

# Parish Council Action Plan

In January 2022 the parish council considered and adopted a Risk Management Policy and General Risk Assessment for parish activities, responsibilities and assets.

A review of the policy (Appendix A) and risk assessment (Appendix B) is attached, with any proposed changes marked up.

## **Recommendation**

**The parish council adopt the draft Risk Management policy attached at Appendix A, and draft Risk Assessment attached as Appendix B.**

# Risk Management Policy

## 1. Introduction

1.1 This document forms Wickhambrook Parish Council's Risk Management Strategy. It sets out:

- What risk management is;
- Why the Parish Council needs a risk management strategy;
- The Parish Council's philosophy on risk management;
- The risk management process;
- Roles and responsibilities;
- Future monitoring.

1.2 The objectives of this strategy are to:

- Further develop risk management and raise its profile across the Parish Council;
- Embed risk management through the ownership and management of risk as part of all decision making processes; and
- Anticipate and respond to changing social, environmental and legislative requirements
- Manage risk in accordance with best practice.

## 2. What Risk Management is

2.1 *'Risk is the threat that an event or action will adversely affect an organisation's ability to achieve its objectives and to successfully execute its strategies. Risk management is the process by which risks are identified, evaluated and controlled. It is a key element of the framework of governance together with community focus, structures and processes, standards of conduct and service delivery arrangements.'* Audit Commission, Worth the Risk: Improving Risk Management in Local Government, (2001: 5)

2.2 Risk management is an essential feature of good governance. An organisation that manages risk well is more likely to achieve its objectives. It is vital to recognise that risk management is not simply about health and safety, but applies to all aspects of the Parish Council's work.

2.3 Risks can be classified into various types but it is important to recognise that for all categories the direct financial losses may have less impact than the indirect costs such as disruption of normal working. The examples below are not exhaustive:

**Strategic Risk** – Long-term adverse impacts from poor decision-making or poor implementation. Risks damage to the reputation of the Parish Council, loss of public confidence, in a worst-case scenario Government intervention.

**Compliance Risk** – Failure to comply with legislation, laid down procedures or the lack of documentation to prove compliance. Risks exposure to prosecution, judicial review, employment tribunals and the inability to enforce contracts.

**Financial Risk** – Fraud and corruption, waste, excess demand for services, bad debts. Risk of additional audit investigation, objection to accounts, reduced service delivery, dramatically increased Council Tax levels/impact on Parish Council reserves.

**Operating Risk** – Failure to deliver services effectively, malfunctioning equipment, hazards to service users, the general public or staff, damage to property. Risk of insurance claims, higher insurance premiums, lengthy recovery processes.

2.4 These risks can be broken down further into specific areas which could impact on the achievement of the Parish Council's strategic objectives and day-to-day delivery of services:

**Political** – Those associated with the failure to deliver local, regional or national policy;

**Financial** – Those affecting the ability of the Parish Council to meet its financial commitments; failure of major projects; internal and external audit requirements; failure to prioritise and allocate resources effectively; poor contract management; initiative overload;

**Social** – Those relating to the effects of changes in demographic, residential, or socio-economic trends on the Parish Council's ability to deliver its strategic priorities;

**Technological** – Those associated with the capacity of the Parish Council to deal with the pace/scale of technological change, or its ability to use technology to address changing demands. This includes the consequences of internal failures on the Parish Council's ability to deliver its objectives;

**Legal** – The ability of the Parish Council to meet legislative demands affecting breaches of legislation (UK & EU);

**Environmental** – Those relating to the environmental consequences of progressing the Parish Council's objectives in terms of energy-efficiency, pollution, recycling, emissions etc;

**Partnership/Contractual** – Those associated with the failure of partners/contractors to deliver services to an agreed cost and specification and

similarly failure of the Parish Council to deliver services to an agreed cost and specification; compliance with procurement policies (internal/external); ensuring open and fair competition;

**Human Resources** – Those associated with the professional competence of staff; training and development; over-reliance on key personnel; ineffective project management; recruitment and selection issues;

**Organisational** – Those associated with the review of services and delivering continuous improvement;

**Health & Safety/Physical** – Those related to fire, safety, accident prevention and health & safety which pose a risk to both staff and the public; safeguarding and accounting of physical assets;

**Reputational** – Those associated with the changing needs of customers and the electorate; ensuring appropriate consultation; avoiding poor public and media relations.

