

COLNE TOWN COUNCIL RISK REGISTER

Produced by : Gina Langley - TOWN CLERK/RFO		Date : March 2025 - review by March 2026																				
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, Access Control Maintenance Contracts Method Statements, Work Permits CCTV Health and Safety Policy Safety Equipment,ROSPA Playground inspections, Annual servicing of equipment i.e. inflatables plus regular 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			Level of Risk acceptable? Y/N Yes Why have you drawn this conclusion? Lack of historic claims shows that risk is low. Grounds Maintenance contract in place to manage Bus Shelters, Playground equipment and damage, Benches and Alkincoates Park, with Management Agreement on site for monitoring of issues. Three Lengthsmen employed by the Council can be available at short notice.			Inclusion within Database to ensure all statutory inspections carried out when due. Date for Completion (L)- Ongoing To compile an Asset Risk Register on completion of new conditional surveys to help with planned preventative maintenance. Formulation of standard operating procedure manuals for reference purposes.											
	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/RFO													2	4	8	2	2	4	2	1	2
2	Hazardous substances	Exposure to Hazardous Substances			Health and Safety Policy/Coshh, Safety Equipment, Asbestos Surveys / Register, Health & Safety Policy. Training Courses, Conditional Surveys and Legionella Controls. COSHH Assessments for Cleaners & Caretakers and Personal Protective Equipment. Specific Site risk assessment and commission Health and Safety Consultant to assist with advice, training and implementation of policy / procedure.			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. All three Lengthsmen have PA1/PA6 certification. COSHH records kept in vicinity for all substances used.			To continue to invest in appropriate training for grounds staff and to monitor and review all risk assessments for relevance. 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/RFO	4													4	16	2	2	4	2	1	2	
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. More frequent monitoring/vigilance when schools are closed and ASB occurrence is higher. More recently working with Colne Junior Council to design signs to place in the play areas.			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 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 and physical checks of play areas on a weekly basis.			Reporting of damage via service users ensures remedial action taken. To consider provision of CCTV in all Play Areas and other areas of concern. 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/RFO / CO	3													5	15	2	4	8	2	3	6	

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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 Dedicated Communications/Media Relations External Funding Bids - Lottery Funding Councillor focus Internal Promotion Vandalism insurance cover. GM Contracts that are actively managed and In-house Lengthsmen to ensure any issues can be recitified promptly. Designated Contracts Officer.			Level of Risk acceptable? Y/N Yes Why have you drawn this conclusion? Regular dialogue by the Town Clerk & Deputy Clerk with Members at Meetings. Small unit control. Dedicated Media & Communications Officer which has lead to increased frequency of posts and enhanced local engagement. Treasure Our Town, the Colne Neighbourhood Plan and Volunteer Groups to encourage community involvement.			Operational responsibilities clearly defined and reviewed on change of service delivery and or incident. To continue to engage via the use of social media.											
	Category													Customer								
	Owner													Inherent/Fundamental Risk (E)			Insurance cover - Vandalism Bus Shelters/Playgrounds					
	Town Clerk/RFO / MCO													Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score
														4	3	12	3	1	3	3	1	3
9	Budget Management	Insufficient financial resources available to deliver service. Poor financial records maintained No controls on spend or commitments			Monthly budget reports showing spend and commitments Separation of duties with Town Clerk/RFO and Finance Officer. Omega budget system in place, Scheme of delegation in place, Internal & External Audit confirming strong internal controls, 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 Yes Why have you drawn this conclusion? Regular production of budget monitoring at FES & Full Council and schedule of payments made. The outcome of Internal and External Auditors reports presented at both FES and Full Council. Earmarked Reserves created as per Reserves & Treasury Management Policy with an aim to use these to smooth out any large fluctuations from year to year.			Ad-hoc reviews of financial controls to be carried out throughout the year. 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. Increased focus on cash flow management from January through to May											
	Category													Financial								
	Owner													Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)					
	Town Clerk/RFO / FO													Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score
														4	4	16	2	2	4	2	1	2
10	Fire	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 Yes Why have you drawn this conclusion? All Building Fire Risk Assessments renewed in Nov 2024 and professional advice sought from commissioned H&S Consultant.			Building specific protocols, Ongoing programme of risk Assessments. To replace the Town Hall boilers and effectively vent rooms in the basement to meet and adhere to current legislation and guidance.											
