

Item 9c Pandemic Risk Register

COLNE TOWN COUNCIL PANDEMIC RISK REGISTER

Produced by : Gina Langley RFO.												Date : March 2021 - review March 2022							
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	Legislative Change	Legislation & Guidance is continually updating & changing at a fast pace. There is a risk that changes in legislation are not identified or have an adverse impact on Service provision.			BBC News Applications Networks - Professional contacts Service Planning Local Authority Associations Impact Analysis Consultations			Level of Risk acceptable? Y/N Yes Why have you drawn this conclusion? Although the speed of change has been fast, the changes are prominent in the news, emails from NALC/LALC and social media posts from PBC help to clarify. Officers have been able to implement any appropriate changes in good time.			Ongoing monitoring using professional bodies, contacts and networking Date for Completion (L) ongoing Target Risk (M) Impact Likelihood Risk Score 3 2 6								
	Category													Legal					
	Owner													Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)		
	N Crewe													Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score
														4	5	20	4	3	12
2	Vandalism, Theft, Loss or damage to Council assets	There has been an increase in ASB, Vandalism, Theft & Graffiti affecting Council Assets / Buildings. Loss of use or capital value to the precept payer.			CCTV, Monitored Intruder Alarms for buildings, lockable storage, Insurance Anti-vandal Climbing Paint, Anti-Graffiti Paint, Polycarbonate Glass Warning Notices, Police Liaison Emergency Budget			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. Insurance cover is in place for damage. CCTV system for Town Centre coverage. Out of hours response with GM contractor. Asset register under review with physical check of register to be undertaken on lifting of covid 19 restrictions in order to physically view assets.			Reporting of damage via service users ensures remedial action taken. To consider an increase of CCTV provision in high risk areas. Date for Completion (L) Ongoing Target Risk (M) Impact Likelihood Risk Score 3 3 9								
	Category													Legal/Financial					
	Owner													Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)		
	N Crewe													Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score
														4	5	20	4	3	12
3	Property Ownership	Primet Community Centre and Town Hall Buildings require repairs and maintenance to be effected in a timely fashion. Lack of available contractors / materials could put Council buildings at risk.			Town Hall/Annex condition survey completed May 2017 to enable identification of key issues. Repairs booked in advance. To work with all known contractors to obtain the materials required. New condition survey to be conducted once the current insurance works have been completed.			Level of Risk acceptable? Y/N Yes Why have you drawn this conclusion? The general condition of the Town Hall and associated building 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 existing works have been completed, a new condition survey will be commissioned. Date for Completion (L) Ongoing Target Risk (M) Impact Likelihood Risk Score 3 2 6								
	Category													Legal/Financial/Reputation					
	Owner													Inherent/Fundamental Risk (E)			Direct budget mgt by CEO		
	N Crewe													Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score
														4	4	16	4	3	12
4	Capital Programme Delivery	Capital projects involving substantial investments are not delivered to specification on time or are over budget due to unavailability of materials and limited resources.			External consultants with proven track records are used to scope, draw up requirements, tender and project manage. The recent playground development project suffered a few delays due to extended leadtimes and was consequently pushed closer to the winter months when conditions were not ideal. This caused a number of issues, however these were all effectively managed in house.			Level of Risk acceptable? Y/N Yes Why have you drawn this conclusion? The Town Council has no immediate plans for another Capital project, however if in the future a project is commenced in the midst of a lockdown, then tighter controls and monitoring will need to be in place.			Robust tender process in place for larger projects requiring full risk assessments and method statements. Regular review of the project by Town Clerk / Contracts Officer / RFO. Full assessment of requirements and restrictions when considering a new project. Date for Completion (L) Ongoing Target Risk (M) Impact Likelihood Risk Score 3 3 9								
	Category													Legal/Reputation/Financial/Operational					
	Owner													Inherent/Fundamental Risk (E)			Direct budget mgt by CEO		
	N Crewe													Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score
														5	4	20	4	3	12

