

RISK REGISTER - EPPING TOWN COUNCIL - MARCH 2023

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 Regular highlighting of any potential forthcoming high costs/necessary expenditure 	<ul style="list-style-type: none"> Council Meeting Annually & ongoing Ongoing as required 	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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Annually Ongoing Ongoing Ongoing Ongoing 		Clerk/All staff
12.	Lack of	<ul style="list-style-type: none"> High cost of repair 			<ul style="list-style-type: none"> Stock condition survey 	<ul style="list-style-type: none"> Ongoing 	Unexpected	Clerk

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	maintenance of Council owned property	<ul style="list-style-type: none"> Injury to 3rd party leading to claims Damage to property 	M	H	<ul style="list-style-type: none"> Regular routine maintenance Insurance cover Interim insurance updates if necessary 	As required Annually Ongoing	Natural Disaster Acquisitions /disposals	
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 	Annually Ongoing		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 	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

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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 	Annually Ongoing Annually Ongoing		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 	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

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		<ul style="list-style-type: none"> Lack of knowledge 						
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 	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. 	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"> A significant fall in income must be balanced with 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 	Ongoing	Cyber attack or threat of cyber attack or breakdown	Clerk

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					<ul style="list-style-type: none"> Maintain contract with computer maintenance (good IT support) 			
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 	<p>Through any applicable contract negotiation and forward planning</p> <p>Long enough timescales to prepare and plan</p>	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 	<p>Election time</p> <p>Ongoing</p>	Poor decisions	Clerk All members

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					<ul style="list-style-type: none"> • Strong auditing checks 			
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	Poor decisions Poor work Feeling of apathy	Clerk/Chairman / All members/ 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	<ul style="list-style-type: none"> • Less input and potential diversity of opinion 	M	L	<ul style="list-style-type: none"> • Ongoing members training 	4 yearly after	Elections Vacant	Clerk/Council

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	at an election	<ul style="list-style-type: none"> • Less combined knowledge/experience 			<ul style="list-style-type: none"> • Qualified Clerk • Process for advertising vacant Council seats 	elections If required	member seat	
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