**GOVERNANCE AND MANAGEMENT RISK REGISTER**

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| Rag Status | **Risk**  | **Impact** | **Likelihood** | **Severity** | **Control Action****Internal Controls** | **Review****Frequency** | **Alternative Review****Trigger/Internal Audit****Assurance** | **Responsible****Person** |
| 1 | Lack of forward planning and budgetary controls | Lack of direction and prioritisationFailure to achieve aims and objectives | M | H | - Adopted Strategic Plan 2023-2027 - Budget Forecast prepared for 2025/6 to 2027/28- Quarterly budget reviews by Finance, Resources & General Purposes Committee- All anticipated income/costs are provided for in budgetary process- Feedback from meetings and consultations | AnnuallyEach meeting | Unexpected expense | Town Clerk |
| 2 | Poor reporting to Council | Poor quality decision makingCouncil becomes ill informed | M | H | - Timely and accurate financial reporting to Finance, Resources & General Purposes Committee - Clear instructions to staff- Regular updates at relevant Committee meetings and to Full Council- Regular project updates required  | Monthly/QuarterlyEach meeting | Matter raised at meeting | Town Clerk |
|  | **Risk** | **Impact** | **Likelihood** | **Severity** | **Control Action****Internal Controls** | **Review****Frequency** | **Alternative Review****Trigger/Internal Audit****Assurance** | **Responsible****Person** |
| 3 | Loss of key staff | Failure in budgetary controlsWork backlog | M | H | - Procedures for key functions are to documented- Six members of staff (Town Clerk, Assistant Clerk, Centre Manager, Caretaker, 2 x Grounds Maintenance Officers) provide flexibility and cover- Up to date job descriptions- Appraisal system | AnnuallyAnnuallyAnnually | Loss of staff member | Town Clerk |
| 4 | Failure to respond to electors’ wish to right of inspection | Loss of confidenceLoss of reputation | L | L | - Clear Standing Orders and Operating Protocols- Ensure members and staff are aware of Electors' Rights.- Follow procedures for dealing with enquiries. | Annually | Approach by elector to auditor | Town Clerk |
| 5 | Failure to meet the requirements for Award Scheme (Gold) status | Status rejectedResponsibilities reduced | M | H | - Monitor requirements for Gold Status if successful (application pending) | As required |  | Town Clerk |
| 6 | Poor document control | Information not passed on in a timely mannerDeadlines missedLack of achievement | M | M | - Clear Standing Orders- Clear job descriptions | Annually | Major incident Complaints | Town Clerk |
| 7 | Ensure Council complies with law in particular:\*Health and Safety\*Equal Opportunities\*Data Protection\*Human Rights\*Disability and Discrimination\*Employment Law | Fines and Penalties from regulation bodiesEmployee action for negligence or grievanceLoss of reputation | M | H | - Clear policies and procedures in place- Regular review of legislation  | Bi-annual | Following incident | Town Clerk |
| 8 | The provision of services being carried out under agency/partnership agreements with principal authorities | Loss of reputation Poor public image | L | M | - Clear statement of management responsibility for each service- Appropriate contracts in place- Regular scrutiny of performance against Targets | Annually | Review of adequacy of insurance cover provided by suppliers | Town Clerk |
| 9 | Ensuring all business activities are within legal power | Illegal expenditure  | L | H | - Council has gained General Power of Competence | Monthly |  | Town Clerk |
|  | **Risk** | **Impact** | **Likelihood** | **Severity** | **Control Action****Internal Controls** | **Review****Frequency** | **Alternative Review****Trigger/Internal Audit****Assurance** | **Responsible****Person** |
| 10 | Proper, timely and accurate reporting of Council business in the Minutes | Confusion and misunderstandings Actions not accurately reflecting intentions of Council | M | H | - Approval by committee and Town Council- Resolutions clearly identifiable. Accurate minute numbering. Signed and paginated.- All meetings (notification of meetings, minute taking, minute signing and keeping records of minutes)comply with LGA 1972. - Town Clerk is CiLCA qualified and has attained Level 4 in Community Governance. Assistant Town Clerk is ILCA qualified. | Monthly | Check minute numbers run consecutively | Town Clerk |
| 11 | Meeting deadlines when responding to consultation invitation | Affect reputationIneffectual involvement  | L | L | - Documented procedures to deal with responses to consultation requests- Planning applications are considered fortnightly at Planning & Environment Committee Meetings- During Summer and Christmas recess adequate delegated arrangements are made to ensure timely consideration and responses are provided- Extensions requested from LPA’s as required | Annually | Consultation questionsNon-participation | Town Clerk |
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| 12 | Council lacks relevant skills and commitment | Council fails to achieve its purpose Decision making by-passes CouncilPoor value for precept money | L | H | - Training for Councillors- Training records held and reviewed annually- Staff training reviewed annually- Meeting attendance reviewed, ensuring 6-month rule does not impact  | Annually. At first intake of new Councillors especiallyEvery meeting | Training reminders (SLCC, DALC etc.) | Town Clerk |
| 13 | Council becomes dominated by one or two individuals or cliques form | Conflicts of interestPursuit of personal agendasDecisions made outside Council | L | H | - Clear Standing Orders regarding conduct of meetings and Conflict of Interests- Members Code of Conduct in place | Annually | \*Adverse press articles\*Complaints\*Incidents at meetings | Town Clerk |
| 14 | Councillors benefiting from being on the Council | Affect reputationConflicts of Interest | L | M | - Clear Standing Orders - Open system of payment- Transparency- Councillors to be appointed as Random Audit Checkers- Internal Auditor appointed | AnnuallyAll meetings | Adverse press articles | Town Clerk |
| 15 | Failure to register Members’ interests, gifts etc | Member could make inappropriate gainsCould affect reputations | L | M | - Procedures in place for recording and monitoring Members interests and gifts- Members Code of Conduct in place- Agenda Item for Councillor Declaration of Interests on Committee and Full Council agendas | All meetings | Test of disclosuresComplaint about members | Town Clerk |
