TO: ALL MEMBERS OF THE BUILDING AND FINANCE COMMITTEE

DATE OF MEETING: MAY 2026

RISK ASSESSMENT REGISTER

One of the key elements of the Council's Risk Management Strategy is Risk Identification. The strategy states that "All risks identified will be recorded in the Council's Risk Assessment Register" and that this register will be reviewed and presented to the Building and Finance Committee for approval on an annual basis".

The Risk Assessment Register is attached for members' consideration.

RECOMMENDATION: that the Risk Assessment Register is approved.

Arfon Davies,
Town Clerk

May 2026

//Company//My Documents/Policies/Risk Register May 2026

LLANELLI TOWN COUNCIL

CORPORATE RISK ASSESSMENT REGISTER

	Risk identified	Impact on Council	Current Management/Control Arrangements	Likelihood of occurrence	Action required
1. CORPORATE					
1.1	Failure to implement strategic and operational objectives	H	Strategic Plan reviewed regularly, normally every four years to coincide with the council election cycle. Annual report approved and reviewed during year.	L	Existing procedure adequate.
1.2	Failure to identify and eliminate operational and financial risks	H	Risk management policy in place. The Risk Assessment Register, identifying corporate and operational risks, is reviewed annually by the Building and Finance Committee.	L	Existing procedure adequate.
1.3	Inadequate attention given to health and safety matters	H	Health and Safety Consultants engaged to advise Council. Health and Safety Policy in place with designated staffing having defined responsibilities. Employee Safety Handbook issued to all staff. Staff undertake training courses as and when necessary. Risk assessments undertaken on all activities and reviewed regularly Appropriate risk assessments undertaken prior to starting any activities and required to be received from all hirers / sporting organisations.	L	Existing procedure adequate.
1.4	Failure to comply with Employment Law	H	Adequate budget in place to fulfil responsibilities. Human Resources Consultants engaged to advise Council. All members of staff are issued with contracts of employment and Employee Handbook. Councillor Establishment Committee in place and meets regularly. Councillors provided with suite of training including Council as an Employer	L	Existing procedure adequate.
1.5	Inadequate management system.	M	Appropriate management structure in place. Organisational chart depicts staffing structure. Six monthly supervision and annual appraisals in place. Training opportunities provided to staff and discussed at supervision / appraisal.	L	Existing procedure adequate.

Scoring note: H = high: M = medium: L = low

	Risk identified	Impact on Council	Current Management/Control Arrangements	Likelihood of occurrence	Action required
1.6	Failure to publish documentation online as required.	M	Minutes published within 7 days of meeting. Agenda published at same time as to Councillors. Financial Information Published as per timetable. Annual returns and other required information published (including Councillor information as required). Annual Report published.	L	Existing procedure adequate.
1.7	Welsh Language	L	Provision of all services made available to same standard in both languages.	L	Existing procedure adequate.
1.8	Equality and Discrimination	M	Policy in place and considered when formulating all policies and new facilities or services.	L	Existing procedure adequate.
1.9	Well-being of Future Generations Act	L	Procedures and Working Group in place and considered when formulating all policies and new facilities or services.	L	Existing procedure adequate.
1.10	Failure to comply with legal requirements and achieve Power of Competence	M	Legal advice available in relation to local council powers and procedures. Training opportunities provided to staff and discussed at supervision / appraisal. Councillors provided with suite of training including The Law.	L	Existing procedure adequate
1.11	Failure to advise elected Members on local government law and procedures	M	Induction process available to Members following election. All members given opportunity to receive induction, code of conduct and Well-being training. Further training opportunities provided to members via One Voice Wales programme. Members sign and comply with the Code of Conduct. Advice available on procedures and the scope of local council powers.	L	Existing procedure adequate.
1.12	Fraud and corruption	M	Fraud and Corruption Policy adopted. Responsibility for financial transactions designated to defined staff. All methods of payment approved by two Members or Member and an authorised officer.	L	Existing procedure adequate.
1.13	Failure to achieve value for money	H	Officers follow the procedures set out in the financial regulations when obtaining quotations/tenders.	L	Existing procedure adequate.
1.14	Failure to produce a Capital	M	Programme of capital schemes agreed on an annual basis.	L	Existing procedure adequate.

