



Kirton in Lindsey Town Council

**Policy 38: Risk Management Policy**

Adopted September 2024 (v.20241) [FC2409/12]

**1. Executive Summary**

Kirton in Lindsey Town Council has a responsibility to manage risks, both internal and external, and is committed to the implementation of a risk management strategy in line with the Audit and Accountancy Regulations so as to protect the Council from avoidable losses.

This policy is in place to assist Kirton in Lindsey Town Council to identify, evaluate and control risk. It is good 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 Councillors and Staff.

**2. Definition of Risk**

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.

Risk Management is the process by which risks are identified, evaluated and controlled.

**3. Responsibilities**

This policy places a responsibility on all Councillors and Staff 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 Council's daily operations; in order for this to be achieved it is crucial that clarity exists to determine the various roles and responsibilities of individuals involved in the risk management process.

To ensure this exists, the Council has established a structure that identifies how Councillors, Staff, committees, sub-committees and volunteers contribute to the overall risk management process.

#### **4. Organisational Structure and Summary of Key Roles**

##### Town Council or delegated Committee:

- Monitor annual reporting on Risk Management activity
- Ratification of the Council's Annual Statement on Internal Control
- Approve Risk Management Policy and related documentation
- Approve content of risk registers and proposed risk mitigation plans
- Monitor implementation and progress of managing risks against action plans
- General oversight of the Council's risk management process
- Receive regular reports for review/scrutiny and challenge current and proposed risk management procedures and processes
- Determine responsibilities and actions to control risks
- Monitor all financial activities of the Council, ensuring compliance with legislation and internal controls, to minimise risk to public funds
- Determine risk management action plans and delegate responsibility for control

##### Town Clerk

- Review Insurance documentation to ensure legal compliance whilst striving for employment of best practice procedures
- Advise the Town Council on risk management activity
- Recommend any changes to the risk management frameworks, strategies and processes to Full Council
- Identify, analyse and prioritise risks
- Provide advice and support on risk management matters
- Maintain and update the Risk Management policy, bringing revisions to Full Council for review
- Produce an annual report on overall risk management activity
- Monitor progress on the management of risks

##### Staff and other stakeholders

- Maintain awareness of risks, their impact and costs and feeding this information into the risk management process
- Control risks in their day-to-day work
- Monitor progress in managing job related risks

## **5. Aims of Risk Management**

In respect of risk management, Kirton in Lindsey Town Council aims to:

- Integrate risk management into the culture of the Council
- Raise awareness of the scope of risk management including business risk, the identification of opportunities as well as threats
- Manage risk in accordance with best practice
- Minimise losses, injury and damage and reduce the cost of risk
- Ensure appropriate actions are taken to address identified risks
- Ensure risks are monitored and appropriate mechanisms exist to support the Annual Governance Statement on the effectiveness of the Council's system of internal controls
- Ensure appropriate actions are taken to identify and pursue opportunities

These aims will be achieved through the Council's Risk Management Strategy (Appendix A to the Risk Management Policy) which details the roles, responsibilities and actions necessary for successful implementation.

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

## **6. Relevant Legislation**

Kirton in Lindsey Town Council will implement its Risk Management policy in accordance with current legislation governing local Town and Parish Councils and the associated Codes of Practice.

## Appendix A

### Risk Management Strategy

#### Introduction

This strategy sets out Kirton in Lindsey Town Council's framework for risk management processes, ensuring a consistent approach is taken across the Council and providing an element of independent oversight by Council Officers.

#### Objectives

The objectives of this strategy are to: -

- Clearly identify roles and responsibilities for managing risk
- Follow a structured framework for the identification, assessment and evaluation of risks.
- Ensure a consistent approach is adopted across the Council which facilitates the prioritisation of risks and avoids duplication of mitigating action.
- Ensure risk management principles are embedded in all systems and processes to help demonstrate openness, integrity and accountability in all of the Council's activities.
- Ensure the risk management process contributes to the development of a robust internal control framework, providing assurance to Councillors and Staff that appropriate levels of control exist.
- 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.

