



GLASTONBURY TOWN COUNCIL

Review Frequency	Annually
Adopted	June 2025
Review Due	June 2026

Strategic Risk Management Policy and Register

1. Introduction

1.1. This Risk Management Policy forms part of Glastonbury Town Council's internal control and corporate governance arrangements. The policy outlines the Town Council's underlying approach to risk management, documents the roles and responsibilities of Councillors, the Clerk to the Council and Staff. It also outlines the key aspects of the risk management process and identifies the main reporting procedures.

2. Risk Management as part of Internal Control

2.1. The system of internal control incorporates risk management. This system encompasses a number of elements that together facilitate an effective and efficient operation, enabling the Town Council to respond to operational, financial and commercial risks. These elements include:-

- Policies and procedures;
- Regular reporting;
- Planning and budgeting;
- A fully operating Finance and General Purposes Committee;
- An Internal Auditor responsible for aspects of the annual review of the effectiveness of internal control systems;
- Third-party reports from external consultants.

2.2. The Town Council will be managing many risks when it reviews its insurance and its systems. The minutes will record such reviews. Budget setting and insurance reviews are annual activities, but the review of systems may be less frequent.

2.3. An exercise of reviewing systems should be carried out every four years, unless triggered by internal or external audit reports, or when a risk changes or there is a change in the Town Clerk or the Responsible Financial Officer.

3. Risk Overview

3.1. A "Risk" is any weakness that could endanger the Staff, Visitors, Councillors, Assets, Operation, or Reputation of Glastonbury Town Council.

3.2. Risk is a value generated from the three factors “Vulnerability”, “Threat” and “Impact”. Each factor is assigned a numeric value that are multiplied together to give the Risk value. The allocation of values is a subjective process and the higher the values the greater the perceived risk to the Council. The factors are defined as follows:

- “Vulnerability” is a measure of the exploitability of a weakness.
- “Threat” is an assessment of how likely it is that a specific weakness will be exploited or will occur.
- “Impact” is an assessment of how much it will hurt or cost if the weakness occurs

4. Town Council Risk Management Principles

4.1. The following key principles outline the Town Council’s approach to risk management and internal control:

- The Town Council, as a whole, has responsibility for overseeing its own risk management;
- An open and receptive approach to managing risk is adopted by the Town Council;
- The Clerk to the Council supports, advises and implements policies approved by the Town Council;
- The Town Council makes takes a conservative and prudent approach to the recognition of weaknesses. We will declare and monitor all identified weaknesses irrespective how slight or minor they may appear.
- The Town Council will make a full and thorough disclosure of the financial and non-financial implications of all identified risks.

4.2. Risk Classification

- **Low risks** occur where the impact will not be severe, and any associated losses will be relatively small. As individual occurrences, they will have a negligible effect on service provision, however, if action is not taken then such risks may have a more significant cumulative effect.
- **Medium risks** have a noticeable effect on the service provided. Each event will cause a degree of disruption to the service provision and have budgetary implications. Such events are likely to happen infrequently and are generally difficult to predict. More than one medium loss each year could have substantial impact or severity on service provision.
- **High risks** are those that are likely or very likely to happen and have a high or very high impact on the Council.
- **Very high risks** are those that can have a catastrophic effect on the operation of the Council or its services. They are likely to result in significant financial losses, major service disruption or a significant impact to the public.

5. Roles

5.1. The Town Clerk/Responsible Financial Officer in respect to risk management is responsible for the following actions:-

- To implement policies on risk management and internal control;
- To identify and evaluate the significant risks faced by the Town Council for its consideration;
- To provide adequate information in a timely manner to the Council on the status of risk and controls;
- To arrange for the Council to undertake an annual review of effectiveness of the system of internal control.

5.2. The Internal Auditor will check the minutes and any other documentation he / she deems relevant for any suggestion of unusual activity and evidence that risks are being identified and managed.

6. Mitigation

6.1. Town Council risk mitigation seeks always to reduce exposure by applying one of the following actions.

- Implement an action that will remove the risk;
- Implement an action that will reduce the risk to an acceptable level;
- Transfer the risk and responsibility (e.g. To a contractor), the Council will always retain accountability;
- Insure against the risk;
- If none of the above are possible and it is a weakness we cannot avoid, accept the risk.

