

TODMORDEN TOWN COUNCIL RISK REGISTER

Updated Feb 2022

Produced by : Colin Hill - Town Clerk/RFO		Date : February 2022 - review March 2023											
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 Lobb Mill, Patmos Gardens, Vale Baptist Land, Wheelspark Category Legal Owner TC	The public or staff or Councillors are injured as a result of activity or non action of the Council including delivery of events			Tenants of offices and responsibility falls to Landlord (Calderdale MBC) re statutory checks. Fire evacuation process in place. Land sites regularly maintained.			Level of Risk acceptable? Y/N			Inclusion within Database to ensure all inspections carried out when due Date for Completion (L) Delayed but Quarterly checks to commence July 2021 Target Risk (M)		
								Yes					
								Why have you drawn this conclusion?					
								Claims record, Grounds Mtc contract in place to manage appearance and safety of site, but need to introduce formal checks - initially quarterly. Tree inspection now in place.					
		Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)								
		Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score
		3	3	9	3	2	6	2	2	4	2	2	4
2	Hazardous substances Category Legal Owner TC	Exposure to Hazardous Substances			Tenants of offices and responsibility falls to Landlord (Calderdale MBC) re statutory checks. COSHH carried out by CMBC.			Level of Risk acceptable? Y/N			Specific site risk assessments Date for Completion (L) Ongoing procedure. Target Risk (M)		
								Yes					
								Why have you drawn this conclusion?					
								Controlled access to areas of work and outsourcing of grounds maintenance for use of any sprays.					
		Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)								
		Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score
		4	4	16	4	2	8	4	1	4	4	1	4
3	Vandalism Category Financial Owner TC	Vandalism & Graffiti affecting Council Assets / Buildings			External Grounds Mtce to bring any issues to our attention.			Level of Risk acceptable? Y/N			Reporting of damage via service users ensures remedial action taken Date for Completion (L) Ongoing Target Risk (M)		
								Yes					
								Why have you drawn this conclusion?					
								The social causes of vandalism are such that this cannot be controlled wholly within the Council. No recent history of vandalism to our specific sites.					
		Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)								
		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	2	2	4
4	Slump in sector/economy Category Financial Owner TC	Recession Income Decline Lack of growth			Efficiency Savings Seek Alternative sources of work Staffing Reductions			Level of Risk acceptable? Y/N			Monitoring of workloads and delivery will determine whether need to recruit within to take on increased activity. Some consolidation will enable service delivery to be embedded and deliver to respond to economic drivers. Date for Completion (L) ongoing Target Risk (M)		
								Yes					
								Why have you drawn this conclusion?					
								Current trajectory is potential further growth as TTC seeks to deliver more , but a period of consolidation in place for 12 months. Low income reliance other than Precept.					
		Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)								
		Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score
		5	3	15	3	3	9	3	2	6	3	2	6
5	Lack of resources Category Financial Owner TC	Staff, Office accommodation, equipment etc.			Prioritisation - Focus on key areas of delivery, Efficiency savings, Service Planning, Leadership Effective management ,Recruitment Procedures, Staff restructuring, increased financial reserves			Level of Risk acceptable? Y/N			Monitoring of workloads and delivery will determine whether need to externalise service Date for Completion (L) On Going Target Risk (M)		
								Yes					
								Why have you drawn this conclusion?					
								The build up of financial reserves has provided a buffer to mmet ocntn gncy ckst if they rise.					
		Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)								
		Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score