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	Risk identified	Impact on Council	Current Management/Control Arrangements	Likelihood of occurrence	Action required
2. FINANCIAL					
	Programme		Funding for schemes identified and approved by Building and Finance Committee as they arise.		
2.1	Failure to set a precept within sound budgeting arrangements	H	Present draft budgets to Committee following an agreed timetable. Review all charges. Precept set as a result of a full report detailing requirements for forthcoming year for all heads of income and expenditure. Review adequacy of all balances and reserves. Ensure that an effective budget monitoring is in place throughout the year. Precept demand signed by Chairman and RFO and served on Billing Authority (Carmarthenshire County Council)	L	Existing procedure adequate.
2.2	Poor financial management and failure to keep proper financial records	H	Responsible Financial Officer defined. Standing Orders and Financial Regulations are in place and are subject to periodic review. Effective internal audit in place with report to Committee twice annually. Monthly reports to Building & Finance Committee. Effective budgetary control/financial reporting system in place. Investments made in accordance with Investment Strategy. Monthly reconciliation of accounts.	L	Existing procedure adequate.
2.3	Inadequacy of insurance	H	An annual review is undertaken of all insurance arrangements. Insurance valuation of buildings and facilities undertaken periodically. Cover for Employers Liability, Public Liability, property and buildings in place	L	Existing procedure adequate.
2.4	Failure to collect income	M	Responsibility for collection of income is defined. Grant payments monitored Debtor invoices paid by cash are receipted. VAT claims made quarterly. Internal audit testing carried out.	L	Existing procedure adequate
2.5	No official order issued for goods/service	M	Official orders issued for all goods/services.	L	Existing procedure adequate

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	Risk identified	Impact on Council	Management/control of risk	Likelihood of occurrence	Action required
2.6	No control on expenditure	H	All expenditure is within budgets set which gives authority to spend and in accordance with Financial Regulations and is reviewed monthly	L	Existing procedure adequate.
2.7	Unauthorised payment / Legality of payment	M	Invoices authorised for payment and checked for legality by defined officers. All methods of payment approved by two Members or Member and an authorised officer.	L	Existing procedure adequate.
2.8	Inadequate checks on banking processes	H	Bank accounts monitored on a daily basis. Adequate funds made available for credit balance. Regular monitoring by Internal Auditor.	L	Existing procedure adequate.
2.9	Bank charges uncompetitive	L	Regular review	L	Review of banking services undertaken.
2.10	Loss of investment interest	L	Investment strategy reviewed annually. Surplus funds invested to gain maximum interest. Return of principal and interest verified against bank statements. Annual meeting held with investment management team to discuss performance.	L	Existing procedure adequate.
2.11	Loss of cash through theft or dishonesty	M	Responsibility for cash at all sources identified. Arrangements in place for receipting, recording and banking of all cash received. Monthly bank reconciliation. Monthly reports to Building & Finance Committee.	L	Further consideration of arrangements to reduce cash use, e.g. card payments.
2.12	Inadequate General and Earmarked Reserves	M	Considered at budget setting and year end and approved by Committee.	L	Existing procedure adequate.
2.13	Loss of financial data	H	Data backed up on cloud.	L	Existing procedure adequate.

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	Risk identified	Impact on Council	Management/control of risk	Likelihood of occurrence	Action required
2.14	Conflict of Interest – Members	M	'To receive members' declarations of interest is a standing item on all committee agendas. Councillors provided with suite of training including Code of Conduct.	L	Existing procedure adequate.
2.15	Hospitality Register – Members and Staff	M	Hospitality Register to be completed when a gift of £25 or over in value is offered and/or is accepted.	L	Remind Members and staff to take responsibility to complete register.
2.16	Salary payments	M	Payment software utilised All payments secondary checked for accuracy (Staff and Members).	L	Existing procedure adequate.
3. COUNCIL AND COMMITTEE MEETINGS					
3.1	Failure to meet statutory duties	H	All Councillors are notified of meetings by way of summons and agenda. All notices are posted on the Council's website and notice board three clear days prior to any meeting. Minutes are produced of all meetings. Meetings must be quorate. Attendance records maintained. Minutes signed by Chairman of Council and retained as the master copy. Model Publication Scheme approved by Council. Correspondence/notices reported to appropriate committee and enacted upon by officers. Access is available to all and an area set aside for press and public. Data protection policies in place and communicated to staff. Arrangements regarding Pre-Election period closely monitored.	L	Existing procedure adequate.
3.2	Failure to ensure meetings can be undertaken on a hybrid fashion	H	Systems in place to ensure facilities are available for Hybrid meetings.	L	Existing procedure adequate
3.3	Personal injury	L	Appropriate regulations and controls are in place to minimise the risk of injury to officers, members and the public. Risk assessments are documented for all activities and reviewed annually Council has appropriate insurance cover.	L	Existing procedure adequate.

