**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 prioritisation  Failure 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 | Annually  Each meeting | Unexpected expense | Town Clerk |
| 2 | Poor reporting to Council | Poor quality decision making  Council 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/ Quarterly  Each meeting | Matter raised at meeting | Town Clerk |
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| 3 | Loss of key staff | Failure in budgetary controls  Work 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 | Annually  Annually  Annually | Loss of staff member | Town Clerk |
| 4 | Failure to respond to electors’ wish to right of inspection | Loss of confidence  Loss 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 rejected  Responsibilities 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 manner  Deadlines missed  Lack 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 bodies  Employee action for negligence or grievance  Loss 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 reputation  Ineffectual 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 questions  Non-participation | Town Clerk |
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| 12 | Council lacks relevant skills and commitment | Council fails to achieve its purpose  Decision making by-passes Council  Poor 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 especially  Every meeting | Training reminders (SLCC, DALC etc.) | Town Clerk |
| 13 | Council becomes dominated by one or two individuals or cliques form | Conflicts of interest  Pursuit of personal agendas  Decisions 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 reputation  Conflicts of Interest | L | M | - Clear Standing Orders  - Open system of payment  - Transparency  - Councillors to be appointed as Random Audit Checkers  - Internal Auditor appointed | Annually  All meetings | Adverse press articles | Town Clerk |
| 15 | Failure to register Members’ interests, gifts etc | Member could make inappropriate gains  Could 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 disclosures  Complaint 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 repair  Injury to third party leading to claims  Damage 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 God  Insufficient protection of physical assets owned by the Council - buildings, furniture, equipment etc.  Legal liability as a consequence of asset ownership | High cost of repair  Loss of Assets  Disruption  Damage to public property or person | M  L  M  L | L  M  M  H | - 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 report  View asset register  Review 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 funds  Loss 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 | Annually  Bi-monthly  Monthly  Annually | On a Loss Review Insurance Cover (fidelity guarantee) | Town Clerk |
| 20 | Inadequacy of Precept  Ensuring the adequacy of the annual precept within sound budgeting arrangements | Services not provided  Lack of confidence in Council  Inability to carry out functions  Insufficient 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 Committee  Annually | 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 intended  Investigation 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 | Annually  Monthly | Review of internal controls in place and their documentation | Town Clerk |
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| 23 | ~~Breakdown of~~ Management of IT equipment | Loss of information  Security 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 reputation  Incidents missed, no evidence to prosecute  Data 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 affected  Information not accessible  Confusion from external links  Lack 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 loan  Inability 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 |