

## ACKLINGTON PARISH COUNCIL RISK MANAGEMENT SCHEME

### Introduction

This document sets out the framework on which risk management processes at Acklington Parish Council are based. This framework should assist in ensuring that a consistent approach is taken across the Council for the identification, assessment and evaluation of risks, and for ensuring that actions are proportionate to identified risks, thereby efficiently and effectively utilising resources and maintaining a balance between risks and controls. Risk management will strengthen the ability of the Council to achieve its objectives and enhance the value of services provided.

### Risk Management

Risk – *‘Risk is the combination of the probability of an event and its consequence. Consequences can range from positive to negative’.*

Risk Management – *‘Process which aims to help organisations understand, evaluate and take action on all their risks with a view to increasing the probability of success and reducing the likelihood of failure.’* [Institute of Risk Management (IRM)]

Risk management is an essential feature of good management and applies to all aspects of the Council’s business.

There is an Audit requirement under the Accounts and Audit (England) Regulations 2015 s.3 to establish and maintain a systematic strategy, framework and process for managing risk. Risks and their control will be collated in a Risk Register. A statement about the system of internal control and the management of risk will be included as part of the Annual Statement of Accounts and summarised in the Council’s Business Plan.

Implementing the Strategy involves identifying, analysing/prioritising, managing and monitoring risks.

### Risks Types

Strategic Risk – long-term adverse impacts from poor decision-making or poor implementation. Risks causing damage to the reputation of the Council, loss of public confidence, or in a worse case statutory intervention.

Compliance Risk – failure to comply with legislation or laid down procedures or the lack of documentation to prove compliance. Risks exposure to prosecution, judicial review, employment tribunals, inability to enforce contracts etc.

Financial Risk – fraud and corruption, waste, excess demand for services, bad debts. Risk of additional audit investigation, objection to accounts, reduced service delivery, dramatically increased Council tax precept levels/impact on Council reserves.

**Operating Risk** – failure to deliver services effectively, malfunctioning equipment, hazards to service users, the general public or staff, damage to property. Risk of insurance claims, higher insurance premiums, lengthy recovery processes.

Not all these risks are insurable and for some the premiums may not be cost-effective. Even where insurance is available, money may not be an adequate recompense. The emphasis should always be on eliminating or minimising risk. Risk can be connected to opportunities as well as potential threats.

**Risk Identification** – Identifying and understanding the hazards and risks facing the Council is crucial if informed decisions are to be made about policies or service delivery methods. The risks associated with these decisions can then be effectively managed.

**Risk Analysis** – Identified risks need to be systematically and accurately assessed using proven techniques. Analysis should make full use of any available data on the potential frequency of events and their consequences.

**Risk Prioritisation** – An assessment should be undertaken of the impact and likelihood of risks occurring, with impact and likelihood being scored Low (L), Medium (M) and High (H). The scores for both impact and likelihood are scored in this manner. Risks scoring High will be subject to detailed consideration and preparation of a contingency/action plan to appropriately control the risk.

**Risk Control** – Risk control is the process of taking action to minimise the likelihood of the risk event occurring and/or reducing the severity of the consequences should it occur. Typically, risk control requires the identification and implementation of revised operating procedures, but in exceptional cases more drastic action will be required to reduce the risk to an acceptable level.

Options for control include:

Tolerate – documenting a conscious decision after assessment of areas where the Council accepts or tolerates risk.

Treat – loss control measures are implemented to reduce the impact/ likelihood of the risk occurring;

Transfer – the financial impact is passed to a third party or by way of insurance. This is good for mitigating financial risks or risks to assets;

Terminate – the circumstances from which the risk arises are ceased so that the risk no longer exists;

**Risk Register** –Details on the impact and likelihood matrix are included below.

**Risk Monitoring** – The risk management process does not finish with putting any risk control procedures in place. Their effectiveness in controlling risk must be monitored and reviewed. It is also important to assess whether the nature of any risk has changed over time.

The information generated from applying the risk management process will help to ensure that risks can be avoided or minimised in the future. It will also inform judgements on the nature and extent of insurance cover and the balance to be reached between self-insurance and external protection.

## **Roles and Responsibilities -**

Councillors – risk management is seen as a key part of the councillors' stewardship role and there is an expectation that Elected Members will lead and monitor the approach adopted. This will include:

Approval of the Risk Management Strategy;

Parish Clerk – will ensure that Risk Management is an integral part of any service review process, ensure that recommendations for risk control are detailed in service review reports and will lead in developing and monitoring Performance Indicators for Risk Management.

