

RISK REGISTER - EPPING TOWN COUNCIL - MARCH 2026

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/Clerk

Risk Register - Epping Town Council

Reviewed: Feb 2026 (Corporate Governance Advisory Committee). Approved: March 2026 (Council). Review date: Feb 2027 (Corporate Governance Advisory Committee).

4.	Councillors benefiting from being on Council	<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 payment Robust Internal Audit 	Annually All meetings		Chairman Clerk 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 Clerk appraisal 	Quarterly Ongoing Each meeting Ongoing	Reminder from District and County Project Problem	Clerk/Chairman
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

Risk Register - Epping Town Council

Reviewed: Feb 2026 (Corporate Governance Advisory Committee). Approved: March 2026 (Council). Review date: Feb 2027 (Corporate Governance Advisory Committee).

7.	Inadequacy of Precept	<ul style="list-style-type: none"> Services not provided Lack of confidence in Council Strong budgeting process 	L	H	<ul style="list-style-type: none"> Regular in year budget reviews Detailed budget setting process and monitoring of funds Regular highlighting of any potential forthcoming high costs/necessary expenditure 	Every Council Meeting Annually & ongoing Ongoing as required	Unexpected event i.e. flooding	Clerk & 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 Ongoing policy document review timetable 	Annually Ongoing Ongoing Ongoing Ongoing		Clerk/All staff

Risk Register - Epping Town Council

Reviewed: Feb 2026 (Corporate Governance Advisory Committee). Approved: March 2026 (Council). Review date: Feb 2027 (Corporate Governance Advisory Committee).

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 	<p>Ongoing As required</p> <p>Annually Ongoing</p>	<p>Unexpected Natural Disaster</p> <p>Acquisitions /disposals</p>	Clerk
13.	Damage or loss to Council owned property by 3 rd party or act of God	<ul style="list-style-type: none"> High cost of repair 	H	L	<ul style="list-style-type: none"> Insurance cover Good Fire Alarm Good Burglar Alarm Regular Maintenance Inspection 	<p>Annually</p> <p>Ongoing</p>		Clerk
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 	<p>As required Ongoing</p> <p>Annually</p>	<p>Annually As reported</p>	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) 	<p>Annually</p> <p>Annually</p> <p>One offs</p> <p>Annually</p>	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 	<p>Quarterly reviews</p> <p>Annually</p> <p>Ongoing</p> <p>Annually</p>	Economic	Clerk/Members

Risk Register - Epping Town Council

Reviewed: Feb 2026 (Corporate Governance Advisory Committee). Approved: March 2026 (Council). Review date: Feb 2027 (Corporate Governance Advisory Committee).

					regularly • Strong Financial Key Member		climate	
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
18.	Ensure Council complies with law, in particular: <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 Professional membership such as EALC/NALC 	Annually Ongoing Annually Ongoing		Clerk/Members
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 	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/Members

Risk Register - Epping Town Council

Reviewed: Feb 2026 (Corporate Governance Advisory Committee). Approved: March 2026 (Council). Review date: Feb 2027 (Corporate Governance Advisory Committee).

		<ul style="list-style-type: none"> • Claim against Council • Lack of knowledge 			<ul style="list-style-type: none"> • Qualified Clerk 			
20.	Risk of increasing regulatory burden preventing performance of work benefiting the parish	<ul style="list-style-type: none"> • Increased complaints from Precept payers • Staff stress and retention problems • Poor relationship between Officers and Members 	M	H	<ul style="list-style-type: none"> • Ensure Members are advised of regulatory demands and the effect of these demands on workload • Ensure the Members respond to consultations on regulatory issues • Pressure on employees/workload is monitored by the Clerk 	As required Monthly meetings & Ongoing Ongoing & annually		Clerk
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 • Senior member of staff monitoring as a back up 	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 	Monthly		Clerk, Finance Key Member and Council

Risk Register - Epping Town Council

Reviewed: Feb 2026 (Corporate Governance Advisory Committee). Approved: March 2026 (Council). Review date: Feb 2027 (Corporate Governance Advisory Committee).