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	Risk identified	Impact on Council	Management/control of risk	Likelihood of occurrence	Action required
			Staff have received PPE and training in general Health and Safety / First Aid.		
3.4	Security	L	After hours procedure circulated to staff. Regular discussions with staff on issues in relation to safety and security.	L	Existing procedure adequate.
3.5	Safeguarding	H	All relevant staff received DBS checks and Safeguarding training. Safeguarding Policy in place. Safeguarding Officer Identified,	L	Existing procedure adequate.
4. PROPERTY AND DOCUMENTS					
4.1	Legal liability as a result of asset ownership	H	Adequate public liability insurance in place.	L	Existing procedure adequate.
4.2	Loss/damage to property	M	Asset Register maintained. Adequate insurance in place.	L	Existing procedure adequate.
4.3	Failure to maintain assets	M	Regular inspection and recorded maintenance of buildings, grounds, vehicles and machinery.	L	Existing procedure adequate.
4.4	Failure to manage document handling processes/loss of documents	M	Defined procedure for recording of receipt, circulation, response, filing and storage of documents. All deeds and relevant documentation held in fireproof cabinet. Data protection policies in place and communicated to staff.	L	Existing procedure adequate.
5. DATA PROTECTION					
5.1	GDPR requirements	L	Registered under the Data Protection Act. Members and Employee Codes of Conduct in place which address confidentiality issues. Suite of Data Protection policies and procedures in place. GDPR requirements administered with officers having documented responsibilities.	L	Existing procedure adequate.
5.2	Loss of data	H	Data backed up on off-site server. Security software installed on all Town Council IT equipment	L	Existing procedure adequate.

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	Risk identified	Impact on Council	Management/control of risk	Likelihood of occurrence	Action required
6. EMPLOYMENT OF STAFF					
6.1	Failure to comply with Employment Law	H	Contracts of employment issued to all staff. Human resource consultancy service engaged. Councillor Establishment Committee in place and meets regularly. Councillors provided with suite of training including Council as an Employer.	L	Existing procedure adequate.
6.2	Inability to retain staff	H	Regular contact with staff. On-going documentation of key functions. Six monthly supervision and annual appraisals in place. Training opportunities provided to staff and discussed at supervision / appraisal.	L	Existing procedure adequate.
6.3	Lack of training	M	Staff attend training courses as required to undertake their duties. Training opportunities provided to staff and discussed at supervision / appraisal. Training strategy to be approved.	L	Existing procedure adequate.
6.4	Attacks on personnel	M	Security system in place. Insurance cover held. Staff issued with Lone Working Policy and After Office Hours Procedure. Staff have telephone access at all times. Violence at Work assessment and recording system in place.	L	Existing procedure adequate.
6.5	Loss of key personnel	H	Training provided to staff in order that cover can be provided	M	Existing procedure adequate.
7. PROVISION OF OFFICE ACCOMMODATION/WORKING ENVIRONS					
7.1	Poor working conditions	M	Regular recorded inspection and maintenance of buildings parks and play areas. Repairs and maintenance undertaken as necessary. Annually reviewed risk assessments in place for all activities.	L	Existing procedure adequate.

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	Risk identified	Impact on Council	Management/control of risk	Likelihood of occurrence	Action required
7.2	Poor/faulty equipment	M	DSE assessments undertaken. Furniture IT equipment removed and replaced as necessary. Portable appliance testing in accordance with statutory regulations. Regular inspection and maintenance of Grounds Maintenance machinery in place. Rural Council maintain jointly utilised equipment.	L	Existing procedure adequate.
7.3	Fire	H	Testing and maintenance of fire alarm system in accordance with statutory legislation. Appropriate extinguishers in place and regular testing of equipment. Signage in place. Security/control of combustible materials in place. Emergency evacuation procedure in place. Fire risk assessment in place. Staff appropriately trained.	L	Existing procedure adequate.
7.4	Personal injury	M	Appropriate regulations and controls are in place to minimise the risk of injury. Accident Reporting and Investigation procedure in place. Staff issued with Lone Working Policy. Council has appropriate insurance cover. Staff have received PPE and training in general Health and Safety / First Aid.	L	Existing procedure adequate.
7.5	Defective electrical equipment/machinery and heating system	M	Repairs/maintenance/certification carried out by qualified contractors. Regular inspections carried out to ensure that statutory obligations are met. Portable appliance testing in accordance with statutory regulations. Appropriate records maintained.	L	Existing procedure