Employees – will undertake their job within risk management guidelines ensuring that the skills and knowledge passed to them are used effectively.

**Role of Internal Audit** – the Internal Auditor provides an important scrutiny role carrying out audits to provide independent assurance to the Council. Internal Audit assists the Council in identifying both its financial and operational risks and seeks to assist the Council in developing and implementing proper arrangements to manage them, including adequate and effective systems of internal control to reduce or eliminate the likelihood of errors or fraud.

**Training** – Risk Management training will be provided to key staff. Councillors will receive appropriate briefings.

**Risk Assessment and Management (Financial & Business) for the Period 1<sup>st</sup> April 2018 to 31<sup>st</sup> March 2019**  
**L (Low) M (Medium) H (High)**

**Financial: Income**

<u>Topic</u>	<u>Risk Identified</u>	<u>Likelihood</u>	<u>Financial Impact</u>	<u>Management of Risk</u>	<u>Action</u>	<u>Frequency</u>	<u>Ownership</u>
Precept	Not Submitted	L	H	Council Minute Check and Report	Diary Diary/Bank Statement	Annual	Clerk
	Not Paid by Principal Authority	L	H			6 monthly	Clerk
	Adequacy of Precept	H	H	Monthly Review of budget to actual	9month budget review	Ongoing	Clerk Council
Charges	Invoices not paid	L	M	Register to invoice Issue of Receipt Segregation of duties	Reconciliation	Annual	Clerk
Investment Income	Surplus funds	L	M	Review annually at year end		Annual	Councillors Clerk

**Financial: Expenditure**

<u>Topic</u>	<u>Risk Identified</u>	<u>Likelihood</u>	<u>Financial Impact</u>	<u>Management of Risk</u>	<u>Action</u>	<u>Frequency</u>	<u>Ownership</u>
Salaries	Wrong salary paid	L	L	Payroll calculation available for checking by Council	Payroll Check	On review	Clerk
	Wrong hours paid	L	L			Council	
	Wrong Rate of pay	L	L			6 monthly	Clerk
	Wrong deductions - NI/Tax	L	M				
Direct Costs and Overhead expenses	Goods not supplied	M	M	Order system	Approval check App. Check	Monthly	Clerk
	Invoice incorrectly calculated	M	L	Check arithmetic		Monthly	Accounts
	Cheque payable to wrong party	M	M	Invoice initialed by signatories			Councillors
Grants	Power to Pay	M	M	Minute power			Councillors
	Agreement of Council to pay	L	L	Minute			Councillors
	Cheque	L	L	Signatory signed (3)			Councillors

<b>Election Costs</b>	<b>Invoice at agreed rate</b>	<b>L</b>	<b>L</b>	<b>Accrue annually</b>	<b>Budget review</b>	<b>Annual</b>	<b>Councillors</b>
<b>Vat irrecoverable</b>	<b>Vat Analysis</b>	<b>M</b>	<b>L</b>	<b>All items in cash book</b>	<b>Verify</b>	<b>Quarterly</b>	<b>Accounts</b>
<b>Reserves General</b>	<b>Adequacy</b>	<b>L</b>	<b>M</b>	<b>Consider at budget setting</b>	<b>RFO</b>	<b>Annual</b>	<b>Councillors</b>
<b>Reserves Earmarked</b>	<b>Adequacy</b>	<b>L</b>	<b>M</b>	<b>Consider at budget setting and year end</b>	<b>RFO</b>	<b>Annual</b>	<b>Councillors</b>
<b>Assets</b>	<b>Loss, damage etc.</b>	<b>M</b>	<b>H</b>	<b>Regular inspections, update insurance and register</b>			<b>Clerk</b>
	<b>Risk to third party</b>	<b>M</b>	<b>M</b>	<b>Review adequacy of public liability insurance</b>	<b>Diary</b>	<b>Annual</b>	<b>Councillors.</b> <b>Councillors</b>
<b>Staff</b>	<b>Loss of key personnel</b>	<b>L</b>	<b>H</b>	<b>Hours, health, stress etc.</b>	<b>Committee</b>		<b>Councillors</b>
	<b>Fraud by staff</b>	<b>L</b>	<b>L</b>	<b>Fidelity guarantee insurance</b>	<b>Council</b>	<b>Annual</b>	<b>Councillors</b>
<b>Loss</b>	<b>Consequential loss due to critical damage or third party performance</b>	<b>L</b>	<b>M</b>	<b>Insurance cover review adequacy</b>		<b>Annual</b>	<b>Councillors</b>