6.2. In many cases mitigation will be a combination of two or more of these strategies.

6.3. For any weakness that it proves impossible to apply any of the first three strategies must be specifically raised on the next Finance & General Purposes Committee meeting. This will ensure that Full Council will vote on whether such a risk is acceptable.

7. Annual Review of Effectiveness

7.1. On production of the Internal Auditor's report, the Finance and General Purposes Committee will:-

- Review the previous year and examine the Town Council's track effectiveness on risk management and internal control;
- Consider the internal and external risk profile of the coming year, noting any new areas of risk, and consider whether current internal control arrangements are likely to be effective;
- Evaluate the potential consequences to the Town Council if an event that has been identified as a risk takes place and consider measures to avoid, reduce or control same;
- Make recommendations to the Town Council on its findings.

7.2. In making any recommendations, the Finance and General Purposes Committee will consider the following aspects:-

- Timely identification and assessment of significant risks;
- Prioritisation of risks and allocation of resources to address areas of high exposure;
- Quality and timeliness of information on significant risks;
- Time it takes for control breakdowns to be recognised or new risks to be identified;
- Ability of the Town Council to learn from its problems;
- Commitment and speed with which corrective actions are implemented.

1. Financial & Administrative Risks

Risk	Initial Risk VH/ H/M/L	Outcomes	Response	Residual Risk	Action	Comments
<p>1.1 Insufficient funding to enable the Council to meet its objectives</p>	<p>H</p>	<p>Unable to deliver or fully deliver the Council's planned services, activities, and events</p>	<ul style="list-style-type: none"> • Prepare an annual budget and precept. • Undertake an annual review of charges. • Make longer term financial forecasts. • Monitor actual spend against budget. 	<p>L</p>	<p>Review Annually.</p>	<p>The Council has approved a precept for the 2025/26 financial year.</p> <p>Longer term financial commitments are kept under review, however longer-term forecasts could be improved.</p> <p>Reserves are carefully monitored, with funds earmarked to meet known or anticipated pressures.</p> <p>Spend is monitored against budget by Full Council and Finance and General Purposes, individual Committees, and the Responsible Financial Officer / Town Clerk.</p>
<p>1.2 Losses due to fraud, error, theft or inadequate systems of internal financial control</p>	<p>H</p>	<p>Reputational costs, inconvenience and motivational costs, additional stress and strain</p>	<ul style="list-style-type: none"> • Ensure sound financial instructions and procedures are in place. • Ensure standing orders are in place. 	<p>L</p>	<p>Review annually.</p>	<p>The Council has sound financial instructions and procedures in place which are subject to audit.</p> <p>Insurances are in place and are subject to review.</p>

			<ul style="list-style-type: none"> • Ensure sound systems of internal and audit check, controls and balances are in place. • Ensure financial records are accurately maintained on a high priority basis. • Prepare annual accounts in accordance within the latest regulatory framework. • Ensure an annual independent internal audit takes place. • Provide appropriate insurance cover to mitigate against losses caused by these “threats” e.g. fidelity guarantee, money, theft, all Risks cover. 			<p>Standing Orders & Financial Regulations are in place and are reviewed annually.</p> <p>Accounts are prepared in accordance with appropriate frameworks.</p> <p>Members are actively involved in these processes at several points to provide an assurance of the adequacy of the council’s internal control environment.</p> <p>This includes Council or Finance and general Purposes Committee monitoring the implementation of internal audit recommendations.</p> <p>Internal auditor appointed and reviewed on an annual basis.</p>
1.3 Security on monies, income, reserves, and resources	H	Physical loss and expense to the Council	<ul style="list-style-type: none"> • Ensure sound systems are in place for the recording, administration and banking of cash and cheques. • Undertake a monthly bank reconciliation which is open to scrutiny. • Ensure monies are banked promptly. • Provide a secure office. • Regularly review the inventory of assets. • Regularly monitor income and expenditure. 	L	Review annually.	<p>The Town Council employs a well-qualified Responsible Financial Officer to administer and advise on its financial forecasting and performance.</p> <p>Appropriate systems are in place and are subject to audit.</p> <p>Bank reconciliations are carried out monthly & reported to members three times per year at Finance and General Purposes (twice) and Ful Council (once at</p>

