













SKEGNESS TOWN COUNCIL – RISK REGISTER AT 03/04/2023

STRATEGIC RISKS

AIM	RISK	ACTIONS 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	Comment on Status	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) Councillors to undertake training on a regular basis. (e) Remind Councillors of the LALC Training courses on a monthly basis. (f) Monitor any new regulations.	Send out monthly LALC newsletter with training lists. After Elections June 2023	(3x4) = 12	(1x4) = 4	 	Risk rising due to elections and possibility of new/inexperienced Councillors. Very few Councillors make use of the LALC training the Council pays for or undertakes any other training funded or provided by Skegness Town Council. New Councillor training to be provided in June 2023.	All Councillors, Town Clerk, Deputy Town Clerk, Management Committee
	2. Standing orders are out of date.	(a) Ensure that Standing Orders are produced, issued and understood by Councillors. Council to review at least once per year.	Standing Orders due for review and approval May 2023.	(2x3) = 6	(1x3) = 3	 	Changes to Standing Orders are made at the first meeting of the Council Year incorporating any changes the Council have made and any legal or best practice changes	All Councillors, Town Clerk
	3. Actions by the Town Council outside its powers laid down by Parliament.	Council to consider motions, proposals and reports and check that every resolved motion is within its legal power. Town Clerk/Deputy Town Clerk can advise. Powers to be explained to any new Councillors.	Ongoing	(2x4) = 8	(1x4) = 4	 		Council as advised by Town Clerk

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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		Councillors need to ensure they not only understand regulations and codes but follow these and put them into practice. They are not optional.	Chairman of Committees All Councillors Ongoing responsibility as advised by Town Clerk
	(c) Council to ensure that there is no delegation of responsibilities to individual Councillors (as there is no legal basis for this).	Ongoing					
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	Ongoing	(3x3) = 9	(1x3) = 3			Town Clerk acting as Responsible Finance Officer. Financial Regulations to be reviewed in May 2023 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	Ongoing	(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. Management Committee 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	Ongoing	(2x3) = 6	(1x3) = 3			Town Clerk acting as Responsible Finance Officer Council review signatories annually.
8. VAT not properly accounted for, resulting in overclaims and large demands from C&E.	(a) Ensure appropriate publications held and that Officers have 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.	Ongoing.	(3x3) = 9	(1x3) = 3			Town Clerk acting as Responsible Finance Officer Management Committee Council to appoint Internal Auditor to undertake review

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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 in a 5 year business plan. (d) Support and guidance to be given to any newly elected Councillors. (e) Risks to be reviewed regularly by Council or Management Committee	A New five-year business plan in place before the New Financial Year. Risk Management to every Management Committee	(2x3) = 6	(1x3) = 3	● ↑	Council as a corporate body needs to set out its overall aims and objectives so that there is a clear sense of direction. Without this, decisions are adhoc and can sometimes be uncoordinated. One way of doing this would be to take the existing Business Plan and review it to see whether it still fulfils the Council's overall sense of purpose. Given the timing of the electoral cycle this should be an urgent item for the new council to establish the sense of purpose, and vision for the coming 4 years so that there is ownership of objectives	Town Clerk, Deputy Town Clerk. All Councillors
	2. Lack of "buy in" by council members to a risk based approach.	(a) Review risk assessment at each Management Committee, identifying any changes or actions needed (b) All reports, proposals and motions to provide a risk assessment	Review of Risk Register at each Management Committee. Ongoing activity.	(3x3) = 9	(1x3) = 3	● ↔	Council should not make significant decisions that affect resources or assets without considering the risks to council and any mitigation required Council must ensure that existing risk mitigation measures remain in place or alternatives are found.	Chairmen of Committees and all Councillors
	3. No risk analysis carried out.	As at 2.2 above.	As at 2.2 above	(3x4) = 12	(1x4) = 4	✓ ↔	As at 2.2 above	All Councillors
	4. No steps taken to combat identified risks	As at 2.2 above.	As at 2.2 above	(3x4) = 12	(1x4) = 4	✓ ↔	As at 2.2 above	Town Clerk Chairmen of Management Committee
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) Identify influencing organisations (b) Ask local District and County representatives to produce a regular report for Council to consider (c) Establish a Communication Plan (d) Attend invited events that are likely to impact Town (e) Ensure adequate feedback to Council from Council representatives	Ongoing activity. New Council to establish effective lines of communication and develop a communication plan.	(4x3) = 12	(1x3) = 3	● ↑	Priority for the new Council once training has been undertaken and new Councillors established	All Councillors on Outside Bodies Management Committee Town Clerk

