

**Todmorden Town Council Corporate Risk Register**

**Updated March 2025**

Produced by : Naomi Crewe - Town Clerk/RFO		Date : April 2024- March 2025												
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 Lobb Mill, Patmos Gardens, Vale Baptist Land, Wheelspark	The public or staff or Councillors are injured as a result of activity or non action of the Council including delivery of events			Tenants of offices and responsibility falls to Landlord (Calderdale MBC) re statutory checks. Fire evacuation process in place. Land sites regularly maintained.			Level of Risk acceptable? Y/N Yes			Inclusion within Database to ensure all inspections carried out when due  Date for Completion (L) Delayed but Quarterly checks to commenced July 2021  Target Risk (M) Impact Likelihood Risk Score 2 2 4			
		Why have you drawn this conclusion? Claims record, Grounds Mtc contract in place to manage appearance and safety of site, but need to introduce formal checks - initially quarterly. Tree inspection now in place.												
		Category	Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)								
		Owner	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score						
		TC	3	3	9	3	2	6						
2	Hazardous substances	Exposure to Hazardous Substances			Tenants of offices and responsibility falls to Landlord (Calderdale MBC) re statutory checks. COSHH carried out by CMBC.			Level of Risk acceptable? Y/N Yes			Specific site risk assessments  Date for Completion (L) Ongoing procedure. Target Risk (M) Impact Likelihood Risk Score 4 1 4			
		Why have you drawn this conclusion? Controlled access to areas of work and outsourcing of grounds maintenance for use of any sprays.												
		Category	Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)								
		Owner	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score						
		TC	4	4	16	4	2	8						
3	Vandalism	Vandalism & Graffiti affecting Council Assets / Buildings			External Grounds Mtc to bring any issues to our attention.			Level of Risk acceptable? Y/N Yes			Reporting of damage via service users ensures remedial action taken  Date for Completion (L) Ongoing Target Risk (M) Impact Likelihood Risk Score 2 2 4			
		Why have you drawn this conclusion? The social causes of vandalism are such that this cannot be controlled wholly within the Council. No recent history of vandalism to our specific sites.												
		Category	Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)								
		Owner	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score						
		TC	3	4	12	2	3	6						
4	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 recruit within to take on increased activity. Some consolidation will enable service delivery to be embedded and deliver to respond to economic drivers.  Date for Completion (L) ongoing Target Risk (M) Impact Likelihood Risk Score 3 2 6			
		Why have you drawn this conclusion? Current trajectory is potential further growth as TTC seeks to deliver more , but a period of consolidation in place for 12 months. Low income reliance other than Precept.												
		Category	Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)								
		Owner	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score						
		TC	5	3	15	3	3	9						
5	Lack of resources	Staff, Office accommodation, equipment etc.			Prioritisation - Focus on key areas of delivery, 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 need to externalise service  Date for Completion (L) On Going Target Risk (M) Impact Likelihood Risk Score 3 2 6			
		Why have you drawn this conclusion? The build up of financial reserves has provided a buffer to mmet ocntn gncy ckst if they rise.												
		Category	Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)								
		Owner	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score						
		TC	5	3	15	3	3	9						

