

# **SUTTON BRIDGE PARISH COUNCIL**

## **GOVERNANCE AND MANAGEMENT RISK REGISTER**

### **Definition of Risk Management**

Risk is the threat that an event or action will adversely affect an organisation's ability to achieve its objectives and to successfully execute its strategies. Risk management is the process by which risks are identified, evaluated, and controlled. It is a key element of the framework of governance together with community focus, structures and processes, standards of conduct and service delivery arrangements.

This document has been produced to enable the Parish Council to assess the risks that it faces and satisfy itself that it has taken adequate steps to minimise them. The Council is aware that although some risks can never be eliminated fully, it has in place a strategy that provides a structured, systematic and focuses approach to managing risk, which:

- Identifies the subject.
- Identifies the risk.
- Identifies the level of risk.
- Evaluates the management and control of the risk and records findings.
- Reviews, assesses, and revises procedures if required.

## Risk Register

REF	AREA/RISK IDENTIFIED	IMPACT	LIKELIHOOD	SEVERITY	CONTROL ACTION	REVIEW FREQUENCY	ALTERNATIVE TRIGGER	RESPONSIBILITY
<b>1.0</b>	<b>FINANCIAL</b>							
1.01	Inadequacy of Precept	<ul style="list-style-type: none"> <li>Reduction in the provision of services</li> <li>Loss of reputation.</li> <li>Insufficient funds for contingencies</li> </ul>	L	M	<ul style="list-style-type: none"> <li>Annual Budget</li> <li>Budget reviews</li> </ul>	<ul style="list-style-type: none"> <li>Annual</li> <li>Quarterly</li> </ul>	Major incident	Clerk
1.02	Lack of forward planning and budgetary controls	<ul style="list-style-type: none"> <li>Lack of direction and prioritisation</li> </ul>	M	H	<ul style="list-style-type: none"> <li>Annual Budget</li> <li>Budget reviews</li> </ul>	<ul style="list-style-type: none"> <li>Annual</li> <li>Quarterly</li> <li>Councillor request</li> </ul>	Unexpected expense	Clerk/ chair
1.03	Lack of maintenance of Council owned property	<ul style="list-style-type: none"> <li>High cost of repair</li> <li>Injury to third party leading to claims</li> <li>Damage to property</li> </ul>	M	H	<ul style="list-style-type: none"> <li>Building survey</li> <li>Stock condition survey</li> <li>Regular routine maintenance</li> <li>Insurance cover</li> </ul>	Annual	Incident report	Clerk/ Open Spaces Working Party
1.04	Financial loss due to fraud or dishonesty	<ul style="list-style-type: none"> <li>Reduction in available funds</li> <li>Loss of reputation</li> </ul>	L	H	<ul style="list-style-type: none"> <li>Fidelity &amp; other Insurance</li> <li>Financial procedures</li> </ul>	Annual	Incident report	Clerk/ Chair
1.05	Failure in banking provisions	<ul style="list-style-type: none"> <li>Loss of funds</li> <li>Loss of ability to pay bills</li> <li>Loss of reputation.</li> </ul>	L	H	<ul style="list-style-type: none"> <li>Annual Investment Strategy</li> <li>Financial Regulations</li> </ul>	Annually	Market crash	Clerk
1.06	Inadequate internal financial reporting	<ul style="list-style-type: none"> <li>Audit failure</li> <li>Inadequate financial control</li> <li>Risk of malfeasance</li> </ul>	L	H	<ul style="list-style-type: none"> <li>Financial regulations</li> <li>Payment procedures</li> <li>Monthly bank reconciliation</li> <li>Any financial obligation to be resolved and in minutes</li> <li>All payments to be resolved and included in minutes.</li> </ul>	Annual	Complaint	Clerk/ Finance Committee
1.07	Failure to submit annual return	<ul style="list-style-type: none"> <li>Audit failure</li> <li>Loss of reputation</li> </ul>	L	L	<ul style="list-style-type: none"> <li>Completed and signed by the Council</li> <li>Submitted to the Internal and external auditors</li> </ul>	Annual	Complaint	Clerk
1.08	Death, injury, or damage caused, from Council asset, service, or amenity provided	Death or injury to person. Damage to third party property. Legal proceedings Financial claim	L	H	Public Liability Insurance Fire risk assessment Safety checks programme. Maintenance programme. Event planning.	Annually As required	<ul style="list-style-type: none"> <li>Police report</li> <li>Complaint</li> <li>Review of assets</li> <li>Insurance review</li> </ul>	Clerk/ Open Spaces Working Party

