

Appendix B

Public access to West Suffolk Council offices – Risk log

Reference	Risk	Risk rating (Probability times (x) impact)	Impact (Quantify where possible)	Controls and mitigation	Date	Residual risk (Probability times (x) impact)
1	Pressure from people to maintain facilities and keep all public access sites open with the same arrangements as prior to March 2020	5 x 2 = 10	Reputational (adverse)	<p>Understanding of how customers have accessed services since March 2020. Completion of Equality Impact Assessment (EqIA) to understand implications of changes on different groups (including those with protected characteristics). Analysis of demand data, evidence to support ability to access services over the telephone or online, engagement with services as to service delivery impact from any changes to site access from customers' point of view and also adoption of visitor management principles.</p> <p>Implementation of a communications strategy associated with any changes, reassurance to address any perceived loss of service from proposals.</p>	February 2021	4 x 1 = 4

2	<p>Impact of loss of building access for IT purposes:</p> <ul style="list-style-type: none"> IT server at The Guineas CCTV and IT exchange at Mildenhall Bus Station 	$2 \times 4 = 8$	<p>Operational</p> <p>If relocation of provision, then both sites would need decommissioning and contractors engaged to carry out relocation of infrastructure.</p> <p>If, in the case of Mildenhall Bus Station, the building remains open, but the management changes, an access agreement would be required.</p>	<p>Infrastructure Manager has had exploratory conversation with OpenReach contractors. Estimate of £5,000 per site for relocation works and around three month wait for work to be scheduled. Both issues to be managed and costs as part of separate business cases when future of buildings discussed.</p>	March 2021	$2 \times 1 = 2$
3	Perceived reduction of council services because of proposals	$4 \times 2 = 8$	Reputational (adverse)	<p>Data and evidence to be provided to support the proposals to change the way council services are delivered. Consideration of those services which may require face-to-face contact and understanding of how these have been managed since March 2020. Pre-arranged appointment services to continue.</p> <p>EQIA process and interviews with key stakeholders to inform the mitigation of this risk.</p>	March 2021	$2 \times 1 = 2$
4	Unintended disruption	$4 \times 3 = 12$	Customer	Proposed changes discussed fully	February	$2 \times 1 = 2$

	to service delivery as a consequence of any agreed changes to public access provision		experience is worsened as a result of any changes.	with the services previously offering face-to-face services at the existing sites. Evidence of operating during the pandemic for more than a year means that many processes for remote interactions or face-to-face appointments are already in place and have been working well.	2021	
5	Loss of digital access or public access computers from Newmarket Guineas office.	2 x 3 = 9	Digitally disadvantaged customers may not have access to personal devices, or those of friends or family. Note that public accesses computers were infrequently used by customers pre-lockdown.	Libraries are able to offer public access computers. All services remain available via the telephone. Pre-arranged appointments can be offered if required.	February 2021	1 x 2 = 2
6	Displacement of partner occupiers from any site closures – Newmarket Guineas	4 x 2 = 8	The Guineas, Newmarket (Registrars service and Car parks).	Early discussions with current occupants. Alternative site being found for Registrars (Suffolk County Council). Car parks team to remain while options for the building are being considered. No impact on partner occupiers at any of the other sites.	February 2021	3 x 1 = 3
7	Ongoing management of infection spread as a result of footfall	3 x 3 = 9	Changeable as based on local infection rates	Government guidance applies. COVID-safe space principles will also be observed. Screens are in	February 2021	2 x 1 = 2

	increases after reopening		and positive confirmed cases.	place already at West Suffolk House. Appointment only principles will apply on reopening. Customer Access Strategy will also continue to run alongside to actively encourage channel shift from face-to-face to telephone and online services.		
8	Impact of proposed closure of public access sites on disadvantaged communities, other marginalised groups and individuals and those voluntary and community groups who support them	3 x 2 = 6	Note that services have been running during lockdown and office and building closures.	Full EqIA has been completed and consideration given to impact of proposals on different groups, including those with protected characteristics. The proposals are a continuation of service provision as maintained during COVID restrictions.	February 2021	2 x 1 = 2
9	Failure to undertake appropriate engagement or provide due notice of proposed changes to public access provision	2 x 4 = 8	Presentational – negative publicity.	Stakeholder mapping undertaken and representatives of impacted groups contacted to understand concerns and opportunities. Ongoing exercise as part of the EQIA approach and communications strategy.	February 2021	2 x 1 = 2
10	Future management of property asset as a result of proposed public access changes	2 x 2 = 4	Mildenhall Bus Station – future management of site. The Guineas – lease considerations, registrars and so on. Haverhill House – signage, vacant reception	Future options relating to the use of Mildenhall Bus Station and the Guineas at Newmarket will be subject to separate considerations and business cases. Effective signs and communications are key for all buildings, working alongside partners.	February 2021	2 x 1 = 2

