

# For Council: 12 June 2023 APPENDIX 1A

## Lichfield City Council

### Minutes of the Meeting of the Audit Committee held via 'Zoom' on Thursday 8 June 2023 at 4.30pm

**Present:** Councillor J Marshall (Chair) and Councillors K Farrelly, A Fox, S Hollingsworth, A Lax and P McDermott.

**In attendance:** A Briggs (Town Clerk and RFO), G Keatley (Internal Auditor), A James (Accounts Officer) and Cllr D Robertson (Council Leader).

**Apologies:** None

#### 1. DECLARATIONS OF INTEREST AND REQUESTS FOR DISPENSATION

None

#### 2. MINUTES AND MATTERS ARISING

Cllr A Lax enquired as to the financial information requested for the Markets Working Group at the last meeting. The Town Clerk confirmed that the information was being prepared and would be put before the next meeting of the MWG.

**RESOLVED:** *The Minutes of the meeting held on 9 March 2023 be agreed as a correct record. [Minutes adopted by the City Council on 13 March 2023]*

#### 3. ASSET REGISTER AND ASSET REGISTER POLICY

Members conducted the annual review of the asset register and associated policy.

**RECOMMENDATION TO COUNCIL:** *That the Asset Register and associated policy [APPENDIX A to these Minutes] be adopted.*

#### 4. OUT-TURN REPORT AND STATEMENT OF ACCOUNTS

Members considered the Out-turn Report and the Draft Statement of Accounts (Annual Return), for the year ending 31 March 2023.

Cllr A Fox queried whether recommendations in the Internal Audit report automatically go before council. The Town Clerk confirmed that it depended on the nature of the recommendation, citing the example of the publishing of councillor attendance at meetings being an officer decision. The Town Clerk then confirmed that the matter of the Friary Fountain (a further recommendation in the Internal Audit report) would go before Council due to it being a provision made by the council and the financial implications.

Cllr Fox then asked for clarification on the council's interpretation of the difference between 'asset' and 'inventory'. The Town Clerk stated that the Asset, for the purposes of the council is an item worth in excess of £10,000 (or meeting other criteria as set out in the policy), while an inventory included relatively minor items such as waste bins.

**RECOMMENDATION TO COUNCIL:**

**1** *The Report and Out-Turn Statement 2022/23 be received.*

**2** *The Council, acting in the capacity of sole Trustee of the Johnson Birthplace Charitable Trust, make a payment of £12,333 from the Trust Funds to the City Council as the contribution to the expenditure incurred by the City Council in operating the Museum during the 2022/23 financial year.*

**3 In respect of the External Auditor Annual Return for the year ending 31 March 2023:**

- a. *The council approve the Annual Governance Statement (Section 1 of the Annual Return) and that this be signed by the Mayor and Town Clerk on behalf of the council.*
- b. *The council note that for the year ending 31 March 2022, Section 2 of the Annual Return has been restated as a result of the External Auditor's minor scope for improvement regarding the council's valuation of certain assets. Accordingly, the council on 12 December 2022 amended the Asset values Box 9 of the AGAR to £7,302,463*
- c. *The council approve the Accounting Statements (Section 2 of the Annual Return) and this be signed by the Mayor on behalf of the Council*
- d. *The council note the Annual Internal Audit Report section of the Annual Return*
- e. *The council note the dates for the exercise of public rights – commencing on 14 June 2023 and ending on 25 July 2023.*

**5. RISK MANAGEMENT STRATEGY**

The Committee considered the Risk Management Strategy, most recently considered by the committee in December 2022, and now subject to twice yearly consideration following resolution at that meeting.

**RECOMMENDATION TO COUNCIL:** *That the Risk management Strategy [APPENDIX B to these Minutes] be adopted.*

**6. DATE AND TIME OF NEXT MEETING**

In the calendar of meetings as Thursday 8 December 2022 at 4.00pm, however, the Committee considered a request to Council to amend the start time of the meeting. The committee also confirmed it wishes to meet via Zoom in future.