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	2. Lack of effective lines of communication with parishioners.	(a) Take every opportunity to publicise role of Town Council. (b) Regular Town newsletter. (c) Effective use of notice boards. (d) Use website and Council's Social Media to publicise Town Council work (e) Use key issues to raise profile of Town Council and to test parishioner's views. (f) Create Town Council Business plan and seek parishioners views on vision and aims. (g) Review Community Engagement Policy and ensure it is fit for purpose (h) Implement Community Engagement Plan	Community Engagement Working Group has been set up but has not yet met. Other elements are in place and ongoing	(4x4) = 16	(1x4) = 4		Good communication is essential to achieve the Gold Award Priority for the new Council once training has been undertaken and new Councillors established.	All Councillors Deputy Town Clerk for Newsletter/Web Community Engagement Working Group
	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. (b) Expectation by Chair and colleagues that Councillors have read and understood any supporting documents for an agenda item prior to the meeting with any issues raised with the Office prior to the meeting.	To be re-iterated by Council/Committee ongoing	(3x3) = 9	(1x3) = 3		Lack of preparation can lead to misunderstanding of matters under discussion and can lead to poor decision making.	All Councillors
	4. Lack of confidence by Town Councillors.	(a) Experienced councillors to assist newcomers to establish essential contacts. (b) Attend Councillor Training (c) Speak with Town Clerk/Deputy Town Clerk	Ongoing activity	(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.	Preparations for Councillor workshops and new Councillor guidance underway.	(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	Ongoing activity. Inhouse training to be provided June 2023.	(4x2) = 8	(1x2) = 2		At the last annual training only 5 Councillors out of 21 attended.	All Councillors
	3. Inadequate insurance cover taken out – Property, personal liability, employer's liability.	(a) Review annually at Management Committee (b) Review whenever significant operational changes	Ongoing activity. Insurance reviewed and renewed March 2022.	(3x4) = 12	(1x4) = 4			Town Clerk, Deputy Town Clerk, Management Committee

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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. € Experienced RFO (d) Deputy Town Clerk undertaking Financial Management Qualification	Financial regulations to be reviewed May 2023.	(4x4) = 16	(1x4) = 4	● ⇄	New Finance Officer in post July 2022, additional checks required by Town Clerk to maintain current controls. This is likely to continue throughout the Financial Year	Town Clerk acting as Responsible Finance Officer. All Councillors
	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 Management Committee (c) Internal audit to be undertaken annually plus review of adequacy by Management Committee. Reports to be made available to all Councillors and any recommendations to be acted upon promptly. (d) Review whenever significant operational changes.	Ongoing activity	(3x4) = 12	(1x4) = 4	✓ ⇄		Town Clerk acting as Responsible Finance Officer Management Committee Council
	3. Bank charges unnecessarily incurred.	(a) Responsible Finance Officer to carry out regular inspection of books of account.	Ongoing activity	(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. (d) Any issues or errors to be reported to Council or Management Committee (e) Deputy Town Clerk to undertake financial training to create further depth of knowledge and provide cover.	Ongoing activity	(2x4) = 8	(1x4) = 4	● ⇄		Town Clerk acting as Responsible Finance Officer Management Committee reviewing financial reports Deputy Town Clerk Finance Officer,
	5. Inaccuracies and interest losses caused by account transfers.	(a) Operate in accordance with the Council's Investment Policy.	Ongoing activity	(2x3) = 6	(1x3) = 3	✓ ⇄		Town Clerk acting as Responsible Finance Officer Chairman of Management Committee Interest rates are still historically Once the current economic situation becomes clearer a review will be undertaken.

