



NewquayCouncil

CorporateService

Risk Assessment:	Service Level (Strategic) 2023-2024 v1.05
Date of Assessment:	17-July-202319 February 2024



This is a Strategic Risk Assessment of a Project/Service/Committee of Newquay Town Council.

Policy/Procedure File Status

Version	2024 1.05	Approving Body	G&R
Date	17/07/202319/02/2024	Date of Approval	
Responsible Officer	Chief Executive & Town Clerk (CE&TC)	Minute Reference	
Oversight Committee	Governance & Resources (G&R)	Review Date	May 2024

Version History

Date	Version	Author/Editor	Comments
30.04.2018	1.0	F&P Committee	Draft for Committee Review
24.09.2018	1.1	F&P Committee	Updated draft for Committee Review
25.03.2019	1.2	CE&TC	F&P Committee Review for Full Council
19.09.2019	1.3	CE&TC	Review pre-committee
17.06.2020	1.3	CE&TC	Minimal Review
16.09.2020	2.0	CE&TC	Making the document accessible (compliant) and update to Risks
25.10.2021	1.2	CE&TC	Formal review of risks
17.02.2022	1.3	CE&TC	Additional risk in relation to energy supply costs and brief review of existing risks.
18.04.2023	1.4	CE&TC	Review – no changes proposed
17/07/2023	1.5	CE&TC	Review – changes are shown as tracked changes
19/02/2024	2024 1.0	CE&TC	Review – changes are shown as tracked changes

Review Record

Date	Type of Review Conducted	Stage Completed	Summary of Actions Taken or Decisions Made	Completed By
24.09.2018	Complete	Yes	Updated Risks	CE&TC
25.03.2019	Complete	Yes	Updated Risks	CE&TC
19.09.2019	Complete	Yes	Updated Risks	CE&TC
15.06.2020	Minimal Review	Yes	Updated Risks	CE&TC
25.10.2021	Complete	Yes	Updated Risks	CE&TC
17.02.2022	Brief Review	Yes	Added new risk, reviewed existing risks	CE&TC
18.04.2023	Complete	Yes	Adopted	CE&TC
17/07/2023	Brief Review	Yes	Adopted	CE&TC

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Strategic Risk Assessment

The following Assessment and Likelihood Criteria has been developed by the Town Clerk (as the Responsible Financial Officer) as their method for assessing the level of risk a particular project/committee/service has and the likelihood of the event occurring. This risk assessment does not replace the Health and Safety Risk Assessments and Policy, it is simply an assessment of strategic risks that are known and considered necessary for note within this document.

Likelihood Scale

Annual Frequency Definition Table

Rating	Descriptor	Definition
5	Frequent	Up to once within 2 months
4	Likely	Once every 2 - 5 months
3	Possible	Once every 6-11 months
2	Unlikely	Once every 12-23 months
1	Rare	Once every 24 months or more

Probability Definition Table

Rating	Descriptor	Definition
5	Almost Certain	91% or greater chance of occurrence over life of asset or project
4	Likely	66% - 90% chance of occurrence over life of asset or project
3	Possible	36% - 65% chance of occurrence over life of asset or project
2	Unlikely	11% - 35% chance of occurrence over life of asset or project
1	Rare	10% or less chance of occurrence over life of asset or project

Low, Medium and High Action table

Risk Level	Action
High/Red	Mitigation Required or Recognition of the Risk
Medium/Yellow	Mitigation of the Risk
Low/Green	No mitigation needed

Key for risk Level table: L = Likelihood and I = Impact

5	Yellow L= 4-5 I= 1-2	Red L= 4-5 I= 2-3	Red L= 4-5 I= 3-4	Red L= 4-5 I= 4-5
4	Green L= 3-4 I= 1-2	Yellow L= 3-4 I= 2-3	Red L= 3-4 I= 3-4	Red L= 3-4 I= 4-5
3	Green L= 2-3 I= 1-2	Green L= 2-3 I= 2-3	Yellow L= 2-3 I= 3-4	Red L= 2-3 I= 4-5
2	Green L= 1-2 I= 1-2	Green L= 1-2 I= 2-3	Yellow L= 1-2 I= 3-4	Yellow L= 1-2 I= 4-5
1				
	1	2	3	4

