Risk Score 2 3 6		
	Category										
	Financial										
	Owner Town Clerk / RFO										
		Inherent/Fundamental Risk (E)	Residual/Remaining Risk (G)								
		Impact Likelihood Risk Score	Impact Likelihood Risk Score								
		3 5 15	2 4 8								
12	Bank Reconciliations	Inadequate check and bank errors	Reconciliations are done as part of the month-end routine and completed by the Finance Officer. Reconciliations are checked by the Town Clerk/RFO and quarterly overview by the Chairman of the FES committee.			Level of Risk acceptable? Y/N Yes Why have you drawn this conclusion? Existing systems and protocols are followed without exception.			No change to existing proposed Date for Completion (L) ongoing Target Risk (M) Impact Likelihood Risk Score 3 2 6		
	Category										
	Financial										
	Owner RFO & Finance Officer										
		Inherent/Fundamental Risk (E)	Residual/Remaining Risk (G)								
		Impact Likelihood Risk Score	Impact Likelihood Risk Score								
		4 4 16	3 2 6								

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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. Purchase orders raised wherever possible to show commitment and expected expense			Level of Risk acceptable? Y/N Yes Why have you drawn this conclusion? No adverse history. Procedures as per internal controls in place.			No change to existing proposed								
	Category																		
	Financial																		
	Owner													Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)		
	RFO & Finance Officer													Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score
	4	4	16	2	2	4	2	2	4										
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. Procedures for calculation are as per HMRC guidelines.			Level of Risk acceptable? Y/N Yes Why have you drawn this conclusion? Process ensures independent view of legitimacy of claim being made.			To consider introducing an Expense policy to lay out further information and guidance for staff members.								
	Category																		
	Financial																		
	Owner													Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)		
	Town Clerk / RFO													Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score
	3	3	9	2	2	4	2	1	2										
15	Payrol/Salaries/Pension	Incorrect payments to staff and HMRC and Pension provider. Failure of Finance Officer to run payroll.			Payroll duties are carried out by the Finance Officer, 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. Payroll software to ensure that any calculations are correct. Actual payments are processed by the Town Clerk/RFO to ensure separation of duties.			Level of Risk acceptable? Y/N Yes Why have you drawn this conclusion? Finance Officer calculations are checked by the Town Clerk/RFO and sent to the Chairman of the FES Committee for approval. Service also provided by employed HR advisors who could take on this task if required.			For the Town Clerk/RFO to be trained on the payroll software and have access to the HMRC account to cover should the Finance Officer be unavailable								
	Category																		
	Financial																		
	Owner													Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)		
	Town Clerk / RFO													Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score
	4	3	12	2	2	4	2	2	4										
16	VAT criteria	Changes in VAT thresholds and legislation not being picked up and vat reclaimed in error leading to clawback claim from HMRC.			The Town Council became VAT Registered from 1st April 2022 and training received through LALC. The Town Clerk.RFO and Finance Officer are both registered for email updates from HMRC and the LGA / NALC/LALC regarding changes in employment law. Outsourced HR provider also provides updates and training modules.			Level of Risk acceptable? Y/N Yes Why have you drawn this conclusion? The introduction of VAT Notice 749 has meant that a lot of smaller councils have been required to register for VAT. Because of this, there is training available and advice pages on various different websites including HMRC/SLCC/NALC/LALC.			For the Town Clerk/RFO and the Finance Officer to continue to keep on top of any further developments and issues common to Local Councils and to seek advice if taking on any new services to clarify any implications.								
	Category																		
	Financial																		
	Owner													Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)		
	Town Clerk / RFO													Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score
	3	3	9	3	2	6	3	1	3										