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	Risk identified	Impact on Council	Management/control of risk	Likelihood of occurrence	Action required
8. COMMUNITY CENTRES					
8.1	Users unaware of their responsibilities.	L	Hiring Agreement and risk assessments completed by each hirer.	M	Existing procedure adequate.
8.2	Fire	M	Appropriate fire extinguishers in place and regular testing of equipment. Signage in place. Evacuation procedure issued to hirers.	L	Existing procedure adequate.
8.3	Failure to maintain buildings and equipment	M	Inspection and maintenance carried out on a regular basis e.g. Legionella, Emergency lighting. Caretakers responsible for reporting day to day maintenance issues. Caretakers record Health and Safety maintenance activities. Central records kept of all Maintenance Activities as appropriate.	L	Existing procedure adequate.
8.4	Inadequate security	M	Caretakers/cleaners responsible for security and access arrangements to the buildings. Intruder Alarm in place at sites.	L	Existing procedure adequate.
8.5	Personal injury	M	Regular maintenance in place to minimise the risk of injury to all users. Regular health and safety site inspections carried out to ensure that defined standards are maintained. Appropriate signage in place where necessary. Appropriate insurance cover in place. Staff issued with Lone Working Policy.	M	Existing procedure adequate.
8.6	Defective electrical equipment and heating system	M	Repairs/maintenance/certification carried out by qualified contractors. Regular inspections carried out to ensure that statutory obligations are met. Portable appliance testing in accordance with statutory regulations. Appropriate records maintained.	L	Existing procedure adequate.
8.7	Failure to dispose waste appropriately	M	Contractors in place with agreed protocols to ensure recycling is carried out appropriately	M	Existing procedure under review.

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	Risk identified	Impact on Council	Management/control of risk	Likelihood of occurrence	Action required
9. PAVILIONS, CHANGING ROOMS, PARKS AND PLAYING FIELDS					
9.1	Users unaware of their responsibilities.	M	Hiring Agreement completed by each hirer. Risk assessment and insurance information required to be included. Regular meetings undertaken with sporting clubs.	M	Existing procedure adequate.
9.2	Fire		Appropriate fire extinguishers in place and regular testing of equipment. Signage in place. Evacuation procedure issued to hirers and sporting clubs.	L	Existing procedure adequate.
9.3	Failure to maintain buildings and equipment		Inspection and maintenance carried out on a regular basis. Legionella inspection and cleaning regime in place, weekly flushing by users recorded. Bi-weekly, Monthly and Annual Inspection undertaken to each play area. Daily and Bi-weekly inspection of splash pad and paddling pools undertaken during period of operation.	L	Existing procedure adequate.
9.4	Failure to maintain grounds		Daily litter picking at each play area and park by trained Council Staff SLA in place for Ground Maintenance with Llanelli Rural Council Contracts in place for maintenance of footpaths Qualified Head Groundsman employed by Town Council to provide overall monitoring of maintenance with Town Clerk and Deputy Town Clerk.	L	Existing procedure adequate.
9.5	Inadequate security		Sporting Clubs/Caretakers/Maintenance Staff responsible for security and access arrangements to the buildings	M	Existing procedures kept under constant review.
9.6	Personal injury		Regular maintenance in place to minimise the risk of injury to all users. Regular health and safety site inspections carried out to ensure that defined standards are maintained. Appropriate signage in place where necessary. Appropriate insurance cover in place. Staff issued with Lone Working Policy. Annually reviewed risk assessments in place for all activities.	M	Existing procedure kept under constant review.

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	Risk identified	Impact on Council	Management/control of risk	Likelihood of occurrence	Action required
9.7	Defective electrical equipment and heating system	M	Staff have received PPE and training in general Health and Safety / First Aid. Repairs/maintenance/certification carried out by qualified contractors. Regular inspections carried out to ensure that statutory obligations are met. Portable appliance testing in accordance with statutory regulations. Appropriate records maintained.	M	Existing procedure adequate.
9.8	Failure to dispose waste appropriately	M	Contractors in place with agreed protocols to ensure recycling is carried out appropriately	M	Existing procedure under review.