**RECOMMENDATION TO COUNCIL:** *That the approved calendar of meetings be amended to reflect a change in the start time of Audit Committee meetings from 4.00pm to 6.30pm; the change to be in place until reconsidered by Council or by recommendation of this Committee. The meetings to be held via Zoom.*

**7. ANY OTHER BUSINESS**

Cllr A Lax requested her formal thanks to the Internal Auditor be recorded for his efforts and commitment. This was echoed by the Chair.

Cllr P McDermott asked why the Audit Committee falls a few days before council, thereby not allowing the minutes of those meetings to be circulated with the council agenda. The Town Clerk advised that the collation of information for the consideration of the Committee (and subsequently Council) is to a very tight timeframe, and that it would be extremely difficult to provide the information in good time to allow for it to be distributed with an earlier agenda.

**THERE BEING NO FURTHER BUSINESS THE MEETING WAS CLOSED AT 4:52PM**



# Lichfield City Council - Asset Register Policy

## 1 Background

Local Councils must maintain an Asset Register to ensure fixed assets are appropriately safeguarded. This includes items of a capital nature where values tend to be high and which have a useful life of more than one-year (Governance and Accountability for Local Councils: A Practitioner's Guide (England) 2022, Section 5).

The Council's Financial Regulations (Duties of the RFO): To maintain the Council's register of property and assets as required by the Accounts and Audit Regulations 2015 (regulation 4(3)(b)).

## 2 Scope of Asset Register

2.1 To ensure transparency and reasonableness, the following items are **included** in the Council's Asset Register, whether purchased, gifted or otherwise acquired, together with their holding location

- Land and buildings held freehold or on long term lease in the name of the Council
- Community assets
- Vehicles, plant and machinery
- Assets considered to be portable, attractive or of community significance
- Other assets estimated or known to have a minimum purchase or resale value of £10,000
- Long term investments, shares and loans made by the Council
- assets held on trust

2.2 The values indicated in the Asset Register will inform the 'total fixed assets' section of the Annual Return with the exception of assets held on trust.

2.3 The following items fall outside the definition for inclusion and are therefore excluded from the Council's Asset Register:

- Land and buildings held on short term lease or rented
- Land and buildings maintained or serviced, but not owned by the Council
- Assets rented by or loaned to the Council
- Stock items intended for resale
- Stationery and other consumable items
- Boundaries of land owned
- Floor or land surfaces and drainage
- Plants and trees
- Assets with a purchase or resale value of less than £10,000 (other than items listed as for inclusion in the asset register)
- Repairs
- Cash, short term investments and other current assets
- Intangible assets (e.g. Trademarks, internet domain names, contingent assets, broadcast rights)
- 'negative' assets (e.g., Provisions, borrowings, creditors and contingent liabilities)

2.4 A separate section of the asset register will contain a schedule of disposals.

## 3 Valuation of Assets

3.1 Once recorded on the asset Register, the value must not change from year to year until disposal. *Concepts of depreciation and impairment adjustments are not appropriate for local councils* (Governance and Accountability for Local Councils: A Practitioners Guide 2022-Section 5).

- 3.2 Assets must be valued by one of the following means based on available information.
- Ideally, apply the purchase price (net of VAT if VAT has been reclaimed)
  - Otherwise, apply the purchase price (gross of VAT if VAT has not been reclaimed or where the VAT status of the purchase is unclear)

3.3 When it is not possible to trace the purchase price of the asset the insurance valuation should be applied. As a last resort, a nominal value of £1 may be applied. The £1 valuation should also be used for assets gifted to the Council

3.4 There is no guidance where land or buildings have been subject to substantial renovation and improvement to such an extent that the new market value bears no relation to the original purchase cost. To avoid renovation and improvement work being separately recorded on the asset register and in these exceptional circumstances only, a market value supplied by a qualified surveyor may be entered

#### **4 Procedure for updating the Asset Register**

4.1 The start point is the Asset Register that has been agreed for the end of the previous financial year. The financial ledger should be reviewed for all purchases made during the year. A discussion should be held to identify any assets that have been gifted to the Council. Any new assets which fall in the categories stated at 2.1 above should be added to the Asset Register, with their values recorded at the purchase price (net of VAT if VAT is being reclaimed) or at £1 if gifted to the Council.