						<p>year end), with the Town Clerk signing them monthly.</p> <p>Money is banked promptly.</p> <p>The office is within a secure building, and the safe containing any money and cheque books is locked.</p> <p>An inventory of the assets is updated annually.</p>
<p>1.4 Staffing inadequacies/ inefficiencies.</p>	M	<p>Reputational loss and cost, inability to deliver on commitments in a timely manner and ensuring value for money.</p>	<ul style="list-style-type: none"> • Staff development and training Professional courses. • Encourage membership of appropriate supporting organisations (SLCC etc). • Provide appropriate insurance cover for negligence etc. • Reserves for “unforeseens”. • Adequately budgeting for the required levels of staffing across the organisation. 	M	<p>Put training into place as necessary and make adequate budgetary provision for staffing.</p>	<p>Annual performance appraisal of staff carried out and monthly 1-2-1 staff meetings take place between the Town Clerk and the Mayor / Deputy Mayor to discuss Full Council items and other matters.</p> <p>Staff training needs are kept under review. The Town Clerk and Assistant Town Clerk are completing the CiLCA (Certificate in Local Council Administration).</p> <p>The Town Council has budgetary provision for staff and Councillors training.</p> <p>Councillors and staff are actively encouraged to undertake training.</p>

<p>1.5 Long term absence of staff.</p>	<p>M</p>	<p>Unable to deliver the Council's activities.</p>	<ul style="list-style-type: none"> • Ensure that the staff are competent in managing the meetings to ensure that the Town Council can operate. • Ensure budget provision to cover additional hours/temporary staff. 	<p>L</p>	<p>Put mentoring in place to increase the skills and knowledge of the officer team.</p>	<p>The Town Council has employed an Assistant Town Clerk to ease the burden of this wide-ranging role on the post-holder.</p> <p>The insurance cover includes Critical Persons cover which will provide some financial recompense to the Town Council to cover employing a temporary member of staff should the Town Clerk be on long term absence.</p> <p>Monthly meetings between the Town Clerk and staff will identify training needs</p>
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2. Council Assets Threats

Risk	Initial Risk H/M/L	Outcomes	Response	Residual Risk	Action	Comments
<p>2.1 Fire, Act(s) of God, damage, vandalism and theft, IT viruses</p>	<p>VH</p>	<p>Loss of assets or loss of use of assets, inability to deliver services, inefficiencies and disruption or delay</p>	<ul style="list-style-type: none"> • Provide appropriate insurance cover. • Ensure staff are trained and undertake regular fire drills and inspections, ensuring staff are fully aware of and conversant with procedures for evacuation of building and safe use of equipment. • Ensure that all data is stored within the Council's Microsoft 365 system. • Use fire-proof storage where applicable. • Undertake planned periodic buildings condition checks and take any remedial action as soon as possible, prioritising work schedule. • Ensure compliance with various health & safety requirements, including Risk assessments, safety (PAT and other tests/inspections). • Use appropriate anti-virus programmes and undertake periodic checks to ensure systems are still adequate. 	<p>M</p>	<p>Review continually.</p>	<p>Insurance cover is in place and budgetary provision for replacement(s) is made.</p> <p>The Council's health & safety documentation and procedures are produced and updated by expert third-party consultants (Peninsula) and are subject to review and inspection to ensure that they continue to meet the council's business needs and statutory obligations.</p> <p>PAT testing of all the office equipment and will be undertaken annually.</p> <p>The Town Hall is inspected annually and its fire alarm is being upgraded as part of the St. Dunstan's House project.</p> <p>Council PCs use anti-virus software, and staff access the system with two-factor authentication.</p>

3. Legal Threats

Risk	Initial Risk H/M/L	Outcomes	Response	Residual Risk	Action	Comments
3.1 Ultra Vires	H	Possible disqualification from office, reputational loss	<ul style="list-style-type: none"> • Ensure the Council keeps up to date with all necessary legislation • Take up and/or maintain membership of appropriate bodies such as Somerset Association of Local Councils, the National Association of Local Councils, Society of Local Council Clerks, and other membership bodies 	L	Review annually.	<p>The Council's membership of Somerset Association of Local Councils, the National Association of Local Councils, Society of Local Council Clerks, and other membership bodies helps ensure that it keeps up to date with legislation and continues to act within its powers and complies with appropriate requirements.</p> <p>The Town Clerk and Assistant Town Clerk are gaining the industry-standard Certificate in Local Council Administration qualification.</p> <p>The Responsible Financial Officer was a Parish Clerk in a former role and is AAT Levels 3 (diploma in accounting) and 4 (professional diploma in accounting) qualified.</p> <p>Matters relating to the Code of Conduct are discussed with the Monitoring Officer at Somerset Council.</p>