	Category													Physical								
	Owner													Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)					
	Town Clerk/RFO / Deputy Clerk, Events & Facilities Officer													Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score
														5	2	10	3	1	3	2	1	2

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11	Contractor failure	Unfinished Works on site, timescale delivery implications			Select List of Approved Contractors Contractor Assessment Contract Monitoring. GM Contracts contain in-built penalties for non-compliance Retention Money . CHAS Approved contractors and effective communication and good relations now established			Level of Risk acceptable? Y/N Yes Why have you drawn this conclusion? Existing panel of providers well tested and tried and use of Construction line/CHAS approved contractors. Council can invoke penalties if thought necessary. Designated Contracts Officer to monitor more closely.			To continue the regular monitoring of work schedules by the Contracts Officer to ensure that any non-compliance is addressed appropriately.		
	Category												
	Contractual												
	Owner												
Town Clerk/RFO / CO		Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)			Date for Completion (L)			Ongoing		
		Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Target Risk (M)			Impact	Likelihood	Risk Score
		3	5	15	2	2	4				2	2	4
12	Loss of Key Staff	Qualified Staff moving onto other employers or Officers and support staff unable to work due to restrictions / isolation.			On the Job Shadowing Staff Appraisal Training Internal Promotion. Flexible working and IT provision to assist remote working. Larger team with crossover of duties to help with covering workload. There is enough space in the Town Hall to enable staff to effectively isolate during restricted periods.			Level of Risk acceptable? Y/N Yes Why have you drawn this conclusion? Opportunity for staff to learn Current job market unlikely to lead to moving. Current team is flexible enough to cover temporary periods and this can be effectively managed in-house. Past evidence showing that restrictions have minimal impact on performance.			Monitoring of workloads and delivery of outputs and mentoring for new appointments. To continue to invest in ways to assist in effective remote working/communication. To listen and work with employees to develop roles and fuel ambitions.		
	Category												
	Human Resources												
	Owner												
Town Clerk/RFO		Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)			Date for Completion (L)			Ongoing		
		Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Target Risk (M)			Impact	Likelihood	Risk Score
		4	4	16	3	3	9				2	2	4
13	Stress/Long Term Illness	Excessive Workloads, Tight Deadlines, Unreasonable expectations, Lack of awareness from Members of staffing resource implications of service transfer 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 and H&S Consultants. Larger team with crossover of duties to assist in covering workload.			Level of Risk acceptable? Y/N Yes Why have you drawn this conclusion? The Town Council has a strong, flexible, open and honest team and other Officers will cover and support as necessary. Any new services thoroughly investigated in terms of required resources before any decision is made. History of low sickness levels.			Ongoing monitoring of attendance. Continuation to recruit as and when necessary. Ongoing monitoring of job roles. To investigate outsourced solutions for staff health and wellbeing in addition to the HR Support.		
	Category												
	Human Resources												
	Owner												
Town Clerk/RFO		Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)			Date for Completion (L)			Ongoing		
		Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Target Risk (M)			Impact	Likelihood	Risk Score
		4	4	16	2	3	6				2	2	4
14	IT Failure	E-Procurement System Financial systems, Asset register Communication Systems Desktop Computing Applications Officers unable to access the server remotely.			External support provider Networked Daily Back-ups, cloud, help desk support. Technology Officers have been using home networks for internet access with no history of any problems. IT assets such as laptops and computers are monitored for performance and replaced as an when necessary.			Level of Risk acceptable? Y/N Yes Why have you drawn this conclusion? Lack of incidents indicating not currently an issue. IT Contractor has enhanced remote monitoring software.			Availability of Help desk support. New infrastructure. To continue to invest and maintain/update existing technology. To monitor the IT companies performance and investigate alternative options to ensure the Council is receiving value for money and a quality service maintained		
	Category												
	Technological												
	Owner												
Town Clerk/RFO		Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)			Date for Completion (L)			Ongoing		
		Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Target Risk (M)			Impact	Likelihood	Risk Score
		5	4	20	3	2	6				3	1	3
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 complete boiler replacement in 2025/26. To consider a back up generator for town hall.		