Not all of these risks are insurable and for some the premiums may not be cost effective. Even where insurance is available, a monetary consideration might not be an adequate recompense. The emphasis should always be on eliminating or reducing risk before costly steps to transfer risk to another party are considered.

2.5 Risk is not restricted to potential threats but can be connected with missed opportunities. Good risk management can facilitate proactive, rather than merely defensive responses. Measures to manage adverse risks are likely to help with managing positive ones.

### **3. Why the Parish Council needs a Risk Management Strategy**

3.1 Risk management will strengthen the ability of the Parish Council to achieve its objectives and enhance the value of services provided.

3.2 The Risk Management Strategy will help to ensure that its Committees and service areas have an understanding of risk and that the Parish Council adopts a uniform approach to identifying and prioritising risks. This should in turn lead to conscious choices as to the most appropriate method of dealing with each risk, be it elimination, reduction, transfer or acceptance.

3.3 Strategic risk management is an important element in demonstrating continuous service improvement.

3.4 There is a requirement under the Accounts and Audit Regulations 2015 to establish and maintain a systematic strategy, framework and process for managing risk.

#### 4. Risk Management Policy Statement

*Wickhambrook Parish Council recognises that it has a responsibility to manage risks effectively in order to protect its employees, assets, liabilities and community against potential losses, to minimise uncertainty in achieving its aims and objectives and to maximise the opportunities to achieve its vision.*

*The Parish Council is aware that some risks can never be eliminated fully and it has in place a strategy that provides a structured, systematic and focussed approach to managing risk.*

*Risk management is an integral part of the Parish Council's management processes.*

#### 5. Implementing the Strategy

##### 5.1 Risk Control

Risk control is the process of taking action to minimise the likelihood of the risk event occurring and/or reducing the severity of the consequences should it occur. Typically, risk control requires the identification and implementation of revised operating procedures, but in exceptional cases more drastic action may be required to reduce the risk to an acceptable level.

Options for control include:

**Elimination** –circumstances from which the risk arises are removed so that the risk no longer exists;

**Reduction** – control measures are implemented to reduce the impact/likelihood of the risk occurring;

**Transfer** – The financial impact is passed to others e.g. by revising contractual terms;

**Sharing** – The risk is shared with another party;

**Insuring** – Insure against some or all of the risk to mitigate financial impact; and

**Acceptance** – Documenting a conscious decision after assessment of areas where the Parish Council accepts or tolerates risk.

## 5.2 Risk Register

The Strategic Risk Register (*Appendix A*) will be regularly refined and updated as part of this Risk Management Strategy.

## 5.3 Risk Monitoring

The risk management process does not finish with putting risk control procedures in place. Their effectiveness in controlling risk must be monitored and reviewed on a regular basis to ensure that any changes to the nature of any risk have been taken into account and the risk control procedures adapted accordingly. It is also important to assess whether the nature of any risk has changed over time. The Risk Management Plan will be reviewed at least annually by the Clerk and the Council.

The information generated from applying the risk management process will help to ensure that risks can be avoided or minimised in the future. It will also inform judgements on the nature and extent of insurance cover and the balance to be reached between self-insurance and external protection.

## 5.4 Risk Management System

**Risk Identification** – informed decisions can only be taken by the Council if it has identified and understood the hazards and risks facing the policies and decisions it has undertaken. Risks will be identified in the Annual Risk Assessment carried out in February / March of each year.

- **Risk Analysis** – once risks have been identified, analysis should be undertaken as to the potential frequency of the risk and its consequences. If a risk is seen to be unacceptable then steps should be taken to ensure that the risk is controlled or a response it taken to the risk

### **Risk Prioritisation -**

an assessment should be made of the impact and likelihood of risks occurring and prioritised as low, medium or high. High Risk will be subject to detailed consideration and preparation of a contingency/action plan to appropriately control the risk.

## 6. Roles and Responsibilities

It is important that risk management becomes embedded into the everyday culture and performance management process of the Parish Council. The roles and responsibilities set out below, are designed to ensure that risk is managed effectively right across the Council and its operations, and responsibility for risk is located in the right place.