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No.	Risk, Category & Owner (A), (C) & (D)	5	4	20	3	3	9	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)		
6	Theft/Misappropriation	Burglars entering Council Offices/Staff theft,			CCTV, Security Lighting, Secure Entry Systems, Digilocks, Intruder Alarms, Safe/Secure Lockable Storage, Insurance, Inventory, Training Awareness, financial controls, internal controls. Fidelity Insurance in place.			Level of Risk acceptable? Y/N Yes			Opening/closing of buildings is carried out by CMBC. Occupation minimises potential theft. Internal controls process and fidelity insurance cover £500k in place.		
	Category							Why have you drawn this conclusion? Prominent location, fully alarmed and robust internal process in place with external accountant overview of any financial irregularity. Fidelity Insurance in place £2,000,000					
	Financial										Date for Completion (L) ongoing		
	Owner	Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)						Target Risk (M)		
	TC	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score
		3	3	9	2	3	6	2	2	4			
7	Poor Image/Reputation	Loss of reputation, profile of service declines, poor delivery of service, damage to land areas owned.			Effective management Communications/Media Relations Councillor focus Internal Promotion			Level of Risk acceptable? Y/N Yes			Operational responsibilities reviewed on change of service delivery and or incident.		
	Category							Why have you drawn this conclusion? Regular dialogue by TC with Members Small unit control					
	Customer										Date for Completion (L) ongoing		
	Owner	Inherent/Fundamental Risk (E)			Insurance cover - Vandalism Bus Shelters/Playgrounds						Target Risk (M)		
	TC	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score
		4	3	12	3	3	9	3	1	3			
8	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 External accountant end of year close down Rialtas budget system in place Scheme of delegation in place Year end procedures in place			Level of Risk acceptable? Y/N Yes			Cashflow and reserves reconciliation undertaken monthly in order to inform Members of ongoing total financial capability. Carry out annual review of Financial Effectiveness that is reviewed and minute at a Full Council meeting. Reserves Policy in course and creation of Earmarked Reserves to enable increase in awareness should day to day financial pressures be seen.		
	Category							Why have you drawn this conclusion? Regular production of budget monitoring at Full Council and schedule of payments made and outcome of Internal and External Auditors reports.					
	Financial										Date for Completion (L) On Going		
	Owner	Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)						Target Risk (M)		
	TC	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score
		4	4	16	3	2	6	2	2	4			
9	Fire	Outbreak of Fire			Smoke alarms and CMBC responsible for 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			Building specific protocols Ongoing programme of risk Assessments		
	Category							Why have you drawn this conclusion? Building FRA by CMBC					
	Physical										Date for Completion (L) Target Risk (M)		
	Owner	Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)						Target Risk (M)		
	TC	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score
		5	3	15	4	3	12	4	2	8			

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10	Contractor failure	Unfinished Works on site, timescale delivery implications	Historical use of Calderdale MBC for grounds maintenance plus local use with good experience of delivery. Contractor Assessment and Contract Monitoring low risk.			Level of Risk acceptable? Y/N			Construction line and CHAS Accreditation if applicable .CMBC use own staff for grounds mtce		
	Category					Yes					
	Contractual					Why have you drawn this conclusion?					
	Owner					Existing panel of providers well tested and reliable. Any additional contractor use to be subject to CHAS/Construction Line validation.					
	TC										
		Inherent/Fundamental Risk (E)	Residual/Remaining Risk (G)			Date for Completion (L)			Ongoing		
		Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Target Risk (M)			
		3	5	15	3	3	9	Impact	Likelihood	Risk Score	
								3	2	6	
11	Loss of Key Staff	Qualified Staff moving onto other employers/retirement	On the Job Shadowing Staff Appraisal Training			Level of Risk acceptable? Y/N			Monitoring of workloads and delivery of outputs and continued mentoring.		
	Category					Yes					
	Human Resources					Why have you drawn this conclusion?					
	Owner					Opportunity for staff to learn Current job market unlikely to lead to moving but retirement potential					
	TC										
		Inherent/Fundamental Risk (E)	Residual/Remaining Risk (G)			Date for Completion (L)			ongoing		
		Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Target Risk (M)			
		4	4	16	3	4	12	Impact	Likelihood	Risk Score	
								3	3	9	
12	Stress/Long Term Illness	Excessive Workloads, Tight Deadlines, Unreasonable expectations, Lack of awareness from Members of staffing resource implications of additional calls on staffing.	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.		
	Category					Yes					
	Human Resources					Why have you drawn this conclusion?					
	Owner					Flexibility within office to manage this . Low sickness levels.					
	TC										
		Inherent/Fundamental Risk (E)	Residual/Remaining Risk (G)			Date for Completion (L)			ongoing		
		Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Target Risk (M)			
		4	4	16	3	3	9	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)		
13	IT Failure	IT infrastructure, External contractors from web site, content management, email, Financial systems, Asset register Communication Systems ,Desktop Computing Applications	Use of external providers for specific element. Use of Calderdale MBC infrastructure but poor broadband line capacity.			Level of Risk acceptable? Y/N			Either relocation of Office to Town Hall to benefit from improved in frastructure or if does not proceed upgrade within existing, subject to band width.		
	Category					Yes					
	Technological					Why have you drawn this conclusion?					
	Owner					Frequency of incident is manageable but occasional impact on operational effectiveness.					
	TC										
		Inherent/Fundamental Risk (E)	Residual/Remaining Risk (G)			Date for Completion (L)			June-20		
		Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Target Risk (M)			
		5	4	20	4	3	12	Impact	Likelihood	Risk Score	
								4	2	8	
14	Political Change	Political changes alter the policy and funding of the service.	Monitoring and Service Planning to realign to Members priorities			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 if political direc tion to do so.		
	Category					Yes					
	Political					Why have you drawn this conclusion?					
	Owner					At Town Council level not as susceptible to policy change					
	TC										
		Inherent/Fundamental Risk (E)	Residual/Remaining Risk (G)			Date for Completion (L)			ongoing		
		Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Target Risk (M)			
		3	3	9	3	2	6	Impact	Likelihood	Risk Score	
								3	1	3	