	Category												
	Environment												
	Owner												
Town Clerk/RFO / Deputy Clerk, Events & Facilities Officer		Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)			Date for Completion (L)			Ongoing		
		Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Target Risk (M)			Impact	Likelihood	Risk Score
		5	2	10	3	2	6				2	2	4

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16	Political Change / Council Structure	Political changes alter the policy and funding of the service. Negative impact of devolution of local council services.			Monitoring and Service Planning to realign to Members priorities. Town Clerk has signed up for devolution updates to keep abreast of changes as they come forward.			Level of Risk acceptable? Y/N			Monitoring of workloads and delivery of outputs Internal thought to be given towards joined up services with other authorities. Continuation of pro-active approach to stay ahead of the game. Date for Completion (L) ongoing Target Risk (M) Impact Likelihood Risk Score 3 2 6		
	Category							Yes					
	Political							Why have you drawn this conclusion?					
	Owner							At Town Council level not as susceptible to policy change however structural change in Lancashire governance is highly likely given changes in central government, the devolution manifesto and the creation of the new unitary authority. LCC is currently working with SLCC to create a communication portal for Clerks and Councillors at Parish and Town Council level.					
	Town Clerk/RFO	Inherent/Fundamental Risk (E)	Residual/Remaining Risk (G)										
		Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score						
		3	4	12	3	3	9						
17	Financial Pressures	Budget Cuts, Declining Income (Rents) Increased costs - Energy, Staffin, Rates etc. The introduction of referendum principles for Town & Parish Councils.			Budget Monitoring on a rolling three year basis. Savings Plan Mutiple quotes for Value for Money Work. Building equipment base to complete more in-house to avoid contractor mark-up. Building Efficiencies energy contracts - VFM Approach Utilisation of ear-marked reserves to smooth temporary periods of uncertainty. Contingency element added to agreed budget for 2025/26 to help rebuild reserve levels.			Level of Risk acceptable? Y/N			Continued VFM Approach and training investment to utilise and increase staff efficiency. To increase diligence and monitoring of budgets when faced with increased financial pressures, particular between the months of January and May. To work to maintain a realistic balanced budget with minimal reliance on reserves. Date for Completion (L) Ongoing Target Risk (M) Impact Likelihood Risk Score 2 2 4		
	Category							Yes					
	Financial							Why have you drawn this conclusion?					
	Owner							Current ability to raise precept to cover increasing costs or because of small service provision opportunity to step back from delivery as non statutory. The Introduction of referendum principles would restrict this ability, however contingency element introduced for 2025/26 and beyond. In-house capability to minimise costs and decrease reliance on outside contractors. Increased focus on income generating activities, such as room hire, weddings and events.					
	Town Clerk/RFO	Inherent/Fundamental Risk (E)	Residual/Remaining Risk (G)										
		Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score						
		5	4	20	2	3	6						
18	Legislative Change	Changes in legislation are not identified or have an adverse impact on service provision(Rating changes, EPC, DECs)			Service Planning Local Authority Associations Impact Analysis Consultations News Applications and dedicated apps and resourses during lock-downs or in emergencies. Ongoing monitoring using professional bodies, contacts and networking. Subscriptions to different email news bulletins.			Level of Risk acceptable? Y/N			To continue existing controls & procedures, and monitoring of NALC/LGA/LALC/SLCC/GOV/HSE/ICO publications. Date for Completion (L) ongoing Target Risk (M) Impact Likelihood Risk Score 2 3 6		
	Category							Yes					
	Legal							Why have you drawn this conclusion?					
	Owner							Speed of change is usually slow with sufficient lead in times to adjust service requirements. During times of governmental change, social restrictions and/or emergencies, the speed of change will be faster, however changes are prominent in the news, NALC/LALC/SLCC/LCC/PBC assist to monitor. Outsourced HR and H&S Consultantancy. Daily / Weekly alerts from multiple sources to stay on top of any changes.					
	Town Clerk/RFO	Inherent/Fundamental Risk (E)	Residual/Remaining Risk (G)										
		Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score						
		5	3	15	3	3	9						

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19	Fraud	External parties making false claims, false invoices, Internal Abuse - Blues Festival cash receipts and payments not processed.			Verifications, Interim Audit, Due Diligence , Regular Cash/Bank Rec, References, Fidelity Insurance £2m, Management Check, TFA on emails, Separation of Duties, Original Evidence, Internal Controls Document, Financial Regulations and Standing Orders. Policies in place and adhered to.			Level of Risk acceptable? Y/N			To continue existing controls & procedures.		
	Category							Yes					
	Financial							Why have you drawn this conclusion?					