The Council:

- Establishing clear roles, responsibilities and reporting lines within the council for risk management
- Providing opportunities for shared learning on risk management across the council
- Providing risk management training and awareness sessions
- Incorporating risk management considerations into the Council's management processes
- Effective communication with, and the active involvement of, employees
- Monitoring arrangements on an on-going basis
- Ensure that Internal Audit provides a scrutiny role to provide independent assurance to the Council that the necessary risk management systems are in place and all significant risks are being managed effectively
- Ensure that feedback from Internal and External Audit is fed into the Council's risk management strategy
- Ensure that the Council reviews legal guidance published by NALC, on all matters relating to governance and accountability
- Ensure that Council is aware and trained to take effective action on the requirement under the General Data Protection Regulations 2018 on the documents needed to be kept in order to show that the Council is complying with the legislation.
- Analysis of key risks in reports on major projects, ensuring that all future projects and services undertaken are adequately risk managed;
- Consideration, and if appropriate, endorsement of the Annual Governance Statement; and
  - Assessment of risks whilst setting the budget, including any bids for resources to tackle specific issues.

Ensure that the Council annually reviews the Risk Management Strategy and reviews the Insurance Schedule

**6.3 Employees** – will undertake their job within risk management guidelines ensuring that their skills, experience and knowledge are used effectively. All employees will maintain an awareness of the impact and costs of risks and how to feed information into the formal process. They will work to control risks or threats within their roles,

monitor progress and report on task related risks to their line manager or the Chair of the Council

**6.5 Role of Internal Audit** – Internal Audit provides an important scrutiny role by carrying out audits to provide independent assurance to the Parish Council that the necessary risk management systems are in place and all significant business risks are being managed effectively.

Internal Audit assists the Parish Council in identifying both its financial and operational risks and seeks to assist the Parish Council in developing and implementing proper arrangements to manage them, including adequate and effective systems of internal control to reduce or eliminate the likelihood of errors or fraud.

Internal Audit reports, and any recommendations contained within, will help to shape the Annual Governance Statement.

6.8 In addition to the roles and responsibilities set out above, the Parish Council is keen to promote an environment within which individuals and groups are encouraged to report adverse incidents promptly and openly.

## **7. Future Monitoring**

**7.1 Review of Risk Management Strategy** – This Strategy will be reviewed annually by the Council

## **8. Conclusion**

The adoption of a sound risk management approach should achieve many benefits for the Parish Council. It will assist in demonstrating that the Parish Council is committed to continuous service improvement and effective corporate governance.



## General Risk Assessment for – Wickhambrook Parish Council

No	ITEM	HAZARD	RISK TO	SEVERITY 1-10	LIKELIHOOD 1-10	RISK RATE	MEASURES /COMMENTS	RESULT
1	Recreational Area: 1. Bury Road 2. Cemetery Road	Play Equipment Vandalism Cost of Replacement	Injury to people using Play Equipment	8	4	32	Weekly Visual inspection of Play area by Parish Volunteer. Monthly written inspection undertaken by West Suffolk, reviewed by clerk and actioned with parish volunteer/councillor  Annual inspection carried out by ROSPA <b>Qualified inspector</b>  Dated Insurance including Public Liability.	A
2	Trees on parish lands	Falling Branches/ Debris	Injury to Pedestrians, pets and vehicles	8	4	32	Monthly Visual inspection of trees by Parish Tree warden  Full annual inspection of parish trees and tree surgeon instructed to act on advice.  Dated Insurance including Public Liability	A

No	ITEM	HAZARD	RISK TO	SEVERITY 1-10	LIKELIHOOD 1-10	RISK RATE	MEASURES /COMMENTS	RESULT
3	Gates and Fencing	Vandalism Repair costs Cost of Replacement	Pedestrians	4	4	16	Repair cost Dated insurance including Public Liability	L
4	Grit Bin	Vandalism Impact Damage Repair costs Cost of Replacement	Pedestrians	4	4	16	Repair cost Dated insurance including Public Liability	L
5	Memorial	Cost of replacement Damage to Memorial Vandalism	Loss of Heritage	1	4	4	Dated insurance, including Public Liability Make contingency provision in Parish Council Reserves	L
6	Village Sign	Vandalism Impact Damage Cost of Replacement	Pedestrians	4	1	4	Dated insurance, including Public Liability  Make contingency provision in Parish Council Reserves	L
7	Notice Board	Vandalism Impact Damage Cost of Replacement	Pedestrians	4	1	4	Dated insurance, including Public Liability Make contingency provision in Parish Council Reserves	L
8	Park Benches	Vandalism Impact damage Cost of Replacement	Pedestrians	4	4	16	Dated insurance, including Public Liability  Make contingency provision in Parish Council Reserves	L

