

SKEGNESS TOWN COUNCIL

Minutes of the Council Meeting

Held at 7:15pm on Wednesday, 6th March 2019

Present: Councillor Sidney Dennis (Mayor) in the Chair.

Councillors: M C Anderson, Mrs S Blackburn, T Burnham, D Cargill, J Carpenter, M Dannatt, D R Edginton, G Ellis, Miss E Freeman, M Gabbitas, P Gaskell, Mrs M Gray (Deputy Mayor), S Kirk, D Kirk and C Macey.

Invited: Rev M Houldershaw (Mayors Chaplain)

Officers: Town Clerk, Deputy Town Clerk.

Absent: Councillor R Hall and N Cooper.

Seven members of the public were in attendance, no press members were present.

C184. MINUTES OF LAST MEETING (Agenda Item 1)

It was proposed, seconded and
RESOLVED: *That the minutes of the last Council meeting held on Wednesday 6th February 2019 be confirmed as a correct record.*

C185. APOLOGIES (Agenda Item 2)

An apology for absence was received from Councillors D Brookes, J Brookes, and J Byford.

C186. DECLARATIONS OF INTEREST (Agenda Item 3)

Cllr P Gaskell item 15 – Category B Chair of Committee.
 Cllr D Cargill item 15 – Category B Committee member.

C187. PUBLIC PARTICIPATION (Agenda Item 4)

No members of the public spoke.

C188. THE TOWN MAYOR'S ANNOUNCEMENTS & CORRESPONDENCE
(Agenda Item 5)

The Town Mayor informed Council that a list of Mayoral events has been posted on the Council website, Facebook and Twitter. The Mayor also informed Council that purdah will start on the 11th March 2019.

It was proposed, seconded and

RESOLVED: *That:-*

- a) The Town Mayor's announcements be noted*
- b) The date that Purdah commences be noted.*

C189. SCHEDULE OF PAYMENTS FOR APPROVAL
(Agenda Item 6)

The Town Clerk reported on a schedule of payments made between 29th January 2019 and 25th February 2019 as shown in Appendix A to these minutes.

It was proposed, seconded and

RESOLVED: *That the schedule be approved.*

C190. QUESTIONS TO AND COMMENTS FROM THE LINCOLNSHIRE POLICE REPRESENTATIVE (Agenda Item 7)

None.

C191. REPORTS FROM COUNCIL REPRESENTATIVES TO OUTSIDE BODIES
(Agenda Item 8)

Cllr D Cargill presented a report from the CCTV partnership and Coastal Access For All (CAFA). Cllr P Gaskell presented the minutes from the last Skegness Hospital Watch meeting. Cllr G Ellis gave a verbal report from LALC to inform Council to expect a service level agreement from LALC next week. A discussion took place.

It was proposed, seconded and

RESOLVED: *That the CCTV report, CAFA report, Hospital Watch Minutes and verbal report from LALC be noted.*

C192. REPORTS BY DISTRICT AND COUNTY COUNCILLORS (Agenda Item 9)

Cllr C Macy and S Kirk tabled an LCC report for March 2019, a discussion around LCC service provision and budgets took place.

The Town Clerk gave a verbal update on the meeting between LCC Highways and Skegness Town Council around communication and process issues.

It was proposed, seconded and

RESOLVED: *That:-*

- a) the reports be noted.*
- b) The points from the LCC Highways meeting be sent to LALC.*

**C193. PLANNING & PLANNING POLICY COMMITTEE MEETING MINUTES
(Agenda Item 10)**

It was proposed, seconded and

RESOLVED: *That minutes of the Planning & Planning Policy Committee meeting held on Tuesday 19th February 2019 be approved and the resolutions therein adopted.*

C194. TOWER GARDENS COMMUNITY BUILDING (Agenda Item 11)

The Town Clerk presented the Tower Gardens Community Building report to seek approval for the final Business Plan, construction costs, to apply for a Public Works Loan Board (PWLB) loan and to enter into contract with GT Tomlinson. The report was also to confirm that there is no intention to increase the precept for the purpose of funding the loan repayments and to agree a press statement. The Town Clerk presented the final version of the Community Building Business Plan, gave the latest PWLB repayment figure and gave a verbal update on progress with the project then answered any questions. A discussion took place.

A recorded vote was requested

It was proposed, seconded and all Councillors present unanimously

RESOLVED:

- a) That the Final Community Building Business Plan and associated construction costs be approved.*
- b) To seek approval from the Secretary of State for Housing Communities & Local Government to apply for a PWLB loan of £1,460,000 for up to 30 years to fund the capital cost associated with the construction of a Community Building in Tower Gardens. with annual loan repayments of approximately £70,854.*
- c) It is not intended to increase the precept for the purpose of the loan repayments.*
- d) That the application form and supporting information required by the Secretary of State for Housing, Communities & Local Government, as appended to the report, be approved.*

- e) To approve entering into a contract with GF Tomlinson using the SCAPE Framework NEC4 Engineering and Construction contract Delivery Agreement once funding is secured and the transfer of assets is complete.
- f) To authorise the Town Clerk to finalise any minor amendments to the delivery agreement.
- g) To authorise two Councillors and the Town clerk to sign and/or seal the agreement as is required by law.
- h) That the Town Clerk amend the press release to expand on how this project has been budgeted for within the Councils 5-year Business Plan.

C195. LONE WORKING POLICY REVIEW (Agenda Item 12)

It was proposed, seconded and

RESOLVED: That the Lone Working Policy be approved.

**C196. QUESTIONS TO UNITED LINCOLNSHIRE HOSPITAL TRUST (ULHT)
(Agenda Item 13)**

It had been previously agreed that questions should be agreed by Council so as to avoid any issues for individual Councillors during Purdah. The questions that had been submitted by Councillors were presented by the Town Clerk along with suggested questions that covered the concerns raised. A discussion took place.

It was proposed, seconded and

RESOLVED: That:-

- a) Question 1 submitted by Cllr Anderson be incorporated into Question 10 from the Town Clerk.
- b) Questions 2 & 3 submitted by Cllr Anderson be omitted.
- c) Question 4 submitted by Cllr Anderson be incorporated into Question 1 from the Town Clerk.
- d) Question 5 submitted by Cllr Anderson be amended to remove "the 3 most deprived wards"
- e) Question 6 submitted by Cllr Anderson be amended to read "With high mortality rated in Lincolnshire compared to the rest of the UK what are the CCG, ULHT and LCC doing to improve this?"
- f) The question submitted by Cllr P Gaskell be approved.

- g) Questions 1-10 from the Town Clerk be approved with the amendments stated.
- h) The decision on who should present these questions be taken by the Town Mayor.

C197. COMMITTEE STRUCTURE (Agenda Item 14)

The Town Clerk presented a report to determine the future committee structure. A discussion took place.

It was proposed, seconded and

RESOLVED: *That:-*

- a) *The report be noted.*
- b) *The future Committee Structure comprise of a council committee that meets once per month with full delegated authority and is made up of all Councillors and a separate Planning Committee.*
- c) *That the Planning Committee meet before a Council Committee meeting where appropriate.*

C198. GRANT REQUEST (Agenda Item 15)

A request from Coastal Access For All (CAFA) for a grant of £200 was presented.

It was proposed, seconded and

RESOLVED: *That the grant request be approved.*

C199. PROPOSAL TO GO INTO PRIVATE SESSION FOR THE NEXT ITEM – Under the Public Bodies (Admission to Meetings) Act 1960 due to the confidential nature of business relating to commercially confidential quotations. (Agenda Item 16)

It was proposed, seconded and

RESOLVED: *That the press and public be excluded for the next item.*

C200. COUNCIL INSURANCE (Agenda Item 17).

The Deputy Town Clerk presented a report to consider arrangements for the Council insurance and to inform Council on the arrangements made for motor vehicle insurance.