	Owner							Ability to undertake any random sampling of jobs and financial procedure rules, and Rialtas Suite to minimise potential for collusion. Internal controls and processes are strictly followed. Insurance cover against misappropriation of funds. Officers trained to identify issues. IT contractor provides protection against unauthorised access of the Council's system.					
	Town Clerk/RFO							Date for Completion (L) - Ongoing					
		Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)			Target Risk (M)					
		Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score			
		3	4	12	2	1	2	2	1	2			
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			Before commitment, Members to identify if any resourcing issues of substance as barrier to achieve.		
	Category							Yes					
	Human Resources							Why have you drawn this conclusion?					
	Owner							Members understand the need to consider both financial and staffing resource. Proposed service transfers have been completed and part of daily delivery function.					
	Town Clerk/RFO							Date for Completion (L) Ongoing					
		Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)			Target Risk (M)					
		Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score			
		4	4	16	3	3	9	3	2	6			
21	Blues Festival	Commercial enterprise with susceptibility to expenditure overspend, income shortfalls, operational delivery failure with a net loss budget under pressure. Large scale event that attracts in excess of 20,000 attendees from all over the country and bands from overseas.			Outsourced artist recruitment, marketing, "ticket source" booking system and volunteer scheme established. Understanding of issues arising out of previous years 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. Removal o responsibility for Artist remuneration reduces risk exposure. Regular monitoring of news feeds in times of restriction.			Level of Risk acceptable? Y/N			To continue to review the management plan with every festival event held and to take into account the current climate and government guidance. When working with new contractors, to obtain at least two suitable trade references. To continue to implement appropriate changes based on prior year feedback.		
	Category							Yes					
	Financial Pressures/Reputation							Why have you drawn this conclusion?					
	Owner							All events successfully delivered and a framework established. Progress monitoring of income and activity. Blues Based Festival of the year award gained for 2019 and nomination finalist for 2022, 2023 and again for 2024 events. Removal of artist responsibilities and outsourcing the staging of the main venues works to reduce the risk exposure to the Council, however this also means that there is no guaranteed income other than any secured sponsorship and advertising. CBS have shown they are dedicated to the Festival's longevity, they are growing in confidence and ability as they showed during the 2023 and 2024 events. The Town Council have agreed to work with CBS as artistic directors for 2025 & 2026 with objective for them to take a larger role in the organisation of the festival going forward.					
	Town Clerk/RFO / Deputy Clerk, Events & Facilities Officer							Date for Completion (L) Ongoing					
		Inherent/Fundamental Risk (E)			Direct budget mgt by RFO/Clerk			Target Risk (M)					
		Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score			
		4	5	20	3	3	9	3	3	9			
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.			Historic Town Hall/Annex condition survey completed 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. New re-instatement valuations effected in Feb 2023 with intention to review every five years to ensure correct insurance provision and a new conditional survey of all Council owned property is being sought.			Level of Risk acceptable? Y/N			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, Town Clerk/RFO to compile an Asset Risk Register to assist with PPM.		
	Category							Yes					
	Legal/Financial/Reputation							Why have you drawn this conclusion?					
	Owner							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. A periodic review of re-instatement valuations will ensure the correct level of insurance is maintained.					