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	6. The most beneficial interest terms not being obtained.	(a) Operate in accordance with the Council's Investment Policy.	Ongoing activity	(2x3) = 6	(1x3) = 3	✓ ⇄		See 5 above
	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. (c) Separation of duties in relation to cash receipting and banking/accounting	Ongoing activity	(4x3) = 12	(1x3) = 3	✓ ⇄	Procedures in place for Café, Car Park, and payments to reception	All Office based staff and Café Manager
	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 Management Committee. (c) Accounting system to perform internal control and integrity checks	Ongoing activity	(3x3) = 9	(1x3) = 3	● ↑	New Finance Officer in post identified further risks for monitoring as not yet completed annual cycle.	Town Clerk acting as Responsible Finance Officer Finance Officer Management Committee reviewing budget reports. Bank Reconciliations
	9. Internal controls not in place or not operated.	As at 5.8 above.	Ongoing activity	(3x4) = 12	(1x4) = 4	✓ ⇄	As 5.8 above	As 5.8 above
	10. Payments missed or delayed due to inadequate filing of invoices.	As at 5.8. above.	Ongoing activity	(3x3) = 9	(1x3) = 3	✓ ⇄	As 5.8 above	As 5.8 above
	11. Clerk taken ill or leaves without replacement.	(a) Council have approved the appointment of a Deputy Town Clerk who is CiLCA qualified. (b) Deputy Town Clerk training to strengthen Financial Roles (c) Working Procedures to be documented and staff trained (d) Deputy Town Clerk is a full banking signatory and electronic bank administrator (e) Business continuity measures including working at home tested.	Ongoing activity	(3x3) = 9	(1x3) = 3	✓ ⇄		Town Clerk acting as Responsible Finance Officer Chairman of HR Committee Deputy Town Clerk Finance Officer
	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 Management Committee	Ongoing activity	(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	1. Lack of knowledge of wishes of residents.	(a) As at 3.2 above.	As 3.2 above	(4x4) = 16	(1x4) = 4	● ⇄	Community Engagement needed to understand residents wishes.	All Councillors Community Engagement Working Group – (not yet met)

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represent value for money, are adequately managed, and comply generally with the wishes of the residents.	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 in a Business Plan (c) Expenditure monitored	See 2.1 above Ongoing activity, rising costs to be monitored.	(3x3) = 9	(1x3) = 3		Business Planning is crucial to long term financial stability. Short term actions can lead to unintended consequences which ultimately can cost residents more and lead to poorer value for money. Given the timing of the electoral cycle this should be an urgent item for the new council to establish the sense of purpose, and vision for the coming 4 years so that there is ownership of objectives	Management Committee Town Clerk acting as Responsible Finance Officer
	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.	Ongoing activity.	(3x2) = 6	(1x2) = 2		Fees and charges reviewed as part of budget setting process	Town Clerk acting as Responsible Finance Officer Management Committee
	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.	Any funds being raised for Coronation Event needs careful monitoring and management.	(3x3) = 9	(1x3) = 3		Recent near miss.	All Councillors, Events Working Group 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	Ongoing activity, new Councillors will need training.	(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.	a) Involve all Councillors in budgetary process and are clear about responsibilities. (b) Ensure Councillors are aware of impact on income and expenditure due to risks and the need to maintain an adequate General Reserve	Ongoing activity	(3x3) = 9	(1x4) = 4			All Councillors Town Clerk acting as RFO Chairman of Committees
	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.	Ongoing activity. Rising costs to be monitored.	(3x4) = 12	(2x4) = 8		High level inflation.	Town Clerk and Deputy Town Clerk
Ongoing activity			Town Clerk and Deputy Town Clerk					