			area.			
11	Management of customers at shared sites (Haverhill House and Mildenhall Hub)	4 x 2 = 8	Other partners operating at the site find an increase in enquiries from council customers.	Communications, signage, signposting to public access computers and customer support via reception telephone. Advice and information provided to partners as well as regular communication to address any issues.	February 2021	2 x 2 = 4
12	Absence of reception function in buildings which remain open to the public under current proposals	3 x 3 = 9	Haverhill House Mildenhall Hub	Signposting and continued access computers and telephone at Haverhill House. Public computers available at Mildenhall Hub (via the library service). Hub Host model agreed.	February 2021	3 x 1 = 3
13	Ineffective visitor management signs or directions and information	3 x 3 = 9	Confused customers, frustrated service users, reputational damage, potential for verbal abuse from customers who feel unable to access the service they want or need.	Ongoing discussion with service manager, Customer Services; Buildings Manager and Facilities Management. Communications plan to ensure that messaging is clear and customers supported with the transition and change.	February 2021	1 x 2 = 2
14	Financial burdens associated with non-disposal of council assets and/or exit from lease	4 x 2 = 8	The Guineas, Newmarket Mildenhall Bus Station	Both of these assets to be considered in terms of net financial impact (in use or closed status). Any future use or disposal will need	February 2021	tbc

				to be agreed through the appropriate decision-making process.		
15	Ineffective management of vulnerable customers at public access sites	3 x 3 = 9	Homeless, hospital discharges, probation, police, social care, safeguarding.	<p>Enhancements to Facilities Management (FM) and security and general circulation or availability of visitor management guidance.</p> <p>Reception and supervisory staff (Customer Services) will be in place at West Suffolk House.</p> <p>Hub Host model in place for Mildenhall Hub.</p> <p>Continued communication with those partner agencies impacted by proposed access to reception changes to ensure no inappropriate signposting to the council.</p>	February 2021	3 x 2 = 6
16	Displacement of customers to other partners to manage – for example, Citizens Advice, DWP	3 x 2 = 6	Biggest impact likely to be on Citizens Advice and DWP where reception is shared currently.	Existing network arrangements and working relationships will mean that any customer displacement will be quickly shared. These partners would be notified of any proposals as part of the engagement process; the council will also ensure that a direct phone line is available to customers wishing to access council services which will further mitigate any impact. It is expected that any ongoing concerns would be raised via the partnership or building communications and satisfactory mitigations identified.	February 2021	2 x 2 = 4
17	Misunderstanding that changes may impact on access to or	2 x 4 = 8	Reputational (negative	Clear communications plan. No impact on access to committee meetings as a result of the	March 2021	1 x 1 = 1

	attendance of committee meetings as a result of proposed changes to public access arrangements		impact)	proposals.		
18	Access to display or production of documents that need to be made available to inspect on request from members of the public – for example, registers, published documents, consultation materials	2 x 3 = 6	Reputational Presentational	The proposals allow for access to the building, so, if there are public consultation displays or notice board requirements, West Suffolk House, Mildenhall Hub and Haverhill House will all be able to accommodate this. Specific requests would need to be managed where potentially the appointments system could be put to use in order to manage the visit.	March 2021	1 x 1 = 1
19	Contractor management in buildings where public access is not reinstated	4 x 3 = 12	Operational	Property or FM to manage contractor appointments across all buildings.	March 2021	4 x 2 = 8
20	Deliveries management in buildings where public access is not reinstated	4 x 3 = 12	Operational	Proposed buildings affected will either have FM staff present or will not reopen at all to the public and therefore staff receiving deliveries will self-manage.	March 2021	4 x 2 = 8

Risk rating definitions

Risk rating	Level of risk	Action required to mitigate risk
More than 15	High	Immediate action required to transfer, treat or remove the risk
More than 5 and less than 15	Medium	Some degree of planned action required to transfer, treat, tolerate or remove the risk
Less than 5	Low	No further action required – continue monitoring the situation