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No	ITEM	HAZARD	RISK TO	SEVERITY 1-10	LIKELIHOOD 1-10	RISK RATE	MEASURES /COMMENTS	RESULT
9	Fencing at Play Area & Signage	Vandalism Repair cost Cost of Replacement	Pedestrians	4	4	16	Repair cost Dated insurance including Public Liability	L
10	Memorials in Cemetery	Risk of Falling on individuals or causing trips and falls	Clerk Councillors Volunteers Parishioners Contractors	4	4	16	Dated Insurance Including Public Liability Regular topple testing and checks in cemetery	A
11	Laptop & Printer	Cost of replacement Repair cost Accidental Damage	Clerk Councillors	4	4	16	Dated Insurance Including Public Liability  Make contingency provision in Parish Council Reserves for replacement.	a
12	Failure to attract sufficient candidates for Member vacancies or elections	Reduced representation of neighbourhoods Lack of resource Possible meeting inquorate	Members	2	2	4	Actively publicise Council activities Seek candidates amongst friends and colleagues Publicise elections & vacancies on notice boards Publicise elections & vacancies in Parish Newsletter and website /facebook	A
13	Failure to achieve quorum at meetings	Business not transacted Decisions not made	Members Clerk	1	3	3	Issue annual meeting calendar to all members Issue meeting agendas promptly Contact members who fail to attend meetings	A

No	ITEM	HAZARD	RISK TO	SEVERITY 1-10	LIKELIHOOD 1-10	RISK RATE	MEASURES /COMMENTS	RESULT
14	Lack of public consultation by Council	Decisions not based on evidence People disenfranchised	Members	1	2	2	Ensure meetings publicised on notice boards use Annual Parish Meeting place articles in local newspapers/parish magazine consider leafleting include public participation on all agendas ensure seating available at meeting for public provide advice for members of the public attending publish agendas and minutes on website	T
15	Failure to respond to electors wishing to exercise right of inspection	Complaints received Not transparent Non compliance	Clerk	1	2	2	Clerk to advertise facility, and respond to requests	A
16	Members acting alone outside meetings	Members outside compliance Indemnities invalid Personal risk	Members	2	2	4	Ensure councillors have access to and read 'Good Councillor Guide' avoid making commitments on behalf of the council all new councillors complete new councillor training	A
17	Council decisions not implemented	Confidence undermined Reputation risk arises Possible losses	Clerk	1	4	4	Clerk to publish draft Minutes to be considered at next meeting Clerk maintains spreadsheet of decisions to ensure actioned	A
18	Inaccurate, untimely, improper minutes	Poor decisions in future Poor evidence for decisions	Clerk	1	3	3	Clerk to circulate draft minutes with Councillors not more than 10 days after meeting Draft Minutes published	A
19	Inadequate document control	Poor evidence Poor support to Members	Clerk	1	2	3	Clerk to establish filing and retrieval system Clerk to enforce document version control	A

No	ITEM	HAZARD	RISK TO	SEVERITY 1-10	LIKELIHOOD 1-10	RISK RATE	MEASURES /COMMENTS	RESULT
20	Failure to recognise and address conflict of interest	Lack of transparency Open to complaints of fairness or bias	Members Clerk	1	2	2	Clerk to ensure timely completion of Register of Interests Members to review Standards regime and complete all relevant training offered and available Clerk to ensure declaration of interests at start of each meeting	A
21	Incomplete/inaccurate register of Members' interests	Lack of transparency Open to complaints of unfairness or bias	Members	1	2	2	Members to review Standards regime Clerk to ensure opportunity to update interests at each meeting	A
22	Failure to complete/submit Annual Return on time	Poor Auditors report Public confidence suffers	Clerk	1	3	3	Clerk to maintain diary & ensure meeting dates allow for review of documents and submission in good time	A
23	Improper contracting procedures	Possible losses Poor levels of service Possible increased costs	Clerk	1	3	3	Financial regulations & scheme of delegation 2015 national model adopted, separate financial regs Clerk adequately trained	A
24	Loss of data on PC due to system fault	Interruption to effective administration Possible financial loss	Clerk	1	4	4	External hard-drive Daily back up Documents held in cloud	A

