

**Bruton Town Council**  
**Risk Register review**  
**Reviewed at F&R 16th September 2025**

Key

relatively low risk
moderate risk
higher risk
likelihood and impact scoring

Risk Number	Risk Category	Subject	Nature of risk	Mitigation	How is risk managed	Likelihood	Impact	Risk after mitigation (likelihood x impact + impact)	Review date	Likelihood	Impact	review comments 16th Sept 2025
1-a	Administration	Data and records	Total loss of electronic data.	Electronic records now on Sharepoint (cloud storage), and being migrated from OneDrive. Finance records now processed and stored on Scribe accountancy package, cloud storage. New cemetery records being input onto a cloud system in addition to manual ledgers. Existing records being gradually transferred.	in-house	unlikely	minor	6	on-going	2	2	Civic.ly asset management and maintenance tracker being used as a trial. Sept 2025, mobile app now available on a trial basis, and being used by BTC. Ongoing updates of information by officers
1-b	Administration	Data and records	Total loss of hard copy records e.g. Fire.	Fireproof safe ordered and installed Jan 2023, for ledgers and critical papers. Where possible keep electronic copy.	in-house	unlikely	minor	6	Annual	2	2	Documents are being scanned as and when discovered. Consider lodging older records with the Somerset Records Office (free service).
1-c	Administration	Data Storage and cyber security	Town Council systems being breached by unauthorised persons, with loss of data	Consider the resilience of cloud based storage systems already being used by the council (see 1a) to make records and documents more centrally available (removing a single point of failure). IT support outsourced to a third party, regular contact with that provider, and ensure the resilience of their systems. Consider an insurance provision to include cyber attacks	in-house, third party IT support	unlikely	moderate	9	ongoing	2	3	new line added June 2025 by F&R. Discussion with IT provider for additional virus protection and more robust backup. Budget provision for 26/27.

1-d	Administration	Data protection Act	Non-compliance with legal requirements.	Employ qualified clerk. Advice received from NALC and SLCC re changes to legislation/regulation/best practice. New staff members to embark on ILCA qualification and progress accordingly, if appropriate.	in-house	unlikely	minor	6	Annual	2	2	Assistant clerk started on CiLCA Sept 2024.
1-e	Administration	Consistency and continuity of staffing	High turnover of staff	Concern with staff turnover and the break in consistency and continuity when delivering projects and services. Clear processes in place, with central updates. 'Basic training' for all officers, to provide basic continuity during annual leave, unforeseen sickness leave, or staff member leaving employment.	in-house	possible	Major	16	ongoing	3	4	staffing review required, project workload becoming unwieldy. Assistance required for the town clerk to conduct a staffing review.
2-a	Financial risks	Bank collapse	Loss of funds.	Regular review. Keeping funds in low risk financial vehicles. An investment policy was adopted in Jan 24, reviewed in Jan 25, and will provide a strategy to give improved return on deposits and additional security. A low risk account with CCLA opened February 2024, better rate of interest.	in-house	unlikely	extreme	15	on-going	2	5	Investment policy on agenda reviewed January 2025. RFO reviews interest rates and return on CCLA monthly, and monthly briefings received from CCLA regularly
2-b	Financial risks	Budgeting	Cash flow problems.	Monitor income timing. Use reserves to overcome any gaps. Budget reporting format to be reviewed and a more meaningful structure put in place. Consider giving each committee responsibility for monitoring their own budget	in-house	unlikely	minor	6	Monthly	2	2	Town Committee has budget for review at each meeting.
2-c	Financial risks		Excessive level of borrowing costs.	A Town Council decision is required to take out loan based on affordability. Fixed interest rates i.e. Annual repayment amount fixed.	in-house	unlikely	minor	6	Annual	2	2	
2-d	Financial risks		Pension commitments	The Town Council pension provision is the Local Government Pension Scheme from April 2023. The increased costs have been built into the budget for 2025/26 ongoing. Annual review of staff salaries, and appropriate pay increased in line with the annual pay scales produced by National Association of Local Councils.	in-house	unlikely	minor	6	Annual	2	2	