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1.09	Loss through theft or dishonesty	<ul style="list-style-type: none"> <li>• Loss of funds</li> <li>• Loss of reputation</li> </ul>	L	M	<ul style="list-style-type: none"> <li>• No pettycash or float.</li> <li>• Any cash transactions to be Fully receipted and reimbursed via expenses.</li> <li>• Allotment Rent spreadsheet regularly reconciled to cashbook entries.</li> <li>• Income reported monthly to Council.</li> </ul>	Monthly	Bank report	Clerk/finance Committee
1.10	Loss or damage of Council property.	<ul style="list-style-type: none"> <li>• High cost of repair</li> <li>• Asset loss or damage</li> <li>• Service disruption</li> </ul>	M	M	<ul style="list-style-type: none"> <li>• Insurance</li> <li>• Fire risk assessment</li> <li>• Asset register</li> <li>• Maintenance programme</li> </ul>	Annually	<ul style="list-style-type: none"> <li>• Police report</li> <li>• Damage report</li> </ul>	Clerk/ Open Spaces Working Party
1.11	Inadequate insurance	<ul style="list-style-type: none"> <li>• Loss of asset value</li> </ul>			<ul style="list-style-type: none"> <li>• Asset Register</li> <li>• Insurance review</li> </ul>	Annual	Asset loss	Clerk
1.12	Poor reporting to Council	<ul style="list-style-type: none"> <li>• Poor quality decision making</li> <li>• Ill-informed Council</li> </ul>	M	H	<ul style="list-style-type: none"> <li>• Financial reports</li> <li>• Clear instructions</li> <li>• Project reports</li> </ul>	<ul style="list-style-type: none"> <li>• Annual</li> <li>• Quarterly</li> <li>• Each meeting</li> </ul>	Matter raised at meeting	Clerk
<b>2.0</b>	<b>OPERATIONAL</b>							
2.01	Loss of key staff	<ul style="list-style-type: none"> <li>• Loss of financial control</li> <li>• Correspondence backlog</li> </ul>	M	H	<ul style="list-style-type: none"> <li>• Succession Planning</li> <li>• Office procedures</li> <li>• Budgetary procedures</li> <li>• Job descriptions</li> <li>• Appraisal system</li> </ul>	Annual	Loss of staff member	Clerk/ chair/ Personnel Committee
2.02	Loss of meeting venue	<ul style="list-style-type: none"> <li>• Meeting disruption</li> </ul>	L	L	<ul style="list-style-type: none"> <li>• Advance booking of meetings.</li> <li>• Part of office lease agreement.</li> <li>• Plan for alternative venue.</li> <li>• Use of remote meeting facilities (when lawful)</li> </ul>	<ul style="list-style-type: none"> <li>• Annual</li> <li>• Monthly</li> </ul>	Incident report	Clerk
2.03	Staff lack relevant skills or training	<ul style="list-style-type: none"> <li>• Inefficient operation</li> </ul>	L	M	<ul style="list-style-type: none"> <li>• Personnel appraisal</li> </ul>	<ul style="list-style-type: none"> <li>• Annual</li> </ul>	Complaint	Clerk/ Personnel Committee
2.04	Failure in the provision of services for agency/ partnership agreements with principal authorities	<ul style="list-style-type: none"> <li>• Loss of reputation</li> <li>• Loss of service</li> </ul>	L	M	<ul style="list-style-type: none"> <li>• Clear agreements in place.</li> <li>• Review performance against targets</li> <li>• Supplier's insurance review</li> </ul>	Annual	Complaint	Clerk

