Sandhurst Town Council

Risk Register 2025/2026

Risk Assessment matrix

	1. Minor (small cut)	2. Moderate (accident no injuries)	3. Acute (significant injury Broken bone)	4. Chronic (long-term effect)	5. Catastrophic (Fatal)
4. Imminent (almost certain to occur)	4	8	12	16	20
3. Frequent (occurs on a regular basis)	3	6	9	12	15
2. Occasional (Happens infrequently)	2	4	6	8	10
1. Very Rare	1	2	3	4	5

Categories of risk

Financial – loss of money, fraud, theft, embezzlement

1. Financial – loss of money, fraud, theft, embezzlement
2. Property - damage to property
3. Legal – breaking the law or being sued
4. IT - failure of IT systems or misuse
5. Reputational – actions harm the council's reputation.
6. Operational

The risk assessment is a general examination of working conditions, workplace activities and environmental factors that will enable the Council to identify any and all potential risk.

1. Financial

Risk No	Description	Impact	Absolute Risk			Mitigation.	Residual Risk Level		
			Likelihood	Impact	Risk		Likelihood	Impact	Risk
1.1	Lack of proper procedures	Financial Criminal or reputational loss	2	5	10	Covered by Standing Orders and Financial Regulations, Professional advice is sought when required. Annual review and revision by Full Council. Records inspected by an Internal Auditor and by an External Auditor appointed by the Government	1	3	3
1.2	Failure to insure adequately	Financial Criminal or reputational loss	2	5	10	Annual review of risk and adequacy of cover reviewed with a specialist broker and reported annually to the Council.	1	3	3
1.3	Failure to reconcile bank accounts, scrutinise income and expenditure	Council unaware of its financial position, risk of financial and reputation loss.	2	5	10	See separate Financial Risk Assessment	1	3	3
1.4	Accounts errors and fraud due to lack of financial control	The Council risks financial loss	2	4	8	Budget to income & expenditure reported to the Strategy and Policy Committee and Full Council. Ensure properly trained staff.	1	3	3
1.5	Failure to correctly award contracts	Risk of financial or reputational loss to the Council	3	5	15	Standing Orders and Financial Regulations are reviewed and updated regularly. Follow procurement Guidance for contracts over £30,000. Competent staff adequately trained	1	2	2

1.6	Maintain a strong financial position	Inability to maintain services	2	5	10	Formally adopted policies and procedures, ongoing internal auditor and Annual independent audit	1	2	2

2. Property

Risk No	Description	Impact	Absolute Risk			Mitigation.	Residual Risk		
			Likelihood	Impact	Risk		Likelihood	Impact	Risk
2.1	Asset Management	Risk of financial and/or reputational loss to the council	2	5	10	Play equipment is inspected daily by STC staff and annually by an independent inspector. Asset register maintained and updated regularly. Audit Annually by Internal Auditor. Ongoing maintenance and repairs are undertaken.	1	3	3
2.2	Failure to maintain buildings	Risk of financial and/or reputational loss to the council	2	3	6	Monitor and repair as required. A building condition survey was carried out in 2021. Asset register maintained and updated regularly. Audited Annually by Internal Auditor.	1	3	3
2.3	Leases for STC owned buildings	Lease Agreements are not compliant	1	5	10	Leases are agreed following the legislation set. They are prepared by the councils solicitor and presented to the Strategy & Policy Committee for review and acceptance.	1	2	2
2.4	Unauthorised encampment	Damage caused to land or assets due to an unauthorised encampment	3	3	9	Notify the police & serve notice to vacate. Remain in communication with Thames Valley Police to discuss eviction and or bailiffs' involvement. Ensure staff do not attend a site unaccompanied or without a mobile phone. Sites inspected throughout the year, bunds are in place where land is vulnerable to unauthorised encampment.	2	1	2