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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)		
17	Vat not processed	Returns are not processed and VAT is not claimed back.			Monthly returns processed. Balance sheet presented to FES each month to identify outstanding vat element			Level of Risk acceptable? Y/N			For the Town Clerk/RFO to be trained on and have access to the MTD account to cover should the Finance Officer be unavailable		
	Category							Yes					
	Financial							Why have you drawn this conclusion?					
	Owner	Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)			No history of not processing vat returns.					
	RFO & Finance Officer	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Date for Completion (L)					
							Ongoing						
							Target Risk (M)						
							Impact	Likelihood	Risk Score				
		3	3	9	2	2	4	2	2	4			
18	PAYE/Ni not collected and paid over	Incorrect payments to HMRC. Failure of the Finance Officer to run payroll.			Finance Officer runs the payroll through Moneysoft and advises of payments to be made to HMRC with a breakdown for NIC and PAYE. This information is also sent to the Chairman of the FES Committee for information. Calendar reminders are in place to ensure that the required payments are made by the given deadline. Access to HMRC payroll account to ensure reconciliation.			Level of Risk acceptable? Y/N			Quarterly review of HMRC records to be introduced. Town Clerk/RFO to receive training to ensure adequate cover should the Finance Officer become unavailable.		
	Category							Yes					
	Financial							Why have you drawn this conclusion?					
	Owner	Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)			No history of not processing payroll returns since taking this process in-house.					
	RFO & Finance Officer	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Date for Completion (L)					
							ongoing						
							Target Risk (M)						
							Impact	Likelihood	Risk Score				
		4	3	12	3	2	6	3	1	3			
19	Petty /Cash	No control over use of petty cash. Payments not accounted for and or loss through dishonesty. Larger volumes of petty cash during the Blues festival.			Petty Cash Policy in place. Throughout the majority of the year, other than during the Blues Festival, there is a low value of petty cash availability. Reconciled monthly, all payments supported by relevant paperwork/receipts.			Level of Risk acceptable? Y/N			To continue to review the policy in place for effectiveness and to introduce any additional controls if deemed necessary.		
	Category							Yes					
	Financial							Why have you drawn this conclusion?					
	Owner	Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)			Reconciliations checked quarterly by Chairman of FES. No history of problems.					
	Finance Officer	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Date for Completion (L)					
							Ongoing						
							Target Risk (M)						
							Impact	Likelihood	Risk Score				
		3	3	9	2	2	4	2	1	2			
20	Cheque books & Online Banking	Loss of cheques / fraudulent use. Unauthorised bank access and no separation of duties leading to risk of fraud.			Cheque books require two signatories and are locked up in the safe and are now rarely used. Most payments made by internet/bacs via online banking and each member of staff has their own card and pin identifiable to them. Bank accounts are viewed on a daily basis, and the accounts are reconciled regularly. Current account balances maintained at agreed levels to reduce exposure of cheques being presented without authorisation and also meaning that any unexpected debits/withdrawals will be flagged.			Level of Risk acceptable? Y/N			To consider two-step verification for online payment meaning that one person sets up the payments, and a different person releases them.		
	Category							Yes					
	Financial							Why have you drawn this conclusion?					
	Owner	Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)			Cheque books are kept locked in the safe at all times with Access Control to the area. Bank readers, cards and pins are personal to the individuals and are never shared. Multiple factor authentication set up for new payees including verification codes to registered mobiles and approval via the banking app.					
	RFO	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Date for Completion (L)					
							Ongoing						
							Target Risk (M)						
							Impact	Likelihood	Risk Score				
		4	2	8	2	2	4	2	1	2			

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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 and member agreement via the FES Committee, details of grants awarded are presented at the next available Full Council meeting for Councillors information.			Level of Risk acceptable? Y/N			No change to existing proposed		
	Yes										
	Why have you drawn this conclusion?										
	No unauthorised award of grants.										
	Category					Inherent/Fundamental Risk (E)					
Financial	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Date for Completion (L)				
	5	4	20	2	2	4	Ongoing				
	Target Risk (M)			Target Risk (M)							
	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score					
	2	2	4								
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 Internal auditors to ensure accounting entries processed for year end carry overs of debtors, creditors etc and that all balances are reconciled. Internal controls document, checked by Town Clerk/RFO. Year-end will be performed by Finance Officer and checked and verified by Town Clerk/RFO.			Level of Risk acceptable? Y/N			Internal audit and cash reconciliation undertaken. Insurance cover		
	Yes										
	Why have you drawn this conclusion?										
	Successful close down of accounts performed by the Finance Officer with no history of any issues. Financial Statements verified by the RFO, internal and external auditors with any except for matters dealt with in a timely manner.										
	Category					Inherent/Fundamental Risk (E)					
Financial	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Date for Completion (L)				
	4	3	12	3	2	6	Ongoing				
	Target Risk (M)			Target Risk (M)							
	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score					
	2	1	2								
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.	Current Internal Auditor is well versed in Council procedure and arrangements made to submit documentation to Full Council for Chairman's approval in good time. Town Clerk/RFO is also qualified for Internal Audit and has a deeper understanding of what is required. Dates for both Interim and Year-End Audits set in advance to ensure enough time is given for the Internal Auditor to complete their review well in advance of the deadline.			Level of Risk acceptable? Y/N			No change to existing proposed		
	Yes										
	Why have you drawn this conclusion?										
	Historical submission of returns										
	Category					Inherent/Fundamental Risk (E)					
Financial	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Date for Completion (L)				
	5	4	20	3	1	3	Ongoing				
	Target Risk (M)			Target Risk (M)							
	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score					
	3	1	3								
24	Fraud	Inadequate checks relating to any aspects of financial involvement and no controls exercised over payments.	Fidelity Guarantee insurance up to £2 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. Outsourced IT contractor provides protection against unauthorised access of the Council's system.			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					Inherent/Fundamental Risk (E)					
Financial	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Date for Completion (L)				
	5	5	25	2	2	4	Ongoing				
	Target Risk (M)			Target Risk (M)							
	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score					
	2	2	4								