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		5	4	20	3	3	9	3	2	6			
No.	Risk, Category & Owner (A), (C) & (D)	Scope of the risk & Comments (B)			How the risk is managed at present (F)			Tolerance Level of Risk (H)			What controls are to be implemented (K)		
6	<b>Theft/Misappropriation</b>	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. Fidelity Insurance in place.			Level of Risk acceptable? Y/N Yes			Opening/closing of buildings is carried out by CMBC. Occupation minimises potential theft. Internal controls process and fidelity insurance cover £500k in place.  Date for Completion (L) ongoing Target Risk (M) Impact Likelihood Risk Score 2 2 4		
	Category							Why have you drawn this conclusion? Prominent location, fully alarmed and robust internal process in place with external accountant overview of any financial irregularity. Fidelity Insurance in place £2,000,000					
	<b>Financial</b>	Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)								
	Owner TC	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score			
		3	3	9	2	3	6						
7	<b>Poor Image/Reputation</b>	Loss of reputation, profile of service declines, poor delivery of service, damage to land areas owned .			Effective management Communications/Media Relations Councillor focus Internal Promotion			Level of Risk acceptable? Y/N Yes			Operational responsibilities reviewed on change of service delivery and or incident.  Date for Completion (L) ongoing Target Risk (M) Impact Likelihood Risk Score 3 1 3		
	Category							Why have you drawn this conclusion? Regular dialogue by TC with Members Small unit control					
	<b>Customer</b>	Inherent/Fundamental Risk (E)			Insurance cover - Vandalism Bus Shelters/Playgrounds								
	Owner TC	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score			
		4	3	12	3	3	9						
8	<b>Budget Management</b>	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 end of year close down Rialtas budget system in place Scheme of delegation in place Year end procedures in place			Level of Risk acceptable? Y/N Yes			Cashflow and reserves reconciliation undertaken monthly in order to inform Members of ongoing total financial capability. Carry out annual review of Financial Effectiveness that is reviewed and minute at a Full Council meeting. Reserves Policy in course and creation of Earmarked Reserves to enable increase in awareness should day to day financial pressurees be seen.  Date for Completion (L) On Going Target Risk (M) Impact Likelihood Risk Score 2 2 4		
	Category							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.					
	<b>Financial</b>	Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)								
	Owner TC	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score			
		4	4	16	3	2	6						
9	<b>Fire</b>	Outbreak of Fire			Smoke alarms and CMBC responsible for 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			Building specific protocols Ongoing programme of risk Assessments  Date for Completion (L) Target Risk (M) Impact Likelihood Risk Score 4 2 8		
	Category							Why have you drawn this conclusion? Building FRA by CMBC					
	<b>Physical</b>	Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)								
	Owner TC	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score			
		5	3	15	4	3	12						
10	<b>Contractor failure</b>	Unfinished Works on site, timescale delivery implications			Historical use of Calderdale MBC for grounds maintenance plus local use with good experience of delivery. Contractor Assessment and Contract Monitoring low risk.			Level of Risk acceptable? Y/N Yes			Construction line and CHAS Accreditation if applicable .CMBC use own staff for grounds mtce  Date for Completion (L) Ongoing		
	Category							Why have you drawn this conclusion? Existing panel of providers well tested and reliable. Any additional contractor use to be subject to CHAS/Construction Line validation.					
	<b>Contractual</b>												

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		Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score			
	Owner TC	3	5	15	3	3	9	3	2	6			
No.	Risk, Category & Owner (A), (C) & (D)	Scope of the risk & Comments (B)			How the risk is managed at present (F)			Tolerance Level of Risk (H)			What controls are to be implemented (K)		
11	Loss of Key Staff	Qualified Staff moving onto other employers/retirement			On the Job Shadowing Staff Appraisal Training			Level of Risk acceptable? Y/N Yes			Monitoring of workloads and delivery of outputs and continued mentoring.		
	Category Human Resources							Why have you drawn this conclusion? Opportunity for staff to learn Current job market unlikely to lead to moving but retirement potential					
	Owner TC	4	4	16	3	4	12	Date for Completion (L) ongoing			Target Risk (M)		
		Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score			
		3	3	9	3	3	9	3	3	9			
No.	Risk, Category & Owner (A), (C) & (D)	Scope of the risk & Comments (B)			How the risk is managed at present (F)			Tolerance Level of Risk (H)			What controls are to be implemented (K)		
12	Stress/Long Term Illness	Excessive Workloads, Tight Deadlines, Unreasonable expectations, Lack of awareness from Members of staffing resource implications of additional calls on staffing.			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			Ongoing monitoring of attendance.		
	Category Human Resources							Why have you drawn this conclusion? Flexibility within office to manage this . Low sickness levels.					
	Owner TC	4	4	16	3	3	9	Date for Completion (L) ongoing			Target Risk (M)		
		Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score			
		4	4	16	3	3	9	3	2	6			