It was proposed, seconded

RESOLVED: *That:-*

- a) The provision made for motor vehicle insurance be noted.*
- b) Financial Regulation 11.1h be suspended.*
- c) That the current Council Insurance be extended for 3 years with Zurich at a cost of £3311.18 per annum.*
- d) That Council Insurance is included as a specialist service provision in financial regulation 11.1 a. ii.*

The meeting closed at 9.02pm

Skegness Town Council

Appendix A

Current Account

List of Payments made between 29/01/2019 and 25/02/2019

<u>Date</u>	<u>Payee</u>	<u>Ref</u>	<u>Amount</u>	<u>Detail</u>
29/01/19	Anglian Water	DD	14.00	Unit 1A Water Rates
29/01/19	Anglian Water	DD	8.00	Unit 1B Water Rates
30/01/19	Lloyds Bank	52	16.82	Bank charges
04/02/19	DVLA	CCJan19	257.50	Van Tax - Vauxhall
04/02/19	Amazon	CCJan19	75.00	NEC4 contract book
06/02/19	Viking Direct	EB236	88.56	Postage and Stationery
06/02/19	Zurich Municipal Insurance	EB236	1,505.02	Vehicle Insurance 2019/2020
06/02/19	HM Customs & Excise	EB236	3,449.20	PAYE Month 10 contributions
06/02/19	Lincolnshire County Council	EB236	3,757.50	Pension Contributions mth 10
06/02/19	Screwfix	EB236	81.97	Magnetic beacon and wd40
06/02/19	Miles Hartley Electrical Contractor	EB236	468.00	Electrical Works re illuminations
06/02/19	Safe Data Storage Ltd	EB237	33.00	Cloud back up montly chge
06/02/19	Konica Minolta	EB237	243.42	Photocopier lease & usage
06/02/19	Travis Perkins	EB237	20.52	Weed control fabric p/tunnel
06/02/19	Travis Perkins	EB237	5.44	Wood screws
06/02/19	Travis Perkins	EB237	23.00	3 x hinges - p/tunnel
06/02/19	Travis Perkins	EB237	19.62	Sadolin Woodstain
06/02/19	Travis Perkins	EB237	129.30	Gravel
06/02/19	Lumalite	EB237	7,030.20	Christmas Illuminations
06/02/19	Parkinson Partnership	EB237	300.00	VAT Registration Assistance
12/02/19	Fuelgenie	DD	54.01	Diesel
12/02/19	LALC	EB238	192.00	Annual Training Scheme
12/02/19	Screwfix	EB238	12.24	Sanding discs & Paint brushes
12/02/19	Travis Perkins	EB238	7.74	White spirit 2l
12/02/19	Travis Perkins	EB238	147.53	Timber
12/02/19	Travis Perkins	EB238	12.86	Bolts & Drill bits
12/02/19	East Lindsey District Council	EB238	816.67	Units Rent
12/02/19	East Lindsey District Council	EB238	410.83	Office Rent
12/02/19	Sid Dennis & Sons Ltd	EB238	214.38	Cemetery Bins
18/02/19	O2	DD	54.91	Mobile phones
20/02/19	G F Tomlinson Building Limited	EB235	52,808.80	Tomlinsons Pre-construction
22/02/19	Anglian Water	DD	14.00	Water Rates unit 1A
22/02/19	Anglian Water	DD	8.00	Water Rates Unit 1B
24/02/19	TalkTalk	DD	30.00	Office Broadband

Total Payments 72,310.04

SKEGNESS TOWN COUNCIL

REPORT TO: Full Council
27th March 2019
BY: TOWN CLERK
SUBJECT: REVIEW OF CORPORATE GOVERNANCE &
PERFORMANCE 2018/19

PURPOSE: To review the effectiveness of the Councils internal controls including risk management and governance.

.1 BACKGROUND

- 1.1 The Accounts and Audit Regulations 2015 require smaller authorities to conduct a review of the effectiveness of their system of internal control each financial year and to prepare an Annual Governance Statement.

2 REVIEW OF CORPORATE GOVERNANCE AND PERFORMANCE

2.1 INTERNAL CONTROLS.

- 2.2 A statement of the effectiveness of the Council's systems of internal control for the 2018/19 Financial Year is included at **Appendix A** for Council to review and approve.

2.3 RISK MANAGEMENT

- 2.4 The risk management policy has been updated **Appendix B** and now includes the risk management strategy, together these set out the risk management arrangements. The risk management and governance is reviewed quarterly by Committee, the whole of Council must review the risk management arrangements annually.

- 2.5 As part of the annual review the Risk Register has been updated **Appendix C**. Any amendments are highlighted.

2.6 GOVERNANCE STATEMENT

- 2.6.1 The Governance Statement has been reviewed and updated for 2018/19 **Appendix D**.

2.7 CONCLUSION

- 2.8 Corporate Governance and Performance is reviewed each quarter by Committee and any issues or actions are identified are reported back to Council.
- 2.9 The system of internal control and risk management is set out within the appendices to this report along with the responsibility for those controls. These documents have all been reviewed and updated for the 2018/19 financial year and are due for next review in March 2020.

3 RECOMMENDATIONS

- a) Consider and approve the statement of internal controls identifying any actions or changes required.
- b) Approve, identifying any changes required, the updated Risk Policy (Appendix B).
- c) Approve, identifying any changes required, the updated Risk Register (Appendix C)
- d) Consider and approve the overall risk management arrangements identifying any changes required.
- e) Approve the Governance Statement. (Appendix D).
- f) Confirm that Council's internal controls are effective and fit for purpose.

For information relating to this report please contact
The Town Clerk, Town Hall
Skegness or email
Stevelarner@skegnesscouncil.org.uk

Background papers –
[Business & Resources](#)
[Committee Meeting Minutes](#)
[23rd January 2019](#).

FOR DECISION

Statement of the Effectiveness of the Council's System of Internal Control for the 2018/19 Financial Year

Introduction and Statutory Requirements

The Accounts and Audit Regulations 2015 require smaller authorities to conduct a review of the effectiveness of their system of internal control each financial year and to prepare an Annual Governance Statement. The review of the effectiveness of the system of internal control must be used to inform the preparation and approval of the Annual Governance Statement. This review will therefore explain how the Council has met the requirements of the Accounts and Audit Regulations 2015 in relation to undertaking an annual review of the effectiveness of the Council's system of internal control, thereby providing the Council with the assurance it needs to approve the Annual Governance Statement when this is presented for approval in May 2019.

Requirements of an Effective System of Internal Control The Accounts and Audit Regulations 2015 require the Council to have in place:- *'a sound system of internal control which facilitates the effective exercise of its functions and the achievement of its aims and objectives, ensures that the financial and operational management of the Council is effective, and includes effective arrangements for the management of risk'*. The system of internal control refers to the cultures, strategies, policies, management systems and structures and procedures that are in place within the Council that help to ensure the effective exercise of the Council's functions and services in compliance with all relevant laws, acts, regulations and proper practices.

The system of internal control also helps to promote the economic, efficient and effective use of public money, safeguards the Council's assets and interests, and controls the way the Council accounts to, engages with and leads its community, formulates its priorities and objectives, and delivers services in a way that meets those objectives. The system of internal control is designed to manage risk of failure to a reasonable level via a series of controls. However, it cannot eliminate all risk of failure to achieve aims, objectives and policies, and can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on a framework including the proper establishment of the Council's priorities and objectives and effective performance management via the Service Delivery Plan, a fit for purpose scheme of administration supported by robust financial regulations, standing orders, policies and procedures, good officer and member relations and conduct, appropriate segregation of duties, a sound system of management supervision, strong financial management and internal audit, successful risk management, and a relevant system of delegation, authorisation and accountability.

Responsibility for the System of Internal Control

The Council is ultimately responsible for establishing and overseeing the development of an effective system of internal control and for reviewing the effectiveness of this system on an annual basis. The RFO is responsible for maintaining and developing the system of internal control. The Council Wide Committee (previously the Business and Resources Committee) as assisted by the independent review by the Internal Auditor, is responsible for reviewing its effectiveness, and monitoring and ensuring compliance with the various requirements and making recommendations to Council in respect of improvements and changes required.

It is the responsibility of the Town Clerk, Deputy Town Clerk and Finance Officer to ensure sound internal control arrangements are in place and being followed in relation to their individual areas of responsibility, and that these meet the requirements of the Financial Regulations and all supporting financial policies and procedures.

The Skegness Town Council System of Internal Control

Skegness Town Council's system of internal control includes the following specific features:-

- Establishment of the Council's overall vision within the Business Plan.
- Establishment of strategic aims, objectives and deliverables within the Business Plan.
- Ensuring regular monitoring of strategic aims, objectives and tasks via the Governance reporting.
- Regular consultation and engagement with the community in accordance with the Community Engagement Strategy
- Maintenance and annual review of the Council's Constitution including
 - Scheme of Delegation;
 - Committee Structure and Powers and Duties of Committees
 - Standing Orders
 - Financial Regulations;
- Council policies that are regularly reviewed in accordance with the nature of the policy.
- The review of Service performance through the governance process which includes the quality and cost effectiveness of Council services.
- The report of the Internal Auditor as reported direct to Council
- The annual update of the Council's Medium Term Financial Plan.
- Implementation of the Budget Timetable which sets out the guidelines, principles and timeframe for the setting of the Council's annual Budget.