<p>3.2 Non-compliance</p> <p>E.g., PAYE, VAT, Inland Revenue, Data Protection, Health & Safety, Human Rights, Employment Law, Accounts & Audit Regulations, Equality Duty, FOI Act, UK GDPR, Safeguarding, etc.</p>	<p>H</p>	<p>Possibility of fines and/or reputational damage for failure to meet obligations, court action, tribunals, etc.</p>	<ul style="list-style-type: none"> • Ensure the Council keeps up to date with all necessary legislation • Use or buy expertise if the necessary expertise is not available in-house • Undertake appropriate staff training • Take up and/or maintain membership of appropriate bodies such as Somerset Association of Local Councils, the National Association of Local Councils, Society of Local Council Clerks, and other membership bodies • Liaise with the Council's insurers • Keep abreast of 'good practice' guidelines. • Regularly review policies. • Undertake DBS and Criminal record Checks as appropriate. 	<p>L</p>	<p>Review continually.</p>	<p>The Council's membership of Somerset Association of Local Councils, the National Association of Local Councils, Society of Local Council Clerks, and other membership bodies helps ensure that it keeps up to date with legislation and continues to act within its powers and complies with appropriate requirements.</p> <p>The Town Clerk and Assistant Town Clerk are gaining the industry-standard Certificate in local Council Administration qualification.</p> <p>The Responsible Financial Officer was a Parish Clerk in a former role and is AAT Levels 3 (diploma in accounting) and 4 (professional diploma in accounting) qualified.</p> <p>The Council has in place policies to ensure compliance.</p> <p>The Town Council has acquired professional Human Resources and Health and Safety Law consultants, who also offer Commercial Law advice.</p> <p>The Council complies with GDPR and staff are regularly refreshed on relevant legislation.</p>
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4. Operational Threats

Risk	Initial Risk H/M/L	Outcomes	Response	Residual Risk	Action	Comments
<p>4.1 Accidents (public) & liabilities. Negligence.</p>	H	<p>Possibility of fines for failure to meet obligations, court action etc., Compensation payments, damages etc.</p>	<ul style="list-style-type: none"> • Ensure public liability cover is in place and that the level of cover is adequate. • Ensure that duty of care is uppermost when planning and/or providing a service or activity (risk assessments). • Regularly inspect premises and equipment. 	M	Review continually.	<p>Appropriate insurance is in place. Activities & events to be appropriately Risk Assessed. The Council's health & safety documentation and procedures are subject to review and inspection to ensure that they continue to meet the council's business needs and statutory obligations. Staff are appropriately trained to meet our obligations to the public as a result of our operations and responsibilities.</p>
<p>4.2 Accidents (elected members and staff) Negligence.</p>	H	<p>Costs of staff time, replacement, possible compensation claims etc.</p>	<ul style="list-style-type: none"> • Ensure public liability cover is in place and that the level of cover is adequate. • Ensure that duty of care is uppermost when planning and/or providing a serve or activity (risk assessments). • Regularly inspect premises and equipment. 	L	Review continually.	<p>Appropriate insurance is in place and activities/events are Risk Assessed. The Council's health & safety documentation and procedures are subject to review and inspection to ensure that they continue to meet the council's business needs and statutory obligations.</p>