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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. Main elections are considerably higher in cost, however a budget is always included, regardless of schedule and if not spent, funds are placed in an Election EMR to cover any unexpected expenditure in future years.			Level of Risk acceptable? Y/N Yes Why have you drawn this conclusion? History indicates infrequent vacancy declaration.			To continue to place any unspent election budget in an earmarked reserve to offset increased expenditure in future years.								
	Category																
	Financial																
	Owner											Inherent/Fundamental Risk (E)			Direct budget mgt by Clerk/RFO		
	Town Clerk											Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score
	3	3	9	2	2	4	2	1	2								
26	Tender Process	Work awarded inappropriately and subject to officer/member influence. Best value not obtained, procedures not followed for significant contracts, Fraud.	Town Clerk/RFO is registered for updates in legislation and these are actively monitored. Standing orders correctly followed, financial regulations, limits applied and schemes of delegation observed. Tender documentation issued, Member and Town Clerk open tenders and contracts awarded after quality/price assessment. Tenders advertised on web site and contracts finder.			Level of Risk acceptable? Y/N Yes Why have you drawn this conclusion? compliance with Standing Orders and Financial Regulations. No challenges received to Tender outcomes and transparent process followed.			No change to existing proposed								
	Category																
	Financial																
	Owner											Inherent/Fundamental Risk (E)			Direct budget mgt by Clerk/RFO		
	Town Clerk											Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score
	4	4	16	3	2	6	3	2	6								
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 Yes Why have you drawn this conclusion? Tenders for larger contracts. Additional quotations sought for works exceeding £1,000 and historical records checked for pricing comparison where appropriate.			No change to existing proposed								
	Category																
	Financial																
	Owner											Inherent/Fundamental Risk (E)			Direct budget mgt by Clerk/RFO		
	Town Clerk / RFO											Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score
	4	4	16	3	2	6	3	2	6								
28	Failure of Outsourced Contractor	No history of delivery, no references taken up and no checks made of financial stability, no checking of certifications. Contractors fail to complete work in time specified or produce sub-standard work.	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 designated contracts officer. More frequent monitoring and reviews with the contractors during times of pandemic/restrictions as instances will be more likely due to illness, reduced staffing levels and/or lack of materials and resources.			Level of Risk acceptable? Y/N Yes Why have you drawn this conclusion? History of Tenders being exercised correctly & successfully, only Contractors bearing the necessary accreditations are considered. Approved contractors that are well versed in requirements. In times of pandemic there may be additional requirements for grounds maintenance. Historically, staff have been retained due to 'Key Worker' classification. Lengthsmen / in-house maintenance staff will help to reduce reliance on outside contractors.			More frequent reviews with contractors to establish anything impacting on ability to continue delivery and or reduction in specification frequency if appropriate. To monitor workloads and train the Lengthsmen to cover / assist with tasks as and when required.								
	Category																
	Financial																
	Owner											Inherent/Fundamental Risk (E)			Direct budget mgt by Clerk/RFO		
	Town Clerk / RFO											Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score
	5	4	20	3	3	9	3	2	6								

COLNE TOWN COUNCIL FINANCIAL RISK REGISTER

Produced by : Gina Langley - TOWN CLERK/RFO Date : March 2026 - review by March 2027