- Regular budgetary control, including undertaking quarterly assessments of expected outturn during the year with quarterly reporting of the Council Wide Committee (previously Business & Resources Committee)
- The implementation of effective risk management principles across the Council including the annual update of the Risk Management Strategy, the quarterly review and update of the corporate risk register, and undertaking new risk assessments as and when necessary.
- The investigation of complaints from members of the public.
- Effective and regularly reviewed insurance arrangements.
- The consideration of policy, staffing, financial and risk implications in reports and motions referred to the Council or its committees
- Formal ICT policies and procedures for e-mail, internet, social media, and other computer use.
- Effective employment policies and procedures
- Sound financial procedures managed and maintained by the RFO.
- Supporting financial policies including the Investment Strategy and Pay Policy.
- A commitment to staff development and training via the Training Policy, a Performance and Development Appraisal Scheme and training budget.
- A commitment to Member training.

Annual Review of Effectiveness

Skegness Town Council has a responsibility, set out in the Accounts and Audit Regulations 2015, for conducting, at least annually, a review of the effectiveness of its system of internal control.

A review of effectiveness is undertaken quarterly by the Whole Council Committee (previously Business & Resources Committee) and findings are reported to Council. An Internal Audit is undertaken at least annually and the report of the Auditor is considered by Council. The RFO, has responsibility for the development, maintenance and review of the system of internal control.

The annual review of the effectiveness of the system of internal control is significantly informed by the work of the Internal Auditor. The Internal Auditor is responsible for ensuring the areas of significant risk are reviewed annually and that to the expected internal financial controls are in place and operating effectively.

The Internal Auditor will make comments where necessary in relation to identified weaknesses in internal control arrangements during audit reviews, and will make recommendations for improvements and report these.

Reliance has also been placed upon the work of Officers, who are responsible for ensuring that the system of internal control is maintained on a day to day basis.

POLICY TITLE

Risk Management Policy and Strategy

REVISION DATE

March 2019

POLICY AIM

The aim of this policy is to help Skegness Town Council to identify, evaluate and control risk.

EXECUTIVE SUMMARY

Skegness Town Council recognises that it has a responsibility to manage risks, both internal and external, and is therefore committed to the implementation of a risk management strategy in line with the Audit and Accountancy Regulations in order to protect the Council from avoidable losses.

RESPONSIBILITIES

This Policy places a responsibility on all Members and Officers to have regard for risk in carrying out their duties. Its purpose is to enable the Council to manage its risks through anticipation and control.

Risk management is only considered to be truly embedded when it functions as part of the Councils day to day operations. In order for this to be achieved it is vital that clarity exists to determine the various roles and responsibilities of individuals involved throughout the Council in the risk management process.

To ensure that this level of clarity exists, the Council has established a structure that depicts how Members, Officers and the various Committees, Panels and individuals contribute to the overall risk management process.

Organisational Structure and Summary of Key Roles

Council

- Monitor annual report on risk management activity
- Confirmation of the Council's annual Statement on Internal Control
- Approve risk management policy and strategy and related documents

Whole Council Committee (Previously Business & Resources Committee)

- Approve content of risk registers and proposed risk mitigation plans and monitor implementation via regular monitoring reports
- Monitor report on risk management activity
- General oversight of the Councils risk management process

- Receiving regular reports to review/scrutinise/challenge current and proposed risk management procedures and processes
- Advise the Council on risk management activity
- To recommend any changes to risk management frameworks, strategies and processes
- Identify, analyse and prioritise risks
- Determine responsibilities and actions to control risks
- Monitor progress on managing risks against action plans

Town Clerk

- Report to Members and external stakeholders on the framework, strategy and process
- Provide advice and support on risk management matters
- Maintain the risk management policy, strategy and framework
- Produce an annual report on overall risk management activity
- Identifying, analysing and prioritising risks
- Determining risk management action plans and delegating responsibility for control
- Monitoring progress on the management of risks

Staff and other stakeholders

- Maintaining awareness of risks, their impact and costs and feeding these into the formal risk management process
- Controlling risks in their every day work
- Monitoring progress in managing job related risks

DEFINITION

“Risk” is defined as an event or action which will adversely affect an organisation’s ability to achieve its objectives, project plans and processes and to successfully execute its strategies. Therefore “risk management” is the process by which risks are **identified, evaluated and controlled**.

It is good business practice that risk management processes should be supportive rather than restrictive, and should be embedded in the culture of the Council and embraced by all staff and Members.

AIMS

The Council’s aims with respect to risk management are as follows:

- To integrate risk management into the culture of the Council.
- To raise awareness of the scope of risk management including business risk, the identification of opportunities as well as threats and that the process supports innovation.

- c) To manage risk in accordance with best practice.
- d) To minimise losses, injury and damage and reduce the cost of risk.
- e) To ensure appropriate actions are taken to address identified risks.
- f) To ensure that risks are monitored and that an appropriate reporting mechanism exists to support the annual assurance statement on the effectiveness of the Councils' system of internal control.
- g) To ensure appropriate actions are taken to identify and pursue opportunities.

These aims will be achieved through the Council's risk management strategy which details the roles, responsibilities and actions necessary for successful implementation.

The co-operation of all Members and officers is essential to ensure the Council's resources and service provision are not adversely affected by uncontrolled risk, to ensure the Council does not fail to seize opportunities which benefit the community.

RELEVANT LEGISLATION & POLICY APPROVAL

Relevant Legislation

Skegness Town Council will implement its Risk Management Policy in accordance with the current legislation governing local authorities and the associated codes of practice.

Signed Chairman of the Council

Signed Town Clerk

Dated

Approved at the Council meeting on 27/03/2019

POLICY REVIEW DUE

March 2020

APPENDIX

RISK MANAGEMENT STRATEGY

a. Introduction

This strategy sets out the framework on which risk management processes at Skegness Town Council are based. This framework ensures a consistent approach is taken across the Council and provides for an element of independent oversight by Council Officers.

b. Objectives

The objectives of this strategy are:

- to clearly identify roles and responsibilities for managing risk,
- to follow a structured framework for the identification, assessment and evaluation of risks,
- to ensure a corporate approach is adopted across the Council which facilitates the prioritisation of risks and avoids duplication of mitigating action,
- to ensure risk management principles are embedded in all systems and processes to help demonstrate openness, integrity and accountability in all the Council's activities,
- to ensure the risk management process contributes to the development of a more robust internal control framework, providing assurance to Members and Officers that appropriate levels of control exist, and
- to provide a framework for ensuring actions are proportionate to identified risks thereby efficiently and effectively utilising resources and maintaining a balance between risks and controls.

c. Definitions

- a) **Risk:** an event or action which will adversely affect an organisation's ability to achieve its project plans or processes and thus to successfully execute its strategies
- b) **Risk Management:** the process, by which risks are identified, evaluated and controlled, which includes the following:
 - Improve the controls to reduce the probability or impact to acceptable limits (treat the risk)
 - Insure against risk / outsource / design & build option for contracts (transfer the risk)
 - Live with it, the risk is acceptable and additional controls would not be cost-effective (tolerate the risk)
 - Do not pursue the course of action, the risk is unacceptable and cannot be economically mitigated to an acceptable level (terminate the risk)

d. **Categories of Risk**

The risks facing the organisation can be split into Strategic and Operational.

<p>STRATEGIC Risks which may threaten the achievement of the Council's objectives</p>	<p>OPERATIONAL Risks which members and staff may encounter in the daily course of their work.</p>	<p>SIGNIFICANT PROJECT RISKS Risks associated with significant projects</p>
<p>Political: failure to deliver key objectives or policies of other levels of Government</p> <p>Use of political allegiance to influence Council policies</p> <p>Economic: the Council's ability to meet its financial commitments</p> <p>Social: the effects in changes in demographic, residential or socio-economic trends on the Council's ability to deliver its objectives</p> <p>Technological: the Council's capacity to deal with technological change or its ability to use technology to meet changing demands</p> <p>Legislative: current or potential changes in national or European law.</p> <p>Environmental: the environmental consequences of service delivery (in terms of energy efficiency, pollution, recycling, landfill needs, emissions etc)</p>	<p>Professional: professional competences of staff</p> <p>Financial: financial planning and control and the adequacy of insurance cover</p> <p>Legal: possible breaches of legislation</p> <p>Physical: fire, security, accident prevention and health & safety</p> <p>Contractual: the failure of contractors to deliver services or goods to agreed costs and specifications</p> <p>Technological: reliance on operational equipment (IT systems or equipment and machinery)</p>	<p>Resources: Failure to provide sufficient human and financial resource to a project.</p> <p>Legal Requirements: Possible breaches in legislations.</p> <p>Reputation: Failure to manage expectations and consult and engage with residents.</p> <p>Knowledge & Skills: Failure to understand the implications of the project and/or new task.</p>

<p>Competitive: the competitiveness of the service/ the ability to deliver best value.</p> <p>Customer failure to recognise the changing needs and expectations of the community</p>	<p>Environmental: pollution, noise or energy efficiency of on-going service operation.</p>	
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Processes

In line with best practice, the Council has adopted a seven-step process to support the implementation of risk management and help maintain impetus.