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	(c) see 6 (2b) above.	Ongoing activity					Town Clerk and Deputy Town Clerk
	(d) Monitor the effects of wider economy, including inflation.	Ongoing activity					
	(e) Monitor impact of major national incidents on income and precept for annual budget. Including the possibility that the tax base may fall due to the increase of people on benefits.	Ongoing activity				Inflation	Town Clerk and Deputy Town Clerk
4. Calculation not in accordance with Council regulations.	(a) Checks by Responsible Finance Officer and Internal Auditor.	Ongoing activity	(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.	Ongoing activity	(3x3) = 9	(1x3) = 3	✓ ⇄		Town Clerk acting as Responsible Finance Officer
6. Reserves set at wrong level.	(a) Monitored by RFO quarterly (b) Considered regularly by Management Committee and Annually by Council as part of budget setting.	Ongoing activity	(3x3) = 9	(1x4) = 4	● ↑	Reserves need to be monitored regularly. Risks associated with low reserve levels reported to Council by Town Clerk.	Council Town Clerk acting as Responsible Finance Officer
7. National policy on Minimum Wage pushes up employee budget base	(a) Council should consider the potential for costs to rise beyond planned budget and put pressure for increase in precept and consider mitigation by maintaining a suitable level of the General Reserves.	Ongoing activity	(3x3) = 9	(1x3) = 3	● ↑	A £1925 offer has been rejected by union bosses for members consultation. Current overspend due on budget	Management Committee Town Clerk acting as Responsible Finance Officer.
8. The general economy and inflation impacts Council finances	(a) Inflation exceeds levels allowed for in budget consider mitigation by maintaining a suitable level of the General Reserves. (b) Government policy incurs increased local costs consider mitigation by maintaining a suitable level of the General Reserves	Ongoing activity	(3x4) = 12	(1x4) = 4	● ↑	The level of inflation is a problem. This needs to be checked regularly against the budgeted increase to ensure it is sufficient CPI is at around 10.4%.	Management Committee Town Clerk acting as Responsible Finance Officer.
9. Council is now reliant on a higher percentage of non-precept income making it more vulnerable to cashflow problems or debtors	a) Non precept income which is more vulnerable now represents about 20% of the Council's expenditure. Consider keeping General Reserve at a level that allows the Council to continue should income stream stop or fall.	Ongoing activity	(3x3) = 9	(1x3)	● ↑	Risks around car park income have increased for next year's budget due to increase in charges not yet implemented.	Management Committee Town Clerk acting as Responsible Finance Officer.

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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. (b). To be considered in respect of Capital Programme	Ongoing activity	(4x2) = 8	(2x2) = 4	✓ ⇄	Income sources such as grants have to be appropriate for the project requiring funding. Mostly there needs to be a clear vision of what is required and what the outcome is.	Town Clerk, Deputy Town Clerk Committee Chairman All members
	2. Lack of commitment/resources to pursue possible sources of income.	Staff resources – allow sufficient capacity to search and apply for funding	Ongoing activity	(4x2) = 8	(2x2) = 4	● ↑	Current factors means that resources to follow up, understand obligations and apply are limited. Grants working group has been formed but not yet met. Applying for grants can be a resource hungry process.	Town Clerk, Deputy Town Clerk, Management Committee, Grants Working Group
	3. Receipts not banked or not banked properly.	Bank statement checks Internal audit checks.	Ongoing activity	(3x3) = 9	(1x3) = 3	✓ ⇄		Responsible Finance Officer
	4. Debts not pursued promptly.	Cross check between systems Internal audit checks. Payment plans with debtors. Insufficient resources - Allow sufficient resources when an issue	Ongoing activity	(3x3) = 9	(1x3) = 3	✓ ⇄	If it becomes an issue then it is likely to take both staff and potentially legal resources	Responsible Finance Officer Council for resources if required
	5. VAT claims not made promptly or made incorrectly.	Ensure Clerk has appropriate and up to date VAT official publications.	Ongoing activity	(3x3) = 9	(1x3) = 3	● ⇄	New staff member in role means extra resources to monitor.	Town Clerk, Deputy Town Clerk and Finance Officer
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.	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 Officer and checked by Town Clerk/Deputy Town Clerk	Ongoing activity	(2x3) = 6	(1x3) = 3	✓ ⇄		Town Clerk Council
	2. Tax and NI arrangements not in accordance with regulations.	(a) RTI payroll system	Ongoing activity	(3x3) = 9	(1x3) = 3	✓ ⇄		Town Clerk to keep under review.
	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 (c) Ensure that systems are synced when working remotely	Ongoing activity	(3x3) = 9	(1x3) = 3	✓ ⇄	Controls have recently been strengthened to ensure systems are up to date when working remotely and that there is no duplication of activity.	Town Clerk acting as Responsible Finance Officer Council