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| 16 | Lack of maintenance of Council owned property(including buildings, land, street furniture etc.) | High cost of repairInjury to third party leading to claimsDamage to property | M | H | - Regular property inspections- Regular routine maintenance- Regular inspections of office accommodation/ meeting space- Insurance cover- Maintenance costs are adequately provided for in annual budget | Annually | Unexpected incident | Town Clerk |
| 17 | Damage or loss to Council owned property by third party or act of GodInsufficient protection of physical assets owned by the Council - buildings, furniture, equipment etc.Legal liability as a consequence of asset ownership | High cost of repairLoss of AssetsDisruptionDamage to public property or person | MLML | LMMH | - Maintain an up-to-date register of assets- Annual review of risk and adequacy of insurance cover- Insurance cover- Annual property inspections- Regular routine maintenance- Regular inspections of office accommodation/meeting space- All computers are password protected.- Additional security locks have been added to the Council's office premises to increase security. | Annually | Police report or damage reportView asset registerReview of management arrangements regarding insurance cover (loss or damage) | Town Clerk |
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| 18 | Damage to third party property or individual due to Service of Amenity provided | Claim against Council  | L | L | - Public Liability Insurance- Comprehensive event planning and risk assessments- Annual property inspections- Regular checks of facilities- Ensure all amenities/ facilities are maintained to appropriate level | As required | As reported Review of Insurance Cover | Town Clerk |
| 19 | Loss of cash through fraud or dishonesty | Reduction in available fundsLoss of reputation | L | H | - Clear financial procedures- Regular random audit checks- Financial reports reviewed quarterly by Finance, Resources and General Purposes Committee.- Adequate insurance cover | AnnuallyBi-monthlyMonthlyAnnually | On a Loss Review Insurance Cover (fidelity guarantee) | Town Clerk |
| 20 | Inadequacy of PreceptEnsuring the adequacy of the annual precept within sound budgeting arrangements | Services not provided Lack of confidence in CouncilInability to carry out functionsInsufficient funds for contingencies | L | M | - Quarterly budget reviews by Finance, Resources & General Purposes Committee- Approved Budget Forecast prepared for 2025/6 to 2027/28- All anticipated income/costs are provided for in budgetary process  | Every Finance, Resources & General Purposes CommitteeAnnually | Unexpected event ie flooding | Town Clerk |
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| 21 | Failure to use grants for intended purposes | Lack of funds for project for which grant was intendedInvestigation into the use of funds | L | L | - Record clearly in minutes- Clear financial procedures- Feedback forms sent with grant payment- Grants policy adopted and reviewed annually | Annually | Review of minutes | Town Clerk |
| 22 | Keeping proper financial records in accordance with statutory requirements | Inadequate financial control | L | H | - Regular scrutiny of financial records and proper arrangements for the approval of expenditure- Standing Order and Financial Regulations are in place and reviewed annually- Councillors to be appointed as random audit checkers- Independent internal auditor appointed.- Rialtas accounting software used. VAT properly administered.- Financial reports are presented to the Finance, Resources and General Purposes Committee on a quarterly basis | AnnuallyMonthly | Review of internal controls in place and their documentation | Town Clerk |
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| 23 | ~~Breakdown of~~ Management of IT equipment | Loss of informationSecurity breaches | M | M | - Computer systems backed up to the Cloud via web host services- Access restricted to authorised users- Only approved software and virus software used - Review/Aduit of electronic devices is being undertaken | Annually | Unexpected incident | Town Clerk |
| 24 | Failure to collect and review rents & charges (room hire, allotments, leases etc) | Reduction in income  | L | M | - All income due to the council and received is properly recorded.- Invoices and receipts are issued as necessary- Rents and charges are reviewed annually as part of budgetary process- Appropriate recovery action taken when necessary | Annually | Irrecoverable debts | Town Clerk |
| 25 | Provision and maintenance of Town Council assets | Failure to provide safe and usable assets | L | M | Separate risk assessments in place for council owned assets and open spaces | Annually | ~~\*~~Complaints from users/visitors of council assets | Town Clerk |
| 26 | Failure to maintain compliant CCTV provision | Poor reputationIncidents missed, no evidence to prosecuteData protection breaches | M | H | - Risk assessment carried out prior to installation- Appropriate training provided- Access restricted to trained personnel and local police | Annually | ~~\*~~Issue raised by local authority (Police)\*Data issue raised by member of public | Town Clerk |
| 27 | Provision of user-friendly website | Reputation affectedInformation not accessible Confusion from external linksLack of users | L | H | - Website is monitored and updated on a weekly basis - Privacy policy makes clear council is not responsible for privacy practices or content of external websites- All members of staff have ability to undertake all website activity- Website continuously updated to meet new accessibility regulations- Regularly backed up by outside management company | Annually | \*Complaints/issues raised by website users\*Changes to accessibility requirements | Town Clerk |
| 28 | Problems due to borrowing or lending. Banking arrangements, including borrowing or lending.Complying with restrictions on borrowing | Failure of third party to repay loanInability of Council to repay a loan | L | L | When required:- Include in annual budget- Clear Standing Orders- Prepare, adopt and adhere to codes of practice for procurement and investment | N/A | N/A | N/A |