	Steps	
1	Identifying risk	Risks will be identified during the service delivery planning process and cross-referenced, where possible, to key tasks and to the achievement of corporate objectives.
2	Analysing risk	Risks will be assessed against probability and impact of the identified risks using the Council's approved evaluation criteria to give a risk score.
3	Profiling risk	The evaluation exercise will result in a risk score from which significant risks can be established.
4	Prioritising action	Risks will be entered in the risk register detailing the inherent risk score, existing controls and residual risk score.
5	Determining action	Further actions required to reduce the threat of the risk occurring or minimise its impact will be stated in the risk register. Target dates and assignment of responsibility will also be stated.
6	Controlling risk	The specified actions will be carried out as stated in the risk register.

7	Monitoring	The risk management working group will keep the risk register under review and progress against further actions identified will be monitored quarterly. The register will be updated as actions are achieved and risk scores amended as appropriate. The identification of risks should be a continual process and risks emerging throughout the year should be evaluated and, where necessary, added to the register.
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f. **Risk Management Matrix**

RISK LEVEL MATRIX

<u>IMPACT ON COUNCIL</u> LIKELIHOOD	1	2	3	4
1	1	2	3	4
2	2	4	6	8
3	3	6	9	12
4	4	8	12	16

CONSEQUENCES OF IMPACT	
1	Temporary or minor impact on Customer, finance or reputation – impact over less than a month
2	Some impact on reputation and/or finances – impact less than 3 months
3	Substantial impact with moderate financial or reputational consequences – impact up to a year
4	Significant impact with likely large scale financial or reputational consequences – impact over more than one year

LIKELIHOOD	
1	Unlikely to happen – once in 20 years or more
2	Unlikely to happen – once in 10 years
3	Likely to happen within the 4 year term of Council
4	Very likely to happen within year or has happened recently

	Overall risk is low. Regular monitoring but action not urgently required
	Overall risk is medium. Monitoring essential and action required to mitigate risks
	Overall risk is high. Essential action is required immediately to manage risk.

CORPORATE BODY GOVERNANCE AND PERFORMANCE MANAGEMENT STATEMENT 2018/19

Skegness Town Council operates a system of Governance and Performance Management to ensure that the Council: -

- Meets statutory responsibilities
- Complies with local policies
- Delivers local strategic and operational aims and objectives
- Manages its risks and has good systems of internal control
- Provides good financial management and value for money
- Is open, fair and transparent
- Responds to local needs

The Council operates a committee system with clear delegated responsibilities, meetings are held monthly to ensure timely discharge of decisions and authority reviewed at least annually.

The majority of services are delivered through the Council's own staff team of 12 which is headed by a qualified Town Clerk who also acts as Proper Officer and Responsible Finance Officer. A qualified Deputy Town Clerk has delegated authority to act in the absence of the Town Clerk to ensure full business continuity and continued performance management.

Governance and Performance Management System

Skegness Town Council operates under rules set out in Legislation, Standing Orders and Financial Regulations. Service standards are set out in local policies and associated schedules. Detailed operating procedures to implement Council instructions are produced and overseen by the Town Clerk and other staff under delegation.

All staff have contracts of employment and clear job descriptions that sets out what is expected.

The Council's Committee (previously Business & Resources) has delegated responsibility for managing performance and governance. A Governance Report is sent each quarter to review monitoring information and reports. This is published on the Council's website. These include:-

















- Financial information, budget reporting, income/expenditure, bank reconciliations, value for money reviews (supported by reports from the RBS Omega system)
- Action/Task lists (supported by Project Plans for complex projects and action lists held on spreadsheets for other tasks and activities)
- Effectiveness of Internal Control through risk management, risk register and associated actions
- Public property and service reports that examine service performance and give activity updates including any complaints or feedback from the community.
- Other operational activity reports - provided by Town Clerk/Deputy Town Clerk

Additionally, The Mayor, Deputy Mayor or other Council approved signatories visit the office to check and sign off bank reconciliations and petty cash each month.

The Council employs an Internal Auditor to check the soundness of internal control. Findings are reported to Council and the Council Committee are tasked with ensuring any recommendations are reviewed and action taken.

Overall performance is reported yearly in the Annual Report which is presented by the Mayor at the Annual Town Meeting. Quarterly news bulletins highlight key messages in an easier to read format.

STRATEGIC RISKS

AIM	RISK	Method used to minimise risk	Timescale for implementation	UNDERLYING RISK LEVEL Likelihood x Impact	MANAGED RISK LEVEL Likelihood x Impact	Status  Risk Controlled  Action required  Aim is not being achieved  Risk Falling  No Change  Risk Rising	Person(s) Responsible
1. To ensure compliance with the Acts of Parliament, Council's Standing Orders, Financial Regulations and Code of Conduct.	1. Lack of knowledge of regulations and codes.	(a) Ensure that all Councillors have copies of Code of Conduct and Standing Orders together with the "Good Councillor Guide". Highlight essential parts and provide training where required. (b) Experienced and competent Town Clerk/Staff (c) Keep up to date with new regulations (d) Newly elected Councillors to be given training, support and guidance in a timely manner. (e) Encourage all Councillors to attend LALC Training. (f) Monitor any new regulations as a result of Brexit.	Regulations and GDPR action plan to be reviewed in May 2019. Newly elected Cllrs to be trained May and July 2019.	(3x4) = 12	(1x4) = 4	 	All Councillors, Town Clerk, Deputy Town Clerk, B&R Committee
	2. Standing orders are out of date.	(a) Ensure that Standing Orders are produced, understood by Councillors, and reviewed at least once per year.	Due to be reviewed and updated May 2019.	(2x3) = 6	(1x3) = 3	 	All Councillors, Town Clerk
	3. Actions by the Town Council outside its powers laid down by Parliament.	As at 1. above.	No Action required at this time	(2x4) = 8	(1x4) = 4	 	Council as advised by Town Clerk
	4. Lack of commitment and adherence to regulations and procedures.	(a) Regular reference to appropriate regulations in agenda items. (b) Reports/motions put forward by Members should contain a comment by the Town Clerk	Motions should contain a comment by the Town Clerk to reduce risks.	(2x3) = 6	(1x3) = 3	 	Chairman of Committees All Councillors Ongoing responsibility as advised by Town Clerk
(c) No delegation of responsibilities to individual Councillors (as there is no legal power).		No Action required at this time			 	Town Clerk to monitor - Ongoing responsibility	

