

## COLNE TOWN COUNCIL RISK REGISTER

Produced by : Gina Langley RFO.		Date : January 2022 - review by March 2023																				
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 Playgrounds and Alkincoates Park	The public or staff or Councillors are injured as a result of activity or non action of the Council including delivery of events			Electrical Safety checks Fire Risk assessments, Smoke alarms Fire Fighting Equipment, Fire Wardens Fire Buildings Insurance, Maintenance Contracts Method Statements, Work Permits CCTV Health and Safety Policy Safety Equipment,ROSPA Playground inspections, Licenced Waste Collector Legionella Controls Asbestos Surveys/Register, Condition Surveys, Regular Testing (Systems, Plant, Gas Safety, Soundness Testing) Planned Routine Maintenance, Safe walkways, Warning Signs, Health & Safety Awareness & Training, Events Management Plans, Road Traffic Management,Tree Policy			Level of Risk acceptable? Y/N Yes Why have you drawn this conclusion? Claims record, Grounds Mtc contract in place to manage Bus Shelters, Playground equipment and damage, Benches and Alkincoates Park, with Management Agreement on site for monitoring of issues existing contractors for FM provision for Town Hall can be re-engaged short term.			Inclusion within Database to ensure all statutory inspections carried out when due.  Date for Completion (L)- Ongoing The addition of Alkincoates Park to be included within new procedures to be written for operational management of assets , service delivery and administrative processes.											
	Category													Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)			Target Risk (M)		
	Owner													Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score
	Town Clerk													2	4	8	2	3	6	2	1	2
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)											
2	Hazardous substances	Exposure to Hazardous Substances			Health and Safety Policy/CosHH Safety Equipment Asbestos Surveys/Register Health and Safety Policy Training Courses Condition Surveys Legionella Controls			Level of Risk acceptable? Y/N Yes Why have you drawn this conclusion? Controlled access to areas of work and outsourcing of grounds maintenance for use of cleaning chemicals. Both Lengthsmen have PA1/PA6 certification			Specific site risk assessments. To continue to invest in appropriate training for grounds staff.  Date for Completion (L) Ongoing procedure.											
	Category													Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)			Target Risk (M)		
	Owner													Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score
	Town Clerk													4	4	16	4	2	8	4	1	4
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)											
3	Vandalism	Vandalism & Graffiti affecting Council Assets / Buildings			CYAG, CCTV, Anti-vandal Climbing Paint Polycarbonate Glass Warning Notices, Police Liaison Anti-Graffiti Paint Lengthsmen able to complete minor repairs with minimal disruption, Emergency Budget, Lighting, Inspections, Alarms Call out service to minimise situation			Level of Risk acceptable? Y/N Yes Why have you drawn this conclusion? The social causes of vandalism are such that this cannot be controlled wholly within the Council although continued support to the Colne Youth Action Group and similar groups who aim to tackle this issue, will help. Insurance cover is in place for damage. CCTV system for Town Centre coverage. Out of hours response with GM contractor.			Reporting of damage via service users ensures remedial action taken and to increase CCTV provision in Play Areas.  Date for Completion (L) Ongoing											
	Category													Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)			Target Risk (M)		
	Owner													Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score
	Town Clerk / ACO													3	5	15	2	3	6	2	2	4
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)											
4	Empty Property	Vandalism/Fire Damage Reputation, Increased costs - vacant rates.			Service Shut off (gas/water off, systems drained) Building Secure, Inspections Improve and Sell or Re-let Marketing of Properties Rent Reductions/Incentives (Short Term Measure) Insurance			Level of Risk acceptable? Y/N Yes Why have you drawn this conclusion? Shops occupied, Town Hall and Primet both alarmed			Primet Community Centre, Town Hall and Town Hall Annex Alarm systems are monitored and staff call out procedure in place.  Date for Completion (L) Ongoing											
	Category													Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)			Target Risk (M)		
	Owner													Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score
	Town Clerk													2	5	10	2	3	6	2	2	4

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5	Slump in sector/economy	Recession Income Decline Lack of growth			Efficiency Savings Seek Alternative sources of work Employment of Grounds Staff to complete jobs in-house and reduce reliance on outside contractors			Level of Risk acceptable? Y/N Yes			Monitoring of workloads and delivery will determine whether need to outsource or recruit within to take on increased activity. Some consolidation will enable service delivery to be embedded and deliver to respond to economic drivers. Continue to endeavour to increase potential for income generation e.g. weddings / Primet Community Centre.		