2-e	Financial risks		Risk of incorrect income forecast, including precept.	Committee interrogation of annual costs - Committees will have regular review of the Committee financial position at each Committee meeting. Full Budget approved by Town Council. Reserves adequate to meet shortfall. General reserves to be set at 3-6 months of net revenue expenditure. Reserves Policy adopted in January 2025	in-house	unlikely	minor	6	Annual	2	2	reserves policy to be reviewed as part of the budget process.
2-f	Financial risks		Risk of significant overspend.	Monitoring procedures in place to control and report on all spending. Utilise General Reserves if necessary. Reduce other expenditure where possible. Review Precept.	in-house	unlikely	minor	6	Monthly	2	2	spend to budget presented to full council quarterly. Councillors have access to Scribe accounts system if they wish
2-g	Financial risks	Capital Projects	Risk of financial overcommitment and cost overruns.	Careful consideration given on how to deliver a complex capital project and how that will be managed. Council to consider appointing a professional project manager, in appropriate circumstances, to monitor professional consultants. Close check kept on programme progress and planned expenditure.	in-house and with appointed external project manager	possible	major	16	as required	3	4	
2-h	Financial risks		Risk of poor performance by contractors.	Consider how to deliver a complex capital project and how that will be managed. A plan of the works to be provided by the successful contractor. Regular liaison between the contractor and the council (delegate liaison to the clerk and a councillor/s) before, during and after completion of the works. Consider engaging a project manager to progress the project.	in-house and with appointed external project manager	possible	major	12	as required	3	3	
2-i	Financial risks	Fraud	Council funds depleted	Expenditure monitored Full Council monthly. 2 signatories required for cheques. Dual authorisation on Internet bank payments. Invoices for payment scrutinised by both Town Clerk/RFO, with referral to the Council or Committee Chairman if necessary. Independent internal and external audit carried out. Fidelity insurance in place	all 3	unlikely	minor	6	on-going	2	2	
2-j	Financial risks	Investment Account major losses	Loss of funds	Regular review of financial investments. Spread risk as appropriate. Investment Policy introduced 2023/24, reviewed Jan 25.	in-house	unlikely	minor	6	Annual	2	2	investment policy due for review January 2026.

2-k	Financial risks	Insurance	Is insurance cover adequate?	Professional advice sought and implemented. Market testing of insurance providers. Level of cover and provision to be reviewed before renewal April 2023, and a 3 year agreement agreed.	all 3	unlikely	minor	6	Annual	2	2	reinstatement valuations undertaken of Heritage Assets in 2024, insurance cover increased accordingly. Insurance provision due for review in June 2026.
2-l	Financial risks	Reserves	Inadequate or excessive reserves.	Requirements for reserves reviewed by Town Council annually. General Reserves set at 3-6 months of net revenue expenditure. All other reserves are specified (earmarked), reviewed periodically and as part of the budget setting process, and agreed at the year end.	in-house	unlikely	minor	6	Annual	2	2	reserves to be reviewed as part of the budget setting process
2-m	Financial risks	VAT	Incorrect accounting for VAT liability.	Staff training. Internal audit. Transaction sums are relatively small. Scribe accounting cloud software. VAT126 claim submitted quarterly.	in house	unlikely	minor	6	Annual	2	2	
3-a	Governance and reputational risk	Are policies and procedures fit for purpose	Public challenge, breach of statutory responsibility	Standing orders and Financial Regulations to be reviewed annually and published on the website (new financial regulations introduced Sept 2024). Review of other policies as per schedule.	in house	unlikely	moderate	9	Annual	2	3	Assistant Clerk producing a schedule of policy reviews, as part of her CiLCA training. Some policies are missing and need to be considered.
3-b	Governance and reputational risk	Code of conduct, declarations of interests and dispensations	Reputational risk. Potential challenge to a resolution and the need to change a decision. Financial liability / impact.	Records of declarations of interest taken at each meeting. Code of conduct rules reviewed regularly (Somerset Code of Conduct adopted May 2022). Peer knowledge of other councillors. Encourage new councillor training and refresher training where need established.	in house	unlikely	minor	6	Annual	2	2	consider annual review of councillor Register of Interests?
3-c	Governance and reputational risk	Meeting statutory 'conduct of business' requirements	Failure would make council ultra vires.	Employ qualified clerk. Staff development. Membership of SALC, NALC and SLCC. Quality council accreditation (consider working towards the first level).	in-house	remote	minor	4	Annual	1	2	