SKEGNESS TOWN COUNCIL – RISK REGISTER

	5. Items/services purchased without proper tendering procedures, resulting in accusations of commercial favouritism.	(a) All purchases to go through the Town Clerk's Office. (b) Ensure that all Councillors are aware of regulations re estimates and full tender procedures. (c) Review purchasing and contract procedure rules. (d) Adequate controls validated by regular Internal Audit	No Action required at this time	(3x3) = 9	(1x3) = 3	✓ ⇄	Town Clerk acting as Responsible Finance Officer. Financial Regulations reviewed in May 2016 Committee to identify any areas it wishes to examine in addition to standard review.
	6. Payments made without prior approval and adequate control.	(a) Ensure all payments are approved in Council meetings and recorded in minutes. (b) Keep cash payments to a minimum and avoid if possible. (c) Review payment procedures (d) All cheques must be signed by at least 2 Members plus Town Clerk (e) Adequate controls validated by regular Internal Audit (f) Electronic payments to be separately categorised when reported to Council	No Action required at this time	(3x3) = 9	(1x3) = 3	✓ ⇄	Petty cash payments checked and signed off at intervals during year and at year end by Mayor or other nominated Councillors. Council to appoint Internal Auditor to undertake annual review. B&R to identify any areas it wishes to examine in addition.
	7. Lack of control of signatories to cheques.	(a) Keep authorised signatories to a minimum consistent with practicalities. (b) Signatories approved by Council	No Action required at this time	(2x3) = 6	(1x3) = 3	✓ ⇄	Town Clerk acting as Responsible Finance Officer Council review signatories annually.
	8. Lack of cheque signatories due to elections May 2019.	(a) Check current signatories are standing for re-election and nominate additional signatories as required. (b) Review once election has taken place, appoint as necessary and contact bank in a timely manner.	To be reviewed after local elections in May and appoint new signatories as required.	(2x3) = 6	(1x3) = 3	● ↑	Town Clerk acting as Responsible Finance Officer. Council to review and approve signatories.
	9. VAT not properly accounted for, resulting in overclaims and large demands from C&E.	(a) Ensure appropriate publications held and that Clerk has adequate knowledge of regulations. (b) Adequate controls validated by regular Internal Audit (c) Monitor procedural changes due to increase in size and responsibilities. (d) Get professional advice when needed.	Council now VAT registered. Monitor VAT implications of this through asset transfer and community building project.	(3x3) = 9	(1x3) = 3	● ↑	Town Clerk acting as Responsible Finance Officer Chairman of Business and Resources Council to appoint Internal Auditor to undertake review
2. To identify and regularly review the Council's priorities, using a risk based approach, to ensure these are clear and achievable.	1. Lack of knowledge of how to set objectives, set priorities, and identify risks resulting in lack of clarity, direction and appropriate allocation of resources.	(a) All Councillors to be made aware of need for objectives and identification of risk. (b) Attend training sessions if practicable. (c) Establish agreed priorities that are matched to available resources. (d) Support and guidance to be given to any newly elected Councillors.	To be reviewed after May 2019 elections and support and training provided as necessary.	(2x3) = 6	(1x3) = 3	● ↑	Town Clerk, Deputy Town Clerk. Chairman of Direction and Strategy Committee All Councillors

SKEGNESS TOWN COUNCIL – RISK REGISTER

	2. Lack of “buy in” by council members to a risk based approach.	(a) Review risk assessment quarterly through the Governance and Performance Monitoring reports, identifying any new item and reviewing results and progress. (b) All reports and proposals to provide a risk assessment	No Action required at this time	(3x3) = 9	(1x3) = 3	✓ ⇄	Chairmen of Committees and all Councillors
	3. No risk analysis carried out.	As at 2.2 above.	No Action required at this time	(3x4) = 12	(1x4) = 4	✓ ⇄	All Councillors
	4. No steps taken to combat identified risks	As at 2.2 above.	No Action required at this time	(3x4) = 12	(1x4) = 4	✓ ⇄	Town Clerk Chairmen of Business and Resources
3. To influence other Council departments and Government organisations to fulfil the requirements of the town population.	1. Lack of effective lines of communication with other organisations.	(a) Establish a Communication Plan (b) Attend invited events that are likely to impact Town (c) Lack of adequate feedback to Council	Linked to Gold Award Plan and NDP	(4x3) = 12	(1x3) = 3	✓ ⇄	Town Clerk B&R Committee All Councillors on Outside Bodies
	2. Lack of effective lines of communication with parishioners.	(a) Take every opportunity to publicise role of Town Council. (b) Create Town newsletter if none exists. (c) Effective use of notice boards and “fliers”. (d) Use website to publicise Town Council work (e) Use key issues to raise profile of Town Council and to test parishioner’s views. (f) Support creation of annual Town Council plan and put to parishioners for comment. (g) Create Community Engagement Policy (h) Implement Community Engagement Plan	Linked to Gold Award Plan and NDP	(4x4) = 16	(1x4) = 4	✓ ⇄	Chairmen of Business and Resources All Councillors
	3. Lack of preparation on subjects requiring influence.	(a) Ensure that all councillors are aware of need for careful research and are guided as to where to obtain relevant information on issues under discussion.	To be re-iterated by Committee	(3x3) = 9	(1x3) = 3	● ⇄	All Councillors as advised by Town Clerk
	4. Lack of confidence by Town Councillors.	(a) Experienced councillors to assist newcomers to establish essential contacts.	No Action required at this time	(4x2) = 8	(1x2) = 2	✓ ⇄	All Councillors
4. To ensure that all Councillors are aware of their responsibilities, and possible liabilities, and to provide adequate insurance cover for all possible risks.	1. Lack of knowledge of possible responsibility and liability of Councillors.	(a) Familiarisation with Standing Orders and Good Councillor Guide. (b) Newly elected Councillors to be provided with support, guidance and training.	Newly elected Cllrs to be supported.	(4x2) = 8	(1x2) = 2	● ↑	Town Clerk, Deputy Town Clerk. All Councillors
	2. Lack of education of Councillors regarding responsibility and liability.	(a) Experienced councillors to assist newcomers (protocol agreed). (b) Attend any training courses available. (c) Attend annual training on Financial Management & Responsibilities (Quality Gold Award Requirement)	To Establish Annual Financial Management & Responsibilities Training.	(4x2) = 8	(1x2) = 2	● ⇄	All Councillors

SKEGNESS TOWN COUNCIL – RISK REGISTER

	3. Inadequate insurance cover taken out – Property, personal liability, employer's liability.	(a) Review annually at Business and Resources Committee (b) Review whenever significant operational changes	Council insurance reviewed and renewed March 2019.	(3x4) =12	(1x4) = 4	✓ ⇄	Town Clerk Chairmen of Business and Resources`
5. To keep appropriate books of account accurately and up to date throughout the financial year.	1. Lack of knowledge of accounting requirements.	(a) Ensure that all Councillors are familiar with current financial regulations and include them in standing orders. (b) Regularly review Financial Regulations. (c) Employees and Councillors to attend training as necessary.	No Action required at this time	(4x4) = 16	(1x4) =4	✓ ⇄	Town Clerk acting as Responsible Finance Officer
	2. Lack of commitment to accounting requirements.	(a) Ensure that all Councillors are familiar with current financial regulations and include them alongside standing orders. (b) Responsible Finance Officer to produce quarterly financial reports as part of the Governance and Performance Monitoring Report to Business and Resources. (c) Annual Internal audit to be undertaken annually plus annual review of governance and performance including risk and governance statement by full Council. (d) Reports to be made available to all Councillors and any recommendations to be acted upon promptly.	No Action required at this time	(3x4) = 12	(1x4) = 4	✓ ⇄	Town Clerk acting as Responsible Finance Officer B&R Committee Council
	3. Bank charges unnecessarily incurred.	(a) Responsible Finance Officer to carry out regular inspection of books of account.	No Action required at this time	(2x1) = 2	(1x1) = 1	✓ ⇄	Town Clerk acting as Responsible Finance Officer
	4. Inaccuracies in recording amounts, totals in books of account, and bank reconciliations.	(a) Responsible Finance Officer to ensure that accounts and systems are kept in such a way that internal controls are included and activated. (b) Accounting system that performs integrity checks and balances (c) Regular internal audits to advise on internal controls required.	No Action required at this time	(2x4) = 8	(1x4) = 4	✓ ⇄	Town Clerk acting as Responsible Finance Officer B&R reviewing financial reports
	5. Inaccuracies and interest losses caused by account transfers.	(a) Keep number of accounts to a minimum but ensure that any large credit balances are deposited in an interest bearing account.	No Action required at this time	(2x3) = 6	(1x3) = 3	✓ ⇄	Town Clerk acting as Responsible Finance Officer Chairman of Business and Resources Committee D&S Interest rates are historically low and likely to fall further. Once the current economic situation becomes clearer a review will be undertaken.
	6. The most beneficial interest terms not being obtained.	(b) Ensure that favourable interest rate is obtained in deposit accounts and review against alternatives, but bearing in mind the risks in changing accounts.	No Action required at this time	(2x4) = 8	(1x4) = 4	✓ ⇄	See 5 above