4.2 The financial accounts should also be reviewed for all assets sales

4.3 A 'stock take' of Asset Register items should occur to ensure they can be physically verified. Any asset which cannot be located should be removed from the Asset Register and recorded in the schedule of disposals.

4.4 The Asset Register, schedule of disposals and this policy will be reviewed annually by the Audit Committee and approved by Council.

#### **5 The Asset Register and Insurance**

5.1 For insurance purposes, the Asset Register includes a column to record the replacement value of each asset.

5.2 The Asset Register will be used to inform the insurers of Council assets. For the purposes of insurance, the value to be used is the replacement value of items and not the purchase price as per the asset register. The Council should ensure land and buildings are valued accurately for insurance purposes. Buildings should therefore be valued every five years (**last valuation October 2021**) to ensure the appropriate insurance is held.

#### **6 Asset Disposal Procedure**

6.1 Financial Regulations - In accordance with Financial Regulation 15.2 No property shall be sold, leased or otherwise disposed of without the authority of the Council, save where the estimated value does not exceed £1,000

6.2 Value for money - The best value outcome to the Council must be a major consideration when disposing of assets. Disposal should be based on a fair market value for each item.

The price established should be based on:

- Current market value
- Condition of the item
- Age of the item

- An assessment of the item.
- N.B. All data storage devices must be reformatted prior to disposal to delete any data they may contain.

6.3 Reasons for disposal - Items can be available for disposal because they are:

- Required to be disposed of under a particular policy
- No longer required due to changed procedures, functions or usage patterns
- Occupying storage space and not being needed in the foreseeable future
- No longer complying with health and safety standards
- Beyond repair but able to be scrapped

There should be a written reason for disposal to be considered by Town Clerk/Council. Special consideration should be given to items of potentially hazardous or pollutant items which are likely to have an impact on the environment.

6.4 Options for Disposal of Assets - Assets identified for disposal may be dispensed with using the following procedures listed below

- Sale by public tender
- Donated to a community service or organisation
- Scrap

Choice of the most appropriate disposal option will normally be influenced by the nature of the goods for disposal and market value.

6.5 Sale by tender - External tenders should be advertised using the appropriate channels and sealed bids sought. assets should be sold as seen and no warranty should be given or implied. and subject to the tenders opening committee procedures. Payment should be received in full prior to the equipment being released

6.6 Sale to staff - Items cannot be purchased by staff/Councillors for the purpose of managing conflict of interest and fair offering.

6.7 Donations - Where the Council has determined the goods have no residual value, and where their disposal is therefore unlikely to produce sufficient revenue, it may authorise the donation of the goods to another organisation.

6.8 Scrap - Where items have negligible value or where the cost and time involved in managing the sale process would exceed the financial benefit, the equipment may be scrapped

6.9 Asset disposal and Asset Register - It is important that any asset disposals are correctly handled to ensure transparency and accountability. The Town Clerk/RFO is responsible for updating Council's asset register following the appropriately authorised asset disposal. All asset disposals will be recorded in the Asset Disposal Register for audit purposes.

## Audit Committee Minutes 8 June 2023: APPENDIX B

### LICHFIELD CITY COUNCIL RISK MANAGEMENT STRATEGY 2023

#### 1. Introduction

- 1.1 This document forms Lichfield City Council's Risk Management Strategy. It sets out:
- What risk management is
  - Why the City Council needs a risk management strategy
  - The City Council's philosophy on risk management
  - The risk management process
  - Roles and responsibilities
  - Future monitoring
- 1.2 The objectives of this strategy are to:
- Further develop risk management and raise its profile across the City Council
  - Integrate risk management into the culture of the organisation
  - Embed risk management through the ownership and management of risk as part of all decision making processes; and
  - Manage risk in accordance with best practice

