



THATCHAM TOWN COUNCIL RISK MANAGEMENT STRATEGY 2026/27

1. Introduction

- 1.1. The Risk Management Strategy is an integral component of Thatcham Town Council's (TTC) risk management framework. The strategy provides the details in which the risk management activities are aligned with other Council activities and the role that they play within TTC's internal control environment.
- 1.2. Risk is an uncertain event or condition that, if it occurs, will have an effect on the achievement of TTC's objectives. Risk management is the process whereby TTC methodically addresses the risks associated with what it does and the services which it provides. The focus of risk management is to identify what can go wrong and take proportionate steps to avoid this, or successfully manage the consequences. Good risk management allows stakeholders to have increased confidence in TTC's corporate governance arrangements and its ability to deliver its priorities.
- 1.3. Risk management is not just about financial management; it is about protecting the achievement of objectives set by TTC to deliver high quality public services. The failure to manage risks effectively can be expensive in terms of litigation and reputation and can impact on the ability to achieve desired outcomes. TTC generally, and Members individually, are responsible for risk management.

1.4. Risk Management Policy Statement for TTC

As part of TTC's arrangements to ensure best practice governance, effective risk management provides assurance that TTC is 'risk aware'. This entails identifying risks associated with its objectives, evaluate their potential likelihood and impact, and determine the most effective methods of mitigation.

TTC believes that risk can be managed rather than avoided.

This Strategy includes a risk management policy which outlines the approach that TTC takes with regard to its responsibility to manage risks and opportunities using a structured, focused and proportional methodology.

- 1.5. Risk management is an ongoing activity that comprises four elements:
- a. identifying risks
 - b. assessing risks
 - c. addressing risks, and
 - d. reviewing and reporting

2. Identifying risks

2.1. In order to manage risk, the Council must know what risks it faces. Identifying risk is, therefore, the first step in the risk management process.

2.2. Typical categories of risk are as follows:

- a. financial – loss of money
- b. security – fraud, theft, embezzlement
- c. property – damage to property
- d. legal – breaking the law or being sued
- e. ICT – failure of ICT systems or misuse, and
- f. reputational – actions taken that could harm the Council's public reputation.

3. Evaluate risks

- 3.1 Once the key risks have been identified the potential consequences of a risk occurring (impact) and how likely this is (likelihood) must be assessed. Risks are evaluated each time at the following levels:

Gross level – likelihood and impact without additional, specific mitigation action.

Actual level - this is the current likelihood and impact, based on mitigation action already put in place but excluding further mitigation action planned.

Expected level – this is a future level of likelihood and impact based on any additional mitigation action (if any) planned to further address the triggers and the consequences of risks. The additional actions and the associated deadlines are listed in the risk register.

- 3.2 TTC evaluates its identified risks on a five-point scale on the likelihood or probability of the risk occurring (rated between rare and certain) and the impact caused should the risk occur (rated between negligible and critical).

Impact Rating

- 3.3 The following table provides the definitions which should be used when determining whether a risk would have a Negligible (1), Minor (2), Medium (3), Major (4), or Critical impact (5):

Impact Rating	Financial loss	Personal / Staff or Customers	Assets / Physical / Information	Reputation	Compliance (litigation, regulatory, contract)
5 Critical	> 1% annual budget >£10k	Death	Destruction of building, IT infrastructure	Front page of press	Probable legal challenge with penalties
4 Major	0.25% - 1% annual budget £2.5k - £10k	Permanent disability	Majority loss of main building / Loss of main ICT system	Adverse publicity nationally HSE prosecution	High possibility of legal challenge.
3 Medium	0.1% - 0.25% annual budget £1k - £2.5k	Major injury / hospitalisation	Partial loss off main building or total loss of minor building. Temporary loss of major ICT system – up to one week, total loss of minor ICT system	External agency criticism HSE enforcement action	Reasonable possibility of successful legal challenge.
2 Minor	0.01% - 0.1% annual budget £100 - £1k	Major financial loss £1,000+ Illness e.g. stress / minor accident / RIDDOR	Partial loss of minor building. Temporary loss of minor ICT system – up to one week. Loss of Major system – up to one day	Ombudsman complaint upheld	Low possibility of legal challenge

1 Negligible	< 0.01% annual budget <£100	Minor Financial loss up to £1,000 / complaint / grievance	Loss of minor ICT system - up to one day	Adverse publicity local social media platform	Negligible possibility of legal challenge
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Likelihood Rating