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	4. Amounts paid to Councillors not in accordance with tax and NI arrangements and Council regulations.	(a) RTI payroll system	Ongoing activity	(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.	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. (d) Experienced RFO	Ongoing activity	(3x3) = 9	(1x3) = 3	✓ ⇄		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. (b) RFO to monitor	Ongoing activity	(3x4) = 12	(1x4) = 4	● ⇄	This is all about having the right staff resources available at the critical time (April/May) as the timetable for submission is tight.	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	Ongoing activity	(3x3) = 9	(1x3) = 3	✓ ⇄		RFO Internal Auditor
	4. Inadequate audit trail from records to final accounts.	As at 10(3a) above.	Ongoing activity	(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 regularly and when any significant new assets are obtained (d) Ward checks by Ward Councillors to identify any problems (e) Undertake Tree Surveys to manage risks on all Council owned land.	Ongoing activity. Training will be needed for any new Councillors.	(3x3) = 9	(1x3) = 3	✓ ⇄		Town Clerk/Deputy Town Clerk/Councillors. Management Committee
	2. Assets lost or misappropriated.	(a) Establish who is responsible for security and maintenance of each asset. (b) Asset register to be reported to Management for review at least annually.	Ongoing activity	(3x3) = 9	(1x3) = 3	✓ ⇄		Town Clerk Management 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 Management Committee	Ongoing activity	(3x4) = 12	(1x4) = 4	● ⇄	Reviews are undertaken but needs constant attention	Town Clerk Management Committee

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	4. Asset register not established or inadequately maintained.	(a) Create asset register in accordance with Accounts and Audit Regulations.	Ongoing activity	(3x3) =9	(1x3) =3	✓ ⇄	Review of asset register completed March 2023.	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) Motions/Reports assessed for Equality Impact (d) CiLCA qualified Town Clerk and Deputy	Ongoing activity	(3x4) =12	(1x4) = 4	● ⇄		Council Town Clerk, Deputy Town Clerk Management Committee HR Committee
	2. Lack of public awareness of applicable legislation.	(a) Include, as appropriate, in any public consultations/reports.	Ongoing activity	(4x2) = 8	(1x2) =2	✓ ⇄		All Councillors
	3. Failure to comply with applicable legislation.	As at 12(1) above.	Ongoing activity	(3x4) = 12	(1x4) =4	● ⇄		All Councillors
	4. Councillors lacking knowledge of applicable legislation.	(a) Arrange appropriate training for Councillors. (b) LALC Training	New Councillor training will be provided inhouse in June and throughout the year via LALC.	(3x4) = 12	(1x4) =4	● ⇄		Town Clerk and Deputy Town Clerk All Councillors
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/Deputy. (c) Include in asset register all properties for which Town Council is responsible. (d) Keep adequate Ear Marked reserved to cover unexpected expenditure on property land assets and to replace equipment. (e) Keep registers of Maintenance and Testing Required (f) Management Committee to monitor that safety checks are being completed.	Ongoing activity	(3x3) =9	(1x3) =3	● ⇄		Town Clerk, Deputy Town Clerk Management 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 for access by Town Clerk and Deputy Town Clerk. (c) Adequate risk assessments, reviewed regularly (d) Include exceptions in quarterly Governance Report to Management Committee	Ongoing activity	(3x4) = 12	(1x4) =4	● ⇄		Town Clerk, Deputy Town Clerk Management Committee
	3. Lack of resources to carry out safety checks.	As at 2. Above plus review staff arrangements regularly (a) Review and ensure staff resources remain sufficient to undertake necessary regular checks and reports.	Ongoing activity	(3x4) = 12	(1x4) =4	● ⇄		Town Clerk Management Committee

SKEGNESS TOWN COUNCIL – RISK REGISTER AT 03/04/2023

14. Play Areas	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 Management Committee as part of Governance Report (d) Provide Staff Training (e) Ensure sufficient resources to undertake tasks	Ongoing activity	(3x4) = 16	(1x4) = 4		Order for annual safety checked placed March 2023.	Town Clerk, Deputy Town Clerk Management Committee
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SIGNIFICANT OPERATIONAL 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	Comments on status	Person(s) Responsible
O1. Safety in Play Areas the Council are responsible for	Inadequate checks lead to accident or fatality	(a) Undertake external annual safety check (b) Undertake routine checks at least weekly (c) Report findings to Management Committee as part of Governance Report (d) Provide Staff Training (e) Ensure sufficient resources to undertake tasks	Ongoing activity	(3x4) = 12	(1x4) = 4		Order for annual safety checked placed March 2023.	Town Clerk, Deputy Town Clerk, Management Committee to monitor.