		Category						Why have you drawn this conclusion? Current trajectory is potential further growth as more services are taken on. Historical level of sponsorship and income generation has been maintained.					
	Financial												
	Owner			Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)						
	Town Clerk / RFO			Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact			
		5	3	15	3	3	9	3	2	6			
6	Lack of resources	Staff, Office accommodation, equipment etc.			Prioritisation - Focus on key areas of delivery, External Funding Bids - Lottery Funding Partnership Working, Efficiency savings Service Planning, Leadership Effective management, Recruitment Procedures, Staff restructuring, increased financial reserves and earmarked reserves for capital requirements.			Level of Risk acceptable? Y/N Yes			Monitoring of workloads and delivery will determine whether there is a need to externalise service		
		Category						Why have you drawn this conclusion? Budget resources are sufficient to meet known commitments. Two grounds staff to complete jobs in-house and if successfully recruited, two additional part-time members of staff to assist with additional services taken on.					
	Financial												
	Owner			Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)						
	Town Clerk / RFO			Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact			
		5	4	20	3	3	9	2	2	4			
7	Theft/Misappropriation	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.			Level of Risk acceptable? Y/N Yes			Opening/closing of buildings plus occupation minimises potential. Primet Community Centre, Town Hall and Town Hall Annex Alarm systems are monitored and staff call out procedure in place. Internal controls process and fidelity insurance cover £2m in place. Internal CCTV provision for the Town Hall.		
		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.					
	Financial												
	Owner			Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)						
	Town Clerk			Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact			
		3	3	9	2	3	6	2	2	4			
8	Poor Image/Reputation	Loss of reputation, profile of service declines, poor delivery of service, damage to Bus Shelters and Playgrounds, Benches, Park			Effective management Communications/Media Relations External Funding Bids - Lottery Funding Councillor focus Internal Promotion Vandalism insurance cover.			Level of Risk acceptable? Y/N Yes			Operational responsibilities clearly defined and reviewed on change of service delivery and or incident.		
		Category						Why have you drawn this conclusion? Regular dialogue by TC with Members Small unit control					
	Customer												
	Owner			Inherent/Fundamental Risk (E)			Insurance cover - Vandalism Bus Shelters/Playgrounds						
	Town Clerk			Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact			
		4	3	12	3	3	9	3	1	3			

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9	<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 provision providing separation of duties Omega budget system in place, Scheme of delegation in place, Year end procedures in place, Reserves & Treasury Management Policy, Standing Orders and Financial Regulations in place - all reviewed annually			Level of Risk acceptable? Y/N			Carry out annual review of Financial Effectiveness that is reviewed and minute at a Full Council meeting. Continue to build up Earmarked Reserves to enable increase in awareness should day to day financial pressures be seen. Where applicable encourage Committees to take ownership of budgets e.g. Allotments, Events.  Date for Completion (L) Ongoing								
	Category							Residual/Remaining Risk (G)						Target Risk (M)					
	Owner							Impact	Likelihood	Risk Score				Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score
	RFO							4	4	16				2	2	4	2	1	2
10	<b>Fire</b>	Outbreak of Fire			Smoke alarms 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			Building specific protocols Ongoing programme of risk Assessments  Date for Completion (L) - Ongoing								
	Category							Residual/Remaining Risk (G)						Target Risk (M)					
	Owner							Impact	Likelihood	Risk Score				Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score
	Town Clerk							5	2	10				4	2	8	4	1	4
11	<b>Contractor failure</b>	Unfinished Works on site, timescale delivery implications			Select List of Approved Contractors Contractor Assessment Contract Monitoring Retention Money			Level of Risk acceptable? Y/N			Construction line and CHAS Accreditation being investigated for Contract Compliance. More regular monitoring of work schedule by contract officer.  Date for Completion (L) Ongoing								
	Category							Residual/Remaining Risk (G)						Target Risk (M)					
	Owner							Impact	Likelihood	Risk Score				Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score
	Town Clerk / RFO							3	5	15				3	3	9	2	2	4
12	<b>Loss of Key Staff</b>	Qualified Staff moving onto other employers			On the Job Shadowing Staff Appraisal Training Internal Promotion			Level of Risk acceptable? Y/N			Monitoring of workloads and delivery of outputs and mentoring for new appointments.  Date for Completion (L) ongoing								
	Category							Residual/Remaining Risk (G)						Target Risk (M)					
	Owner							Impact	Likelihood	Risk Score				Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score
	Town Clerk							4	4	16				3	3	9	2	2	4

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13	Stress/Long Term Illness	Excessive Workloads, Tight Deadlines, Unreasonable expectations, Lack of awareness from Members of staffing resource implications of service transfers decisions.			Stress Counselling & Risk Analysis Therapeutic Return to Work Absence Monitoring and Policy Prioritisation Time Management Effective Delegation/ Workload Distribution Stress Risk assessments, Outsourced HR Consultants			Level of Risk acceptable? Y/N Yes Why have you drawn this conclusion? Flexibility within office to manage this . Low sickness levels.			Ongoing monitoring of attendance. Continuation to recruit as and when necessary. Ongoing monitoring of job roles.		