- 3.4 It is unlikely that in many cases the probability of a risk occurring can be calculated in a statistically robust fashion, as we do not have the data to do so. However, as an indicator, the likelihood is defined by the following probability of a risk occurring:

Likelihood Rating	Incidents	Probability
5 Certain	Risk will occur within a 12 month period	100%
4 Almost Certain	Risk is almost certain to occur within a 12 month period	70% - 99%
3 Likely	Risk is likely to occur within a 12 month period	30% - 69%
2 Unlikely	Risk is unlikely to occur within a 12 month period	2% - 29%
1 Rare	Risk is very rare and highly unlikely to occur within a 12 month period	<2%

- 3.5 Multiplying the two scores arrives at a final risk assessment of **extreme**, **high**, **moderate** or **low** for each risk. This enables the Council to then decide what measures to take to manage them.

4. How we respond to risks – Risk Appetite / Risk Criteria

- 4.1 The response to the identified risks is guided by the risk appetite and risk criteria.

Risk Appetite

- 4.2 Risk appetite is “*The level of risk with which an organisation aims to operate*”. A clearly understood and articulated risk appetite statement assists with the risk awareness for the Council and supports decision making in pursuit of its priority outcomes and objectives.
- 4.3 The Council’s Risk Appetite Statement is an integral part of the Council’s Risk Management Strategy and ensures that the opportunities the Council is willing to take to achieve its strategic outcomes and objectives are measured, consistent and compatible with the Council’s capacity to accept and manage risk and do not expose the Council to unknown, unmanaged or unacceptable risks.
- 4.4 This statement will be reviewed during the period of the strategy. The Council may decide to move the line up or down based on a number of influencing factors including financial and capacity, and the Council may have a higher ‘aspirational’ risk appetite once sufficient assurance is gained and processes put in place to manage the higher levels of risk.
- 4.5 The Risk Appetite Statement supports Members and officers in decision making, by setting out where the Council is comfortable taking different levels of risk, and which levels of risk are unacceptable. The Council’s Risk Appetite should be considered in conjunction with the risk section of all committee reports when decisions are made.
- 4.6 Risks that fall above the risk appetite ‘line’ may still happen and should still be managed effectively and transparently.
- 4.7 The potential range of the Council’s appetite for its significant risks included in the Risk Register is shown in the diagram below, with shaded areas identifying the Council’s risk appetite levels:

Risk levels Risk description					
	Averse	Cautious	Flexible	Open	Seeking
Financial/Asset – amount of financial loss prepared to put at risk through lost investment and/or financial loss	Up to £1k	£1k - £10k	£10k - £25k	£25k - £50k	£50k +
Compliance Exposure to legal challenge. Risk of regulatory interest/ involvement	Following approved standards and practices, engaging in business as usual, low value transactions	Following approved standards and practices, engaging in business as usual, increased value transactions	Following approved standards and practices as far as possible, innovating, public interest, high value transactions	Innovating, new area of work, significant public interest, high value transaction	Innovating in unprecedented environment
Reputation Exposure to reputational damage or enhancement	No chance of any repercussions / negative comments	Little chance of significant repercussions and mitigation in place beforehand	Exposure of greater scrutiny and public interest. Management through listening and active engagement. Risk of reputational damage.	Experimental – possible significant reputational damage or enhancement	Unprecedented – probable significant reputational damage or enhancement
Operational Related to the delivery of Council Strategy	Essential development of core business only	Maintain status quo; new schemes are tried and tested only by others	Encourage innovation through new schemes offered to the Council	Proactive pursuit of innovation and crafting solutions that have not been attempted before	Desire to 'break the mould' and challenge current working practices

4.8 An additional concept, important in defining and understanding the Council's risk framework, is the risk tolerance which is defined as “*The level of risk with which an organisation is willing to operate*”.

4.9 This Strategy reflects the Executive's risk appetite and provides clarity about its levels as follows:

Financial Risk Appetite – Flexible

- The Council aims to operate with a **financial risk between £10k – £25k**.

Compliance Risk Appetite – Flexible

- The Council aims to operate with a legal risk that **finely balanced between flexible and open, following approved standards and practices as far as possible but also allowing for innovation**, willing to engage in new areas of work, of significant public interest.

Reputation Risk appetite – Flexible

- The Council's reputation is one of the most important assets which employees and Councillors aim to protect to ensure there is little chance of significant repercussions. This relates primarily to the core business areas. As custodians of the public's trust and public's funds in the process of seeking the benefits of new ways of achieving or improving outcomes for the residents the Council is seeking an **flexible reputational risk**, with possible reputational damage or enhancement.