3-d	Governance and reputational risk	Recording council resolutions	Public challenge. Unintended consequences from lack of clarity.	Draft minutes published within 2 weeks of meetings. Committees and Town Council approve minutes for accuracy. Staff attention to detail with the wording of minutes, and proof reading before publishing. Clarification of proposals and decisions at meetings by the Clerk if unclear at the time.	in-house	unlikely	minor	6	Annual	2	2
3-e	Governance and reputational risk	Over zealous risk management	Culture of no activity unless risk-free	Focus on being risk aware not risk averse.	in-house	remote	insignificant	2	on-going	1	1
3-f	Governance and reputational risk	reputational risk for major projects	Public challenge, dissatisfaction and frustration	A communication strategy to be in place to mitigate any additional risk to reputational damage, and to ensure that there are robust statements in place, even if the projects are not ultimately the responsibility of the Town Council.	in-house	possible	moderate	12	ongoing	3	3
4-a	Legal and regulatory risks	promotion of disability equality.	Do buildings, land and facilities meet requirements of disability equality legislation?	Implement the policy on the promotion of disability equality in each area of activity. Advice received from NALC and SLCC re changes to legislation/regulation/best practice.	in-house	possible	minor	8	Annual	3	2
4-b	Legal and regulatory risks	promotion of disability equality.	Website accessibility regulations - do published documents meet the requirements? Is the website accessibility compliant?	Advice received from NALC and SLCC re changes to legislation/regulation/best practice. Training for Councillors and staff to ensure that documents on the website meet the accessibility standards.	in-house	possible	minor	8	Annual	3	2
4-c	Legal and regulatory risks	Staff	Are employment practices fair and reasonable?	Advice received from NALC and SLCC re changes to legislation/regulation/ best practice. Employ professional clerk. Oversight by councillors through HR. Feedback from annual staff performance review.	in-house	unlikely	minor	6	Annual	2	2
4-d	Legal and regulatory risks		Is the working environment safe for office staff?	Staff training in health and safety. Ensure appropriate specification for equipment and furniture purchases. Consider refreshing of décor and environment in the office for staff.	in-house	unlikely	minor	6	Annual	2	2

Website review required as part of the new assertion 10 on AGAR for 26/27. clerk and assistant due to meet on 16th Sept for an initial review.

schedule in place for staff reviews. Regular one to one sessions between clerk and team.

4-e	Legal and regulatory risks		Loss of key staff.	Ensure that Officers have a sound working knowledge of most practices in the Council office. Begin to collate an office processes folder, with basic processes such as payroll, finance. Annual performance review. Fair employment conditions. Flexible working. Efficient recruitment process. Succession planning.	in-house	unlikely	major	12	on-going	2	4
4-f	Legal and regulatory risks		Risk of employment dispute, claim for injury, stress, harassment, unfair/constructive dismissal.	Use appropriate terms and conditions of employment. Performance review process. Awareness by councillors of potential problems among staff. Support available from SLCC and NALC.	in-house	unlikely	minor	6	on-going	2	2
4-g	Legal and regulatory risks		Requirements of equal opportunities and diversity legislation.	Employment of qualified clerk. Advice received from NALC and SLCC re changes to legislation/regulation/best practice.	in-house	unlikely	minor	6	Annual	2	2
5-a	Suppliers	Purchasing of goods and services	Not suitable for use and/or overpriced.	Council procedures in place requiring competitive quotations and expert advice sought where necessary.	in-house	unlikely	minor	6	on-going	2	2
5-b	Suppliers	Third party suppliers	Reputational risk of using suppliers who get adverse publicity.	Ensuring good quality specification for goods and services. References may be obtained before appointing suppliers.	in-house	unlikely	minor	6	Annual	2	2
5-c	Suppliers	Contractors supplying goods and services	poor performance.	Ensuring good quality specification. Regular monitoring of performance, either by Officers or appointed consultants.	in-house	unlikely	minor	6	on-going	2	2
6-a	Operational risks	Bus shelters	Structural failure and damage presents risk to the public.	Feedback from the public. Consider inspection on a regular basis (quarterly?)	in-house	remote	major	8	quarterly	1	4
6-b	Operational risks	Speed Indicator Devices	target for vandalism	employing a contractor to move the SID fortnightly. Adequate insurance cover. Secured to post at location with a padlock. Consider what else can be put in place to guard against theft.	in-house	possible	minor	8	fortnightly	3	2

both bus shelters highlighted requiring replacement. Consider removal of bus shelters if concerned. Replacing the bus shelters to be reviewed during budget setting 26/27.