	Category												
	Human Resources	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Date for Completion (L)		
	Owner	4	4	16	3	3	9	2	2	4	ongoing		
	Town Clerk	Target Risk (M)			Target Risk (M)			Target Risk (M)					
14	IT Failure	E-Procurement System Financial systems, Asset register Communication Systems Desktop Computing Applications			External support provider Networked Daily Back-ups, cloud, help desk support.			Level of Risk acceptable? Y/N Yes Why have you drawn this conclusion? Lack of incidents indicating not currently an issue			Availability of Help desk support new infrastructure equipment Upgraded		
	Category												
	Technological	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Date for Completion (L)		
	Owner	5	4	20	4	2	8	3	1	3	ongoing		
	Town Clerk / RFO	Target Risk (M)			Target Risk (M)			Target Risk (M)					
15	Utilities Failure	Water, Power, Waste services fail to deliver			Identification of Risks Monitoring Issues and Complaints Business Continuity Plans			Level of Risk acceptable? Y/N Yes Why have you drawn this conclusion? lack of occasions where utilities lost.			Reporting mechanisms to providers ensure early response and to consider boiler replacement and a back up generator for town hall.		
	Category												
	Environment	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Date for Completion (L)		
	Owner	5	2	10	3	2	6	2	2	4	ongoing		
	Town Clerk / RFO	Target Risk (M)			Target Risk (M)			Target Risk (M)					
16	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 Why have you drawn this conclusion? At Town Council level not as susceptible to policy change			Monitoring of workloads and delivery of outputs Internal thought to be given towards joined up services with other authorities		
	Category												
	Political	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Date for Completion (L)		
	Owner	3	3	9	3	2	6	3	1	3	ongoing		
	Town Clerk	Target Risk (M)			Target Risk (M)			Target Risk (M)					

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17	Financial Pressures	Budget Cuts, Declining Income (Rents) Increased costs - Energy, Rates etc.			Budget Monitoring Savings Plans Cost Reductions Value for Money Work Carbon Champions Recycling Building Efficiencies energy contracts - VFM Approach			Level of Risk acceptable? Y/N Yes			Continued VFM Approach		
	Category							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.			Date for Completion (L) Ongoing		
	Financial										Target Risk (M)		
	Owner RFO	Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)						Impact Likelihood Risk Score		
		5	4	20	2	3	6	2	2	4			
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)		
18	Legislative Change	Changes in legislation are not identified or have an adverse impact on Service (Rating changes, EPC, DECs)			Networks - Professional contacts Service Planning Local Authority Associations Impact Analysis Consultations monitoring using professional bodies, contacts and networking.			Level of Risk acceptable? Y/N Yes			To continue existing controls & procedures, and monitoring of NALC/LALC/GOV publications.		