<p>4.3 Severe Weather or Emergency</p>	<p>H</p>	<p>Interruption of service. Damage to assets. Impact to events. Financial implications of additional responsibilities.</p>	<ul style="list-style-type: none"> • The Council is in the process of testing and adopting an emergency plan. • The Climate Emergency and Resilience Officer is working with the Town Clerk to produce a business continuity plan. • Insurance cover is in place for the Town Council’s assets. • Forecasts are monitored and effects are identified in risk assessments in advance. • Liaison with third-party organisations and agencies is regularly maintained and heightened during times of severe weather or risk. • The Town Council’s staff are able to work remotely thanks to cloud-based systems. 	<p>M</p>	<p>Review annually.</p>	<p>Severe weather risks and emergency planning is regularly reviewed and the 2030 Committee has democratic oversight of this activity, led by the Climate emergency and Resilience Officer.</p> <p>IT systems have been upgraded to enable flexible and remote working.</p> <p>Close and clear liaison with relevant agencies and the public is maintained through official and public channels.</p> <p>Prioritisation of services and functions would be undertaken by the Town Clerk in an emergency with the Mayor.</p>
<p>4.4 Staff recruitment and retention.</p>	<p>H</p>	<p>Loss of experience and knowledge. Costs of recruitment. Low morale and loss of goodwill. Damage to reputation as a local employer.</p>	<ul style="list-style-type: none"> • Training needs and desires identified and implemented. • Staff regularly appraised and offered professional and personal development opportunities. • Flexible working arrangements offered. • Roles regularly assessed against pay grades. • Annual increase agreed nationally is implemented for staff. 	<p>M</p>	<p>Review continually.</p>	<p>Staff are regularly informally supported and praised by the management team.</p> <p>Staff are included in most operational decisions, giving a sense of ownership as we grow and decisions are not top-down.</p> <p>Roles are regularly appraised, pay-grade reviewed, and staff are able to take part in interesting projects across the team.</p>

			<ul style="list-style-type: none"> Roles and the staffing structure reviewed in light of the Council growing. 			Staff offered wellbeing support through Peninsula Business Services which supplies the Council with HR law advice and policies.
4.5 Devolution.	VH	<p>Loss of reputation.</p> <p>Inability to provide new services because of a lack of staff or finances.</p> <p>Risks to staff as a result of new responsibilities.</p> <p>Risks to the organisation obligated to abide by new and or unfamiliar legislation.</p>	<ul style="list-style-type: none"> Future financial planning. Training put in place for staff. As accurate as possible future capacity planning. Engagement with the public. Membership of various bodies which offer guidance and advice. Use of professional HR and H&S Law consultants. Updated insurance policy in place. 	H	Review continuously.	<p>The Town Clerk and Assistant Town Clerk are gaining CiLCA. Other staff have received training on play park inspections etc.</p> <p>Budget in place, which is closely monitored, for new equipment and buildings.</p> <p>Membership of additional bodies such as the National Association of British Markets has been taken out to offer specialised advice on new activities.</p>
4.6 Contractors	H	<p>Loss of reputation.</p> <p>Unanticipated costs.</p> <p>Risk of safety to contractors, staff, and public as a result of works.</p>	<ul style="list-style-type: none"> Engage competent and qualified contractors. Issue a clear specification and scope of works for all undertakings. Enter into appropriate contract(s) for works. 	L	Review annually.	<p>The Town Council will follow procurement legislation, regulations, and guidance as well as its own Financial Regulations.</p> <p>Undertake due diligence with contractors to ensure regulatory compliance, competence, and insurances are in place.</p>

5. Political/Reputational

Risk	Initial Risk H/M/L	Outcomes	Response	Residual Risk	Action	Comments
5.1 Goodwill and adverse publicity.	H	Loss of reputation and goodwill.	<ul style="list-style-type: none"> • Respecting electors rights by allowing attendance at meetings and other appropriate occasions. • Good conduct and adherence to National Code of Conduct at all times. • Properly conducted meetings, complying with standing orders • Proper recording of members interests and gifts etc. • Applying sound principles when dealing with representational matters, particularly in local planning and licensing issues. • Effective communication of key issues and decisions. • Members to keep abreast of public opinion and bear this in mind when making decisions. 	M	Review annually.	<p>Public attendance at meetings and other appropriate occasions is encouraged.</p> <p>Members adhere to the Council's Code of Conduct.</p> <p>Meetings are held in accordance with Standing Orders.</p> <p>Interests are declared.</p> <p>Regular use of prompt communications.</p>
5.2 Inadequate communication.	H	Loss of reputation and goodwill.	<ul style="list-style-type: none"> • High standards of recording minutes and other council business decisions. • Periodic press releases. • Use of Town Council noticeboard. 	M	Review annually.	<p>Minutes/agendas and associated reports are available online.</p> <p>Press releases are regularly issued.</p> <p>Notice Boards used.</p>