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O2. To safeguard lone working staff	<p>1. Unknown person enters building after meeting or when staff working alone and confronts, attacks or intimidates lone worker.</p> <p>2. Staff member has accident when working alone and time elapses before found</p>	<p>(a) Avoid wherever possible</p> <p>(b) Keep external doors shut and locked.</p> <p>(c) Have buddy system to make contact if issues arise and to confirm exit from building after normal office hours or when alone (buddy could be colleague or partner/family member someone who knows when to expect the staff member back).</p> <p>(d) 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 entrance door and alarm secured.</p> <p>(e) Staff should carry phone with them to make emergency call in case of accident</p> <p>(f) Lone working policy in place.</p>	Ongoing activity	(2x4) = 8	(1x4) = 4	● ⇄		Lone worker for making appropriate arrangements prior to working alone. For regular meetings the Town Clerk/Deputy Town Clerk to be buddy unless other arrangements in place.
O3. To ensure the ability to pay bills and staff.	<p>1. Slow response to request to change bank mandates leaving Council unable to authorise payments.</p>	<p>Attempt to keep at least 3 signatories on the list from year to year and avoid making frequent changes.</p> <p>Move as many payments as possible to electronic on-line payments</p>	Ongoing activity	(3x3) = 9	(1x3) = 3	● ⇄	Action required after May Council meeting to update signatories.	<p>Council</p> <p>Responsible Financial Officer</p>
O4. Manage financial liabilities	<p>1. Current Council Policy is to refund pre-purchased exclusive rights to graves on request less an admin fee. The Council has maximum potentially £60,000 - £80,000 of liability in this respect.</p>	<p>(a) The risk is to be accepted and the Council will monitor any significant change in the number of requests for a refund.</p>	Ongoing activity	(2x3) = 6	(2x3) = 6	● ⇄		Management Committee for monitoring
O5. Meet obligations and duties relating to the management of the Council Cemetery	<p>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</p>	<p>All written records have now been computerised. Remaining historic risks will have to be accepted. Similar issues in other Councils show that compensation claims may be high. Administrative mistakes may be covered by Insurance. Systemic errors may not be covered.</p>	Ongoing activity	(2x4) = 8	(2x4) = 8	● ⇄	Risk reduced now that all written records have been computerised.	Management Committee for monitoring
O6. Meet the Councils operational & strategic objectives	<p>2. Known short term staff resources problems</p>	<p>(a) Proper resourcing of new projects/ services.</p> <p>(b) Avoid new projects with high resource implications until resources in place.</p> <p>(c) Manage existing priorities</p>	Ongoing activity	(2x4) = 8	(1x4) = 4	● ⇄		Town Clerk All Councillors with Management Committee monitoring.


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O8. Meet obligations and duties relating to General Data Protection Principles	Data Breech or unable to process subject access request.	(a) Action plan in place identifying all actions needed to be fully complaint. (b) Keep Information Security Policy updated to reflect changes in regulations and provide guidance. (c) External Professional ICT Support	Ongoing activity	(3x3) = 9	(1x3) = 3	✓ ↔		Town Clerk, Deputy Town Clerk and Management Committee.
O9. Café Dansant operating in compliance with all regulations.	1. Accident of injury to staff or customers. For example food poisoning, burns. 2. Hygiene Rating falls	(a) All staff inducted and trained including food allergies and cross contamination. (b) Seek to keep safer food service with five (very good) food hygiene rating from ELDC. (c) Policies and procedures in place including Better Food better business folder in use and regularly reviewed. (d) Allergy menu and allergy matrix in place. (e) COSHH regulations followed. (f) Staff to keep up to date with changes in regulations. (g) Covid risk assessment in place for café.	Ongoing activity	(4x4)=16	(2x4)=8	● ↔	Recent inspection Café received highest hygiene rating possible. Refresh training on allergens provided. February 2023.	Café Manager and staff, Town Clerk, Deputy Town Clerk, Management Committee.
O10. Café Dansant does not become a financial burden to Council.	Café service has a high net cost being paid for from the by Council from the precept	(a) Regular review of outgoings and income. (b) Regular governance reports to Council. (c) Flexibility for staff to adjust opening to suit demand (d) Run in conjunction with the hall hire (e) Focus on the service benefits as well as the café simply as a business	Ongoing activity	(4x3)=12	3x3=9	● ↔	Council cannot control some elements that alter demand (e.g. the weather). Recent accounts show a small surplus.	Café Manager, Town Clerk, Deputy Town Clerk, Management Committee.
O11. To ensure all Council owned land is free from Japanese Knott Weed.	Japanese knotweed spreading into a wild area/Council owned land	(a) Identify Japanese knotweed (b) Prevent any areas spreading onto anyone else's property (c) Ensure specialist treatment and disposal of any identified areas (d) Communicate with other local landowners to prevent spread of weed.	Ongoing activity	4x3=12	2x3=6	● ↔	Contract in place	Town Clerk, Deputy Town Clerk
O12. Ensure all Council owned land is free from illegal occupation.	Trespassers on Council owned land.	(a) Risk assess (b) Secure all sites as much as is feasible and affordable. (c) Take action against people occupying land illegally.	Ongoing activity	4x3=12	4x2=6	● ↓	New measures in place	Town Clerk, Deputy Town Clerk, Council. Council to fund any action