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5	Failure of Outsourced Contractor			Contractors fail to complete work in time specified or produce sub-standard work due to illness, reduced staff levels and/or lack of materials and resources.			Tender process reviews capability as well as financial ability to undertake contractual requirements. Regular review meetings to identify continuing capability, and monitoring of outputs through client manager role of allotments officer. Requirement for risk assessment and method statements which should identify any issues. Retention Money. RFO trained on accounting system.			Level of Risk acceptable? Y/N			More frequent reviews with contractors to establish impact of the pandemic on ability to continue delivery and or reduction in specification frequency if appropriate. To monitor workloads and train the Lengthsman to cover / assist with tasks as and when required.																
	Category									Direct budget mgt by Clerk/RFO						Yes													
	Legal/Reputation/Financial/Operational			Inherent/Fundamental Risk (E)			Direct budget mgt by Clerk/RFO			Why have you drawn this conclusion?			A pandemic such as COVID-19, may lead to additional works being required for grounds maintenance /sanitation.																
	Owner			Impact			Likelihood			Risk Score			Historically staff have been retained due to "Key Worker" classification, however the Council's decision to employ a Lengthsman will reduce reliance on outside contractors.																
	N Crewe			5			4			20			3			4			12			Date for Completion (L)			Ongoing			Target Risk (M)	
															Impact			Likelihood			Risk Score								
															2			3			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)																
6	Failure of Parties to Management Agreements			Parties ignore arrangements and incur expenditure without due regard to each others obligations or fail to carry out task required of each other.			A Management Agreement is in place for CIB and PWCGBA. Agreements specify what costs are to be met by the parties to the Agreement thereby reducing the risk of non recovery of costs. If tasks can not be completed due to isolation restrictions, tasks can be covered by Officers / Cleaner / Lengthsman.			Level of Risk acceptable? Y/N			To ratify existing arrangements for CIB on lifting of restrictions. Review of PWCGBA recovery of costs. To try to encourage an uptake of younger volunteers.																
	Category									Direct budget mgt by Clerk/RFO						Yes													
	Financial/Operational			Inherent/Fundamental Risk (E)			Direct budget mgt by Clerk/RFO			Why have you drawn this conclusion?			Primet arrangement had previously operated satisfactorily and PWCGBA in first year of operation. Covid 19 may impact on CIB ongoing arrangements, however some tasks can be covered in house.																
	Owner			Impact			Likelihood			Risk Score			Date for Completion (L)																
	N Crewe			4			4			16			3			3			9			Ongoing			Target Risk (M)				
															Impact			Likelihood			Risk Score								
															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)																
7	Slump in sector/economy			Recession Income Decline Lack of growth			Lack of growth unlikely to be an issue for the Council as current trajectory is potential further growth as more services are taken on, however a pandemic may lead to issues with the wider economy as businesses are forced to temporarily cease trading due to lockdown restrictions. This could lead to a reduction in tax recovery and a lower precept Income for the Council which would need to be budgeted for. Earmarked reserves have been established including a Community Development EMR.			Level of Risk acceptable? Y/N			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. Continual review of budgets and if year-end balances allow, continue to increase FMR's to lessen Date for Completion (L)																
	Category									Residual/Remaining Risk (G)						Yes													
	Financial			Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)			Why have you drawn this conclusion?			ongoing																
	Owner			Impact			Likelihood			Risk Score			Target Risk (M)																
	N Crewe			5			5			25			3			5			15			Impact			Likelihood			Risk Score	
															2			4			8								
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)																
8	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			Primet Community Centre, Town Hall and Town Hall Annex Alarm systems are monitored and staff call out procedure in place. To continue to manage renewals and review as circumstances change.																
	Category									Residual/Remaining Risk (G)						Yes													
	Financial			Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)			Why have you drawn this conclusion?			Date for Completion (L)																
	Owner			Impact			Likelihood			Risk Score			Ongoing																
	N Crewe			2			5			10			2			3			6			Target Risk (M)							
															Impact			Likelihood			Risk Score								
															2			2			4								