		<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"> spending cuts or a drawdown of reserves (whichever is appropriate see 23 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 (until server not used) Maintain contract with computer 	Ongoing	Cyber attack or threat of cyber attack or breakdown	Clerk

Risk Register - Epping Town Council

Reviewed: Feb 2026 (Corporate Governance Advisory Committee). Approved: March 2026 (Council). Review date: Feb 2027 (Corporate Governance Advisory Committee).

					maintenance (good IT support) • Monitor IT support and update as appropriate			
25.	Loss of business continuity and income due to movement of premises	<ul style="list-style-type: none"> Loss of income/uncertainty/difficulty in maintaining services and functions 	M	H	<ul style="list-style-type: none"> Strong details and safeguards in contract 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 	Through any applicable contract negotiation and forward planning Long enough timescales to prepare and plan	Problem with development	Clerk Chairman 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 	Election time Ongoing	Poor decisions	Clerk All members
27	Loss of interest in Council's affairs by	<ul style="list-style-type: none"> Poor decision making Poorer quality of work Poor member behaviour 	M	L/M	<ul style="list-style-type: none"> Continued engagement of councillors 	Ongoing	Poor decisions Poor work	Clerk/Chairman / All members/

Risk Register - Epping Town Council

Reviewed: Feb 2026 (Corporate Governance Advisory Committee). Approved: March 2026 (Council). Review date: Feb 2027 (Corporate Governance Advisory Committee).

	councillors and staff	affecting the whole Council including Council's reputation			<ul style="list-style-type: none"> Continual involvement of staff in projects and training Sharing of information Interesting projects Staff monitoring and development Reminder of the importance of team working Regular reminders of proper practice/process External reporting of poor behaviour 		Feeling of apathy	All staff
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 	Health emergency • Requirement for home working	Long term absence Building failure eg fire/flood	Clerk/All staff/Council
29	Failure to fill all Council seats at an election	<ul style="list-style-type: none"> Less input and potential diversity of opinion Less combined knowledge/experience 	M	L	<ul style="list-style-type: none"> Ongoing members training Qualified Clerk Process for 	4 yearly after elections If required	Elections Vacant member seat	Clerk/Council

Risk Register - Epping Town Council

Reviewed: Feb 2026 (Corporate Governance Advisory Committee). Approved: March 2026 (Council). Review date: Feb 2027 (Corporate Governance Advisory Committee).

					advertising vacant Council seats			
30	Failure to understand the implications of making financial cuts/not listening to advice and recommendations	<ul style="list-style-type: none"> Not upgrading cyber security or continuing professional advice and support memberships to save money (EALC, NALC, SLCC, ICCM, NAMBA) Cyber security and legal updates/knowledge becomes out of date exposing/increasing risk 	M	L	<ul style="list-style-type: none"> Ongoing members training Qualified Clerk Listening to advice of Clerk and others Allocating sufficient budget to cover adequate support and memberships 	Memberships renewals Ongoing	Awareness of out of date software or advice	Clerk
31	Data breach	<ul style="list-style-type: none"> Human error Cyber security becomes out of date exposing/increasing risk IT Policy not adhered to (computer and password use and protection) 	M	L/M	<ul style="list-style-type: none"> Ongoing cyber protection checked (annually) Ongoing IT checks Staff and member training 	Annual and ongoing	Data breach or near miss	Clerk/Staff/Members IT support
32	Local Government Reorganisation	<ul style="list-style-type: none"> Lack of understanding resulting in incorrect structure Burden taking on additional responsibilities without the financial support to go with it 	M	L	<ul style="list-style-type: none"> Ongoing progress review Serious consideration given to any asset transfers 	Ongoing Through consultations	LGR approaching	Clerk/Members/Partner support organisations/Other Councils

***Please note:** document should be reviewed if an unexpected risk presents itself or occurs