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15	Financial Pressures	Budget Cuts, Loss fo CMBC Grant income Declining Income (Rents) Increased costs - Energy, Rates etc			Budget Monitoring . No major overhead costs, Grants discretionary to award, Earmarked Reserves, no high risk direct service exposure, no building exposure.			Level of Risk acceptable? Y/N Yes			Better VFM Approach		
	Category							Why have you drawn this conclusion? Ability to raise precept to cover increasing costs or because of small service provision opportunity to step back from delivery as non statutory.					
	Financial										Date for Completion (L) Ongoing		
	Owner	Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)						Target Risk (M)		
	TC	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score
		5	4	20	4	3	12	3	3	9			
16	Legislative Change	Changes in legislation are not identified or have an adverse impact on Service (Rating changes, EPC, DECs)			Networks - Professional contacts Service Planning Local Authority Associations Impact Analysis Consultations			Level of Risk acceptable? Y/N Yes			Ongoing monitoring using professional bodies, contacts and networking		
	Category							Why have you drawn this conclusion? Speed of change is usually slow with sufficient lead in times to adjust service requirements					
	Legal										Date for Completion (L) ongoing		
	Owner	Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)						Target Risk (M)		
	TC	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score
		5	3	15	3	3	9	3	2	6			
17	Fraud	External parties making false claims, false invoices, Internal Abuse			Verifications, Due Diligence, References, Management Checks, Separation of Duties, Reconciliations, Original Evidence , Gift and hospitality register			Level of Risk acceptable? Y/N Yes			Half yearly internal audit and cash reconciliation undertaken. Insurance cover implemented. Increase security on online banking procedures.		
	Category							Why have you drawn this conclusion? One incident of unauthorised access to bank account and reeolved immediately because of close monitoring of bank account. All invoices verified against work carried out.					
	Financial										Date for Completion (L) Ongoing		
	Owner	Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)						Target Risk (M)		
	TC	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score
		4	4	16	3	2	6	2	2	4			
18	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			Level of Risk acceptable? Y/N Yes			Before commitment Members to identify if any resourcing issues of substance as barrier to achieve		
	Category							Why have you drawn this conclusion? Members understand the need to consider both financial and staffing resource . No changes proposed re any taking in of direct services from CMBC.					
	Human Resources										Date for Completion (L) Ongoing		
	Owner	Inherent/Fundamental Risk (E)			Residual/Remaining Risk (G)						Target Risk (M)		
	TC	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score
		5	5	25	3	3	9	3	2	6			
19	Events Risk	Events delivery activity is limited to Christmas Lights.			By following the Event Safety Purple Guide, Insurers guide, and preparing for each Event with a Management and Event Safety plan .			Level of Risk acceptable? Y/N Yes			Continuing use of specialist first aid providers for any high risk events		
	Category							Why have you drawn this conclusion? Successful events delivery where serious injuries, near fatal, have been actively managed.					
	Health and Safety										Date for Completion (L) Ongoing		
	Owner	Inherent/Fundamental Risk (E)			Direct budget mgt by CEO						Target Risk (M)		
	TC	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score
		4	3	12	3	3	9	3	2	6			

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20	Data Protection and GDPR	Recent 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.			Todmorden 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.			Level of Risk acceptable? Y/N Yes Why have you drawn this conclusion? Policy in place and no incidents of breach reportable.			Refresher training needed for staff and councillors. Continued Monitoring of Legislation changes post Brexit.								
	Category																		
	Legal/Reputation/Financial																		
	Owner													Inherent/Fundamental Risk (E)			Direct budget mgt by CEO		
	TC													Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score
	4	4	16	4	3	12	3	2	6										
21	Operational Management /Delivery of Enabling Services	Increasing volume of enabling role could fail in the event of lack of staff resource and knowledge availability			Day to day delivery is strong and use of outsourced providers re Grounds maintenance. Enabling role is discretionary and could be drawn back.			Level of Risk acceptable? Y/N Yes Why have you drawn this conclusion? Recent contract renewed and staff have a good practical understanding of systems and processes. However no formal Standard Operating Procedures are in place and this remains a risk			work in progress - Standard Operational Procedures to be implemented covering key areas of delivery.								
	Category																		
	Legal/Reputation/Financial																		
	Owner													Inherent/Fundamental Risk (E)			Direct budget mgt by CEO		
	TC													Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score
	5	4	20	5	3	15	4	2	8										
22	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 reserves as part of Policy help to manage this situation.			Level of Risk acceptable? Y/N Yes Why have you drawn this conclusion? Monthly production of financial information and external scrutiny of accountant minimise risk of misuse. Further introduction of a Financial Risk Register,Asset Risk Register and Internal Controls Document will complet the suite of Financial Risk Management Documents for good governance.			Financial Risk Register,Asset Risk Register,Internal Controls Document are in palce								
	Category																		
	Legal/Reputation/Financial																		
	Owner													Inherent/Fundamental Risk (E)			Direct budget mgt by CEO		
	TC													Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score
	4	4	16	4	3	12	4	2	8										
23	Operational Management /Delivery of Enabling Services	Offices are not accessible due to flooding .			Offices are maintained by Calderdale MBC. Flooding incident infrequent and offices accessible after a few days.			Level of Risk acceptable? Y/N Yes Why have you drawn this conclusion? Recent flooding indicated that out of action for just a few days. File access would be very limited but copies of key documents could be set up off line.			Consideration on either transfer to alternative offices or use existing set up for home working VPN access into shared files.								
	Category																		
	Legal/Reputation/Financial																		
	Owner													Inherent/Fundamental Risk (E)			Direct budget mgt by CEO		
	TC													Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score
	4	4	16	4	3	12	3	3	9										