SKEGNESS TOWN COUNCIL – RISK REGISTER AT 03/04/2023

O13. Administration & Management of New Community Building and other transferred assets.	Higher impact on resources than initially expected and resourced. Facilities Management and land management administration is more than anticipated.	<ul style="list-style-type: none"> a) Identify the areas that are impacting resources b) Regular reports to Council on resources needed and issues identified when managing new building and assets. c) Manage and monitor costs d) Understand the appropriate powers and complexities of each asset 	Ongoing activity, costs are now better understood.	4x3=12	2x3=6			Town Clerk, Deputy Town Clerk, Council Management Committee
O14. Maintain assets in a safe condition.	Tower Gardens Paths are deteriorating with potential trip and slip hazards. Paths are raised in areas due to tree roots The rate of deterioration has increased	<ul style="list-style-type: none"> (a) Professional help to identify and cost works. (b) External Funding from Towns Fund identified (c) Council will need to identify any further funds needed to pay for work but can use the draft Capital Programme and the associated reserves 	The paths are deteriorating. Plans within Towns Fund project to make paths more accessible.	3x4=12	Plans starting to progress.		Surveys completed and work started on design.	Council, Town Clerk, Deputy Town Clerk Management Committee to monitor.
O15. Ensure sufficient funds for replacement of vehicles as needed.	Vehicle Insurance cover would not provide sufficient funds for replacement of vans in case of complete write off	<ul style="list-style-type: none"> (a) exacerbated by the state of the vehicle market (b) Council will need to determine whether to keep sufficient reserves to cover the shortfall or in future to opt for a leasing arrangement which will be an ongoing revenue but lower amount. (c) Move to electric vehicles will be potentially expensive if purchased 	Expanding risk that needs a planned medium-term resolution by time of next budget	2x3=6	Plans not yet in place to mitigate	Aim is not being achieved	Leasing is a possible option This will be picked up within the Capital Programme	Management Committee/ Council to provide budget and resources
O16. Provide grave spaces whilst complying with cemetery regulations.	New cemetery regulations from DEFRA prevent or significantly reduce the Council's ability to use the Cemetery and therefore income could also reduce putting pressure on the Council's budget and accounts.	<ul style="list-style-type: none"> (a) Need to fully understand implications of new regulations (b) Engage others to prevent regulations being implemented (e.g. local MP) (c) Plans to be put in place when regulations are imposed. 	Regulations are in abeyance	4x3 = 12	Plans not yet in place to mitigate		Response from Government indicates that they are not yet in a place to take this forward with existing cemeteries but have imposed the regulations for new cemeteries. Given current situation it is unlikely to be a high priority for Government in the near future	Management Committee/ Council to provide budget and resources
O19 Cemetery issues (highlighted by cases in other cemeteries)	A body is interred in the wrong grave Burial rights are given over a wrong grave Tasks not carried out in accordance with policy	<ul style="list-style-type: none"> a) Records documented on computer system as soon as possible b) All instructions between office and grounds team in writing (hard copy or email) c) All instructions/confirmations from Funeral Directors to be received in writing 	Controls in place	4x3 = 12	1x3 = 3		The risk to authorities has been highlighted by a local case. It has both reputational and significant financial consequences if it occurs	Town Clerk Deputy Town Clerk, Admin Asst Grounds team Foreman