6-c	Operational risks	Christmas trees and Lights	Risk to the public of lights falling or catching fire.	Installation by contractors and lights are now battery powered.	in-house	unlikely	major	12	Annual	2	4	no trees this year in holders, tree on Crown Green only
6-d	Operational risks	Safety of trees which are the responsibility of the Town Council.	Structural failure and damage presents risk to the public.	Annual inspection by tree warden and report to TC. Expert advice sought if required. 3-yearly full risk assessment of trees. Nov 24 -trees to be tagged with numbers, and to be mapped by officers. Tree reserve and budget to be considered	in-house	possible	major	16	Quarterly	3	4	consider tree reserve and budget, trees to be tagged to be easily identified. Full survey of trees that are the responsibility of BTC to take place. To remain red.
6-e	Operational risks	Risk of flooding	Damage to property, potential injury	Disaster recovery plan. Emergency Plan. Regular maintenance schedule. Adequate insurance.	3rd party	unlikely	major	12	Annual	2	4	
7-a	Cemetery	Incorrect burial / records	Relatives stress. Reputational damage	Officers trained in cemetery management. Ensure correct paperwork received from funeral directors. Revised T&C for cemetery during 2024 and fees reviewed in January 2025. Scribe Cloud based cemetery package introduced along side ledger based recording.	in-house	unlikely	major	12	Annual	2	4	fees were reviewed in Jan 2025, and remain unchanged.
7-b	Cemetery	Headstones and memorials	Structural failure and damage presents risk to the public.	Topple test? Owner to be responsible for repairs	in house / 3rd party	possible	moderate	12	Annual	3	3	further investigation required of grave stones raised in the condition survey. A reserve has been set aside to commence the further investigation.
8-a	Allotments	Cuckoo Hill site	Minor risk of trespass e.g. Anti-social behaviour.	Allotment reps inspect and report to TC. Communication with allotment holders. Expert advice sought if required.	in-house	unlikely	insignificant	3	Quarterly	2	1	
8-b	Allotments	Durslade Walled Garden	Minor risk of trespass e.g. Anti-social behaviour.	Allotment reps inspect and report to TC. Communication with allotment holders. Expert advice sought if required.	in-house	unlikely	insignificant	3	Quarterly	2	1	
9-a	Play Areas	Play Area Jubilee Park.	Risk of trespass.	Regular usage of the area is a deterrent.	in house	unlikely	minor	6	on-going	2	2	

9-b	Play Areas	Play Areas Jubilee Park	Structural failure and damage presents risk to the public.	Regular inspections by Cllrs and contractor, needs to be formalised as a standard written report. Annual inspection by external provider. Councillor is trained (routine inspection), and assistant clerk trained (routine inspection) to undertake play area inspections.	in house / 3rd party	unlikely	moderate	9	on-going	2	3
9-c	Play Areas	Play Area Jubilee Park	Expensive repairs required to keep the structures safe.	Regular inspections. Earmarked reserves to cover unbudgeted costs.	in house	unlikely	moderate	9	on-going	2	3
10-a	Community Office		Risk of major fire	fire extinguishers tested annually. Annual test of systems by approved contractor (last completed August 2025).	in house	unlikely	minor	9	weekly/Annual	2	3
10-b	Community Office		Loss of council office Community Office	Hire replacement facilities within Bruton?. Measures taken to protect building, and Council papers (fireproof safe). Council papers also stored electronically ( migration process ongoing). All members of staff are set up for home working.	in house	unlikely	moderate	6	n/a	2	2
10-c	Community Office		Is the building secure from intruders?	All entry points lockable. Premises is alarmed. Valuable items locked away. Ensure arcade gates locked daily.	in-house	unlikely	minor	9	Daily	2	3
10-d	Community Office		Are electrics and electrical equipment safe?	Annual PAT testing by suitably qualified contractor. Equipment purchased from reputable suppliers.	3rd party	unlikely	minor	6	Annual	2	2
10-e	Community Office		Destructive event e.g. Flooding	Disaster recovery plan. Regular maintenance schedule. Adequate insurance.	in-house	unlikely	minor	6	n/a	2	2
10-f	Walls	Wall collapse	wall collapse outside the bounds of the funds set aside in the budget and reserve.	regular walls budget for maintenance, and planning for large scale repairs. Walls earmarked reserve in place, condition survey of the churchyard walls undertaken, condition survey of Jubilee Park walls in progress.	in-house	possible	high	16		3	4

Intruder Alarm annual inspection June 25.

condition survey for Jubilee Park walls received. Walls maintenance plan required, to be worked up on in 2026