Impact Scale Used

Rating	Descriptor	Definition
5	Extreme	<ul style="list-style-type: none"> Financial loss of £100,000 or more Long-term/national negative media coverage Significant prosecution and fines, litigation including class actions, incarceration of Staff and/or member(s) Significant injuries or fatalities to employees or third parties, such as the public or contractors Multiple senior officers leave
4	Major	<ul style="list-style-type: none"> Financial loss of £50,000 up to £99,999 National short-term negative media coverage Report to a regulator/ombudsman requiring major corrective action to be made and/or a fine Limited in-patient care required for employees or third parties, such as the public or contractors Some senior managers leave, high turnover of experienced staff, not perceived as employer of choice
3	Moderate	<ul style="list-style-type: none"> Financial loss of £25,000 up to £49,999 Regional negative media coverage Report to a regulator/ombudsman requiring immediate corrective action to be made and/or a fine Out-patient medical treatment required for employees or third parties, such as the public or contractors Widespread staff morale problems and high turnover
2	Minor	<ul style="list-style-type: none"> Financial loss of £10,001 up to £24,999 Local reputational damage Reportable incident to regulator/ombudsman, no follow up No or minor injuries to employees or third parties, such as the public or contractors General staff morale problems and increase in turnover
1	Incidental	<ul style="list-style-type: none"> Financial loss up to £10,000 Local media attention quickly remedied Not reportable to regulator/ombudsman No injuries to employees or third parties, such as the public or contractors Isolated staff dissatisfaction

Key:

G&R = Governance and Resources

C&T = Community and Tourism

E&F = Environment and Facilities

P&L = Planning and Licensing

HR = Human Resources

CTS = Council Tax Support

EMR = Earmarked Reserves

N/A = Not Applicable

Risk Assessment

Budget	Item/ Project	Likelihood	Impact	Risk Level	Risk	Mitigation
All	Base Rate	5	5	High	Increase in the base rate (housing) is less than 2% forecast for future years	Change future precepts to increase. Reduce spending or release EMRs.
E&F	Toilets	5	5	High	Drug and homeless issues impacting the service and the safety of both staff and users.	Continued reporting to the police, CCTV monitoring, training for staff and increased lobbying for changes to legislation concerning ASB/drug use.
All	GDPR	4	5	High	The Town Council fails to maintain compliance of the GDPR	Budget and resources planned to cover unknown costs. Town Clerk implemented training for staff and members and we are looking at software/hardware that can assist.
All	All	4	5	High	Pandemics and other related Business Disruption	Implementation of a robust Disaster Recovery and Business Continuity Plan, with resources to deliver the plan maintained at all times.
All	CTS Grant	5	4	High	Reduction/removal of CTS Grant at a higher rate than budgeted for.	CTS Grant goes into Localism EMR so reduction has no immediate impact on service delivery
G&R	Contingency	4	5	High	The contingency lines in most budgets were removed during the 2016/17 budget setting. This means those committees will rely on the central contingency budget (that has been reduced) if anything goes wrong. There is a risk that the Contingency Budget would not cover more than one medium project issue.	Availability of EMRs and General Fund for extremely urgent situations/spends. Failing that delaying projects until another precept setting or a future budget year may be appropriate as an option.
HR/All	Service Delivery	4	4	High	Inadequate resource capacity in the office to cope with the increase in/addition of new projects as well as maintaining the current level of support members require.	Keep under review and increase temporary staff (6 months) in order to complete an internal staff review.
G&R/All	Banking Providers	3	5	High	Town Council funds lost as a result in Unity Bank or in the short-term, NatWest bank becomes unviable, as we are not covered by the compensation scheme.	Review of funds deposited with CCLA who spread them across 30 banks with a view to increase this. Also investigating more options for deposits
G&R	All	3	5	High	A future Boundary Review may change the size of the Parish	Ensuring input into the consultation.

Commented [AC1]: CTS Grant no longer provided.