#### 2. What Risk Management is

- 2.1 *'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.'* Audit Commission, *Worth the Risk: Improving Risk Management in Local Government*, (2001: 5)
- 2.2 Risk management is an essential feature of good governance. An organisation that manages risk well is more likely to achieve its objectives. It is vital to recognise that risk management is not simply about health and safety but applies to all aspects of the City Council's work.
- 2.3 Risks can be classified into various types, but it is important to recognise that for all categories the direct financial losses may have less impact than the indirect costs such as disruption of normal working. The examples below are not exhaustive:

**Strategic Risk** – Long-term adverse impacts from poor decision-making or poor implementation. Risks damage to the reputation of the City Council, loss of public confidence and, in a worst-case scenario, Government intervention.

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

**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 levels/impact on City 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.

2.4 These risks can be broken down further into specific areas which could impact on the achievement of the City Council's strategic objectives and day-to-day delivery of services:

**Political** – Those associated with the failure to deliver local, regional or national policy

**Financial** – Those affecting the ability of the City Council to meet its financial commitments; failure of major projects; internal and external audit requirements; failure to prioritise and allocate resources effectively; poor contract management; initiative overload

**Social** – Those relating to the effects of changes in demographic, residential, or socio-economic trends on the City Council's ability to deliver its strategic priorities

**Technological** – Those associated with the capacity of the City Council to deal with the pace/scale of technological change, or its ability to use technology to address changing demands. This includes the consequences of internal failures on the City Council's ability to deliver its objectives

**Legal** – The ability of the City Council to meet legislative demands affecting breaches of legislation

**Environmental** – Those relating to the environmental consequences of progressing the City Council's objectives in terms of climate change, energy-efficiency, pollution, recycling, emissions etc

**Partnership/Contractual** – Those associated with the failure of partners/contractors to deliver services to an agreed cost and specification and similarly failure of the City Council to deliver services to an agreed cost and specification; compliance with procurement policies (internal/external); ensuring open and fair competition

**Human Resources** – Those associated with the professional competence of staff; training and development; over-reliance on key personnel; ineffective project management; recruitment and selection issues

**Organisational** – Those associated with the review of services and delivering continuous improvement

**Health & Safety/Physical** – Those related to fire, safety, accident prevention and health & safety which pose a risk to both staff and the public; safeguarding and accounting of physical assets

**Reputational** – Those associated with the changing needs of customers and the electorate; ensuring appropriate consultation; avoiding poor public and media relations.



Not all these risks are insurable and for some the premiums may not be cost effective. Even where insurance is available, a monetary consideration might not be an adequate recompense. The emphasis should always be on eliminating or reducing risk before costly steps to transfer risk to another party are considered.

- 2.5 Risk is not restricted to potential threats but can relate to missed opportunities. Good risk management can facilitate proactive, rather than merely defensive responses. Measures to manage adverse risks are likely to help with managing positive ones.

### **3. Why the City Council needs a Risk Management Strategy**

- 3.1 Risk management will strengthen the ability of the City Council to achieve its objectives and enhance the value of services provided.
- 3.2 The Risk Management Strategy will help to ensure that Councillors and employees understand risk and that the City Council adopts a uniform approach to identifying and prioritising risks. This should in turn lead to conscious choices as to the most appropriate method of dealing with each risk, be it elimination, reduction, transfer or acceptance.
- 3.3 Strategic risk management is an important element in demonstrating continuous service improvement.
- 3.4 There is a requirement under the Accounts and Audit Regulations 2015 to establish and maintain a systematic strategy, framework and process for managing risk.

### **4. Risk Management Policy Statement**

*Lichfield City Council recognises that it has a responsibility to manage risks effectively to protect its employees, assets, liabilities and community against potential losses, to minimise uncertainty in achieving its aims and objectives and to maximise the opportunities to achieve its vision.*

*The City Council is aware that some risks can never be eliminated fully, and it has in place a strategy that provides a structured, systematic and focussed approach to managing risk.*

*Risk management is an integral part of the City Council's management processes.*

### **5. Implementing the Strategy**

#### **5.1 Risk Control**

Risk control is the process of acting 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 may be required to reduce the risk to an acceptable level.