SKEGNESS TOWN COUNCIL – RISK REGISTER

	7. Inadequate control of cash receipts and payments.	(a) Avoid cash payments and receipts if possible. (b) Where cash payments and receipts are unavoidable a properly controlled petty cash account with a set maximum balance.	No Action required at this time	(4x3) = 12	(1x3) = 3	✓ ⇄	Town Clerk acting as Responsible Finance Officer - ongoing
	8. Books of account not kept up to date/invoices not posted promptly.	(a) Regular checks by Responsible Finance Officer and internal auditor. (b) Responsible Finance Officer to produce quarterly financial reports as part of the Governance and Performance Monitoring Report to Business and Resources. (c) Accounting system to perform internal control and integrity checks	No Action required at this time	(3x4) = 12	(1x4) = 4	✓ ⇄	Town Clerk acting as Responsible Finance Officer B&R Committee reviewing budget reports. Bank Reconciliations
	9. Internal controls not in place or not operated.	As at 5.8 above.	No Action required at this time	(3x4) = 12	(1x4) = 4	✓ ⇄	Town Clerk acting as Responsible Finance Officer – review by B&R Committee
	10. Payments missed or delayed due to inadequate filing of invoices.	As at 5.8. above.	No Action required at this time	(3x4) = 12	(1x4) = 4	✓ ⇄	Town Clerk acting as Responsible Finance Officer – review by B&R Committee
	11. Clerk taken ill or leaves without replacement.	(a) Council have approved the appointment of a Deputy Town Clerk who is now CiLCA qualified. (b) Working Procedures to be documented and staff trained (c) Deputy Town Clerk is a full banking signatory and electronic banking administrator	No Action required at this time	(3x3) = 9	(1x3) = 3	✓ ⇄	Town Clerk acting as Responsible Finance Officer Chairman of HR Committee Deputy Town Clerk CiLCA qualified
	12. The tendering process being carried out in a manner that does not ensure fairness to tenderers or inspire public confidence in the tendering process.	(a) Adequate procedures set out in contract procedure rules (b) Tender processes reported to the Business and Resources Committee	No Action required at this time	(2x4) = 8	(1x4) = 4	✓ ⇄	Town Clerk acting as Responsible Finance Officer
6. To ensure that payments made from council funds and the use of assets represent value for money, are adequately managed, and comply generally with the wishes of the residents.	1. Lack of knowledge of wishes of residents.	(a) As at 3.2 above.	Linked to Gold Award Plan and NDP	(4x4) = 16	(1x4) = 4	● ↓	All Councillors
	2. Use of funds not giving value for money.	(a) Effective budget planning processes. (b) Creation of a medium term financial plan linked to priorities (c) Expenditure monitored	No Action required at this time	(3x3) = 9	(1x3) = 3	✓ ⇄	Town Clerk acting as Responsible Finance Officer Chairman Business and Resources Committee Chairman of Direction and Strategy
	3. Charges for use of facilities inadequate.	(a) Effective financial management by Responsible Finance Officer. (b) regular review of Fees and Charges at least at budget setting time. (c) Internal audit checks.	No Action required at this time	(3x2) = 6	(1x2) = 2	✓ ⇄	Town Clerk acting as Responsible Finance Officer Chairman of Direction and Strategy Committee

SKEGNESS TOWN COUNCIL – RISK REGISTER

	4. Fund raising not properly controlled or not in accordance with regulations.	(a) All Councillors to be aware of need to check regulations before commencing fund-raising activities. (b) Effective financial management by Responsible Finance Officer.	No Action required at this time	(3x3) = 9	(1x3) = 3	✓ ⇄	All Councillors Town Clerk acting as Responsible Finance Officer
7. To ensure that the annual precept requirement results from an adequate budgetary process; progress against the budget is regularly monitored; and reserves are appropriate.	1. Lack of knowledge of budgetary process and Council regulations.	(a) Include Financial Regulations alongside Standing Orders issued to all Councillors. (b) Include within review of budget process and actions required through training	No Action required at this time	(3x3) = 9	(1x3) = 3	✓ ⇄	Town Clerk acting as Responsible Finance Officer to re-issue and publish on website
	2. Lack of commitment to budgetary process.	(b) Involve all Councillors in budgetary process and are clear about responsibilities.	No Action required at this time	(3x3) = 9	(1x3) = 3	✓ ⇄	Town Clerk Chairman of Committees All Councillors
	3. Inadequate consideration of requirements for annual precept.	(a) Place item on agenda early in September remind councillors of budget process and actions required. (b) Start consideration of calculation at least 3 months prior to submission date. (c) see 6 (2b) above. (d) Monitor the effects of Brexit on costs.	Keep updated on Brexit implications on budget.	(3x4) = 12	(1x4) = 4	✓ ⇄	Town Clerk, Deputy Town Clerk, Council
	4. Calculation not in accordance with Council regulations.	(a) Checks by Responsible Finance Officer and Internal Auditor.	No Action required at this time	(2x3) = 6	(1x3) = 3	✓ ⇄	Town Clerk acting as Responsible Finance Officer
	5. Inadequate internal controls with regard to monitoring expenditure.	(a) Checks by Responsible Finance Officer and Internal Auditor. (b) Summary of Financial and budget progress reports to Council with payment information.	No Action required at this time	(3x3) = 9	(1x3) = 3	✓ ⇄	Town Clerk acting as Responsible Finance Officer
	6. Reserves set at wrong level.	(a) Monitored by RFO quarterly (b) Considered annually by Council as part of budget setting.	No Action required at this time	(3x3) = 9	(1x3) = 3	✓ ⇄	Town Clerk acting as Responsible Finance Officer
8. To explore all possible sources of income and to ensure that expected income is fully received.	1. Lack of knowledge of possible sources of Income, e.g. grants.	(a) To be considered as part of any new scheme or change of service	To look at any available grant funding opportunities	(4x3) = 12	(2x3) = 6	● ⇄	Town Clerk Committee Chairman All members
	2. Lack of commitment/resources to pursue possible sources of income.	As at 8(1a) above.	No Action required at this time	(4x3) = 12	(2x3) = 6	✓ ⇄	Town Clerk Committee Chairman

SKEGNESS TOWN COUNCIL – RISK REGISTER

9. To ensure that salaries paid to Employees and amounts paid to Councillors and contractors are paid in accordance with council regulations, and adequately monitored.	3. Receipts not banked or not banked properly.	Bank statement checks Internal audit checks.	No Action required at this time	(3x3) = 9	(1x3) = 3	✓ ⇄	Responsible Finance Officer
	4. Debts not pursued promptly.	Cross check between systems Internal audit checks.	No Action required at this time	(3x3) = 9	(1x3) = 3	✓ ⇄	Responsible Finance Officer
	5. VAT claims not made promptly or made incorrectly.	Ensure Clerk has appropriate and up to date VAT official publications.	No Action required at this time	(3x3) = 9	(1x3) = 3	✓ ⇄	Chairman of Business and Resources Town Clerk trained
	1. Inappropriate rate of pay to employees.	(a) Ensure employee regulations are available and understood. (b) Contracts of employment are in place for all staff and updated as required (c) Payroll entered by Finance Assistant and checked by Town Clerk	No Action required at this time	(2x3) = 6	(1x3) = 3	✓ ⇄	Town Clerk Chairman of Business and resources Committee
	2. Tax and NI arrangements not in accordance with regulations.	(a) RTI payroll system	No Action required at this time	(3x3) = 9	(1x3) = 3	✓ ⇄	Town Clerk to keep under review.
10. To ensure that year end accounts are prepared on the correct accounting basis, on time, and supported by an adequate audit trail.	3. Amounts paid to contractors not in accordance with contract and inadequately monitored.	(a) Regular Internal audit checks with written confirmation. (b) Separation of duties between process and approval of payments	No Action required at this time	(3x3) = 9	(1x3) = 3	✓ ⇄	Town Clerk acting as Responsible Finance Officer Council
	4. Amounts paid to Councillors not in accordance with tax and NI arrangements and Council regulations.	(a) RTI payroll system	No Action required at this time	(3x3) = 9	(1x3) = 3	✓ ⇄	Town Clerk to keep under review.
	1. Lack of knowledge of Council regulations and procedures.	(a) Include financial regulations alongside standing orders. (b) Attend training seminars where available. (c) Arrange locally based training for interested Councillors whenever possible.	Councillors and employees to attend available training	(3x4) = 12	(1x4) = 4	● ⇄	Town Clerk acting as Responsible Finance Officer Council All Councillors
	2. Late or non-submission of annual accounts.	(a) Include a timetable in Financial Regulations.	No Action required at this time	(4x4) = 16	(1x4) = 4	✓ ⇄	Town Clerk acting as Responsible Finance Officer Council
	3. Year-end accounts not prepared, inaccurate, or not in accordance with Council requirements.	(a) Internal audit checks. (b) separation of duties and checks	No Action required at this time	(3x4) = 12	(1x4) = 4	✓ ⇄	RFO Internal Auditor

