

RISK REGISTER - EPPING TOWN COUNCIL - MARCH 2021

GOVERNANCE AND MANAGEMENT

	Risk	Impact	Likelihood	Severity	Control Measure	Review frequency	Alternative Review trigger	Responsible Person/s
1.	Lack of forward planning and financial/ budgetary controls	<ul style="list-style-type: none"> • Lack of direction and prioritisation • Needs of those in Partner Organisations not addressed • Poor financial control • Loss of respect and reputation 	M	H	<ul style="list-style-type: none"> • Business/action plan in operation • In year budget reviews • Feedback from Partners • Monthly reconciliation for all accounts 	Annually Quarterly As required Monthly	Unexpected expense	Clerk/RFO & All Members
2.	Council lacks relevant skills and commitment	<ul style="list-style-type: none"> • Council fails to achieve its purpose • Decision making bypasses Council • Poor value for precept money • Council ignores advice of Clerk 	L	H	Whilst difficult with democratic election process <ul style="list-style-type: none"> • Try to select carefully • Ongoing training for Councillors • Close review of attendance • Ongoing training for Clerk 	Annually & ongoing Every meeting Ongoing	Poor decisions through lack of knowledge	Chairman of Council
3.	Council becomes dominated by one or two or cliques form (Illegitimate Party dominance)	<ul style="list-style-type: none"> • Conflicts of interest • Pursuit of personal agendas • Decisions made outside Council • Loss of interest by excluded members 	L	H	<ul style="list-style-type: none"> • Clear Standing Orders regarding conduct of meetings and Conflict of Interests • Clerk monitors • Chairman monitors • Select carefully 	Annually (or through CGAC when legislation changes) Ongoing monitoring		Chairman
4.	Councillors benefiting from	<ul style="list-style-type: none"> • Affect reputation • Conflicts of Interest 	L	M	<ul style="list-style-type: none"> • Clear Standing Orders • Open system of 	Annually All		Chairman Clerk

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	being on Council				<ul style="list-style-type: none"> payment Robust Internal Audit 	meetings		Internal Auditor
5.	Poor reporting to Council	<ul style="list-style-type: none"> Poor quality decision making Council becomes ill informed Clerk fails to keep Council informed 	M	H	<ul style="list-style-type: none"> Timely and accurate financial reporting Clear instructions to staff Regular project reports Clerk's ongoing training Clerk to ensure good reporting to Council 	Quarterly Ongoing Each meeting Ongoing	Reminder from District and County Project Problem	Clerk
6.	Loss of key staff	<ul style="list-style-type: none"> Failure in budgetary controls Correspondence backlog Lack of knowledge/loss of experience 	M	H	<ul style="list-style-type: none"> Succession Planning Clear office procedures Clear budgetary procedures Monitor remuneration packages Up to date job descriptions Good handover arrangements Ongoing communication and sharing of information Staff development and training 	Ongoing Ongoing Ongoing Ongoing Ongoing Ongoing Ongoing	Loss of staff member	Chairman/Clerk /All staff
7.	Inadequacy of	<ul style="list-style-type: none"> Services not provided 			<ul style="list-style-type: none"> Regular in year 	Every	Unexpected	Clerk

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	Precept	<ul style="list-style-type: none"> Lack of confidence in Council Strong budgeting process 	L	H	<ul style="list-style-type: none"> budget reviews Detailed budget setting process and monitoring of funds 	Council Meeting Annually & ongoing	event i.e. flooding	& All Members
8.	Failure to respond to electors wish to right of inspection	<ul style="list-style-type: none"> Loss of confidence Loss of reputation 	L	L	<ul style="list-style-type: none"> Clear Standing Orders and Operating Protocols Adherence to Audit Regulations 	Annually Annually		Clerk
9.	Failure to register Members interests, gifts, etc	<ul style="list-style-type: none"> Member could make inappropriate gains Could affect reputations 	L	M	<ul style="list-style-type: none"> Clear code of conduct Clear procedure monitoring interests Clerk monitors 	Annually		Individual Member Clerk
10.	Failure to meet the requirements for LCAS	<ul style="list-style-type: none"> Status Reputation 	M	L	<ul style="list-style-type: none"> Monitor requirements for LCAS High standards 	As required		Clerk
11.	Poor document control	<ul style="list-style-type: none"> Information not passed on in a timely manner Deadlines missed Lack of achievement 	M	M	<ul style="list-style-type: none"> Clear Standing Orders Clear Job Descriptions Clear Office Procedures Good communication 	Annually Ongoing Ongoing		Clerk/All staff
12.	Lack of maintenance of Council owned property	<ul style="list-style-type: none"> High cost of repair Injury to 3rd party leading to claims Damage to property 	M	H	<ul style="list-style-type: none"> Stock condition survey Regular routine maintenance Insurance cover Interim insurance updates if necessary 	Ongoing As required Annually Ongoing	Unexpected Natural Disaster Acquisitions /disposals	Clerk
13.	Damage or loss	<ul style="list-style-type: none"> High cost of repair 			<ul style="list-style-type: none"> Insurance cover 	Annually		Clerk