#### Definitions

a. Risk: an event or action which will adversely affect the Council'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 within acceptable limits (**Treat the Risk**)
- Insure against risk/outsource/design and build options 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**)

#### Processes

In line with best practice, the Council has adopted a five-step process to support the implementation of risk management and support the Risk Register: -

1. **Identify:** risks will be identified during the service delivery planning process and cross-referenced, where possible, to key tasks and to the achievement of the Council's objectives
2. **Analyse:** risks will be assessed against probability and impact of the identified risks using the Council's evaluation criteria to give a risk score (Low, Medium, High)
3. **Mitigate:** risks will be entered in the risk register with existing controls and a residual risk marker using RAG (Red/Amber/Green) identification markers show the level of risk after mitigation
4. **Reporting:** further actions required to reduce the threat of the risk occurring or minimise its impact will be stated in the risk register
5. **Responsibility:** assignment of responsibility for carrying out and/or monitoring the additional actions are successfully implemented will be identified in the risk register

Full Council will keep the risk register under review, with progress against further actions identified being 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.

#### Risk Register

Below is a copy of the Risk Register. The Risk Register will be reviewed every quarter to be sure it is still fit for purpose. In accordance with the Council's Risk Management policy, should something occur within the Council's operations which requires an amendment or addition this is brought to the attention of the Full Council.

Amendments and the preparations for the annual review of the document are carried out by the Town Clerk, for adoption/resolution by Full Council.

The RAG (Red/Amber/Green) status of identified risks is based on a judgement of each risk taking into account all three factors of

1. **Likelihood of Risk Materialising**
2. **Impact** and
3. **Mitigating Actions**

The level of risk is identified as

1. **High:** *the risk is imminent (status RED)*
2. **Medium:** *the risk is apparent but not imminent (status AMBER)*
3. **Low:** *the risk is not apparent or imminent (status GREEN)*

Area of Risk Identified	Risk to Delivery	Likely	Impact	Mitigating Action / Control Procedure	RAG Status	Change to Risk	Monitoring Process	Responsibility
1. Compliance with Acts of Parliament and legislation, the Council's Standing Orders, Financial Regulations and Code of Conduct.	<p>Lack of knowledge of Regulations and Codes of Conduct and commitment to adhere to them.</p> <p>Absence of up to date Standing Orders.</p> <p>Actions by the Council outside its powers as set out by Parliament.</p> <p>Items purchased without proper tendering procedures, resulting in accusations of commercial favouritism.</p> <p>Payments made without prior approval and adequate control.</p> <p>Lack of control of signatories.</p> <p>VAT not properly accounted for, resulting in over-claims</p>	Low	High	<p>Ensure all Councillors have access to relevant information through membership of professional organisations and the Good Councillors Guide, copies of Standing Orders, Financial Regulations and Code of Conduct.</p> <p>Ensure powers are highlighted, and Councillors take up on the appropriate training.</p> <p>Ensure Standing Orders and Financial Regulations are reviewed and amended, if required, on an annual basis or when changes in legislation.</p> <p>Ensure all payments are approved in accordance with Financial Regulations.</p> <p>Authorised signatories to be reviewed at least annually or on changes to Members/Staff.</p> <p>Ensure appropriate</p>			<p>Internal Audit Review by Independent auditor.</p> <p>Annual review of Standing Orders, Financial Regulations and Code of Conduct.</p> <p>Clerk to have completed CiLCA training.</p> <p>Membership of professional bodies – ERNLLCA, NALC, SLCC and ICCM.</p>	<p>Full Council All Councillors Town Clerk</p>

	<p>and large demands from HMRC.</p> <p>VAT claims not made to recover costs entitled to.</p> <p>Failure to comply with Local Authority Cemetery Order 1977.</p>			<p>publications held and that Clerk has a good knowledge of Regulations.</p> <p>Ensure there is appropriate training undertaken and measures in place to ensure compliance.</p> <p>Regular training courses to ensure compliance with legislation and good practice.</p> <p>Cemetery forms checked to ensure completed correctly e.g., forms received prior to interment and Deeds of ownership transferred correctly.</p>			
2. Business planning	<p>The Council lacks direction, strategy and forward planning.</p> <p>No risk analysis carried out.</p> <p>No steps taken to combat identified Risks.</p>	Med	High	<p>The Council holds and reviews an Action Plan to give direction, strategy and forward planning.</p> <p>Risk Management Policy in place to consider different risks, mitigation and monitoring processes.</p> <p>All Councillors to be made aware of need to identify risks though Risk Management Policy.</p> <p>Attend relevant training where possible.</p>		<p>Full Council to continue to review Action Plan.</p> <p>Full Council to review risk analysis at least annually.</p>	Full Council.
3. Effective communication with North Lincolnshire	Lack of effective lines of communication with other organisations.	Low	Med	Note all communication lines which are essential or beneficial and establish /		Regular contact to engage with residents.	Full Council Town Clerk