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No	ITEM	HAZARD	RISK TO	SEVERITY 1-10	LIKELIHOOD 1-10	RISK RATE	MEASURES /COMMENTS	RESULT
25	Loss of services of Parish Clerk	Interruption to effective administration	Members Clerk	2	2	2	<p><b>Internal</b> Reserve Contingency to cover cost of hiring in temporary clerk Ensure clerk takes entitled leave and provide opportunities to discuss work and wellbeing to reduce stress. Support clerk through time and budget for networking</p> <p><b>External</b> Locum Panel of experienced Parish and Town Clerks provided by the Society of Local Council Clerks able to assist in an emergency Up to date List available from the Society of Local Council Clerks on the website or by phoning 01823253646</p>	A
26	Lack of professional advice	Poor decisions Costs and waste Possible noncompliance	Clerk Members	2	2	4	<p>Maintain membership of SALC, NALC and SLCC Support clerk through time and budget for continued professional development</p>	A
27	Lack of defined objectives or strategy	Resources not directed Poor performance Risks not base lined	Members Parishioners	1	2	2	<p>Council to produce an agreed 3 year Corporate Plan New initiatives to be consulted on</p>	A

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No	ITEM	HAZARD	RISK TO	SEVERITY 1-10	LIKELIHOOD 1-10	RISK RATE	MEASURES /COMMENTS	RESULT
28	Failure to correctly identify local needs or wishes	Council does not represent the people Resources not applied Democratic deficit	Members	1	3	3	Maintain close contact with local residents Advertise parish meetings to obtain residents' feedback Use questionnaires to identify local wishes (e.g. Post Office, Shop) Publicise plans and invite comments Use events to seek views and feedback Use parish meeting as forum to test ideas for new initiatives and seek ideas to build into next 3 year plan and budgets	A
29	Financial	Misappropriation of Council Funds  Financial loss	Public Services	1	2	2	All Banking Arrangements and changes to banking services approved by the council and recorded in the minutes Pay invoices by cheque/internet banking Cheques only signed at Council meetings Two councillors to sign each cheque, invoice and Cheque stub. Internet Banking two Councillors to authorise online. Monthly reconciliation of Parish Accounts to be signed by the Chairman at each meeting Annual scrutiny of all Financial Records by a Councillor & internal auditor. External Auditor to advise Clerk of the Council and the Chairman All changes in banking instructions, mandates etc. to be in writing with a hard copy kept permanently on file.	A
30	Income Ensuring that all requirements are met under custom & excise regulations	Unable to fulfil responsibilities	Public Service	1	2	2	Ensure Council understands and complies with current VAT legislation	A

No	ITEM	HAZARD	RISK TO	SEVERITY 1-10	LIKELIHOOD 1-10	RISK RATE	MEASURES /COMMENTS	RESULT
31	Orders for Work, goods and services Monitoring of performances against agreed standards under partnership agreements	Unable to fulfil responsibilities	Public Service	1	2	2	Reviewed at internal audit	A
32	Lack of public participation at meetings	Public voice not heard Potential lack of interest in vacancies Lack of transparency	Members	1	2	2	ensure meetings publicised on notice board place articles in local parish magazine include public participation on all agendas ensure seating available at meeting for public provide advice for members of the public attending publish agendas and minutes on website publish reports on website	A
33	Allegations of libel or slander	Potential for litigation Costs of investigation Reduces confidence	Members	1	3	3	Clerk to intervene at meetings Review all press releases or newsletter articles before release Adequate Insurance Cover	A
34	Bad publicity	Reduces confidence	Members Clerk	1	3	3	review all press releases or newsletter articles before release manage press relations	A
35	Accidental damage to fixed assets	Costs of repair Loss of service until repaired	Clerk	2	2	4	Maintain insurance Playground inspection regime established. Inspections of Speed Indicator Device established.	A