Operational risk appetite – Open

- The Council aims to operate with an **open appetite for innovation** and for crafting service delivery models and initiatives that redefine the ways in which residents and stakeholders are enabled to achieve their outcomes.

Risk criteria and response

- 4.10 The Council has chosen to divide the rating into bands as shown on the risk matrix below, defining the criteria used to manage the risk exposure and reflecting the risk appetite levels described above.

5x5 Risk Matrix Assessments						
Impact ↑	5 Critical	Moderate	High	Extreme	Extreme	Extreme
		5	10	15	20	25
	4 Major	Moderate	High	High	Extreme	Extreme
		4	8	12	16	20
	3 Medium	Low	Moderate	High	High	Extreme
		3	6	9	12	15
	2. Minor	Low	Moderate	Moderate	High	High
		2	4	6	8	10
	1. Negligible	Low	Low	Low	Moderate	Moderate
		1	2	3	4	5
		1 Rare	2 Unlikely	3 Likely	4 Almost Certain	5 Certain
→ Likelihood						

- 4.11 The risk score, as illustrated by the risk matrix, triggers a particular type of response for risks relating to the council's objectives.
- 4.12 Once a risk has been identified, the Council needs to decide and agree what it is going to do about it as described in the following table:

Risk Level (RAYG)	Current Score	Escalation	Response
Extreme (Red)	15-25	Add to Risk Register and mitigation action.	Allocate to Town Clerk to oversee and Service implement agreed actions.
Medium – High (Amber)	8-12	Seek assurance that identified controls are effective.	Allocate to Deputy Town Clerk to put in place Controls Assurance.
Moderate (Yellow)	4-6	None	Monitor risk
Low (Green)	1-3	None	Consider at next annual review

- 4.13 Positive and Negative amendments are made regularly to risks in light of the above to respond to the risk and continually update the risk register.

The general impression of risks is that it is a negative event; however it is also possible that positive events and opportunities can arise and the risk score then becomes the reverse of the rating for a negative risk, e.g. an opportunity with a high rating could deliver a good return for little effort.	In managing a negative risk (Threat), we are aiming to see the risk rating decrease so that the likelihood and consequence of the risk decreases should it materialise.	A positive event or opportunity is measured in a similar way to a negative risk, but the desired direction of travel is reversed.
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5. Addressing risks

- 5.1 The recognised approaches to controlling risks are described as the five key elements or 5 T's; tolerate, treat, transfer, terminate and take the opportunity. These are described in more detail below. It is generally accepted that where a risk can be reduced through some form of treatment or mitigation in a cost effective fashion then it is good to do so.
- 5.2 As a general principle once a risk has been identified, consideration needs to be given to the five T's and that the chosen approach is seen as being cost-effective so that the control of the risk is not disproportionate to the expected benefits.
- 5.3 Risk is unavoidable. The Council, however, takes steps to manage risks to a level which is tolerable in ways which can be justified. Its response to risk is called 'internal control' and involves one or any of the following reactions. The five T's are:

Treatment	By far the greatest number of risks will be addressed in this way by using appropriate control countermeasures to constrain the risk or reduce the impact or likelihood to acceptable levels. i) by imposing controls so that the organisation can continue to operate ii) by setting up prevention techniques
Transfer	For some risks the best response may be to transfer them and might be done by transferring the risk to another party to bear or share the risk; e.g. through insurance or partnership. Reputation risk can never be transferred. i) buying in a service from a specialist external body or taking out insurance.
Tolerate	Where it is not possible to transfer or treat the risk, consideration needs to be given to how the consequences are managed should they occur. This may require having contingency plans in place, for example, Business Continuity Plan which creates capacity to tolerate risk to a certain degree. i) for risks where the downside is containable with appropriate contingency plans. ii) for risks where the possible controls cannot be justified because they would be disproportionate for unavoidable risks, for example, terrorism.
Terminate	Some risks will only be treatable, or containable to acceptable levels by terminating the activity that created them. It should be noted that the option of termination of activities may be severely limited in local government when compared to the private sector; a number of activities are conducted in the government sector because the associated risks are so great that there is no other way in which the output or outcome, which is required for the public benefit, can be achieved. This option can be particularly important in project management if it becomes clear that the projected cost / benefit relationship is in jeopardy. i) this is appropriate for activities which involve intolerable risk or those where no response is available to bring the risk to a tolerable level.
Take the opportunity	This option is not an alternative to those above; rather it is an option which should be considered whenever tolerating, transferring or treating a risk. There are two aspects to this. The first is whether or not at the same time as mitigating threats; an opportunity arises to exploit positive impact. For example, if a large sum of capital funding