Council, and other Government organisations.	Lack of effective lines of communication with residents.  Lack of knowledge and confidence by Councillors to highlight the local needs.			maintain contact by name and where possible face to face.  Regular updates of Council news on noticeboards, online and in Kirton First, and seek residents views on issues.  Ensure new Councillors are mentored by more experienced Councillors and all Councillors are encouraged to conduct research to understand local needs.		Training highlighted to new councillors and refreshers for others.  Councillors encouraged to attend training with budget in place.  Relationship with North Lincolnshire Council to be maintained.	
4. Councillors' awareness of their responsibilities, possible liabilities and ensuring adequate insurance cover for all likely risks.	Lack of knowledge and understanding of culpability.  Inadequate insurance cover – property, public liability, personal liability, employer's liability.  Councillors fail to declare interests and participate in inappropriate decision making – has material impact on decisions taken and public perception of Council.  Resignation of Councillors – unable to form a quorum.	Med	High	Ensure Councillors are conversant with Standing Orders and Code of Conduct and culpability is explained.  Training offered to new Councillors.  Review of all insurance requirements to include adequate cover for all areas of business.  Clerk to ensure Register of Interests is kept up to date and housekeeping mentioned at the beginning of each meeting (Declaration of interests), to remind to all Councillors.		New Councillor information pack containing relevant information produced.  Councillors encouraged to attend relevant training.  Annual review of all insurance policies.  Good housekeeping within all meetings.	Councillors Town Clerk
5. Use of Council funds/assets	Fraudulent activity.  Failure to provide value for money.	Low	Low	Regular checks by RFO and Internal Auditor.  RFO to monitor best		Regularly review best rates for savings.	Full Council Town Clerk

	<p>Use of funds not in accordance with residents wishes.</p> <p>Inappropriate charges for facilities.</p> <p>Lack of knowledge of Council assets.</p> <p>Assets lost or misappropriated.</p> <p>Inadequate or inaccurate valuation of the Council's assets.</p> <p>Asset register not established or inadequately maintained.</p> <p>Loss of cash.</p> <p>Bank charges unnecessarily incurred.</p> <p>Failure to renew service contracts.</p>			<p>investment of funds.</p> <p>Residents' views sought online through newsletters / meetings.</p> <p>Annual review of charges for facilities or services.</p> <p>Ascertain and record all significant assets for which Council is responsible.</p> <p>Create and maintain a permanent asset register.</p> <p>Regular monitoring of location and use of assets.</p> <p>Periodic review of valuations.</p> <p>Monies banked promptly and receipts issued.</p> <p>RFO and Full Council to carry out regular inspection of accounts.</p> <p>Diarised renewal dates, and contracts reviewed for best value.</p>		<p>Undertake annual review of Asset register (maintained by Town Clerk).</p> <p>Undertake annual review of charges for facilities and services.</p>	
6. Council Buildings	<p>Building safety hazards.</p> <p>Compromised buildings security.</p> <p>Power failure/Computer</p>	Low	High	<p>Ensure all necessary checks are properly performed by suitably accredited people in a timely manner in accordance with an agreed schedule.</p>		<p>Schedule created to ensure that checks are undertaken in a timely manner. (PAT/Backup)</p> <p>A Renewals Schedule lists all items that need regular</p>	Town Clerk