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No	ITEM	HAZARD	RISK TO	SEVERITY 1-10	LIKELIHOOD 1-10	RISK RATE	MEASURES /COMMENTS	RESULT
36	Vandalism to fixed assets	Costs of repair Loss of service until repaired	Clerk	3	2	6	Maintain inspection regime Maintain insurance Liaison with Police	A
37	Loss to third parties	Possible litigation Costs/damages	Clerk	1	3	3	Review health & safety Ensure adequate insurance Check contractors insurance	A
38	Inadequate insurance	Balance of costs to be found	Clerk	1	4	4	Council to review annually or if circumstances change Review re-instatement value of buildings in accordance with Asset Valuation policy	A
39	Failure to calculate/submit precept on time	Inadequate resources to meet commitments Costs of re-billing	Clerk	1	3	3	Clerk to respond to West Suffolk Council notices Agenda item for Members to consider and approve.	A
40	Inadequate annual precept and unsound budget	Inadequate resources to meet commitments	Members	1	4	4	Clerk and Members to build sound budget, using risk register and known commitments. Members to consider Reserves Policy built into Financial Regulations.	A
41	Failure to account for and recover VAT	Wasted resources	Clerk	1	3	3	Clerk to claim VAT monthly Internal auditor to check	A
42	Failure to stay within agreed budgets	Inadequate control Potential wasted resources	Members Clerk	1	2	2	Clerk to review Internal auditor to check Reserves Policy to mitigate short-term impact of loss.	A

No	ITEM	HAZARD	RISK TO	SEVERITY 1-10	LIKELIHOOD 1-10	RISK RATE	MEASURES /COMMENTS	RESULT
43	Holding excessive or inadequate reserves	Auditors report Poor use of resources Inability to meet commitments	Members	2	3	6	Clerk to review as part of budgeting Reserves Policy to set percentage of precept. Council to review size of Reserves and report to council regularly	A
44	Fraud by Clerk	Reputation Costs, Litigation	Clerk	1	3	3	Adequate internal audit Regular reporting to members Control systems for managing expenditure Internal monitoring with Clr	A
45	Fraud by Members	Reputation Costs, Litigation	Clerk	1	3	3	Adequate internal audit Regular reporting to members Control systems for managing expenditure	A
46	Inadequate awareness of relevant legislation	Failure to comply	Members Clerk	2	3	6	Maintain membership of SALC/NALC Clerk to train/qualify Adequate budget for Clerk and Councillor training which should be used	A
47	Failure to comply with relevant legislation	Litigation Costs Reputation damage	Members Clerk	2	3	6	Maintain membership of SALC/NALC Clerk to maintain training and records Liaise with internal and external auditors	A
48	Failure to maintain fixed assets register	Improper control Poor auditor's report	Clerk	1	2	2	Council to review Internal audit to review	A
49	Improper financial records	Potential for wasted resources	Clerk	1	2	2	Internal audit to review	A
50	HMRC requirements not met	Costs Litigation	Clerk	1	3	3	Clerk to liaise as necessary	A

No	ITEM	HAZARD	RISK TO	SEVERITY 1-10	LIKELIHOOD 1-10	RISK RATE	MEASURES /COMMENTS	RESULT
51	Failure to comply with deadlines for accounts and returns	Poor auditor's report Reduction in confidence	Clerk	1	2	2	Clerk to liaise with internal and external audit	A
52	Non-compliance with data protection	Litigation Poor reputation	Members Clerk	1	3	3	Clerk to monitor	A

**Results Key** – L = LOW RISK    A = ADEQUATELY CONTROLLED RISK    N = NOT ADEQUATELY CONTROLLED    U = UNABLE TO DECIDE (MORE INFORMATION REQUIRED)

**RISK ASSESSMENT CARRIED OUT BY:** The clerk

**DATE:** 05/01/2023 **Signature:** .....

## Risk Assessment Scoring Matrix

Likelihood	Severity					
	Multiple Death (10)	Single Death (8)	Major Injury (6)	Lost Time Injury (4)	Minor Injury (2)	Delay (1)
Certain (10)	100	80	60	40	20	10
Very Likely (8)	80	64	48	32	16	8
Likely (6)	60	48	36	24	12	6

May Happen (4)	40	32	24	16	8	4
Unlikely (2)	20	16	12	8	4	2
Very Unlikely (1)	10	8	6	4	2	1
<b>Score</b>	<b>Priority</b>	<b>Action</b>				
<b>1 – 16</b>	<b>LOW</b>	Action is required to reduce the risk, although low priority.				
<b>17 – 36</b>	<b>MEDIUM</b>	Action required to control. Interim measures may be necessary in the short term.				
<b>37 – 100</b>	<b>HIGH</b>	Action required urgently to control risks. Unacceptable				
		Immediate action required				