	Category							Why have you drawn this conclusion? Speed of change is usually slow with sufficient lead in times to adjust service requirements			Date for Completion (L) ongoing		
	Legal										Target Risk (M)		
	Owner Town Clerk / RFO	Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)						Impact Likelihood Risk Score		
		5	3	15	3	2	6	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)		
19	Fraud	External parties making false claims, false invoices, Internal Abuse - Blues Festival cash receipts and payments not processed.			Verifications Due Diligence References Management Check Separation of Duties Gift and hospitality register			Interim Audit Regular Cash/Bank Rec Fidelity Insurance £2m TFA on emails Original Evidence			Level of Risk acceptable? Y/N Yes		
	Category							Why have you drawn this conclusion? Ability to undertake any random sampling of jobs and financial procedure rules, and Rialtas Suite to all minimise potential for collusion. Specific Audit on Blues Festival. Insurance cover against misappropriation of funds.			Date for Completion (L) - Ongoing		
	Financial										Target Risk (M)		
	Owner Town Clerk / RFO	Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)						Impact Likelihood Risk Score		
		4	4	16	2	2	4	2	2	4			
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)		
20	Operational pressures and risk of insufficient staffing available to complete commitments.	Service transfer commitments without due regard to operational resourcing needs requiring excessive unpaid time to be given to achieve			Due Diligence to assess what is needed before commitment Management Check Understanding of issues Reconciliations Original Evidence			Level of Risk acceptable? Y/N Yes			Before commitment, Members to identify if any resourcing issues of substance as barrier to achieve.		
	Category							Why have you drawn this conclusion? Members understand the need to consider both financial and staffing resource. Proposed service transfers have been completed and part of daily delivery function.			Date for Completion (L) Ongoing		
	Human Resources										Target Risk (M)		
	Owner Town Clerk / RFO	Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)						Impact Likelihood Risk Score		
		4	4	16	3	3	9	3	2	6			

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21	Blues Festival	Commercial enterprise with susceptibility to expenditure overspend, income shortfalls, operational delivery failure with a net loss budget under pressure.			Outsourced artist recruitment, marketing, "ticket source" booking system and volunteer scheme established. However, movement away from usual contractors and platforms will increase the risk to the Council. Understanding of issues arising out of 2017/18/19 event delivery. Financial risk is dependent upon ticket sales, sponsorship and bar income. Reporting of ticket sales and event activity to Members on a frequent basis. Robustness of event planning and management. Changes in format in removal of the Roadhouses will reduce the risk, however will also impact income received.			Level of Risk acceptable? Y/N <b>Yes</b> Why have you drawn this conclusion? All events successfully delivered and a framework established. Progress monitoring of income and activity. Blues Based Festival of the year award gained for the last event held. Removal of Roadhouses and outsourcing the staging of the main venues will work to reduce to risk exposure to the Council, however this also means that there is no guaranteed income other than any secured sponsorship and advertising. Working with new contractors will also increase the risk.			To continue existing controls & procedures. When working with new contractors, to obtain at least two suitable trade references.												
	Category													Inherent/Fundamental Risk (E)			Direct budget mgt by RFO/Clerk			Date for Completion (L)			
	Financial Pressures/Reputation													Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Ongoing
	Owner													4	5	20	3	5	15	3	4	12	Target Risk (M)
	Town Clerk / RFO																						
22	Property Ownership	Primet Community Centre and Town Hall Buildings require repairs and maintenance to be effected in a timely fashion. Insurance cover needs to represent rebuilding cost impacted by their historic nature.			Town Hall/Annex condition survey completed May 2017 and key issues identified. Town Hall Downspouts have been replaced and some roof work has been completed. Repairs to Primet Community Centre Roof have been completed. Plans for a new conditional survey have been effected.			Level of Risk acceptable? Y/N <b>Yes</b> Why have you drawn this conclusion? The general condition of Primet Community Centre, the Town Hall and associated buildings is reasonable given their age. The condition survey will enable a planned approach to maintenance to be undertaken once budget resources can be aligned. Insurance cover effected.			Develop a programme for maintenance and to seek a longer term approach to Preventative Planned Maintenance involving capital borrowing. This includes an annual budget for repairs of at least 30K. Once the new conditional survey has been completed, RFO to compile an Asset Risk Register to assist with PPM.												
	Category													Inherent/Fundamental Risk (E)			Direct budget mgt by RFO/Clerk			Date for Completion (L)			
	Legal/Financial/Reputation													Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Ongoing
	Owner													4	4	16	3	3	9	3	2	6	Target Risk (M)
	Town Clerk																						
23	Events Risk	The level of Events delivery activity is significant for a Small Town Council and especially the Blues Festival and Cycling Grand Prix individual risk profiles indicated a higher level of risk to be managed.			By following the Event Safety Purple Guide, Insurers guide, and preparing for each Event with a Management and Event Safety plan . Outsourcing to a specialist first aid provider for the higher risk Blues and Cycling Grand Prix events reduces substantially the potential risk of reputational damage in the event of serious/fatal injury.			Level of Risk acceptable? Y/N <b>Yes</b> 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 high risk events												
	Category													Inherent/Fundamental Risk (E)			Direct budget mgt by RFO/Clerk			Date for Completion (L)			
	Health and Safety													Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Ongoing
	Owner													5	4	20	4	2	8	3	2	6	Target Risk (M)
	Town Clerk / EAO																						
24	Data Protection and GDPR	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.			Colne 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 <b>Yes</b> Why have you drawn this conclusion? Policy in place			Ongoing training needed for staff and councilors and monitoring for leaks. Continued Monitoring of changes to Legislation.												