	is to be put at risk in a major project, are the relevant controls judged to be good enough to justify increasing the sum of money at stake to gain even greater advantages? The second is whether or not circumstances arise which, whilst not generating threats, offer positive opportunities. For example, a drop in the cost of goods or services frees up resources which can be re-deployed
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- 5.4 Insurance (Appendix A) is used to manage risk in the following areas:
- a. The protection of physical assets owned by the Council – buildings, furniture, equipment etc (loss or damage)
 - b. The risk of damage to third party property or individuals as a consequence of the Council providing services or amenities to the public (public liability)
 - c. The risk of consequential loss of income or the need to provide essential services following critical damage, loss or non-performance by a third party (consequential loss)
 - d. Loss of cash through theft or dishonesty (fidelity guarantee)
 - e. Legal liability as a consequence of asset ownership (public liability)
- 5.5 Buying services from specialist external organisations is used to manage risk in the following areas:
- a. Security for vulnerable buildings, amenities or equipment
 - b. Maintenance for vulnerable buildings, amenities or equipment
 - c. The provision of services carried out under agency/partnership agreements with principal authorities
 - d. Banking arrangements, including borrowing and lending.
 - e. Ad hoc provision of amenities/facilities for events
 - f. Vehicle or equipment lease or hire
 - g. Professional services (planning, architects, accountancy, design, etc.)

6. Risk Recording and Reporting

- 6.1 It is the responsibility of all staff to assess risks associated with their work and projects and to escalate any potential risks which they feel cannot be managed within sensible parameters to their line manager. These risks may then be escalated further as part of the quarterly review of the Risk Register at the quarterly Finance & General Purposes Committee meeting.
- 6.2 Where risk levels are considered to be **Extreme (Red)** on the risk matrix, the appropriate employee must escalate the risk to the Town Clerk so that consideration can be given as to whether the risk should be escalated to the Chair & Vice-Chair of Finance & General Purposes Committee.
- 6.3 The key risks for the Council have been identified and assessed in a Risk Register (Appendix B). The Town Clerk has reviewed risks and assigned an overall score based on impact and mitigating actions.
- 6.4 The risk registers are reference documents that summarise the different risks that might occur and impact the Council. Just because a risk is included on a risk register, does not mean that the Council thinks it will happen, but it does mean that the Council thinks it is worth seeking to manage. The risk score is, therefore, based on a 'reasonable worst case scenario'. The methodology for the scoring of risks is included in section 3 above.
- 6.5 Any operational risk classified as 'Extreme risk' will be provided to Full Council along with any relevant action plans to mitigate the risk as they arise. In this way risk is embedded within Council process.
- 6.6 The 2026 review has identified no risk within the 'Extreme' risk category. The Council's Strategic Risk Register is provided as an attachment.

APPENDIX A - THATCHAM TOWN COUNCIL – INSURANCE (SUMMARY)

Lines of Cover	Detail	Amount of Cover
Material Damage	Buildings Sum Insured	£9,165,085
Material Damage	Contents Sum Insured	£200,816
Business Interruption	Additional Expenditure	£50,000
Business Interruption	Loss of Gross Revenue	£120,000
All Risks	Individual / Collective Items	£1,507,725
Loss of non-negotiable money	Limit any one loss	£250,000
Loss of other money	Limit any one loss	£15,500
Public Liability	Limit of Indemnity	£15,000,000
Hirers' Liability	Limit of Indemnity	£2,000,000
Employer's Liability	Limit of Indemnity	£10,000,000
Libel and Slander	Sum Insured	£250,000
Fidelity Guarantee	Sum Insured	£1,000,000
Personal Accident	Cover is limited to £500k any one person and £2m any one incident	
Legal Expenses	Limit of Indemnity	£200,000



THATCHAM TOWN COUNCIL – STRATEGIC RISK REGISTER

This document is the Strategic Risk Register of Thatcham Town Council, as documented in the Risk Management Strategy