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2.05	Poor document control	<ul style="list-style-type: none"> <li>Information not passed on in a timely manner</li> <li>Deadlines missed</li> <li>Lack of achievement</li> </ul>	M	M	<ul style="list-style-type: none"> <li>Clear Standing Orders</li> <li>Clear job descriptions</li> </ul>	Annual	<ul style="list-style-type: none"> <li>Major incident</li> <li>Complaint</li> </ul>	Clerk
2.06	Loss of telephone or internet	<ul style="list-style-type: none"> <li>Reduction in services</li> <li>Loss of financial control</li> <li>Loss of reputation</li> </ul>	M	L	<ul style="list-style-type: none"> <li>Redundancy of location (home/office)</li> <li>Redundancy of computers (PC/Laptops)</li> <li>Use of personal mobiles.</li> </ul>	Annual	Incident occurrence	Clerk
2.07	Loss of records through damage, fire, or theft.	<ul style="list-style-type: none"> <li>Loss of control</li> <li>Loss of reputation</li> </ul>	L	L	<ul style="list-style-type: none"> <li>Documents held securely in fireproof cabinet at Parish office</li> <li>Redundant documents over 10 years old sent for archiving.</li> <li>Electronic copies available</li> </ul>	Annual	Incident occurrence	Clerk
2.08	Loss of data from malicious software attack, software failure, hardware failure, damage to hardware, or accidental data removal.	<ul style="list-style-type: none"> <li>Loss of service</li> <li>Loss of financial control</li> <li>Loss of records</li> </ul>	H	H	<ul style="list-style-type: none"> <li>Redundancy of equipment</li> <li>Redundancy of storage locations (cloud/multiple SSDs)</li> <li>Use of Minimum password requirements.</li> <li>Dual factor authentication.</li> <li>Maximise Office 365 security score.</li> </ul>	Annual	Incident occurrence	Clerk
2.09	Electronic theft of data	<ul style="list-style-type: none"> <li>Data breach</li> </ul>	L	L	<ul style="list-style-type: none"> <li>Minimise storage of sensitive information.</li> <li>Data Protection policy.</li> <li>Minimum password requirements.</li> <li>Dual factor authentication.</li> <li>Maximise Office 365 security score.</li> </ul>	Annual	Incident occurrence	Clerk
2.10	Fire, theft, vandalism, accident, or misuse of the Council's utility vehicle.	<ul style="list-style-type: none"> <li>Loss of asset value</li> <li>Death or injury of staff or third party.</li> <li>Fine or prosecution</li> </ul>	M	M	<ul style="list-style-type: none"> <li>Comprehensive vehicles insurance. Secure storage when not in use.</li> <li>Driver document checks.</li> </ul>	Annual	Incident occurrence	Clerk
<b>3.0</b>	<b>PROCEDURAL</b>							
3.01	Failure to respond to electors' wish to right of inspection	<ul style="list-style-type: none"> <li>Loss of confidence</li> <li>Loss of reputation</li> </ul>	L	L	<ul style="list-style-type: none"> <li>Standing Orders</li> <li>Operating Protocols</li> <li>Documented procedures</li> </ul>	Annually	Auditor report	Clerk