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	to Council owned property by 3 rd party or act of God		H	L	<ul style="list-style-type: none"> • Good Fire Alarm • Good Burglar Alarm • Regular Maintenance Inspection 	Ongoing		
14.	Damage to 3 rd party property or individual due to Service or Amenity provided	<ul style="list-style-type: none"> • Claim against Council 	L	M	<ul style="list-style-type: none"> • Insurance • Regular checks of facilities • Risk Assessments 	As required Ongoing Annually	Annually As reported	Clerk
15.	Loss of cash through fraud or dishonesty	<ul style="list-style-type: none"> • Reduction in available funds • Loss of reputation 	L	L	<ul style="list-style-type: none"> • Clear financial procedures • Adequate insurance cover • Verify & attach copy order to invoice • Fidelity guarantee cover (insurance) 	Annually Annually One offs Annually	On a Loss	All Members Clerk Internal Auditor
16.	Problems due to borrowing or lending	<ul style="list-style-type: none"> • Failure of 3rd party to repay loan • Inability of Council to repay a loan • Poor investments 	L	L	<ul style="list-style-type: none"> • Include in annual budget • Clear Standing Orders • Office Procedures • Review investments regularly 	Quarterly reviews Annually Ongoing Annually	Economic climate	Clerk
17.	Failure to use grants for purpose for which they were intended	<ul style="list-style-type: none"> • Lack of funds for project for which grant was intended • Investigation into the use of funds 	L	L	<ul style="list-style-type: none"> • Clear minutes • Ensure funds properly ring fenced • Clear financial procedures • Review of funds 	Ongoing Ongoing Annually		Clerk

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18.	<p>Ensure Council complies with law, in particular:</p> <ul style="list-style-type: none"> • Health and Safety • Equal Opportunities • Data Protection • Human Rights • Disability and Discrimination • Employment Law 	<ul style="list-style-type: none"> • Fines and Penalties from regulation bodies • Employee action for negligence of grievance • Risk of reputation 	M	H	<ul style="list-style-type: none"> • Comprehensive Standing Orders and Procedures • Clear Job Descriptions • Comprehensive Risk Assessments • Ongoing training as legislation changes 	<p>Annually</p> <p>Ongoing</p> <p>Annually</p> <p>Ongoing</p>		Clerk
19.	Risk of acting without proper powers. (Ultra vires)	<ul style="list-style-type: none"> • Financial Loss – Criminal Charges • Loss of respect and reputation • Loss of confidence • Claim against Council • Lack of knowledge 	M	H	<ul style="list-style-type: none"> • Ensure powers are researched and stated in Agenda reports • Ongoing training for Clerks and councillors 	All meetings		Clerk
20.	Risk of increasing regulatory burden	<ul style="list-style-type: none"> • Increased complaints from Precept payers • Staff stress and retention problems 	M	H	<ul style="list-style-type: none"> • Ensure Members are advised of regulatory demands and the effect of these 	As required		Clerk

