



It is acknowledged that there are different types of risk present which affect the council's ability to perform its objectives.

- IDENTIFICATION.** - This document deals with risks to the project: **Land purchase at Picket Piece**
- ASSESSING THE RISK.** - A matrix is used to identify assess the risk. All our risk assessment templates use the below methodology.

Hazard Severity (Impact)			Likelihood of Occurrence (Odds)		
1	Nil	Trivial or insignificant harm to persons, property or business activities	1	Not likely	There is no real likelihood of it occurring.
2	Slight	Causing minor harm allowing work / activities to continue	2	Possible	Possible occurrence, but potential is minimal.
3	Moderate	More Serious, capable of resulting in 3 or more days off work for one or more individuals, or property damage resulting in a temporary interruption to business activities with some financial loss.	3	Quite Possible	Incident will only happen if several factors are present.
4	High	Possible fatality or serious injury to an individual. Longer term interruption to business and/or high financial costs.	4	Likely	Regular incidents occur, but no injury. May result in injury with additional factors introduced.
5	Very High	Multiple fatality and/or destruction to work environment. Long term or permanent business interruption and/or very high financial costs.	5	Very Likely	Almost 100% certainty that an incident will occur, or it is a common occurrence.

A risk factor can be found using the equation, ranging from 1 (no severity and unlikely to happen) to 25 (just waiting to happen with potentially disastrous results). However, it is important to judge both the severity and the likelihood independently. Having identified the numerical risk factor, the 'risk matrix' will help determine the urgency of the action.

RISK ASSESSMENT MATRIX.

		Hazard Severity (IMPACT)					Score	Risk	Tolerable?	Result
Likelihood (ODDS)	1	2	3	4	5	1-5	Low	✓	Little or no action required	
	2	4	6	8	10	6-9	Medium	✗	Some action required and perhaps monitoring during an event.	
	3	6	9	12	15					
	4	8	12	16	20	10-25	High	✗	Urgent action required. Stop process. Compensatory measures or procedures must be put in place within 24hrs. Resolving the issue may take longer, but must be in hand. (People may need to be removed during this time.)	
	5	10	15	20	25					



3. **ADDRESSING THE RISK.** Once a risk has been identified, there are four courses of action that can be followed:

Tolerate the risk	<ol style="list-style-type: none"> Where risk is low or can be contained by a simple contingency plans Where controls are not proportional to the risk Where risk is unavoidable. (Terrorism.) Where the activity is important to the community and risk can be accepted
Treat the risk	<ol style="list-style-type: none"> Introduce controls or procedures Delegate to staff Implement councillor scrutiny Setting up prevention techniques
Transfer the risk	<ol style="list-style-type: none"> Buying in service from a specialist Sub contract Take professional advice Taking insurance to cover the risk
Terminate the risk	<ol style="list-style-type: none"> Stopping the activity or not starting where the risk is intolerable.

4. **REPORTING THE RISK.** Once actions have been decided they must be documented, as this allows for future reviews.

Risks that have been identified as being applicable to ANDOVER TOWN COUNCIL are listed below. Councillors and the public are asked to let the Clerk know if they become aware of any other situation that should be considered.

Risk	Result	Risk BEFORE action			Action required				Mitigation of Risk / control measures	Target date	By whom	Risk AFTER action		
		Impact score	Odds	Risk Score	Tolerate	Treat	Transfer	Terminate				Impact score	Odds	Risk Score
The Community Ownership Fund (COF) declines any funding	<ul style="list-style-type: none"> Land purchase cannot proceed 	5	3	15	✓	✓			<ul style="list-style-type: none"> Officers and Cllrs make effective use of COF resources to submit a robust application. The application is supported by all available evidence. 	28 Feb '24	Cllr H Neate	4	2	8