	Town Clerk/RFO / Deputy Clerk, Events & Facilities Officer							Date for Completion (L) Ongoing					
		Inherent/Fundamental Risk (E)			Direct budget mgt by RFO/Clerk			Target Risk (M)					
		Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score			
		4	4	16	3	3	9	3	2	6			

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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 indicating a higher level of risk to be managed. Event delivery is susceptible to any lockdowns and social restrictions. Modifications will be needed for effective and safe delivery and if not effectively managed, could present a high reputational risk.			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, security provision and third party H&S consultancy 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. Regular monitoring to assess if the events can be run safely and effectively. Making early decisions regarding cancellation will help to control and minimise any losses. Third party Health and Safety consultant commissioned.			Level of Risk acceptable? Y/N Yes Why have you drawn this conclusion? Successful events delivery where injuries and incidents have been actively managed. Before, during and after checklists, and internal reporting with procedures to investigate the circumstances of the incidents and evaluate risk. With regard to cancellation, If timely decisions are made then reputational risk and financial loss is reduced. Events are a discretionary part of the Council's activities, so can choose not to deliver.			Continuing use of specialist first aid, security providers for high risk events and the third party H&S Consultant to assist with both internal procedures and event delivery. To continue to check weather conditions and reports in the weeks leading up to the event and in the days before to identify associated risks and evaluate alternative Date for Completion (L) Ongoing								
	Category																		
	Health and Safety																		
	Owner													Inherent/Fundamental Risk (E)			Direct budget mgt by RFO/Clerk		
	Town Clerk/RFO / Deputy Clerk, Events & Facilities Officer													Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score
	4	4	16	3	2	6	2	2	4										
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. Policies in place and training attended by all staff.			Level of Risk acceptable? Y/N Yes Why have you drawn this conclusion? All staff fully trained and policies in place. More staff with cross over of duties to cover periods of absence and to ensure that the processes in place are still followed and maintained.			Ongoing training needed for staff and councilors and monitoring for leaks. Continued Monitoring of changes to Legislation. Standard operating procedures to be documented for developed for all internal procedures and made available on the network for all staff to access. Date for Completion (L) Ongoing								
	Category																		
	Legal/Reputation/Financial																		
	Owner													Inherent/Fundamental Risk (E)			Direct budget mgt by RFO/Clerk		
	Town Clerk/RFO													Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score
	4	4	16	3	3	9	2	2	4										
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, CIB & CBS helps to lessen risk of non delivery. Larger, more flexible team including three well trained Lengthsmen.			Level of Risk acceptable? Y/N Yes Why have you drawn this conclusion? Staff have a good practical understanding of systems and processes. Considerations for additional services will be fully assessed before any agreement to take over the service is made. 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.			Standard Operational Procedures to be implemented covering key areas of delivery. Date for Completion (L) Ongoing								
	Category																		
	Legal/Reputation/Financial																		
	Owner													Inherent/Fundamental Risk (E)			Direct budget mgt by RFO/Clerk		
	Town Clerk/RFO / Deputy Clerk, Events & Facilities Officer													Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score
	5	4	20	3	3	9	2	2	4										

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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. Internal Controls document. Internal and External Audit confirming strong internal controls are in place. Precept now received in four equal installments limiting the availability of resources. Fidelity insurance of £2m in place. Fully detailed budget agreed at Full Council and all variances reported every two weeks.			Level of Risk acceptable? Y/N Yes			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										Date for Completion (L) March-24		
	Owner	Inherent/Fundamental Risk (E)			Direct budget mgt by CEO						Target Risk (M)		
	Town Clerk/RFO / FO	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score
	4	4	16	2	2	4	2	1	2				
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 the Town Clerk / RFO and the designated Contracts Officer.			Level of Risk acceptable? Y/N Yes			To continue to appoint outside contractors to project manage if internal knowledge is limited. Full assessment of requirements and restrictions when considering a new project along with regular reviews by the Town Clerk / RFO / Contracts Officer.		
	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. Experience gained from any previous projects will influence decisions made and actions taken.					
	Legal/Reputation/Financial/Operational/Reputation										Date for Completion (L) Ongoing		
	Owner	Inherent/Fundamental Risk (E)			Direct budget mgt by RFO/Clerk						Target Risk (M)		
	Town Clerk/RFO / CO / Deputy Clerk, Events & Facilities Officer	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score
	5	4	20	3	2	6	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. GM Contracts include penalties for non-compliance. For lower value contracts or those perceived to have construction type risk, also seek RAMS. Utilisation of In-house Lengthsmen leaving less reliance on outside contractors. Increase monitoring in times of uncertainty. Closer monitoring by the designated Contracts Officer.			Level of Risk acceptable? Y/N Yes			To continue to ensure that there is open communication with Contract Managers, and that RAMs are requested for all non-routine works. More frequent reviews with contractors to establish any issues with service delivery and/or specification frequency. To monitor workloads and train the Lengthsmen to cover / assist with tasks as and when required.		
	Category							Why have you drawn this conclusion? Obtaining Risk assessments and Method Statements for all ad/hoc jobs will also help to further reduce this risk. Contracts Officer to actively manage contractor performance and identify any barriers to achieving the standards set. Three in-house Lengthsmen who could assist if deemed necessary.					
	Legal/Reputation/Financial/Operational/Reputation										Date for Completion (L) Ongoing		
	Owner	Inherent/Fundamental Risk (E)			Direct budget mgt by RFO/Clerk						Target Risk (M)		
	Town Clerk/RFO / CO	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score
	3	5	15	2	2	4	2	2	4				