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24	Coronavirus - office available	Offices are not accessible due to Covid 19 restrictions			General access to College is maintained by Calderdale MBC. Office is not currently Covid19 compliant .			Level of Risk acceptable? Y/N Yes			Covid compliance plus consideration to transfer to alternative larger offices. Home working VPN access established.		
	Category							Why have you drawn this conclusion? Covid 19 compliance can be put in place at relatively low cost on confirmation of offices reopening. Will require phased working to allow maximum of two given space constraints.			Date for Completion (L) ongoing		
	Legal/Reputation/Financial										Target Risk (M)		
	Owner	Inherent/Fundamental Risk (E)			Direct budget mgt by CEO						Impact Likelihood Risk Score		
	TC	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	3	3	9	3	2	6
25	Coronavirus - Staff impact	Staff contract covid 19 and are incapacitated- temporary or long term.			Staff are working from home and with limited access to office.			Level of Risk acceptable? Y/N Yes			IT secure use of web mail and shared access protocols via Anydesk.		
	Category							Why have you drawn this conclusion? The capability of working from home has been established.			Date for Completion (L) ongoing		
	Human Resources										Target Risk (M)		
	Owner	Inherent/Fundamental Risk (E)			Direct budget mgt by CEO						Impact Likelihood Risk Score		
	TC	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	4	4	16	3	2	6
26	Coronavirus - Member impact on attendance at meetings	Members contract covid 19 and are incapacitated- temporary or long term and access to townhall denied			Members are able to access meetings from home using remote access and Council provided IT where needed.			Level of Risk acceptable? Y/N Yes			IT secure use of web mail and Zoom meeting controlled access. Future of Hybrid meetings under discussion		
	Category							Why have you drawn this conclusion? The capability of accessing from home has been established.			Date for Completion (L) ongoing		
	Legal/Reputation/Financial										Target Risk (M)		
	Owner	Inherent/Fundamental Risk (E)			Direct budget mgt by CEO						Impact Likelihood Risk Score		
	TC	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	4	4	16	3	2	6
27	Town Council Sponsor Role - Failure to deliver Town Deal CV Park projects	High profile role as Sponsor requiring all of 6 project element as voluntary groups to assist with production of business case and then project delivery on the ground			Appointment of Project and Finance Manager to oversee initial stage of business case working with consultants. Initial stage of risk then followed by actual project delivery in terms of construction risk. Intention to seek certification for spend and works completed to date.			Level of Risk acceptable? Y/N Yes			Regular reporting and appointment post Aug 2022 of experienced construction phase project manager		
	Category							Why have you drawn this conclusion? Remaining high risk project. First stage business case about compliance with Treasury Green Book - then move into construction phase and associated risks.			Date for Completion (L) August-22		
	Legal/Reputation/Financial										Target Risk (M)		
	Owner	Inherent/Fundamental Risk (E)			Direct budget mgt by CEO						Impact Likelihood Risk Score		
	TC	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	5	4	20	5	3	12

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28	Owner of Wheelspark	High profile role as owner to ensure continuing availability of facility			Guarantee for construction quality plus all risks insce cover plus inspections		Level of Risk acceptable? Y/N	Regular inspections		
	Category						Yes			
	Legal/Reputation/Financial						Why have you drawn this conclusion?			
	Owner	Inherent/Fundamental Risk (E)			Direct budget mgt by CEO		Initial 6 months use indicates robust construction.	Date for Completion (L)		
	TC	Impact	Likelihood	Risk Score	Impact	Likelihood	Risk Score	ongoing		
		4	4	16	4	3	12	Target Risk (M)		
							Impact	Likelihood	Risk Score	
							4	2	8	