<b><u>Topic</u></b>	<b><u>Risk Identified</u></b>	<b><u>Likelihood</u></b>	<b><u>Financial Impact</u></b>	<b><u>Management of Risk</u></b>	<b><u>Action</u></b>	<b><u>Frequency</u></b>	<b><u>Ownership</u></b>
<b>Cash</b>	<b>Loss through theft or dishonesty</b>	<b>L</b>	<b>L</b>	<b>No cash handling in place</b>	<b>Council</b>	<b>Annual</b>	<b>Councillors</b>
<b>Maintenance</b>	<b>Poor perf. of assets or amenities</b>	<b>L</b>	<b>M</b>	<b>Regular maintenance inspections</b>		<b>Ongoing</b>	<b>Clerk</b>
<b>Borrowing</b>	<b>Adequacy of finances to repay loans</b>	<b>M</b>	<b>M</b>	<b>Financial review and cash flow forecasting</b>			<b>Accounts</b> <b>Councillors</b>

Legal Powers	Illegal activity or payment	L	L	Education of members as to their legal powers			Councillors Clerk
Financial Records	Inadequate Records	L	L	Regular internal audit and year end health check	Internal Auditor Accountant	6 monthly Annual	Accounts Clerk
Medium Term Financial Plan	Need to plan for longer term	M	H	Prepare and maintain MTFS	Review	Annual	Councillors Clerk

### Strategic

<u>Topic</u>	<u>Risk Identified</u>	<u>Likelihood</u>	<u>Impact</u>	<u>Management of Risk</u>	<u>Action</u>	<u>Frequency</u>	<u>Ownership</u>
Grants	Need to review Grant Scheme and link to strategic priorities	M	M	Target priorities	Review Scheme	annually	Clerk
Village Plan	Unable to take forward key priorities	L	M	Include in Strategy & Business Plan	Review	annually	Clerk
Additional recreation/ sports land	Possible acquisition under s106 Prepare for costs and operation	L	M	Included in Budget Prepare for operations and future maintenance		Prior to event	Clerk
Corporate Strategy	Lack of clear direction	H	M	Prepare priorities & objectives	Follow Strategy	4 years	Clerk Councillors
Business Plan	Unable to implement Strategy	H	M	Follow to deliver Strategy	Follow and update	annually	Clerk Councillors
Future Services	Unable to afford or deliver	L	H	Need to be in accordance with Strategy & be included in Business Plan		Ongoing	Clerk

## Operational

<u>Topic</u>	<u>Risk Identified</u>	<u>Likelihood</u>	<u>Impact</u>	<u>Management of Risk</u>	<u>Action</u>	<u>Frequency</u>	<u>Ownership</u>
Insurance Cover for Council	Risk to finances, staff and third parties if inadequate cover	L	H	Buildings & Land Allotments Contents Equipment Fidelity Theft Personal Injury (Members/ Officers) Public Liability Slander/Libel Employer Liability External Events	Monitor Cover and update as necessary	Ongoing	Clerk
Workplace Security	Risk to staff, damage to building/contents & data	M	H	Maintain security of building, alarms, back up files offsite, fire safety, password protect computer data	Monitor and maintain	Ongoing	Clerk
Regular maintenance of assets	Risk to staff & third parties also of loss or damage	M	M	Annual Business Risk Assessments completed Adequate legislative safety checks of assets	Monitor	Ongoing	Clerk
Asset Register	Risk if assets not properly recorded & valued	L	M	Accurate & timely	Monitor	Ongoing	Clerk
Newsletter	Threats to preparation/delivery	L	L	Ensure slot booked with Bulletin	Early preparation	Monthly	Clerk
Council Liability	Lone person working compliance with law	L	M	Introduce Lone Working Policy	Monitor & review	Ongoing	Clerk
	Contract of Employment	L	L	For all staff	Monitor & review	Ongoing	Clerk
	Duty of Care to visitors, staff and councillors	M	H	Adequate insurance, risk assessments and action plans	Monitor & review	Ongoing	Clerk
	Other Employment Conditions compliance with legislation	L	M	Review terms & conditions, contracts, development reviews & insurance	Monitor & review	Ongoing	Clerk