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9	Loss of Key Staff			Officers and support staff unable to work due to restrictions / isolation			All Officers are equipped to work from home should they need to and the Council has IT provision to assist remote working eg Zoom / Teams. The Lengthsman's role is mainly concentrated on outdoor work so will not be as restricted.			Level of Risk acceptable? Y/N			To continue to invest in ways to assist in effective remote working/ communication.							
	Category									Why have you drawn this conclusion?										
	Human Resources			Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)			The Council has a growing team, one of which can be available to open the office if required whilst still keeping within the guidance. As the Town Hall is currently only occupied by Colne Town Council, it is easier to socially distance (Each member of staff has their own office).			Date for Completion (L)							
	Owner			Impact			Likelihood			Risk Score			ongoing							
	N Crewe			4			4			16			3			2			6	
10	Stress/Long Term Illness			Officers become ill due to virus or become stressed due to Excessive Workloads, Tight Deadlines and Unreasonable expectations.			Stress Counselling & Risk Analysis Therapeutic Return to Work Absence Monitoring and Policy Prioritisation Time Management Effective Delegation/ Workload Distribution Stress Risk assessments			Level of Risk acceptable? Y/N			Ongoing monitoring of attendance. Continuation to recruit as and when necessary. Ongoing monitoring of job roles.							
	Category									Why have you drawn this conclusion?										
	Human Resources			Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)			The Town Council has a strong, open and honest team and other Officers will cover and support as necessary. Any illness due to a virus should be temporary and there is flexibility within the team to manage this effectively in house. History of Low sickness levels.			Date for Completion (L)							
	Owner			Impact			Likelihood			Risk Score			ongoing							
	N Crewe			4			4			16			3			2			6	
11	IT Failure			Officers unable to access the server remotely. Failure of outside contractor due to insufficient staffing levels.			External support provider Networked, Daily Backups, Cloud, Help desk support. Technology for remote working is already set up. The contractor has been able to maintain good response times during the Coronavirus Pandemic. Officers have been using home networks for internet access with no history of any problems.			Level of Risk acceptable? Y/N			To continue to invest and maintain/update existing technology to assist remote working and minimise the risk of downtime due to failure of old appliances.							
	Category									Why have you drawn this conclusion?										
	Contractual/Financial/Operational			Inherent/Fundamental Risk (E)			Direct budget mgt by Clerk/RFO			Officers are able to socially distance in the office should they need to view actual physical documents.			Date for Completion (L)							
	Owner			Impact			Likelihood			Risk Score			Ongoing							
	N Crewe			4			3			12			3			2			4	
12	Financial Pressures			Budget Cuts, Declining Income and Increased costs - Energy, Rates etc.			Regular and Effective Budget Monitoring with established Earmarked reserves. VFM work ethic and where possible rates are locked in advance. A lockdown may lead to a reduction in rental income received and loss of events and facilities hire income. Some expenditure however will also be saved which will enable established budgets to be redirected.			Level of Risk acceptable? Y/N			To continue to increase reserves and establish a provision for bad debt. Budgets will need to be closely managed during the pandemic.							
	Category									Why have you drawn this conclusion?										
	Financial			Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)			The Council is not heavily reliant on the income it receives and has established reserves that could be used to smooth any temporary loss. It is recommended that the Council establishes a bad debt provision if year-end figures allow.			Date for Completion (L)							
	Owner			Impact			Likelihood			Risk Score			Ongoing							
	N Crewe			5			4			20			3			2			6	

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16	Virus Exposure	Public exposed to the virus during a Council Event, in Council buildings or on Council facilities including Playgrounds and Alkincoates			Safety checks Individual Risk assessments Public Liability Insurance, Method Statements, CCTV			Level of Risk acceptable? Y/N Yes			Officers to keep abreast of the current guidance and bring in procedures to cater.		
	Category	Park. The public, staff or Councillors contract the COVID-19 disease as a result of activity or non action of the Council including delivery of events.			Health and Safety Policy, Waste Collection, Safe walkways, Warning Signs, Health & Safety Awareness & Training Events Management Plans, NALC/LALC/Government Guidance awareness Increased cleaning / sanitisation regime Appropriate PPE i.e. hand Sanitiser stations & provision of face coverings			Why have you drawn this conclusion? The Council will only open buildings and Facilities and hold events if the Government say that it is safe to do so and this will be in line with current HMRC/Government/PHE/WHO guidelines.					
	Legal/Operational/Reputational										Date for Completion (L) Ongoing		
	Owner	Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)						Target Risk (M)		
	N Crewe	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score
	3	4	12	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)		
17	Reserves	Increased demand on Reserves leading to insufficient levels available to meet known commitments and unplanned major costs.			Increased financial pressures may lead to funding from Earmarked / General Reserves. Regular monitoring of budgets to ensure that any decision to fund is not made until resource availability has been established. Reserves & Trerasury Management Policy in place.			Level of Risk acceptable? Y/N Yes			Increasing percentage of Overall Reserves to expenditure above 35%, and Earmarked Reserves to 30%.		
	Category							Why have you drawn this conclusion? Regular monitoring of budget and bank balances and year end forecasting of general reserves.					
	Financial										Date for Completion (L) Ongoing		
	Owner	Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)						Target Risk (M)		
	N Crewe	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score
	5	4	20	3	3	9				2	2	4	