Ref	Risk/Trigger	Current Risk Management	Impact	Likelihood	Score	Action Required
RR01	Disaster impacting the Town	• Key individuals will make themselves available • Accept and respond to instructions from Category 1 responders, i.e. emergency services and West Berkshire District Council Emergency Planning Team • Actively listen for and monitor any communications • Common sense used to determine appropriate action in circumstances • Council buildings available to use as control/rest centres • Emergency Working Party and Officers to determine appropriate action, as required	Severe 3	Unlikely 1	Medium 3	• Prepare a Community Emergency Plan
RR02	Town Council office unserviceable	• No life-critical services provided from Council office • Emergency Working Party and Officers to meet to determine priorities • Senior Management Team called together to implement priorities and support staff • Short-term measure to recover in an alternative location • Medium/long-term plan to return to Council office • Insurance	Moderate 2	Unlikely 1	Low 2	• Prepare an Emergency Plan • Prepare a Business Continuity Plan
RR03	Sudden loss of staff	• Tasks are shared to reduce impact • Internal training amongst colleagues • Procedure notes prepared and reviewed at least annually • Plans discussed and agreed with staff to provide immediate, short-term cover	Moderate 2	Unlikely 1	Low 2	• Prepare a Succession Plan

		• Use of agencies/temporary staff/recruitment				
Ref	Risk/Trigger	Current Risk Management	Impact	Likelihood	Score	Action Required
RR04	Loss of financial assets i.e. sudden large items of expenditure required or excessive under-budgeting	• Town Council maintains adequate reserves • Robust budget preparation regime • Prudent budget monitoring throughout year; quarterly by Committee and tri-monthly by Officers and Chairman & Vice Chairman of Finance and General Purposes Committee • Robust expenditure approval process • Budget forecasting over subsequent years • Committees review budget requirements in advance of precept being set by the Council • Insurance, as appropriate	Severe 3	Unlikely 1	Medium 3	
RR05	Loss of money through fraud, theft, poor accounting systems	• Documented procedures in place to prevent/detect including authorisation and independent audit (Financial Regulations) • Internal and External Audit • Informal and formal monitoring and spot checks • Task sharing • Financial reports presented to Finance and General Purposes Committee at every quarterly meeting • Treasury Management Plan in place • Insurance in place to cover any resulting financial losses • Annual review of insurance • Limited cash kept on premises, in security safe, and always two-person accounted for • Two-Councillor signatories on bank accounts and payment approval process • Experienced, trained staff • Regular review of effectiveness of internal control • Electronic banking procedures in place, with secure passwords and dual-authorisation on all transactions • Use of only recognised banks for banking and	Severe 3	Unlikely 1	Medium 3	

		investment needs. Risks spread across four banks (Newbury Building Society, Close Brothers and Nationwide)				
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Ref	Risk/Trigger	Current Risk Management	Impact	Likelihood	Score	Action Required
RR06	Action of Council having undesired negative impact on other parties	• Transparent procedures and processes in place to reduce likelihood in day-to-day services • Experienced / trained staff • Expert / professional input sought where appropriate • Effective project management / action planning / risk management procedures in place for all defined projects • Insurance in place to cover any resulting financial losses • Councillors are elected rather than employed therefore, pose a potential reputational risk to the Town Council. Mitigation measures in place include: Code of Conduct, Register of Interests and Gifts and Hospitality, Non-Party Political culture encouraged, Councillors prepared to discuss any potential impacts, monthly meetings of Leadership team to discuss Council business	Moderate 2	Possible 2	Medium 4	• Prepare a Councillor Training Plan
RR07	Services and tasks having undesired outcomes	• All services are covered by robust management plans, consisting; contracts, specifications, method statements and risk assessments, reviewed annually • Expert / professional input sought where appropriate	Moderate 2	Possible 2	Medium 4	• Review risk assessments for: Cemetery, Allotments, Halls / Public Buildings, Play Areas & Open Spaces, Events and Markets
RR08	Contractors not supplying agreed services	• All contracts are controlled by defined contracts or service level agreements	Moderate 2	Possible 2	Medium 4	
RR09	Damage to third party property or individuals as a consequence of the Council providing services or amenities to the public (public liability)	• Regular health & safety checks and review of risk assessments • Adequate and appropriate insurance • Good property maintenance regime • Experienced/ trained staff	Moderate 2	Possible 2	Medium 4	