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.	Financial budgets set and outsourced contracts for specialist providers placed. Robustness of event planning and management. Regular reporting and monitoring of ticket sales, which seem to be following an upward trend despite cost of living crisis. Established, strong social media following for the event, helping to increase level of interest. Mailing list now greatly enhanced. Colne Blues Society are now well versed in requirements and continue to add more value year on year.			Level of Risk acceptable? Y/N Yes Why have you drawn this conclusion? This is always going to be relatively high risk but with introduced controls, the exposure managed within budget. Example is impact of Covid 19 and need to stop 2020 & 2021 festivals, but with known quantifiable losses. Event plans and risk assessments regularly monitored. Liability for Artist payments / management now lies with Colne Blues Society, effectively reducing the risk to the Town Council. Additional opportunities for income generation are actively investigated to help off-set increasing running costs.			Close monitoring of budgets to ensure early detection of any potential overspend. To continue to review the Management Plan with every festival to take into account current climate and guidance. To continue to seek to take out business interruption cover to protect against lost income. It is anticipated that the level of the Town Council's involvement will diminish year on year, as Colne Blues Society gain more and more experience.		
	Category	Susceptible to expenditure overspend and income shortfalls, particularly in times of lockdown restriction and social distancing.							Date for Completion (L) Ongoing		
	Financial								Target Risk (M)		
	Owner	Inherent/Fundamental Risk (E)	Direct budget mgt by Clerk/RFO						Impact Likelihood Risk Score		
	Town Clerk / RFO & EAO	Impact Likelihood Risk Score	5 5 25	4 4 16				3 3 9			
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 CIB and PWCGBA. Agreements specify what costs are to be met by the parties to the Agreement thereby reducing the risk of non recovery of costs. If tasks can not be completed due to isolation restrictions, tasks can be covered by Officers / Cleaner / Lengthsmen.			Level of Risk acceptable? Y/N Yes Why have you drawn this conclusion? Good track record of agreements operating successfully. In house installation and watering for the floral displays. In times of pandemic, infection may impact on ongoing arrangements, however most tasks can be covered in-house if required.			To periodically review the arrangements in place to ensure an effective recovery of costs and a fairness to all parties. To actively encourage the recruitment of additional volunteers.		
	Category								Date for Completion (L) Ongoing		
	Financial								Target Risk (M)		
	Owner	Inherent/Fundamental Risk (E)	Direct budget mgt by Clerk/RFO						Impact Likelihood Risk Score		
	Town Clerk	Impact Likelihood Risk Score	4 4 16	3 2 6				2 2 4			
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 modifications not effectively managed during periods of social restriction.	Event specific budgets prepared and monitored and sponsorship arrangement agreed. Partnership agreements reached e.g. Cycling Grand Prix event. All events individually risk assessed. Event safety plans will take into account any current guidance. Events are discretionary and do not need to be run if problems / restrictions in place.			Level of Risk acceptable? Y/N Yes Why have you drawn this conclusion? Historical track record of delivery of events is strong and within budget, and previous issues have been actively managed. Monitoring of event guidance will allow timely decisions to be made, reducing reputational risk and financial loss.			To continue to actively manage after-event feedback and to actively monitor weather reports and highway orders for works to ensure smooth delivery of the events. Events insurance cover for bad weather and or loss of income may be considered, however this would be at considerable cost to the Council.		
	Category								Date for Completion (L) Ongoing		
	Financial								Target Risk (M)		
	Owner	Inherent/Fundamental Risk (E)	Direct budget mgt by Clerk/RFO						Impact Likelihood Risk Score		
	Town Clerk / EAO	Impact Likelihood Risk Score	4 5 20	3 2 6				2 2 4			
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. Calendar reminders set to ensure a timely response.			Level of Risk acceptable? Y/N Yes Why have you drawn this conclusion? Historical evidence of two late grant reports have caused issues that whilst were resolved, could have lead to clawback and financial loss to the council. All grant expenditure is now actively managed by the Town Clerk/RFO and the Finance Officer to ensure compliance with given guidelines.			If external grant funding is awarded, regular reports and updates will be provided to FES to ensure compliance with returns and or spend.		
	Category								Date for Completion (L) Ongoing		
	Financial								Target Risk (M)		
	Owner	Inherent/Fundamental Risk (E)	Direct budget mgt by Clerk/RFO						Impact Likelihood Risk Score		
	RFO	Impact Likelihood Risk Score	4 4 16	3 2 6				2 2 4			