	Category													Inherent/Fundamental Risk (E)			Direct budget mgt by RFO/Clerk			Date for Completion (L)			
	Legal/Reputation/Financial													Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Ongoing
	Owner													4	4	16	4	3	12	3	2	6	Target Risk (M)
	Town Clerk / RFO																						

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25	Operational Management /Delivery of Direct Services	Increasing volume of direct service delivery could fail in the event of lack of staff resource and knowledge availability.			Day to day delivery is strong and use of outsourced providers plus agreements with PWCGBA and CIB helps to lessen risk of non delivery. Investment in additional staff including Lengthsmen to assist.			Level of Risk acceptable? Y/N <b>Yes</b>			Standard Operational Procedures to be implemented covering key areas of delivery.		
	Category							Why have you drawn this conclusion? Staff have a good practical understanding of systems and processes. Information and experience gained (i.e. Alkincoates Park) will be used to further inform the details of any outsourced contracts to bring in line with current staff capabilities to deliver a more appropriate solution for the Council.					
	Legal/Reputation/Financial												
	Owner	Inherent/Fundamental Risk (E)			Direct budget mgt by RFO/Clerk								
	Town Clerk	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score
		5	4	20	3	3	9	3	2	6			
26	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 earmarked reserves as part of Policy help to manage this situation. Outside Accountant provides additional protection/security. Internal Controls document.			Level of Risk acceptable? Y/N <b>Yes</b>			To create an Asset Risk Register once a new condition survey has been completed.		
	Category							Why have you drawn this conclusion? Monthly production of financial information and external scrutiny of accountant minimise risk of misuse. Further controls in the form of a Financial Risk Register, Financial Regulations and Internal Controls Document. The introduction of an Asset Risk Register will complete the suite of Financial Risk Management Documents for good governance.					
	Legal/Reputation/Financial												
	Owner	Inherent/Fundamental Risk (E)			Direct budget mgt by CEO								
	RFO	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score
		4	4	16	4	2	8	3	2	6			
27	Capital Programme Delivery	Capital projects involving substantial investments are not delivered to specification on time or are over budget			External consultants with proven track records are used to scope,draw up requirements, tender and project manage. Robust tender process in place for larger projects requiring full risk assessments and method statements, details of experience/qualifications etc. Appoint outside contractors to project manage if internal knowledge is limited. Cost to complete exercise is undertaken with regular review of the project by Town Clerk / RFO.			Level of Risk acceptable? Y/N <b>Yes</b>			To continue to appoint outside contractors to project manage if internal knowledge is limited. Regular review of the project by Town Clerk / RFO.		
	Category							Why have you drawn this conclusion? Track record of project delivery has been relatively sound. System of stage payments with 5% retention in operation.					
	Legal/Reputation/Financial/Operational/Reputation												
	Owner	Inherent/Fundamental Risk (E)			Direct budget mgt by RFO/Clerk								
	Town Clerk / RFO	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score
		5	4	20	4	2	8	3	2	6			
28	Contractor Compliance	Contract works carried out are not to the required specifications/timescales and/or works are not insured, or delivered safely.			Tendering process for higher value contracts detailing all specifications required and requesting copies of company / employee certifications. Only companies that meet the specifications will be considered for the Contract.For lower value contracts or those perceived to have construction type risk, also seek RAMS.			Level of Risk acceptable? Y/N <b>Yes</b>			To continue to ensure that there is open communication with Contract Managers, and that RAM's are requested for all non-routine works.		
	Category							Why have you drawn this conclusion? Obtaining Risk assessments and Method Statements for all ad/hoc jobs will help to further reduce this risk.					
	Legal/Reputation/Financial/Operational/Reputation												
	Owner	Inherent/Fundamental Risk (E)			Direct budget mgt by RFO/Clerk								
	Town Clerk / RFO	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score
		3	5	15	3	2	6	2	2	4			