



# Newark TOWN COUNCIL

## FINANCE & GENERAL PURPOSES COMMITTEE

WEDNESDAY 17<sup>TH</sup> APRIL 2024

**Friday 12<sup>th</sup> April 2024**

Dear Councillor

You are summonsed to attend a meeting of the Finance & General Purposes Committee at **7.00pm** on Wednesday 17<sup>th</sup> April 2024. This meeting will be held in the Council Chamber at the Town Hall.

Yours sincerely

**Matthew Gleadell**  
**Town Clerk**

**Pre-Group Meetings**

**(if required)**

<b>1</b>	<b>6.00</b>	<b>Independents for Newark</b>	<b>Committee Room</b>
<b>2</b>	<b>6.00</b>	<b>Labour Group</b>	<b>Pickin Room</b>
<b>3</b>	<b>6.00</b>	<b>Conservative Group</b>	<b>Old Robing Room</b>
<b>4</b>	<b>6.00</b>	<b>Independent Councillors</b>	<b>Mayors Parlour</b>

**Committee Membership**

Cllr I Brown  
Cllr D Campbell  
Cllr T Collier  
**Cllr B Corrigan (Chairman)**  
Cllr E Cropper  
Cllr S Crosby  
Cllr S Dickinson  
Cllr L Geary  
Cllr J Kellas  
Cllr D Ledger  
**Cllr D Moore (Vice-Chairman)**  
Cllr G Rix  
Cllr N Ross  
Cllr L Roulstone  
Cllr M Skinner  
Cllr M Spoors  
Cllr P Taylor

**FINANCE & GENERAL PURPOSES COMMITTEE**

**A G E N D A**

**WEDNESDAY 17<sup>TH</sup> APRIL 2024**

<b>1</b>	<b>Apologies for Absence</b>		
<b>2</b>	<b>Minutes of the Extraordinary Finance &amp; General Purposes Committee held on Wednesday 27<sup>th</sup> March 2024</b>	<b>Minutes Attached</b>	<b>Page 5</b>
<b>3</b>	<b>Declarations of Interest from Members</b> <i>Relevant Legislation: Localism Act 2011 s31</i>	<b>Verbal</b>	
<b>4</b>	<b>Risk Management and Risk Register</b>	<b>Report Attached</b>	<b>Page 11</b>
<b>5</b>	<b>Hospitality Consultancy Report and Hospitality Manager Recruitment</b>	<b>Report Attached</b>	<b>Page 27</b>
<b>6</b>	<b>Tree Management Policy and Tree Inspection Reports</b>	<b>Report Attached</b>	<b>Page 63</b>
<b>7</b>	<b>Town Hall Fees and Charges</b>	<b>Report Attached</b>	<b>Page 69</b>
<b>8</b>	<b>Works Approval Schedule</b>	<b>Report Attached</b>	<b>Page 73</b>
<b>9</b>	<b>CCLA Property Fund Withdrawal</b>	<b>Report Attached</b>	<b>Page 77</b>

# THE UNIVERSITY OF CHICAGO

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# Newark TOWN COUNCIL

## FINANCE & GENERAL PURPOSES COMMITTEE MINUTES

Minutes of the Extraordinary Meeting of the Finance & General Purposes Committee held on Wednesday 27<sup>th</sup> March 2024 in the Council Chamber, at the Town Hall.

<b>Membership Present:</b>	<b>Councillor</b>	B Corrigan (Chairman)
	Councillors	I Brown D Campbell T Collier E Cropper S Crosby S Dickinson L Geary J Kellas D Ledger D Moore (Vice-Chairman) G Rix N Ross L Roulstone M Skinner M Spoors (Ap) P Taylor
<b>Apologies for Absence:</b>	<b>Councillors</b>	M Spoors
<b>Officers Present:</b>	<b>Town Clerk</b>	Matthew Gleadell
<b>Taking Notes:</b>	<b>Executive Assistant</b>	Helen Crossland
	There were two members of the public and no press present.	
<b>Venue:</b>	Committee Room, Newark Town Hall	

**FGP97/23/24 Minutes of the last meeting of the Finance & General Purposes Committee held on Wednesday 13<sup>th</sup> March 2024**

The Minutes of the last meeting of the Finance & General Purposes Committee held on Wednesday 13<sup>th</sup> March 2024 were proposed by Cllr B Corrigan, and seconded by Cllr L Geary.