Risk	Result	Risk BEFORE action			Action required				Mitigation of Risk / control measures	Target date	By whom	Risk AFTER action		
		Impact score	Odds	Risk Score	Tolerate	Treat	Transfer	Terminate				Impact score	Odds	Risk Score
COF offers some but not full funding	<ul style="list-style-type: none"> Land purchase cannot proceed unless alternative funding is found. 	5	4	20	✓	✓			<ul style="list-style-type: none"> Officers and Cllrs make effective use of COF to submit a robust application. The application is supported by all available evidence. Officers and Cllrs investigate other sources of funding to top up the shortfall. 	31 Mar '24	Cllr H Neate	4	2	8
Land owners decline to sell	<ul style="list-style-type: none"> Land purchase cannot proceed 	5	3	15	✓	✓			<ul style="list-style-type: none"> Officers and Cllrs work to engage and negotiate with landowners to reach an acceptable agreement. No sole negotiations 	31 Mar '24	Cllr H Neate	5	2	10
Land owners fail to meet COF deadlines	<ul style="list-style-type: none"> Land purchase cannot proceed 	5	3	15	✓	✓			<ul style="list-style-type: none"> Officer and Cllrs work collaboratively with landowners to reach a timely agreement 	31 Mar '24	Cllr H Neate	5	2	10
Other key stakeholders fail to meet COF deadlines when providing supporting information	<ul style="list-style-type: none"> Final proposal is weakened without full information 	4	3	12	✓	✓			<ul style="list-style-type: none"> Officer and Cllrs work collaboratively with stakeholders to reach a timely agreement 	31 Mar '24	Cllr H Neate	4	2	8



Risk	Result	Risk BEFORE action			Action required				Mitigation of Risk / control measures	Target date	By whom	Risk AFTER action		
		Impact score	Odds	Risk Score	Tolerate	Treat	Transfer	Terminate				Impact score	Odds	Risk Score
Full Council does not approve the final proposal	• Land purchase cannot proceed	5	3	15	✓	✓			<ul style="list-style-type: none"> Officers and Cllrs work transparently throughout the project process, engaging with all Councillors, providing information as required and accounting for feedback and scrutiny. 	31 Mar '24	Cllr H Neate	5	2	10
Full Council is unable to provide match funding	• Land purchase cannot proceed	5	3	15		✓			<ul style="list-style-type: none"> Officers and Cllrs include the project in the revised business plan for 2023-24 Officers and Cllrs seek match funding and earmark where appropriate 	31 Dec '23	Town Clerk	5	1	5
Legal costs are prohibitive	• Land purchase cannot proceed	5	2	10		✓			<ul style="list-style-type: none"> Officers and Cllrs work collaboratively with solicitors to agree reasonable costs in a timely fashion Officers and Cllrs earmark funds where appropriate 	31 Dec '23	Town Clerk	5	1	5
Community fails to engage	• Final proposal is weakened	4	2	8	✓	✓			<ul style="list-style-type: none"> Officers and Cllrs undertake wide community engagement Officers and Cllrs wrk collaboratively with representative groups across Andover Town Local community has fully supported activities to protect the green space in the past 	31 Mar '24	Cllr H Neate	3	2	8



Risk	Result	Risk BEFORE action			Action required				Mitigation of Risk / control measures	Target date	By whom	Risk AFTER action		
		Impact score	Odds	Risk Score	Tolerate	Treat	Transfer	Terminate				Impact score	Odds	Risk Score
Media mishandles reporting	<ul style="list-style-type: none"> • Damage to AC reputation 	5	5	25	✓	✓			<ul style="list-style-type: none"> • Officers and Cllrs agree press lines and key messaging • Officers publish key messages on ATC website • Officer and Cllrs adhere to media policy and the Code of Conduct • Officers work closely with Newspaper to keep them informed. 	Immediate and Ongoing	Cllr H Neate & Town Clerk	3	2	6
Cllr H Neate has a personal interest, which could be perceived as prejudicial	<ul style="list-style-type: none"> • Damage to ATC reputation 	5	5	25		✓			<ul style="list-style-type: none"> • Cllr H Neate declares the interest at each and every meeting and at each stage of the project • Cllr H Neate does not vote at key project meetings 	Immediate and Ongoing	Cllr H Neate	5	1	5

Recommendation:

To **approve** the Project Risk Assessment and to **note**

- i. Some risks cannot be eliminated or minimised to a desirable level.
- ii. Some risks are outside of Council's control.