No.	Risk, Category & Owner (A), (C) & (D)	Scope of the risk & Comments (B)			How the risk is managed at present (F)			Tolerance Level of Risk (H)			What controls are to be implemented (K)		
13	IT Failure	IT infrastructure, External contractors from web site, content management, email,,Financial systems, Asset register Communication Systems ,Desktop Computing Applications			Use of external providers for specific element. Use of Calderdale MBC infrastructure but poor broadband line capacity.			Level of Risk acceptable? Y/N Yes			Either relocation of Office to Town Hall to benefit from improved in frastructure or if does not proceed upgrade within existing, subject to band width.		
	Category Technological							Why have you drawn this conclusion? Frequency of incident is manageable but occasional impact on operational effectiveness.					
	Owner TC	5	4	20	4	3	12	Date for Completion (L) June-20			Target Risk (M)		
		Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score			
		5	4	20	4	3	12	4	2	8			
No.	Risk, Category & Owner (A), (C) & (D)	Scope of the risk & Comments (B)			How the risk is managed at present (F)			Tolerance Level of Risk (H)			What controls are to be implemented (K)		
14	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 if political direc tion to do so.		
	Category Political							Why have you drawn this conclusion? At Town Council level not as susceptible to policy change					
	Owner TC	3	3	9	3	2	6	Date for Completion (L) ongoing			Target Risk (M)		
		Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score			
		3	3	9	3	2	6	3	1	3			
No.	Risk, Category & Owner (A), (C) & (D)	Scope of the risk & Comments (B)			How the risk is managed at present (F)			Tolerance Level of Risk (H)			What controls are to be implemented (K)		
15	Financial Pressures	Budget Cuts, Loss fo CMBC Grant income Declining Income (Rents) Increased costs - Energy, Rates etc			Budget Monitoring . No major overhead costs, Grants discretionary to award, Earmarked Reserves, no high risk direct service exposure, no building exposure.			Level of Risk acceptable? Y/N Yes			Better VFM Approach		
	Category Financial							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.					
	Owner TC							Date for Completion (L) Ongoing					