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	preventing performance of work benefiting the parish	<ul style="list-style-type: none"> Poor relationship between Officers and Members 			<p>demands on workload</p> <ul style="list-style-type: none"> Ensure the Members respond to consultations on regulatory issues Pressure on employees/workload is monitored by the Clerk 	<p>Monthly meetings & Ongoing</p> <p>Ongoing & annually</p>		
21.	Failure to identify Risks facing the Council & to put measures in place to mitigate such risks	<ul style="list-style-type: none"> Council encounters serious challenges for which no pre-planning has been undertaken 	L	H	<ul style="list-style-type: none"> Clerk to review risk register & make appropriate recommendations 	Annually	Serious challenge	Clerk & All Members
22.	Dramatic fall in investment and trading income	<ul style="list-style-type: none"> Extreme difficulty in achieving budget targets for that financial year 	H	H	<ul style="list-style-type: none"> Monthly Budget monitoring – Clerk and Members must be aware of the risks and consequence of poor financial performance. A significant fall in income must be balanced with spending cuts or a drawdown of reserves (whichever is appropriate see 23) 	Monthly		Clerk, Finance Key Member and Council

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		<ul style="list-style-type: none"> Placing of deposits with one source (Council not protected by the FSCS guarantee of £75,000) 			<ul style="list-style-type: none"> below). Spread investments across banks/building societies 	Annually/as required		
23.	Inadequate Reserve funds	<ul style="list-style-type: none"> Year end cash flow difficulties and/or failure to meet unforeseen expenditure (may result in need for unplanned and expensive borrowing) Unable to deliver service and functions 	L	H	<ul style="list-style-type: none"> Maintain Year end General Reserve level at between 3 to 6 months of the anticipated total expenditure. Maintain adequate levels of specific reserves for known recurrent spending priorities. Understanding of the function of funds and their importance 	<p>Budget setting process and review in relation to ad hoc spending requests</p> <p>Ongoing training for Clerk/Cllrs</p>		Clerk, Finance Key Member and Council
24.	Significant loss of computer facilities	<ul style="list-style-type: none"> Loss of administrative capacity 	M	H	<ul style="list-style-type: none"> Maintain electronic backups both onsite and offsite Maintain separate off site backup of accountancy data. Maintain battery backup to server Maintain contract with computer maintenance (good IT support) 	Ongoing	Cyber attack or threat of cyber attack or breakdown	Clerk
25.	Loss of business	<ul style="list-style-type: none"> Loss of income/uncertainty/diffic 	M	H	<ul style="list-style-type: none"> Strong details and safeguards in contract 	Through any	Problem with	Clerk Chairman

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	continuity and income due to movement of premises	ulty in maintaining services and functions			<ul style="list-style-type: none"> • Strong lawyer • No movement of premises without alternative premises • Negotiations with community partners for to form back up plans • (Unforeseen loss of income/business continuity managed through insurance) • Adequate support required to facilitate a large-scale move 	<p>applicable contract negotiation and forward planning</p> <p>Long enough timescales to prepare and plan</p>	development	All members
26	Loss of continuity through a change of Council due to elections	<ul style="list-style-type: none"> • Loss of knowledge and experience • Risk of poor decisions 	M	M/H	<ul style="list-style-type: none"> • Strong/clear procedures in place which are followed • Qualified Town Clerk • Members to share knowledge amongst themselves to assist newer councillors • Strong auditing checks 	<p>Election time</p> <p>Ongoing</p>	Poor decisions	Clerk All members

27	Loss of interest in Council's affairs by councillors and staff	<ul style="list-style-type: none"> Poor decision making Poorer quality of work 	L/M	L/M	<ul style="list-style-type: none"> Continued engagement of councillors Continual involvement of staff in projects and training Sharing of information Interesting projects Staff monitoring and development Team working 	Ongoing	<p>Poor decisions Poor work Feeling of apathy</p>	<p>Clerk/Chairman / All members/ All staff</p>
28	Unexpected health emergency/ situation (such as Covid 19)	<ul style="list-style-type: none"> Unable to work in the normal manner Remote working which may lead to gaps in service/provision 	M/H	L/M	<ul style="list-style-type: none"> Development of remote working methods if needed Team covering different functions so sharing of tasks Strong, diverse team who are multi-skilled in basic daily operations Regular team meetings to ensure engagement Regular contact to ensure continuity 	<p>Health emergency</p> <ul style="list-style-type: none"> Requirement for home working 	<p>Long term absence</p> <p>Building failure eg fire/flood</p>	<p>Clerk/All staff/Council</p>