	<p>failure/internet failure/phones failure.</p> <p>Access requirements.</p> <p>Emergency contingency.</p>			<p>Ensure all necessary licences are listed on a schedule and renewed in a timely manner.</p> <p>Regular property checks, monitoring of utility bills, prompt attention to minor repairs and leaks.</p> <p>Ensure staff can work from home if required.</p>		<p>renewals to ensure all are actioned on time.</p> <p>Emergency contacts list for all utilities and services easily accessible in case of a breakdown or emergency.</p> <p>Planned maintenance schedules, including for seasonal preparations and regular servicing.</p>	
7. Compliance with appropriate Government Legislation regarding disability, racial equality, safeguarding children etc.	<p>Lack of knowledge of Applicable legislations.</p> <p>Lack of public awareness of applicable legislation.</p>	Low	Med	<p>Ensure Clerk has all current legislation available.</p> <p>Review liabilities and responsibilities periodically at Town Council Meetings.</p>		<p>Adequate Policies in place, reviewed as scheduled by Town Council.</p> <p>Councillors and staff to be aware of and follow such policies.</p>	<p>Town Clerk</p> <p>Councillors</p> <p>All staff</p>
8. Appropriate bookkeeping	<p>Fraudulent activity</p>	Low	High	<p>Regular checks by RFO, reporting to Full Council, General Purposes meetings, and Internal Auditor.</p> <p>Submission of Annual Governance and Accountability Return.</p> <p>Monthly bank reconciliation.</p>		<p>All payments comply with the Accounts and Audit Regulations.</p> <p>Review accounts during Monthly meetings and budget at financial quarters.</p> <p>Adherence to Financial Regulations.</p>	<p>RFO / Town Clerk</p> <p>Full Council</p>
9. Precept	<p>Lack of knowledge of budgetary process and regulations.</p> <p>Inadequate consideration of requirements for annual precept.</p>	Med	High	<p>Begin precept planning from Sept onwards.</p> <p>Full Council to discuss budget requirements and challenge proposals as necessary.</p>		<p>Provide training where necessary.</p> <p>Use forward planning and review of previous years to provide budgeting figures.</p>	<p>RFO</p> <p>General Purposes</p> <p>Full Council</p>

	Inadequate monitoring of budget.  Reserves too high / too low.			Ensure adequate budgeting tools are in place.  General reserves to be in accordance with Financial Regulations.  Earmarked Reserves to be carefully considered.		Budgets to be recommended by each Committee where relevant.  Monthly monitoring of all accounts by Full Council committee will incorporate monitoring of Reserves.  Recommendation regarding finances from GP Committee to Town Council.	
10. Sources of income	Lack of knowledge of confirmed sources of income.  Failure to collect monies owing to the Council.  VAT Claims not made promptly or correctly.	Low	High	Attendance of training / conferences to obtain knowledge of funding streams.  Regular checks by RFO.  Ensure appropriate training and information available.  Ensure VAT process is known.		Regular review of accounts by RFO and reporting to Full Council.	RFO Full Council
11. Appropriate Year End reporting	Lack of knowledge of Council regulations and procedures.  Late or non-submission of Annual Accounts.  Inadequate audit trail from records to final accounts.	Low	High	Ensure Financial Regulations and Standing Orders are read and understood.  Attend training where available.  Compliance with the instructions of the External Auditor.  Adherence to end of year timetable.		Financial Regulations and Standing Orders reviewed annually (as a minimum) at Full Council.  Receipt of accounts on monthly basis at Full Council.  Process of receipt of Annual Accounts by Full Council in place.	Full Council RFO
12. Employment issues	Salaries not paid in line with Council regulations and	Med	Med	Ensure employee regulations are available and understood by Clerk.		Salaries approved by Full Council.	RFO / Town Clerk Full Council

	<p>budget and statutory legislation.</p> <p>Dispute arises over pay and grading.</p> <p>Contracts not in place.</p>			<p>Payments authorised by Full Council and Town Clerk.</p> <p>Ensure that pay and grading is fair, equitable, remunerate for work undertaken.</p> <p>System for deciding pay and annual increments is transparent and fair.</p> <p>Ensure system in place to manage disputes.</p> <p>Review all job descriptions and contracts to standardise where possible.</p> <p>Internal audit checks.</p>		<p>Staff to be employed on NJC Pay Scales (recognised by Local Government).</p> <p>Notices of changes to Pay Scale notified to Council.</p> <p>All Contracts, Job Descriptions and Person Specifications are reviewed as required and in line with national changes.</p> <p>Pension regulations followed.</p> <p>Appraisal system in place.</p> <p>Relevant and recent training undertaken by those involved in staffing matters.</p>	P&D Committee
13. Staff turnover	Sudden loss of key personnel.	Low	Med	<p>Ensure that all systems, processes and job descriptions are recorded. Ensure that contact is in place to identify the progress of work or concerns about work / workload on a regular basis.</p> <p>Ensure that money available within contingency to pay for temporary staff and/or recruitment costs if necessary.</p> <p>Ensure recruitment process in place to ensure the smooth replacement of</p>		<p>Town Clerk undertakes annual appraisals for staff members.</p> <p>All staff regularly meet with Councillors and have opportunity to discuss issues.</p> <p>RFO reviews Financial contingencies as part of budget setting.</p> <p>Succession planning.</p>	Town Clerk P&D Committee