			<ul style="list-style-type: none">• Timely responses to all correspondence, consultations etc.• Respecting electors rights by allowing attendance at meetings and other appropriate occasions.• Good conduct and adherence to National Code of Conduct at all times.• Properly conducted meetings, complying with standing orders.		<p>Meetings open to the public in accordance with the latest legislation and held in accordance with standing orders.</p> <p>Social Media presences have been set up and are being regularly updated.</p> <p>The Council is investigating the merit of employing a Communications Officer.</p>
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6. Special Events, Services & Activities

Risk	Initial Risk H/M/L	Outcomes	Response	Residual Risk	Action	Comments
6.1 Events.	VH	<p>Inability to deliver service, resulting in expense, loss of reputation and goodwill.</p> <p>Danger to staff and public as a result of events.</p>	<ul style="list-style-type: none"> • Ensure appropriate budget is in place. • Ensure sufficient staff are available to provide necessary support. • Ensure proper orders and/or contracts with venue and contractors are in place to minimise risk and embarrassment. • Undertake appropriate risk assessments to reduce or remove accidents risks. • Work closely with the Police and Somerset Council on our event management plans. 	M	Review annually.	<p>Arts, Culture, and Events Committee meets (generally) monthly and has oversight of events.</p> <p>Budgets, staff and relationships with venues etc. are in place.</p> <p>Risk assessments are undertaken, treated as 'live' documents, and actioned.</p> <p>All required licences / road closures are applied for.</p>
6.2 Recurring Financial Commitments.	H	<p>Inability to provide funds resulting in an inability to deliver the service, resulting in expense to the third party and loss of reputation and goodwill.</p>	<ul style="list-style-type: none"> • Ensure appropriate budget is in place. • Liaise with suppliers about any increases in costs annually. 	L	Review annually.	<p>The Council has entered into multi-year funding arrangements with organisations previously subjected to requirements to apply annually and with Somerset Council (CCTV).</p> <p>Members will receive an annual report from these organisations on how the funding was used and benefitted residents.</p>

<p>6.5 Community Grants Scheme.</p>	<p>H</p>	<p>Inability to provide funds to grant applicants.</p> <p>Funding inappropriate organisations or schemes.</p>	<ul style="list-style-type: none"> • Ensure appropriate budget is in place . • Ensure that the grants scheme documentation is regularly reviewed. • Ensure sufficient staff are available to provide necessary support to applicants. • Ensure due diligence on grant applicants is undertaken and members are advised of the outcome(s). 	<p>L</p>	<p>Review annually.</p>	<p>The Council has reviewed its criteria for awarding Grants.</p> <p>A dedicated budget is now within the annual budget and grant applications are considered by the Finance and General Purposes Committee.</p> <p>Grants are available through Glastonbury in Bloom, and also youth provision. These grants are awarded and administered in line with the same policy as Finance and General Purposes grants.</p> <p>Feedback from grant recipients is received and reported to the relevant committee.</p>
<p>6.6 Community Awards, ad hoc events and activities.</p>	<p>H</p>	<p>Inability to deliver the services and opportunities to the community.</p>	<ul style="list-style-type: none"> • Ensure appropriate budget is in place for civic occasions. • Ensure sufficient staff are available to provide necessary support. • Undertake appropriate Risk assessments to reduce or remove Risk of accidents. 	<p>L</p>	<p>Review annually.</p>	<p>Budgets, staff and relationships with others are in place. Risk Assessments are undertaken. Members have oversight of special events, services and activities.</p>
<p>6.7 Consultation & Representation.</p>	<p>M</p>	<p>Poor two-way consultation, resulting in loss of reputation, goodwill, understanding etc.</p>	<ul style="list-style-type: none"> • Ensure all consultation from other organisations, bodies, agencies and individuals is properly scheduled for 	<p>L</p>	<p>Review annually.</p>	<p>Appropriate consultation exercises are reported to members to allow responses by due dates.</p>

			<p>consideration and due dates are met.</p> <ul style="list-style-type: none">• Ensure all consultations from Glastonbury Town Council are objective.• Ensure Code of Conduct is strictly adhered to.			<p>Regular dialogue with various membership bodies helps ensure that the Council is aware of consultations.</p>
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