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3.02	Statutory non-compliance: <ul style="list-style-type: none"> <li>• Health and Safety</li> <li>• Race/sex/disability discrimination</li> <li>• Data Protection</li> <li>• Human Rights</li> <li>• Employment practices</li> </ul>	<ul style="list-style-type: none"> <li>• Fines and Penalties from regulation bodies</li> <li>• Employee action for negligence of grievance</li> <li>• Loss of reputation</li> </ul>	M	H	<ul style="list-style-type: none"> <li>• Clear Policies and procedures</li> <li>• Regular review of law</li> </ul>	Annually	<ul style="list-style-type: none"> <li>• LALC legal updates</li> <li>• Following incident</li> <li>• Complaint</li> </ul>	Clerk/ Personnel Committee
3.03	Council activities outside legal authority	Unlawful expenditure	L	H	<ul style="list-style-type: none"> <li>• Recording in the minutes the precise power under which expenditure is being approved</li> </ul>	Monthly	<ul style="list-style-type: none"> <li>• Review of minutes to ensure legal powers in place, recorded and correctly applied</li> </ul>	Clerk
3.04	Unlawful grant award.	<ul style="list-style-type: none"> <li>• Loss of funds</li> <li>• Loss of reputation.</li> <li>• Grant not used for agreed purpose.</li> </ul>	L	L	<ul style="list-style-type: none"> <li>• Minute grants awarded</li> <li>• Annual budget</li> <li>• Grant awarding policy</li> <li>• Follow up on grant use</li> <li>• Keep record of s137 spending</li> </ul>	Annually	Review of minutes	Clerk
3.05	Late or inaccurate meeting minutes	<ul style="list-style-type: none"> <li>• Confusion and misunderstandings</li> <li>• Actions not reflecting intentions of Council</li> </ul>	M	H	<ul style="list-style-type: none"> <li>• Approval by committee and Council</li> <li>• Numbered and paginated minutes</li> <li>• Hardcopy of minutes kept in fire-safe</li> </ul>	Monthly	Councillor report	Clerk
3.06	Failure to meet consultation deadlines	<ul style="list-style-type: none"> <li>• Affect reputation</li> <li>• Non-participation</li> </ul>	L	L	<ul style="list-style-type: none"> <li>• Documented procedures for consultations</li> </ul>	Annually	<ul style="list-style-type: none"> <li>• Consultation questions</li> <li>• Non-participation</li> </ul>	Clerk
3.07	Councillors lack relevant skills or understanding	<ul style="list-style-type: none"> <li>• Ultra Vires decision making</li> <li>• Council inefficiency</li> <li>• Loss of reputation</li> </ul>	L	H	<ul style="list-style-type: none"> <li>• Training for Councillors</li> <li>• Review of attendance</li> </ul>	On councillor appointment	<ul style="list-style-type: none"> <li>• LALC training reminders</li> </ul>	Chairman/ All councillors
3.08	Domination of Council by individuals, cliques, or cabals.	<ul style="list-style-type: none"> <li>• Conflicts of interest</li> <li>• Pursuit of personal agendas</li> <li>• Decisions made outside Council</li> <li>• Inefficient meetings</li> </ul>	L	H	<ul style="list-style-type: none"> <li>• Standing Orders</li> <li>• Code of Conduct</li> </ul>	Annually	<ul style="list-style-type: none"> <li>• Adverse press articles</li> <li>• Complaints</li> <li>• Incidents at meetings</li> </ul>	Chairman/ All councillors

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<b>4.0</b>	<b>COUNCILLOR PROPRIETY</b>							
4.01	Failure to register Members' interests, gifts etc	<ul style="list-style-type: none"> <li>• Member could make inappropriate gains</li> <li>• Could affect reputations</li> </ul>	L	M	Completion of declaration of interests	<ul style="list-style-type: none"> <li>• On appointment</li> <li>• On change in councillor's circumstances</li> </ul>	Complaint	Councillors
4.02	Councillors benefiting from being on the Council	<ul style="list-style-type: none"> <li>• Loss of reputation</li> <li>• Poor decision making</li> </ul>	L	M	<ul style="list-style-type: none"> <li>• Up to date declaration of interests</li> <li>• Clear Standing Orders</li> <li>• Open system of payment</li> </ul>	<ul style="list-style-type: none"> <li>• Annually</li> <li>• All meetings</li> </ul>	Complaint	Chair/ councillors
4.03	Failure to declare chair's allowance for tax purposes	<ul style="list-style-type: none"> <li>• Loss of reputation</li> </ul>	L	L	<ul style="list-style-type: none"> <li>• Chair to consider tax implications of receiving allowance.</li> <li>• Chair to keep receipts to provide evidence of expenses.</li> <li>• Allowance to be paid via payroll if appropriate.</li> </ul>	On payment		Clerk/chair
4.04	Data breach or breach in Council's rules on confidentiality	<ul style="list-style-type: none"> <li>• Financial penalty from Information Commissioner's Office</li> <li>• Loss of reputation</li> </ul>	M	M	<ul style="list-style-type: none"> <li>• Councillors to be made aware of their duty to consider their requirement to register for data protection.</li> <li>• Unless necessary, redact personal data shared with councillors.</li> <li>• Use of Parish Council email address by councillors</li> </ul>	As required On councillor appointment	Complaint	Clerk/chair/ councillors