Options for control include:

**Elimination** – The circumstances from which the risk arises are removed so that the risk no longer exists

**Reduction** – Loss control measures are implemented to reduce the impact/likelihood of the risk occurring

**Transfer** – The financial impact is passed to others e.g. by revising contractual terms;

**Sharing** – The risk is shared with another party

**Insuring** – Insure against some or all the risk to mitigate financial impact; and

**Acceptance** – Documenting a conscious decision after assessment of areas where the City Council accepts or tolerates risk.

## 5.2 Risk Register

The Strategic Risk Register (*Appendix A*) will be regularly refined and updated as part of this Risk Management Strategy.

## 5.3 Risk Monitoring

The risk management process does not finish with putting 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 Risk Management Plan will be reviewed at least annually by the Town Clerk and the Audit Committee.

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.

## 5.4 Risk Management System

**Risk Identification** – Identifying and understanding the hazards and risks facing the City 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** – Once risks have been identified they 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. If a risk is seen to be unacceptable, then steps need to be taken to control or respond to the risk.

**Risk Prioritisation** - An assessment should be undertaken of the impact and likelihood of risks occurring, with impact and likelihood being scored Negligible (1), Low (2), Medium (3) and High (4)

		<b>Impact</b>			
		Negligible (1)	Low (2)	Medium (3)	High (4)
<b>Likelihood</b>	High (4)	4	8	12	16
	Medium (3)	3	6	9	12
	Low (2)	2	4	6	8
	Negligible (1)	1	2	3	4

The scores for impact and likelihood are scored as above. Risks scoring 12 and above will be subject to detailed consideration and preparation of a contingency/action plan to appropriately control the risk.

## 6. Roles and Responsibilities

- 6.1 It is important that risk management becomes embedded into the everyday culture and performance management process of the City Council. The roles and responsibilities set out below are designed to ensure that risk is managed effectively right across the Council and its operations, and responsibility for risk is located in the right place. The process must be driven from the top but must also involve staff throughout the organisation.
- 6.2 **Councillors** – Risk management is seen as a key part of Councillors’ stewardship role and there is an expectation that Councillors will lead and monitor the approach adopted, including:
- i) Approval of the Risk Management Strategy
  - ii) Analysis of key risks in reports on major projects, ensuring that all future projects and services undertaken are adequately risk managed
  - iii) Consideration, and if appropriate, endorsement of the Annual Governance Statement
  - iv) Assessment of risks whilst setting the budget, including any bids for resources to tackle specific issues
- 6.3 **Employees** – will undertake their job within risk management guidelines ensuring that their skills, experience and knowledge are used effectively. All employees will maintain an awareness of the impact and costs of risks and how to feed information into the formal process. They will work to control risks or threats within their roles, monitor progress and report on task related risks to the Deputy Town Clerk or Town Clerk.
- 6.4 **Town Clerk** – will act as the lead officer on risk management and be responsible for overseeing the implementation of the Risk Management Strategy. The Town Clerk will:
- i) Provide advice as to the legality of policy and service delivery options
  - ii) Provide advice on the implications for service areas of the City Council’s strategic aims and objectives
  - iii) Update the City Council on the implications of new or revised legislation
  - iv) Assist in handling any litigation claims
  - v) In consultation with the City Council’s external advisors as necessary, provide advice on any human resource issues relating to strategic policy options or the risks associated with operational decisions and assist in handling cases of work-related illness or injury

- vi) In consultation with the City Council's external advisors as necessary, advise on any health and safety implications of the chosen or proposed arrangements for service delivery
- vii) Assess and implement the City Council's insurance requirements
- viii) Assess the financial implications of strategic policy options
- ix) Provide advice on budgetary planning and control
- x) Ensure that the financial information systems and processes allow effective budgetary control
- xi) Ensure the City Council's Risk Register is maintained
- xii) Effectively manage the City Council's investment and loan portfolio.