COLNE TOWN COUNCIL FINANCIAL RISK REGISTER

Produced by : Gina Langley - TOWN CLERK/RFO		Date : March 2026 - review by March 2027																	
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. Schedule regularly reviewed and updated as and when deemed necessary. Replacement valuations undertaken for all Council owned properties to ensure the adequacy of cover.			Level of Risk acceptable? Y/N Yes Why have you drawn this conclusion? Successful claims made regarding buildings cover in respect of theft to lead on roof and resultant damage and wind damage to tiling and storm damage to roof. Fixtures and fittings claims for internal water ingress. Insurance cover and schedule reported to FES			Insurance cover to be reviewed annually to assess whether it is still appropriate. Date for Completion (L) Ongoing Target Risk (M) Impact Likelihood Risk Score 3 2 6								
	Category													Financial					
	Owner													Inherent/Fundamental Risk (E)			Direct budget mgt by Clerk/RFO		
	RFO													Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score
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 Yes Why have you drawn this conclusion? Successful production of accounting records when required , including from back up sources.			No change to existing proposed Date for Completion (L) Ongoing Target Risk (M) Impact Likelihood Risk Score 3 2 6								
	Category													Financial					
	Owner													Inherent/Fundamental Risk (E)			Direct budget mgt by Clerk/RFO		
	RFO													Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score
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 Yes Why have you drawn this conclusion? Adequate security of title deeds and contracts.			No change to existing proposed but if time enables to consider scanning copies of all historical title documents Date for Completion (L) Ongoing Target Risk (M) Impact Likelihood Risk Score 3 2 6								
	Category													Financial					
	Owner													Inherent/Fundamental Risk (E)			Direct budget mgt by Clerk/RFO		
	Town Clerk / RFO													Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score
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. Lloyds mobile app ensures that access can still be gained if not office based. Funds currently placed with three different institutions to provide alternative sources of funding.			Level of Risk acceptable? Y/N Yes Why have you drawn this conclusion? Alternative arrangements are in place, cheque books available if needed and bank mandates can be changed			No change to existing proposed. Date for Completion (L) Ongoing Target Risk (M) Impact Likelihood Risk Score 2 2 4								
	Category													Financial					
	Owner													Inherent/Fundamental Risk (E)			Direct budget mgt by Clerk/RFO		
	Town Clerk / RFO													Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score

COLNE TOWN COUNCIL FINANCIAL RISK REGISTER

Produced by : Gina Langley - TOWN CLERK/RFO		Date : March 2026 - review by March 2027											
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.			Dedicated facilities Officer and Contracts Officer who oversee town council owned properties and facilities. Annual review of asset register to ensure all assets are identified for insurance purposes and for budgeting for repair and or replacement. More frequent monitoring to take place when schools are closed and ASB occurrence is higher.			Level of Risk acceptable? Y/N Yes Why have you drawn this conclusion? Asset register under review with physical check of register to be undertaken in order to physically view assets. Playgrounds are inspected regularly, along with the park. Primet is in use regularly which allows early identification of any issues. Clauses included in rental leases to ensure the property's are kept and maintained.			More frequent reviews to ensure that the asset register is maintained and kept up to date.		
	Category												
	Financial												
	Owner												
Town Clerk	Inherent/Fundamental Risk (E)			Direct budget mgt by Clerk/RFO			Date for Completion (L)			Ongoing			
		Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score
		4	3	12	3	2	6	2	2	4			
38	Large increase in utility costs	The cost of utilities spiral out of control and affordability within budget of council.			Fixed term contracts currently in place until June 2027 on which budgets are based assuming no significant variation in utility use. Internal monitoring of utility use in place. 3yr budget produced every year allowing budgets to be adjusted for future years and any hike in pricing reflected.			Level of Risk acceptable? Y/N Yes Why have you drawn this conclusion? Utility pricing is currently volatile and out of the Council's control. Prices fixed until 2027. Contingency element included in the budget for 2025/26 and beyond to build up reserves to help cover issues such as this.			To keep a close eye on changes and developments in the markets, and work with external brokers to search for deals once the renewal window is reached.		
	Category												
	Financial												
	Owner												
RFO	Inherent/Fundamental Risk (E)			Direct budget mgt by Clerk/RFO			Date for Completion (L)			Ongoing			
		Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score
		4	4	16	2	4	8	2	3	6			
39	Slump in sector/economy/recession	Income decline and lack of growth. Increased costs and increased demand on Reserves leading to insufficient levels available to meet known commitments and unplanned major costs.			Efficiency Savings. Less reliance on outside contractors as in-house Lengthsmen are trained to cover. Regular budget monitoring ensuring any surplus budgets can be reallocated as necessary. Reserves and Treasury Management Policy in place.			Level of Risk acceptable? Y/N Yes Why have you drawn this conclusion? Any move to recession is likely to be slow. Budgets are tightly controlled and any spend from reserves needs approval from Committee and Full Council.			Continue to endeavour to increase potential for income generation e.g. weddings / Events / Room Bookings and to continue to increase EMRs to lessen any impact of future years.		
	Category												
	Financial												
	Owner												
RFO	Inherent/Fundamental Risk (E)			Direct budget mgt by Clerk/RFO			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	2	2	4			