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		Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score			
16	Owner	Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)			Target Risk (M)					
	TC	5	4	20	4	3	12	3	3	9			
	Category	Legal											
	Owner	Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)			Target Risk (M)					
		5	3	15	3	3	9	3	2	6			
Scope of the risk & Comments (B)		Changes in legislation are not identified or have an adverse impact on Service (Rating changes, EPC, DECs)			How the risk is managed at present (F)			Tolerance Level of Risk (H)			What controls are to be implemented (K)		
		Networks - Professional contacts Service Planning Local Authority Associations Impact Analysis Consultations			Level of Risk acceptable? Y/N Yes Why have you drawn this conclusion? Speed of change is usually slow with sufficient lead in times to adjust service requirements			Ongoing monitoring using professional bodies, contacts and networking  Date for Completion (L) ongoing					
17	Owner	Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)			Target Risk (M)					
	TC	4	4	16	3	2	6	2	2	4			
	Category	Financial											
	Owner	Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)			Target Risk (M)					
		4	4	16	3	2	6	2	2	4			
Scope of the risk & Comments (B)		External parties making false claims, false invoices, Internal Abuse			How the risk is managed at present (F)			Tolerance Level of Risk (H)			What controls are to be implemented (K)		
		Verifications, Due Diligence, References, Management Checks, Separation of Duties, Reconciliations, Original Evidence, Gift and hospitality register			Level of Risk acceptable? Y/N Yes Why have you drawn this conclusion? One incident of unauthorised access to bank account and resolved immediately because of close monitoring of bank account. All invoices verified against work carried out.			Half yearly internal audit and cash reconciliation undertaken. Insurance cover implemented. Increase security on online banking procedures.  Date for Completion (L) Ongoing					
18	Owner	Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)			Target Risk (M)					
	TC	5	5	25	3	3	9	3	2	6			
	Category	Human Resources											
	Owner	Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)			Target Risk (M)					
		5	5	25	3	3	9	3	2	6			
Scope of the risk & Comments (B)		Service transfer commitments without due regard to operational resourcing needs requiring excessive unpaid time to be given to achieve			How the risk is managed at present (F)			Tolerance Level of Risk (H)			What controls are to be implemented (K)		
		Due Diligence to assess what is needed before commitment Management Check Understanding of issues Reconciliations			Level of Risk acceptable? Y/N Yes Why have you drawn this conclusion? Members understand the need to consider both financial and staffing resource. No changes proposed re any taking in of direct services from CMBC.			Before commitment Members to identify if any resourcing issues of substance as barrier to achieve  Date for Completion (L) Ongoing					
19	Owner	Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)			Target Risk (M)					
	TC	4	3	12	3	3	9	3	2	6			
	Category	Health and Safety											
	Owner	Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)			Target Risk (M)					
		4	3	12	3	3	9	3	2	6			
Scope of the risk & Comments (B)		Events delivery activity is limited to Christmas Lights.			How the risk is managed at present (F)			Tolerance Level of Risk (H)			What controls are to be implemented (K)		
		By following the Event Safety Purple Guide, Insurers guide, and preparing for each Event with a Management and Event Safety plan.			Level of Risk acceptable? Y/N Yes Why have you drawn this conclusion? Successful events delivery where serious injuries, near fatal, have been actively managed.			Continuing use of specialist first aid providers for any high risk events  Date for Completion (L) Ongoing					
20	Owner	Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)			Target Risk (M)					
	TC	4	3	12	3	3	9	3	2	6			
	Category	Legal/Reputation/Financial											
	Owner	Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)			Target Risk (M)					
		4	3	12	3	3	9	3	2	6			
Scope of the risk & Comments (B)		Recent 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.			How the risk is managed at present (F)			Tolerance Level of Risk (H)			What controls are to be implemented (K)		
		Todmorden 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 Yes Why have you drawn this conclusion? Policy in place and no incidents of breach reportable.			Refresher training needed for staff and councillors. Continued Monitoring of Legislation changes post Brexit.  Date for Completion (L)					