- 6.5 **Role of Internal Audit** – Internal Audit provides an important scrutiny role by carrying out audits to provide independent assurance to the City Council that the necessary risk management systems are in place and all significant business risks are being managed effectively.

Internal Audit assists the City Council in identifying both its financial and operational risks and seeks to assist the City 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.

Internal Audit reports, and any recommendations contained within, will help to shape the Annual Governance and Accountability Return.

- 6.6 **Audit Committee** – Review and future development of the Risk Management Policy and Strategy will be overseen by the Audit Committee.

- 6.7 **Training** – The aim will be to ensure that both Staff and Councillors have the skills necessary to identify, evaluate and control the risks associated with the services they provide. Risk Management training and development can be provided through a range of methods such as workshops, literature and in-house service familiarisation.

- 6.8 In addition to the roles and responsibilities set out above, the City Council is keen to promote an environment within which individuals and groups are encouraged to report adverse incidents promptly and openly.

## 7. **Future Monitoring**

- 7.1 **Review of Risk Management Strategy** – This Strategy will be reviewed twice annually by the Audit Committee.

## 8. **Conclusions**

The City Council responded well to the COVID-19 pandemic, with Staff and Councillors being proactive, pragmatic, flexible and responsive to constant and persistent change. However, it has shown the importance of an effective risk management strategy and exposed strengths and weaknesses in our current systems and procedures. Environmental concerns and opportunities have also been brought to the fore.

The adoption of a sound risk management approach should achieve many benefits for the City Council and will assist in demonstrating that the City Council is committed to continuous service improvement and effective corporate governance.

**APPENDIX A  
STRATEGIC RISK REGISTER**

Activity	Identified Risk	Assessment and Action	Impact	Likelihood	Score
Financial	To ensure that the Council maintains responsibility for the finances of the Council and that the procedures to be followed are set out for everyone to understand. That ongoing checks of the <b>Council's financial</b> dealings are carried out and reported to the Council	The Council has in place Financial Regulations and procedure notes that detail the controls and procedures to be followed and responsibilities. These are aimed to secure efficient and prudent control of the <b>Council's finances</b> .  Financial reports are presented for consideration by Council and/or the Audit Committee.	<b>Medium</b> 3	<b>Low</b> 2	<b>6</b>
Financial	That core activities of the Council are given precedence in allocation of the <b>Council's financial</b> and human resources.	The Council will give due regard to the Strategic Plan objectives when determining priorities for allocation of resources.	Low 2	Low 2	<b>4</b>
Financial	<b>That the Council's</b> finances are sufficient to enable it to continue providing its identified priority services	Regular reports are submitted to Council comparing actual expenditure to date to budget. Budgets are set with due regard to previous expenditure levels, inflationary pressures, and foreseeable variations in service levels, costs and other factors.  There is also a general reserve in place for unexpected and unbudgeted expenditure so as to allow the Council to continue to operate.	High 4	Low 2	<b>8</b>
Financial	That the Council is run efficiently and effectively	In addition to internal management checks, there are annual financial, and systems audits carried out by <b>the Council's internal auditor through the agreed</b> Internal Audit programme.  There is an annual external audit carried out by MHCLG appointed external auditors.	High 4	Low 2	<b>8</b>
Financial	To protect the Council against theft from an officer or former officer of the Council	The Council has fidelity insurance.  The Council has an approved anti-fraud and corruption checklist.	<b>Medium</b> 3	<b>Low</b> 2	<b>6</b>
Financial	The loss of computerised financial records and other records	The Council has an approved back-up and security strategy for its computer systems and records.	<b>Medium</b> 3	<b>Low</b> 2	<b>6</b>