Ref	Risk/Trigger	Current Risk Management	Impact	Likelihood	Score	Action Required
RR10	Damage to third party property or individuals as a consequence of the Council putting on a Community / Civic event	• Risk assessments specifically written for each event • Health & safety checks carried out for, and during, each event • Event checklist produced covering all aspects of the event including an Emergency Plan • Adequate and appropriate insurance • Experienced / trained staff	Moderate 2	Possible 2	Medium 4	
RR11	Confidential data being disclosed	• Data Protection Policy, including Data Retention Policy, in place and relayed to staff and Councillors • Only essential confidential data held • Security measures in place and used i.e. safe storage, shredding • Any confidential aspects of reports are highlighted to Councillors and relevant officers • ICT security in place and managed by reputable ICT contractor, including firewalls etc • Password protection for PCs and sensitive documents with regular password changes required	Moderate 2	Unlikely 1	Low 2	• Review Data Protection Policy and issue to Officers and Councillors
RR12	Damage to physical assets owned by the Council – buildings, furniture, equipment, complete loss of ICT etc	• An up-do-date register of assets maintained and annual physical verification of assets carried out • Regular safety checks and maintenance of physical assets, at least monthly • Adequate and appropriate insurance in place and reviewed annually • Buildings re-valued every five years • Computer backups off site • Reputable ICT support contractor • Buildings alarmed for security and fire • Experienced / trained Officers • All purchases from reputable sources	Moderate 2	Possible 2	Medium 4	• Prepare an Emergency Plan and Business Continuity Plan as per RR02

Ref	Risk/Trigger	Current Risk Management	Impact	Likelihood	Score	Action Required
RR13	Harm caused by failure to ensure adequate Health and Safety	• Risk Assessments carried out and reviewed annually • Health & Safety induction for all staff • Staff training including specific training provided as per risk assessment findings inc. First Aid • Good property maintenance and inspection regimes • Experienced / trained Health & Safety Manager • Regular Health & Safety review at bi-monthly meetings	Severe 3	Unlikely 1	Medium 3	
RR14	Employer Liability	• Ensure compliance with Employment Law through use of consultants (Peninsula Business Services) • Comply with Inland Revenue requirements through use of external payroll provider (West Berkshire Council)	Moderate 2	Unlikely 1	Low 2	
RR15	Proper financial management	• Robust accounting systems in place • Financial Regulations reviewed annually • Independent Internal Audit twice annually • External Auditor • Councillor dual-signatory requirement • Experienced / trained staff	Severe 3	Unlikely 1	Medium 3	• Prepare a Financial Management Strategy • Review Internal Controls Policy
RR16	Ensuring business activities are within legal powers	• Experienced / trained staff • Professional advice sought, when needed • Internal Audit • Work to a well planned adopted plan and, as much as practicable, avoid swift, adhoc decisions	Severe 3	Unlikely 1	Medium 3	• Prepare a Council Strategy for 2025+
RR17	Physical safety of staff	• Lone working procedures • Training and advice • Good Health & Safety practices • Insurance	Severe 3	Unlikely 1	Medium 3	

Ref	Risk/Trigger	Current Risk Management	Impact	Likelihood	Score	Action Required
RR18	Safekeeping of Council Minutes	- Stored in fire-proof safe - Archived minutes stored at Berkshire Records Office	Negligible 1	Unlikely 1	Low 1	
RR19	Register of Members' Interests and Gifts & Hospitality	Ensure all Members complete a declaration of interest form at acceptance of office, and annual reminder to review and update as necessary	Moderate 2	Unlikely 1	Low 2	
RR20	Compliance with Transparency Code	Compliance checked at least annually, or at issue of revised guidance	Negligible 1	Unlikely 1	Low 1	
RR21	Lack of strategic direction and leadership	- Adopted Council Plan with regular reviews, monitored by Council Plan Working Party - Monthly meetings of Leadership team (Mayor, Leader, Town Clerk & Deputies)	Moderate 2	Unlikely 1	Low 2	Current plan expires 2025, new plan being drafted for 2026+
RR22	Insufficient communication with residents about Council services	- Experienced / trained Community Engagement Manager - Community Engagement Working Party to continually monitor and review engagement practices - Adopted communications strategy	Moderate 2	Unlikely 1	Low 2	
RR23	Lack of effective management of Council services	- Experienced / trained Team Managers (Democratic, Place, Events, Finance) - Regular meetings of Team Managers to discuss projects, service delivery, staffing etc. - Annual appraisals for all staff with objectives	Moderate 2	Possible 2	Medium 4	

RR24	Failure to adhere to General Data Protection Regulations (GDPR)	•				
RR25	Failure to respond to climate emergency	•				
RR26	Failure to safeguard children and vulnerable adult service users	•				
RR27	Asset management	•				