SKEGNESS TOWN COUNCIL – RISK REGISTER

	4. Inadequate audit trail from records to final accounts.	As at 10(3a) above.	No Action required at this time	(3x3) =9	(1x3) =3	✓ ⇄	RFO Internal Auditor
11. To identify, value and maintain all assets of the Town Council and ensure that asset and investment registers are complete, accurate and properly maintained.	1. Lack of knowledge of assets of Town Council.	(a) Ascertain and record all assets for which Town Council is responsible. (b) Create permanent asset register. (c) Update at least quarterly and when any new assets are transferred (d) Ward checks by Ward Councillors	Review and update alongside asset transfer project	(3x3) =9	(1x3) =3	● ↓	Town Clerk/Deputy Town Clerk/Councillors/Committees
	2. Assets lost or misappropriated.	(a) Establish who is responsible for security and maintenance of each asset. (b) Asset register to be reported to Business and Resources for review at least annually.	No Action required at this time	(3x3) =9	(1x3) =3	✓ ⇄	Town Clerk Chairman of Business and Resources Committee
	3. Inadequate or inaccurate valuation of the Council's assets.	(a) Arrange for periodic review of valuations and arrange for professional valuation where necessary. (b) Annual check of assets vs insured (c) Annual report to B&R	To be reviewed alongside asset transfer project	(3x4) = 12	(1x4) =4	✓ ⇄	Town Clerk Chairman of Business and Resources Committee
	4. Asset register not established or inadequately maintained.	(a) Create asset register in accordance with Audit Commission requirements.	No Action required at this time	(3x3) =9	(1x3) =3	✓ ⇄	Town Clerk
12. To comply with appropriate Government legislation regarding disability, racial equality, safeguarding children, etc.	1. Lack of knowledge of applicable legislation.	(a) Town Clerk to have all appropriate legislation available. (b) Council to have an appropriate policy in place (c) CiLCA qualified Town Clerk and Deputy	No Action required at this time	(3x4) =12	(1x4) = 4	✓ ⇄	Town Clerk Chairman of Business and Resources Committee
	2. Lack of public awareness of applicable legislation.	(a) Include, as appropriate, in any public consultations/reports.	No Action required at this time	(4x2) = 8	(1x2) =2	✓ ⇄	All Councillors
	3. Failure to comply with applicable legislation.	As at 12(1) above.	No Action required at this time	(3x4) = 12	(1x4) =4	✓ ⇄	All Councillors
	4. Councillors lacking knowledge of applicable legislation.	Arrange appropriate training for Councillors.	No Action required at this time	(3x4) = 12	(1x4) =4	● ⇄	Town Clerk will action after Elections

SKEGNESS TOWN COUNCIL – RISK REGISTER

13. To carry out adequate safety checks on all buildings, properties and equipment for which the Council is responsible.	1. Lack of information on properties, buildings and equipment.	(a) Adopt a Health and Safety Policy (b) Ensure that all current legislation and advice is held by Clerk. (c) Include in asset register all properties for which Town Council is responsible.	No Action required at this time	(3x3) = 9	(1x3) = 3	✓ ⇄	Town Clerk Chairman of Business and Resources Committee
	2. Lack of knowledge of safety requirements	(a) Adopt a Health and Safety Policy (b) Ensure that all current legislation and advice is held by Clerk. (c) Adequate risk assessments (d) Include in quarterly Governance Report to Business and Resources Committee	To be reviewed due to new machinery use for amenity grass cutting	(3x4) = 12	(1x4) = 4	● ⇄	Town Clerk Chairman of Business and Resources Committee
	3. Lack of resources to carry out safety checks.	As at 2. Above plus review staff arrangements regularly	No Action required at this time	(3x4) = 12	(1x4) = 4	✓ ⇄	Town Clerk Chairman of Business and Resources Committee
14. Sunshine Play Area	1. Inadequate checks lead to accident or fatality	(a) Undertake external annual safety check (b) Undertake routine checks at least weekly (c) Report findings to Business and Resources Committee as part of Governance Report	No Action required at this time	(4x4) = 16	(1x4) = 4	✓ ⇄	Town Clerk Chairman of Business and Resources Committee

SIGNIFICANT OPERATIONAL RISKS















AIM	RISK	METHOD USED TO MINIMISE RISK	Timescale for implementation	UNDERLYING RISK LEVEL	MANAGED RISK LEVEL	Status	Person(s) Responsible
				Likelihood x Impact	Likelihood x Impact		
O1. Safety in Sunshine Play Area	Inadequate checks lead to accident or fatality	(a) Undertake external annual safety check (b) Undertake routine checks at least weekly (c) Report findings to Business and Resources Committee as part of Governance Report	No Action required at this time. To be reviewed as part of asset transfer.	(3x4) = 12	(1x4) = 4	✓ Risk Controlled ● Action required ✗ Aim is not being achieved ↓ Risk Falling ⇄ No Change ↑ Risk Rising	Town Clerk Chairman of Business and Resources Committee

SKEGNESS TOWN COUNCIL – RISK REGISTER

O2. To safeguard staff after meetings	1. Unknown person enters building after meeting and confronts lone worker.	If only one member of staff present at meetings then the Chairman or another nominated councillor should remain until the open areas of the building have been checked and the front door secured.	No Action required at this time	(2x4) = 8	(1x4) = 4	✓ ↔	The Meeting Chairman
O3. To ensure the ability to pay bills and staff.	1. Slow response to request to change bank mandates leaving Council unable to authorise cheque payments.	Attempt to keep at least 3 councillors on the list from year to year and avoid making frequent changes. Move as many payments as possible to electronic on-line payments	No Action required at this time. To be reviewed post May 2019 elections.	(4x3) = 12	(1x3) = 3	✓ ↔	Council RFO
O4. Manage financial liabilities	1. Current Council Policy is to refund pre-purchased exclusive rights to graves on request less an admin fee. The Council has maximum potentially £20,000 - £30,000 of liability in this respect.	The risk is to be accepted and the Council will monitor any significant change in the number of requests for a refund.	No Action required at this time	(2x3) =6	(2x3) =6	✓ ↔	B&R Committee for monitoring
O5 Meet obligations and duties relating to the management of the Council Cemetery	1. Concerns that burial records kept from some years ago have been shown to contain inaccuracies some of which may place the Council at risk of making mistakes with burials, not being able to meet obligations or of highlighting a previous error	The risk can be better understood as the written records are computerised as this will most likely highlight any errors and enable resolutions to be devised prior to it becoming an issue at the time of an interment	Progress made in getting written records computerised, further progress needed.	(2x4) = 8	(2x4) = 8	● ↔	B&R Committee for monitoring
O6. Meet the Councils operational & strategic objectives	2. Known short term staff resources problems	Pre-planning to include workload, avoid new projects with high resource implications. Manage existing priorities	No Action required at this time	(2x4) = 8	(1x4) = 4	✓ ↔	Town Clerk
O7. Provide adequate Council accommodation and facilities	Concerns regarding uncertain future of Council Chamber and Council Offices. Issues around suitability, layout, and general maintenance increasing.	Plans in place for more suitable accommodation within the Community Hub in Tower Gardens. Risks significantly increase if this project does not move forward. Planning permission in place for a new community building including Council accommodation.	Connected to Community Building project.	(3x3) = 9	(2x2) = 4	↓ ↔	Town Clerk, Deputy Town Clerk, B&R Committee for monitoring.
O8. Meet obligations and duties relating to General Data Protection Principles	Data Breach or unable to process subject access request.	Action plan in place identifying all actions needed to be fully compliant. Information Security Policy updated to reflect changes in regulations and provide guidance.	To be reviewed on a regular basis and with new tasks. GDPR review to Council in May 2019.	(4x3) = 12	(1x3) = 3	↓ ●	Town Clerk, Deputy Town Clerk and B&R Committee.