				staff. Contingency in place for functioning of Council.			
14. Staff sickness	Health emergencies which could affect ability to continue normal operations.  Regular or long-term absences of staff.	Low	High	Staff guidance on what to do is made available.  Reasonable arrangements are in place in the office to prevent the spread of infection.  Contingency plans are in place for home working and/or delaying projects.  Sickness Absence Policy in place.		Town Clerk monitors as necessary.  Appropriate Risk Assessments made and reviewed as required.	Town Clerk
15. Health, safety and environment – Council premises	Major incident on Town Council owned premises which leads to injury.	Low	High	Public liability insurance maintained.  H&S audit of premises carried out.  Any issues identified discussed with Council.		Insurance is reviewed at least annually.  Workload remains in review.  Lessons Learned carried out after any such incident.	Full Council Town Clerk
16. Health, safety and environment – Play equipment	Failure to comply with Health & Safety Regulations.  Failure to carry out regular checks on all play equipment.  Failure to ensure annual checks by independent body (RoSPA).	Low	High	H&S policy in place.  All staff inducted in appropriate behaviours to comply with H&S regulations.  Members trained on playground inspections and following through on actions.  RoSPA performing annual inspections.		Weekly visual and monthly operational inspections and monitoring carried out by trained members.  Records maintained of all works carried out on equipment.  Reports taken to monthly meetings to confirm actions required.	Full Council

	Failure to carry out work identified in safety inspections.						
17. Health, safety and environment - Cemetery	<p>Failure to provide adequate services as burial authority.</p> <p>Failure to monitor memorials.</p> <p>Inadequate protection over graves dug ready for an interment.</p> <p>Failure to securely cover open burial plots.</p>	Low	High	<p>Carry out risk assessments on the memorials to establish stability.</p> <p>Eligibility criteria in place – to be reviewed by Full Council as part of policy review.</p> <p>Review burial provisions provided by Funeral Directors e.g., dig methods.</p> <p>Review of available spaces left carried out annually.</p>		<p>Topple testing carried out following official guidance on a rolling programme and results recorded.</p> <p>Regular contact maintained between memorial masons, funeral directors and other relevant contractors.</p>	Town Clerk Full Council
18. Health, Safety and environment – Street furniture	Failure to provide safe facilities for members of the public.	Low	High	<p>Regular checks on street equipment.</p> <p>Equipment at play area checked as part of play area checks.</p> <p>Availability of contractors to repair street furniture.</p> <p>Updates provided to Full Council.</p>		<p>Records of all street furniture inspections and repairs.</p> <p>Regular review of assets.</p> <p>Number of assets responsible for kept under review for sufficient resources for management.</p>	Town Clerk Full Council
19. Health, Safety and environment – Open Spaces	<p>Failure to provide safe open spaces for members of the public.</p> <p>Potential damage to neighbouring gardens or property e.g., overgrown trees.</p>	Low	High	<p>Regular monitoring of open spaces staff and members.</p> <p>Trees inspections and actions taken.</p>		<p>Records of checks on open spaces and tree inspections.</p> <p>Qualified contractors carry out tree inspections and minor tree works.</p> <p>Major works carried out by professional Arboriculturists.</p>	Town Clerk Full Council

20. Events safety	Failure to provide safe events for members of the public.	Low	High	<p>Risk Assessments carried out for each event.</p> <p>Relevant insurance in place for each event.</p> <p>Relevant licences and permissions in place for each event.</p> <p>Professional review of planning, risk assessment undertaken by ESAG or other partners.</p> <p>Relevant training in place.</p>			<p>Promoting Kirton Committee involvement in approval of event information including risk assessments.</p> <p>All H&amp;S requirements and advice followed.</p> <p>Working Group involved for community engagement and idea development.</p>	Assistant Clerk PK Committee Full Council
21. Compliance to General Data Protection Regulation (GDPR)	<p>Non-compliance penalties from the Information Commissioner's Office (ICO).</p> <p>Reputation damage and the potential loss of public confidence who may feel their personal and sensitive information could be compromised.</p>	Low	High	<p>Compliance to GDPR regulations.</p> <p>Review associations advice and ensure compliance.</p> <p>All Staff and Councillors trained in compliance with GDPR.</p>			Data Protection including GDPR policy reviewed regularly.	Town Clerk Full Council

Signed..... Town Mayor

Signed..... Town Clerk

Name.....

Name.....

Date.....

Date.....