3. Legal

Risk No	Description	Impact	Absolute Risk			Mitigation.	Residual		
			Likelihood	Impact	Risk		Likelihood	Impact	Risk
3.1	Compliance with legislation	The council risk financial and reputational loss	2	4	8	The Executive Officer holds the CILCA qualification. Internal Auditor checks for compliance. SLCC membership provides advice and legal guidance on key topics and legislative. The Council solicitor is used for legal clarification if required. Key staff to be aware and understand legislation. Staff training to be undertaken role appropriate.	1	2	2
3.2	Minutes of meetings are not properly kept	The council risk reputational damage. Risk of illegality of decisions.	2	2	4	Minutes are properly numbered and the master copy signed by Chair/Mayor and kept in the minute book and on the server. Staff appropriately trained.	1	2	2

3.3	Register of interest of Councillors not upkept	The Council risks reputational damage.	2	4	8	Recording and monitoring of members' interests are reviewed annually.	1	2	2
3.4	Council fails to issue contracts of employment to all employees	The Council risks reputational damage.	2	3	6	All staff are issued a contract before starting work. Appraisals are carried out annually. Staffing issues are taken to a confidential Staffing Committee meeting.	1	2	2
3.5	Freedom of Information or Subject Access requests received	Requests must be complied with, within the legal time scale	2	4	8	The Executive Officer is aware of the time scales, will seek support from the DPO Officer and ensure the request is fulfilled within the legal timeframes and constraints. The impact of any such requests will be recorded and monitored.	1	2	2
3.6	Annual Return	The Council risks reputational damage	2	4	8	Procedures in place to ensure completion within the time frame.	1	2	2

4. IT

Risk No	Description	Impact	Absolute Risk			Mitigation.	Residual		
			Likelihood	Impact	Risk		Likelihood	Impact	Risk
4.1	Business continuity	Any Catastrophic event or loss of data & service.	4	5	20	Data is electronically stored and cloud storage is in place with daily back-ups via external support.	1	3	3
4.2	Unrestricted access to council data	Council data is accessible to non-council staff.	2	3	6	Passwords are in place to access computers, data files and financial systems.	1	2	2

5. Reputational

Risk No	Description	Impact	Absolute Risk			Mitigation.	Residual		
			Likelihood	Impact	Risk		Likelihood	Impact	Risk
5.1	Councillor standards not met	The council risks reputational damage when council members do not behave to the expected standards	2	4	8	All Councillors sign up to the STC agreed Code of Conduct Policy and the Civility and Respect Pledge. Breaches are reported to the Monitoring Officer.	2	3	6
5.2	The council does not organise events adequately	The council risks reputational damage	2	4	8	Events are managed by the EO and DEO. Adequate insurance is already in place. Risk Assessments are carried out. All external vendors/suppliers have Risk Assessments and public liability insurance. Safety Advisory Group (SAG) forms are completed for each event with event management plans, routes and emergency response plans. The relevant emergency services are informed via the Public Protection Partnership (PPP).	1	2	2

5.3	Complaints	The council risks reputational damage if they fail to address complaints about its services, performance or activity	2	4	8	The Council has a complaints process which is reviewed annually.	1	2	2
5.4	Grants	The council risks reputational damage due to level of grants	2	4	8	A Grants Working Group is set up to assess grant applications and their recommendations are presented to the Strategy & Policy Committee for decision.	1	3	3

6. Operational Risk/employees

Risk No	Description	Impact	Absolute Risk			Mitigation.	Residual		
			Likelihood	Impact	Risk		Likelihood	Impact	Risk
6.1	Loss of Key Personnel	The Council risks interruption of its services	2	4	8	An adequate period of notice is in the contracts for key staff. Satisfactory advertising mechanisms are in place to find a qualified replacement, and maintain a motivated and productive team	1	3	3
6.2	Actions undertaken	The Council risks reputational damage	2	3	6	Town Council staff are provided with relevant training, appraisals and access to support for mental health and workplace issues.	1	2	2

	by staff unsatisfactory					HR processes followed when formal actions are necessary.			
6.3	Health and Safety inadequate	Risk of accidents and reputational damage	2	5	10	Health and safety policy in place and an external contract is in place. Findings from external visits are reported to council.	2	3	6
6.4	Operational risk (falling from height, electrocution etc)	Risk of injury, reputational damage, claims	2	5	10	Operational risk assessments are in place, appropriate training is given to staff	2	3	6