<u>Topic</u>	<u>Risk Identified</u>	<u>Likelihood</u>	<u>Impact</u>	<u>Management of Risk</u>	<u>Action</u>	<u>Frequency</u>	<u>Ownership</u>
	Loss of Key Staff	L	H	Need contingency arrangements and succession planning	Monitor & review	Ongoing	Clerk
	Councillors- must be adequately advised of their responsibilities and culpability.	L	M	Induction & refresher training	Monitor	Ongoing	Clerk
Health and Safety	Responsible for Members, Employees, Public & Contractors	M	H	Need regular Safety risk assessments both general and specialist, safety policy and safe working procedures.	Need review of risk assessments & SWP	Ongoing	Clerk
Town & Country Planning	Adverse effect on community amenities if fail to respond to Planning applications or Local Plan consultations	L	M	Need for Council to respond. Need guidance and processes	Review & follow processes	Ongoing	Clerk
Training	Essential for councillors & staff if to reach potential	M	M	Need annual training plans & to implement them	Prepare and monitor	Ongoing	Clerk
Freedom of information	Need to respond to requests	L	H	Procedure to be accurate and timely	Monitor & report	Ongoing	Clerk
Governance Documents	Interrupt operations if not current & following best practice	L	M	Keep up to date and in line with best practice	Review	2 years	Clerk
Press releases	Comply with publicity code	L	M	Review & monitor	Monitor	Ongoing	Clerk
Data Protection	Need to keep data secure	L	M	Need operational procedures	Monitor	Ongoing	Clerk
Byelaws	Reference to models when adopting	L	L	Not currently applicable			
Archiving documents	Security and statutory retention periods	L	M	Needs to be in accordance with a document retention policy	Monitor	Ongoing	Clerk
Public Access	Public need to be able to access services according to need & safely	L	M	Services available at stated times. Subject to safety inspections	Monitor	Ongoing	Clerk
Administration	Needs to be effective	M	M	Review & introduce procedures	Review & monitor	Ongoing	Clerk

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Contracts	Compliance with legislation/ governance documents when letting	L	H	Prepare specification, determine on price and quality	Monitor	Ongoing	Clerk
	Risk to performance and cost if not properly monitored	L	H	Monitor against specification and price	Monitor	Ongoing	Clerk

## Compliance

<u>Topic</u>	<u>Risk Identified</u>	<u>Likelihood</u>	<u>Financial</u>	<u>Management of Risk</u>	<u>Action</u>	<u>Frequency</u>	<u>Ownership</u>
Minutes	Accurate and Legal	L	L	Approved at following meeting			
Confidential Matters	Accurate and Legal	M	H	Need to be on agenda and minutes need to be public	Review & follow process	Ongoing	Clerk
Members Interests	Conflict of Interest	M	L	Update declarations of interest Recording on minutes of declarations		Annual Monthly	Councillors Clerk
Councillor Declarations	Accurate and Legal	H	M	Need copy on Website or link to Central Beds.	Review & follow process	Ongoing	Clerk
Dispensations	Not compliance with legislation	H	H	Require individual applications and approvals	Review & follow process	Ongoing	Clerk
Budget & Precept	In accordance with legislation	L	H	Compliance, advice by accountant	follow process	Annual	Clerk Accountant
Accounts & Annual Return	In accordance with Regulations	L	H	Compliance with Regulations	follow process	Annual	Clerk RFO
Audit process	Internal or external not following Regulations	L	H	Compliance with Regulations	follow process	Annual	Clerk RFO
Website	Not compliant with Transparency Code	M	M	Review in line with Code	Review & follow process	Ongoing	Clerk
Code of Conduct	Compliant with legislation & best practice	M	M	Code & procedures kept current	Renew or add guide	Annual	Clerk Accountant
Agendas and Notices	Not complying with legislation	L	H	Follow legislation. Use term "Summon"	Review & follow process	Ongoing	Clerk
Freedom of Information	Legal	M	M	Follow legislation, allow request by letter/email	Review & follow process	Ongoing	Clerk
Publication Scheme	Legal	H	M	Use latest model	Review & follow process	Ongoing	Clerk
Data Protection	Legal	L	H	Ensure registration & follow guide	Monitor	Ongoing	Clerk
Newsletter	Compliance with Publicity Code	L	L	Check content against Code	Monitor	Monthly	Clerk
Charitable Trust	Understanding responsibilities			No trusts operated by Council			

Statutory Governance Documents	Not compliant with legislation or current	L	H	Regular Reviews	Monitor	Annual	Clerk
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