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<p>O20 Shortfall in operational budget</p>	<p>Rising costs of utility bills, fuel and other associated costs.</p>	<p>a) Continue to monitor</p>		<p>4x3=12</p>			<p>Energy and fuel costs are rising above the headline rate of inflation. These form a significant part of Council's non-employee costs. Suppliers and contractors also experience these increases which will eventually be passed on through their charges. War in Ukraine is increasing risks due to fuel price rises</p>	
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SIGNIFICANT PROJECT 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	Comment on Status	Person(s) Responsible
P1.Maintain Gold Award Standard	1. Inadequate staff resources	(b) Consider overall resources and impact when starting new projects or activities. (c) Additional staff hours authorised (d) Monitor requirements are still being met (d) make Gold requirements day to day procedures rather than special requirements	This has been delegated to the Town Clerk to decide	(3x3) = 9	(2x3) =6	 Aim is not being achieved	This is unlikely to be resourced in the current year	Town Clerk, Deputy Town Clerk and Management Committee.
	2. Insufficient Commitment from Councillors to achieve Community Engagement	(a) Councillors to engage in community engagement activities across a broad representative spectrum of the community. (b) Councillors to attend regular training so that it can be shown there is a regular commitment from Council to support and attend training	This has been delegated to the Town Clerk to decide but requires commitment from Councillors See also S3.2 above	4x3 = 12	1x3 = 3	 Aim is not being achieved	Suggest this is now deferred until the new Council is in place	Councillors Management Committee

SKEGNESS TOWN COUNCIL – RISK REGISTER AT 03/04/2023

P3. Neighbourhood Plan.	1. NDP is not supported in referendum.	(a) A communications plan is implemented to share the purpose of the NDP and how this will benefit residents and local business. (b) Councillor engaged and promoting plan and referendum to local residents.	Await result of referendum.	(3x4) = 12	(2x4) = 8	● ⇄	NDP Submitted date for referendum is 18 th May 2023.	NPD Working Group and NDP Steering Group
P4. To undertake a Memorial Safety Inspection	1. Inadequate staff resources.	(a) Consider overall resources and impact when starting activity. (b) Additional staff hours authorised.	Reinspection's needed Summer 2023.	(3x4) = 12	(2x3) = 6	● ↓	Most urgent cases reviewed and action taken where danger existed.	Town Clerk Deputy Town Clerk
	2. Unsuitable weather conditions for inspections.	(a) Monitor weather and plan accordingly.		(2x2) = 4	(1x2) = 2	✓ ⇄		
P5. Remembrance Parade	1. Resources for barriers, signage and marshalling.	(a) Check availability of barriers. (b) Monitor resources to install signs and barriers. (c) Regular meetings with all parties.		(4x2) = 8	(2x2)=4	✓ ⇄		Remembrance Working Group along with partner organisations.
P9. Event previously known as VE Day	1. Lack of clarity of scope of event Other risks to be determined by the Committee		Event postponed until June 2025	TBA	TBA	Not yet assessed	Low risk as event now pushed back until 80 th anniversary	VE Day Committee Chair of VE Day Committee
P10. Insufficient resources for Towns Fund (Tower Gardens) Project	1. Project timescale outside of Council's direct control meaning input may be required during busy periods. 2. Uncertainty over whether other funding may be required to meet Council's overall ambitions for Tower Gardens	a) Cashflow management as Council pays contractor before receiving funds b) Government has new direction and withdraws funds c) Major works overruns into summer season d) no agreement on design e) Grant Funding Agreement in place. TBA	Council Provided £30,000 cash match funding and £50,000 contingency against contract costs overspend	3x3=9	2x3=6	● ⇄	Risks will need to be monitored closely as project get underway	Town Clerk, Deputy Town Clerk

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<p>P11. Coronation Event</p>	<ol style="list-style-type: none"> 1. Resources for organising and marshalling the event. 2. Lack of Experience 3. Lack of guaranteed funding for the event. 4. Unable to meet deadlines for organising a safe event. 5. Poorly managed event/Incident at Council organised event. 	<ol style="list-style-type: none"> a) Working Group set up to organise the event with regular meetings. b) Contact with licensing authority and LSAG made. c) Event Management Plan to be formulated. d) Grant funding sourced. 	<p>Event is on 6th May 2023.</p>	<p>4x3=12</p>	<p>3x3=9</p>	<p> Aim is not being achieved</p>	<p>Risks have not yet been mitigated and become less manageable as the date of the event approaches and matters are unresolved. Licensing conditions requires a full event management plan for this and all future events being held under the license. Urgent action is required</p>	<p>Event Working Group. All Councillors, Town Clerk and Deputy Town Clerk.</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.