Activity	Identified Risk	Assessment and Action	Impact	Likelihood	Score
Financial	<b>That the Council's</b> business is protected against loss, damage or claims made upon it.	The Council has a combined insurance policy with Zurich Municipal for buildings and property, public <b>and employer's liability.</b>	Medium 3	Low 2	6
Financial	Management of Fraud	As part of risk assessment procedures and understanding of management processes and the <b>Audit committee's oversight. The Town Clerk has</b> completed a Fraud Risk assessment Questionnaire	Medium 3	Low 2	6
Health and Safety	Failure to comply with Health and Safety legislation	The Council has a comprehensive Health and Safety Risk Assessment for its activities and premises.	Medium 3	Low 2	6
Central Administration	The Council has in place sufficient qualified and/or experienced staff to operate and manage its activities and structures are in place to protect the operations against the loss of a key member of staff	The Town Clerk (RFO) is supported by a Deputy Clerk to deputise in his absence and a separate Internal Auditor. Other key administrative staff have assigned duties but are multi-skilled and there is considerable shared knowledge of roles to ensure the continuation of operations in the event of one person being unavailable to carry out their duties. There are a team of Premises Attendants employed to ensure the smooth operation of the Guildhall.  Written procedure notes are available for key duties, and premises manuals are largely complete, there is however a need to increase depth of knowledge in financial matters, notably Bankline and Autopay following their relatively recent introduction.  The Staffing Committee undertakes an annual review of the staffing establishment available to service the <b>Council's functions.</b>	Medium 3	Medium 3	9
Central Administration	How would operations continue following the loss of premises due to a major incident?	Emergency office accommodation can be provided in Guildhall rooms and Community Centres.  The introduction of Office 365 Cloud allows for Home working.	Medium 4	Low 2	8
Markets Operation	Interruption/cancellation of Markets activities	If the Market Square was unavailable alternative arrangements could be made to operate in the streets or other Open Space	Medium 3	Low 2	6
Room Hire at Guildhall	Interruption/cancellation of room hire through loss of building by fire etc	The building and contents are insured against loss.  Loss of the Guildhall would not in itself affect the ability of the Council to function.  No business interruption insurance is held as the income lost from Guildhall hire would be sufficiently mitigated by reduced operating costs.	High 4	Low 2	8
Community Centres	Loss of properties through fire etc.	The building and contents are insured against loss. Temporary closure during reconstruction of the			

Activity	Identified Risk	Assessment and Action	Impact	Likelihood	Score
	Failure/disbandment of management committees.	Community Centres would not in itself affect the ability of the Council to function.  The Council has sufficient experience from operating Guildhall to temporarily take over running of the Community Centres should a management committee cease to function, as evidenced at Boley park Community Hall	High 4	Low 2	8
Grounds maintenance	The contractor goes into liquidation, or tender price on contract rises significantly.	Current contract is with Lichfield District Operational <b>Services (District Council's DSO) the Council has</b> entered into an ongoing Service Level Agreement.	Medium 3	Low 3	9
Land	Loss of land, or public open space, through encroachment, adverse possession etc	Boundaries of areas known, recorded, and inspected.	Low 2	Low 2	4
Twinning	Interruption/cancellation of Twinning activities	Twinning activities are a non-essential activity.	Low 2	Low 2	4
Johnson Birthplace	Loss of properties through fire etc.	The building and contents are insured against loss.  Temporary closure during reconstruction would not affect the ability of the Council to function.	High 4	Low 2	8
Legal	Litigation against Council	<b>Council has Public Liability and Employer's liability</b> insurance.  Control measures in place to reduce likelihood of successful claims	Medium 3	Medium 3	9
Data Protection	Non-compliance with the General Data Protection Regulations	Upgrade to server and workstation monitoring.  Retention of Documents  Secure website and enquiry forms	Medium 3	Low 2	6
Civic Events	Damage to third party property or individuals as a consequence of the Council putting on a community/civic event	Health and safety risk assessments are carried out. <b>The Council's Health and safety consultants provide</b> specific advice  Insurance policy in place	Low 2	Low 2	4
Operational	Pandemic or similar event	Subject to Government guidance, implement health <b>and safety protocol based on the Council's Health and Safety Advisors' advice.</b>	Medium 3	Medium 3	9