SKEGNESS TOWN COUNCIL – RISK REGISTER

SIGNIFICANT PROJECT RISKS (From Project Risk Registers)

AIM	RISK	METHOD USED TO MINIMISE RISK	Timescale for implementation	UNDERLYING RISK LEVEL Likelihood x Impact	MANAGED RISK LEVEL Likelihood x Impact	Status  Risk Controlled  Action required  Aim is not being achieved  Risk Falling  No Change  Risk Rising	Person(s) Responsible
P1. Maintain Gold Award Standard	1. Inadequate staff resources 2. Insufficient Commitment from Councillors to achieve Community Engagement	(a) Gold award standard achieved (b) Consider overall resources and impact when starting new projects or activities. (c) Additional staff hours authorised (d) Monitor requirements are still being met (a) Volunteers requested from each ward for Community Engagement Events.	Monitor Gold Award Requirements are being met to maintain standard. Committee to decide	(3x3) = 9 (3x3) = 9	(1x3) =3 (1x3) =3	   	Town Clerk, Deputy Town Clerk and Chairman of Business & Resources.
P2. To Deliver Community Hub & Asset Transfer Project (separate risk register held for construction)	Inadequate staff resources.	(a) Report and review progress to Council each month. (b) Consider overall resources and impact when starting new activities within the project. (c) Additional staff hours authorised. (d) Further posts put in place to support asset transfer.	Additional employees to start in April 2019.	(2x4) = 8	(1x4) = 4	 	Town Clerk, Deputy Town Clerk, Council, Business & Resources Committee.
	Financial resources cannot be found. Loan application refused.	a) Maintain good communication with LALC and Local Government Funding Policy Team (b) Ensure all loan requirements are met. (c) Sound business plan in place.	Loan application submitted.	(3x4) = 12	(2x4) = 8	 	Town Clerk, Deputy Town Clerk, Council, Business & Resources Committee.

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	Managing expectations	(a) Maintain good communication with all interested parties. (b) Community Engagement. (c) information website (d) Planning permission in place.	No Action required at this time	(3x4) = 12	(1x4) = 4		Town Clerk, Deputy Town Clerk, Council.
	ELDC does not transfer site or gardens	(a) Written confirmation of intent received from ELDC (b) Legal obligation will be obtained before the construction contract is signed. (c) Asset transfer officially approved by ELDC (d) Solicitors appointed.	Legal contracts to be put in place as soon as possible. To be monitored for delays.	(3x4) = 12	(2x4) = 8		Town Clerk, Deputy Town Clerk, Council.
	Construction cost are much higher than expected and cannot be contained by reasonable adjustment to the building	(a) Budget set as top priority in design brief. (b) Maintain good communication with SCAPE contractors to identify cost pressures early. (c) No additional features to be added until any spare capacity is known.	Monitoring and pragmatic design decisions need to be made.	(3x4) = 12	(2x4) = 8		Town Clerk, Deputy Town Clerk, Council, Business & Resources Committee.
	Inflation and/or interest rates makes revenue costs more expensive	(a) Fix the rate as early as possible to avoid possible increases	To Monitor, delays mean an increased likelihood of possible increase.	(3x4) = 12	(2x4) = 8		Town Clerk, Deputy Town Clerk, Council.
	Costs of maintaining assets and gardens are higher than expected or income is lower	(a) Manage costs once transfer is complete (delays have reduced time to react to adverse challenges)	To Monitor, information on assets received from ELDC	(3x4) = 12	(2x4) = 8		Town Clerk, Deputy Town Clerk, Council, Business & Resources Committee.
P3. Neighbourhood Plan.	1. Inadequate resources.	(a) Report and review progress to Council and Planning Committee (b) Consider overall resources and impact when starting new activities (c) Limited additional staff hours authorised. (d) Other projects taking priority and resource	To be considered as part of the NDP Program	(3x4) = 12	(2x4) = 8		NPD Working Group and NDP Steering Group
	2. Insufficient Commitment from Councillors to achieve Community Engagement.	(a) Volunteers requested from each ward for Community Engagement Events	No action required at this time.	(3x4) = 12	(2x4) = 8		
	3. Lack of knowledge and understanding of Neighbourhood Plan	(a) Consultant support procured (b) Neighbourhood Plan Training Provided	No Action required at this time	(3x4) = 12	(1x4) = 4		

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P4. To undertake a Memorial Safety Inspection	<p>1. Inadequate staff resources.</p> <p>2. Unsuitable weather conditions for inspections.</p>	<p>(a) Consider overall resources and impact when starting activity. (b) Additional staff hours authorised.</p> <p>(a) Monitor weather and plan accordingly.</p>	<p>Inspections scheduled for end of April beginning of May 2019.</p>	<p>(3x4) = 12</p> <p>(2x2) = 4</p>	<p>(2x4) = 8</p> <p>(1x2) = 2</p>	<p>✓ ⇄</p> <p>✓ ⇄</p>	<p>Town Clerk Deputy Town Clerk</p>
P5. Remembrance Parade	<p>1. Insufficient Volunteer Marshals</p> <p>2. No Permission Granted to Close Roads</p>	<p>(a) Seek community support</p> <p>(b) Communication with LCC and submission of TTRO request within deadline</p>	<p>No Action required at this time</p>	<p>(3x3) = 9</p> <p>(3x4) = 12</p>	<p>(2x3) = 6</p> <p>(1x4) = 4</p>	<p>✓ ⇄</p> <p>✓ ⇄</p>	<p>Council, Town Clerk, Deputy Town Clerk</p>
P6. Emergency Plan	<p>1. Inadequate resources.</p> <p>2. Insufficient Commitment from Councillors</p> <p>3. Lack of knowledge and understanding of Emergency Plan Requirements</p>	<p>(a) Report and review progress to B&R Committee (b) Consider overall resources and impact when formulating the Emergency Plan (c) Other projects taking priority and resource</p> <p>(a) Core roles and volunteers requested from Council</p> <p>(a) Provide emergency planning training</p>	<p>No Action required at this time</p> <p>To be established after training</p> <p>To arrange emergency planning support and training</p>	<p>(2x3) = 6</p> <p>(2x3) = 6</p> <p>(2x3) = 6</p>	<p>(1x3) = 3</p> <p>(1x3) = 3</p> <p>(1x3) = 3</p>	<p>✓ ⇄</p> <p>● ⇄</p> <p>● ⇄</p>	<p>Business & Resource Committee, Council</p>
P7. Cemetery Path Maintenance.	<p>1. Inadequate resources.</p> <p>2. Potential for accidents from poorly maintained path.</p>	<p>(a) Ensure earmarked reserves for future path replacement.</p> <p>(b) Undertake annual path inspections with any remedial works identified completed.</p>	<p>No Action required at this time.</p> <p>Current issues identified to be completed this winter.</p>	<p>(3x4) = 12</p> <p>(1x4) = 4</p>	<p>(1x4) = 4</p> <p>(1x4) = 4</p>	<p>✓ ⇄</p> <p>● ⇄</p>	<p>Town Clerk, Deputy Town Clerk, Business & Resources Committee</p>

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<p>P8. Amenity Grass Cutting</p>	<p>1. New responsibility. 2. Inadequate resources. 3. Affected by weather conditions.</p>	<p>(a) Adequate training and supervision for new team members. (a) Plan around growing season and other pressures. (b) Fill any vacancies in a timely manner, especially in growing season (c) Additional resources approved and allocated. (a) Utilise annualised hours</p>	<p>No Action required at this time.</p>	<p>(2x4) = 8</p>	<p>(2x2) = 4</p>	<p>● ⇄</p>	<p>Town Clerk, Deputy Town Clerk, Senior Groundsmen</p>
<p>P9. Purchase of additional cemetery land.</p>	<p>1. Inadequate resources. 2. Unaffordability. 3. Breakdown in negotiations.</p>	<p>(a) Town Clerk authorised to proceed with initial negotiations. (b) Clear budget set. (c) Clear communication with Estate Agents.</p>	<p>No Action required at this time.</p>	<p>(3x1) =3</p>	<p>(1x1)=1</p>	<p>● ⇄</p>	<p>Town Clerk, Council</p>

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RISK LEVEL MATRIX

IMPACT ON COUNCIL LIKELIHOOD	1	2	3	4
1	1	2	3	4
2	2	4	6	8
3	3	6	9	12
4	4	8	12	16

CONSEQUENCES OF IMPACT	
1	Temporary or minor impact on Customer, finance or reputation – impact over less than a month
2	Some impact on reputation and/or finances – impact less than 3 months
3	Substantial impact with moderate financial or reputational consequences – impact up to a year
4	Significant impact with likely large scale financial or reputational consequences – impact over more than one year

LIKELIHOOD	
1	Unlikely to happen – once in 20 years or more
2	Unlikely to happen – once in 10 years
3	Likely to happen within the 4 year term of Council
4	Very likely to happen within year or has happened recently

	Overall risk is low. Regular monitoring but action not urgently required
	Overall risk is medium. Monitoring essential and action required to mitigate risks
	Overall risk is high. Essential action is required immediately to manage risk.