Budget	Item/ Project	Likelihood	Impact	Risk Level	Risk	Mitigation
E&F	Railway Station Toilet	3	5	High	Removal costs higher than anticipated due to difficulty of the building and its proximity to the Station building (including asbestos).	Commission surveys and competent demolition/removal firm to handle this project. Delay project if necessary.
E&F	Gannel Car Park and South Fistril Car Park	5	2	High	Inability to manage illegal campers/condition breaches.	Proactive monitoring and management with Cornwall Council to support enforcement activity
E&F	Toilets	5	2	High	Vandalism and increased repair and replacement costs of running the service with longer opening hours.	Continued top-up of the Public Conveniences EMR, which can be used for costs exceeding the revenue budget.
E&F	Skatepark	5	2	High	Concrete Skatepark Project – increased vandalism	Services to monitor and react to vandalism/graffiti
HR	All	4	4	High	Public Health related incident.	New safety measures implemented to protect staff and segregate teams including hybrid working at the time and subject to alteration depending on the service.
HR	All	4	4	High	The effects of Staff turnover could become an increasing problem as the Council takes over more services.	The Town Clerk has the ability to commission staff agencies for short-term resource issues.
All	Insurance	4	4	High	Lack of insurance providers in the sector to adequately insure the Council against its identified risks and legal obligations.	Use of brokers and direct searches to identify and secure insurance for highest risk items. Consider adopting a self-insure policy for some lower risk items and to increase the budget to cover the additional costs.
All	Utilities	5	3	High	Increasing costs of utilities – particularly gas and electricity, meaning an increase in spending against set budgets or reviewing services/assets where this is unaffordable.	Increase electricity and gas budgets for 2022/23 by 30%. Reviewing and fixing current supplies wherever possible. Looking again at solar panel options.
All	Vehicles	4	3	Medium	Reliance on electricity for the majority of the Council's fleet. Power cuts and supply disruption can mean vehicles are not charged enough to deliver services.	Install new charging across wider parts of the Council's estate. Plans in place to pay to charge up at external providers in an emergency and seek to implement on-site electricity backups at the Council Offices.
All	All	4	3	Medium	Severe weather impacting our ability to function such as with snow and high winds/rain which results in power outages, safety issues for staff travel and security of assets and buildings.	Review severe weather plan to now take account of the loss of 4x4s. Consider commissioning of a 4x4 in the next procurement round. Review power provision across sites.

Budget	Item/ Project	Likelihood	Impact	Risk Level	Risk	Mitigation
G&R/All	IT/Computing	2	5	Medium	Loss of IT System/Data either from external threats or system malfunction or inability to recruit a replacement for the outgoing IT Service Manager	System utilising Office 365 and virtualisation – meaning data will be stored on secure MS servers off-site and backed up by MS. <u>Cisco Router proposal will help manage on-site network risks.</u> Recruitment underway and agency workers/contractors commissioned for more specialist work.
E&F/G&R	Capital Refurbs	3	4	Medium	Going over budget for the capital refurbishment programme.	Experienced project manager commissioned for larger projects. Ability to use further Capital EMR if needed (subject to Full Council agreement and approval).
All	All	4	3	Medium	Reduction in income, membership and advertising across buildings, services and open spaces.	Increase commercialisation of the TIC service as well as changing the membership model. Reviewing lease arrangements with tenants across buildings, keeping under review the fee structure and where necessary bring in external property management contractors.
E&F	Lights	4	2	Medium	Lack of adequate working lights for a full display and consistent instances of tampering with the infrastructure.	New have been fitted to poles to try and reduce tampering. CCTV focused on tracking issues and budget is being changes to cover running costs.
E&F	Beach Road Toilet	3	3	Low	Disposal of the facility is unsuccessful <u>or doesn't complete.</u>	Commissioned anticipated commercial valuations and combining the asset with a Cornwall Council asset to make it more attractive at auction. <u>Successful at auction but awaiting completion from buyer's solicitors.</u>
C&T	CCTV	2	3	Low	Loss of service due to staff shortages/turnover.	
Planning	Neighbourhood Plan	3	2	Low	Ability/funding to review the plan if boundaries change or general review needed	
All	Admin	3	1	Low	External auditor costs could increase with service increases	
E&F	Crantock Street Land	1	2	Low	No budget for maintenance, but still liable for all maintenance on this parcel of land.	Environment Service to assist if works need to be undertaken.