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		Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score
21	Operational Management /Delivery of Enabling Services	Increasing volume of enabling role could fail in the event of lack of staff resource and knowledge availability			Day to day delivery is strong and use of outsourced providers re Grounds maintenance. Enabling role is discretionary and could be drawn back.			Level of Risk acceptable? Y/N <b>Yes</b> 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			work in progress - Standard Operational Procedures to be implemented covering key areas of delivery.		
	Category	Legal/Reputation/Financial									Date for Completion (L)		
	Owner	Inherent/Fundamental Risk (E)			Direct budget mgt by CEO			Ongoing			Target Risk (M)		
	TC	4	4	16	4	3	12	3	2	6			
22	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.			Level of Risk acceptable? Y/N <b>Yes</b> Why have you drawn this conclusion? Monthly production of financial information and external scrutiny of accountant minimise risk of misuse. Further introduction of a Financial Risk Register,Asset Risk Register and Internal Controls Document will complet the suite of Financial Risk Management Documents for good governance.			Financial Risk Register,Asset Risk Register,Internal Controls Document are in palce		
	Category	Legal/Reputation/Financial									Date for Completion (L)		
	Owner	Inherent/Fundamental Risk (E)			Direct budget mgt by CEO			Ongoing			Target Risk (M)		
	TC	4	4	16	4	3	12	4	2	8			
23	Operational Management /Delivery of Enabling Services	Offices are not accessible due to flooding .			Offices are maintained by Calderdale MBC. Flooding incident infrequent and offices accessible after a few days.			Level of Risk acceptable? Y/N <b>Yes</b> Why have you drawn this conclusion? Recent flooding indicated that out of action for just a few days. File access would be very limited but copies of key documents could be set up off line.			Consideration on either transfer to alternative offices or use existing set up for home working VPN access into shared files.		
	Category	Legal/Reputation/Financial									Date for Completion (L)		
	Owner	Inherent/Fundamental Risk (E)			Direct budget mgt by CEO			Ongoing			Target Risk (M)		
	TC	4	4	16	4	3	12	3	3	9			
24	Coronavirus - office available	Offices are not accessible due to Covid 19 restrictions			General access to College is maintained by Calderdale MBC. Office is not currently Covid19 compliant .			Level of Risk acceptable? Y/N <b>Yes</b> Why have you drawn this conclusion? Covid 19 compliance can be put in place at relatively low cost on confirmation of offices reopening. Wil require phased working to allow maximum of two given space constraints.			Covid compliance plus consideration to transfer to alternative larger offices. Home working VPN access established.		
	Category	Legal/Reputation/Financial									Date for Completion (L)		
	Owner	Inherent/Fundamental Risk (E)			Direct budget mgt by CEO			ongoing			Target Risk (M)		
	TC	4	4	16	3	3	9	3	2	6			
25	Coronavirus - Staff impact	Staff contract covid 19 and are incapacitated- temporary or long term.			Staff are working from home and with limited access to office.			Level of Risk acceptable? Y/N <b>Yes</b> Why have you drawn this conclusion? The capability of working from home has been established.			IT secure use of web mail and shared access protocls via Anydesk.		
	Category												

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25	Human Resources	Inherent/Fundamental Risk (E)			Direct budget mgt by CEO			Date for Completion (L)			
	Owner	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	ongoing			
	TC	4	4	16	3	3	9	Target Risk (M)			
		3	2	6							
26	Coronavirus - Member impact on attendance at meetings	Members contract covid 19 and are incapacitated- temporary or long term and access to townhall denied			Members are able to access meetings from home using remote access and Council provided IT where needed.			Level of Risk acceptable? Y/N			
	Category							Yes			
	Legal/Reputation/Financial							Why have you drawn this conclusion?			
	Owner	Inherent/Fundamental Risk (E)			Direct budget mgt by CEO			The capability of accessing from home has been established.			
TC	4	4	16	3	3	9	Date for Completion (L)				
	3	2	6								
27	Town Council Sponsor Role - Failure to deliver Town Deal CV Park projects	High profile role as Sponsor requiring all of 6 project element as voluntary groups to assist with production initial stage of business case and then project delivery on the ground			Appointment of Project and Finance Manager to oversee initial stage of business case working with consultants. Initial stage of risk then followed by actual project delivery in terms of construction risk. Intention to seek certification for spend and works completed to date.			Level of Risk acceptable? Y/N			
	Category							Yes			
	Legal/Reputation/Financial							Why have you drawn this conclusion?			
	Owner	Inherent/Fundamental Risk (E)			Direct budget mgt by CEO			Remaining high risk project. First stage business case about compliance with Treasury Green Book - then move into construction phase and associated risks.			
TC	5	4	20	5	3	15	Date for Completion (L)				
	4	3	12								
28	Owner of Wheelspark	High profile role as owner to ensure continuing availability of facility			Guarantee for construction quality plus all risks insce cover plus inspections			Level of Risk acceptable? Y/N			
	Category							Yes			
	Legal/Reputation/Financial							Why have you drawn this conclusion?			
	Owner	Inherent/Fundamental Risk (E)			Direct budget mgt by CEO			Initial 6 months use indicates robust construction.			
TC	4	4	16	4	3	12	Date for Completion (L)				
	4	2	8								