A vote was held and they were **AGREED**.

**FGP98/23/24 Declarations of Interest**

It was **AGREED** to accept any Declarations of Interest as and when they arose during the meeting.

**FGP99/23/24 2024/2025 Grant Structure and Grant Requests Received**

Cllrs N Ross, D Moore and T Collier declared non-pecuniary interests in this Agenda Item.

Cllr P Taylor began the discussion; he proposed that the annual grant for £5,000.00 be given to the Citizens Advice Bureau, but not the other annual grants to the Twinning Association or St Mary Magdalene Church.

General discussion followed with many different combinations of how future grants could be structured.

Cllr P Taylor then proposed that Recommendation 1.1 (below) be deferred:

*'That Members determine how they wish to address financial grants in the 24/25 financial year.'*

This was seconded by Cllr D Moore.

The Clerk was requested to bring another report back to the Committee with some 'firm' options. The Clerk responded that he would need a 'steer' from Members as to what the general feeling was with regard to this matter.

A vote was held and this was **AGREED**.

Cllr B Corrigan then began a debate about the Ballroom Use Applications (Agenda Item 2.6 on this report).

Following a lengthy discussion Cllr D Moore proposed that the two requests already (Recommendation 1.2) received be granted.

Cllr E Cropper seconded the proposal with the addition that it should be made clear to both applicants that this would not happen every year in future.

A vote was held and this was **AGREED**.

Following further discussion Recommendation 1.3 (below) was also deferred in line with the previous deferral.

*'That Members consider their policy for free use of the Ballroom for the 24/25 financial year.'*

**FGP100/23/24 Climate Change Working Group Finances**  
**Finance and Project Update / Future Finances**

The Recommendations as in the Agenda Report were proposed by Cllr B Corrigan and seconded by Cllr S Crosby.

A vote was held and Members **AGREED**:

- a. That the climate change budget underspend from the 23/24 financial year be earmarked for spend in the 24/25 financial year.

- b. That CIL funds required to be spent in the 24/25 financial year be allocated to the Climate Change Working Group (£4,696.07).
- c. As in Agenda Report.
- d. The Climate Change Working Group be given delegated authority to incur expenditure within all available budget allocated to the group in the 24/25 financial year (Council Revenue Budget and CIL).
- e. Members **NOTED** the activity and ambitions of the Climate Change Working Group to date.

**FGP101/23/24 Online Payments Policy**

It was proposed by Cllr B Corrigan that the Administration Support Officer be authorised to become a Bankline user to support the online payment processes. This was seconded by Cllr N Ross.

A vote was held and it was **AGREED**.

**FGP103/23/24 Annual Parish/Town Electors Meeting**

Following discussion, Cllr D Campbell proposed that the Annual Parish/Town meeting be held separately from the Full Town Council Meeting, as suggested in the Agenda Report.

This was seconded by Cllr G Rix.

Further debate followed in relation to whether there would be any issue with the upcoming by-election and the purdah period.

Cllr E Cropper proposed that the Annual Parish/Town meeting be held after the local elections on 2ns May.

This was seconded by Cllr D Campbell, who withdrew the original proposal (above).

The Clerk pointed out that the meeting scheduled for Wednesday 26<sup>th</sup> April would therefore be a Full Town Council meeting only, and no reports from Committee Chairmen would be required.

**FGP104/23/24 Quarterly Budget Analysis Report**

Following discussion, the Report proposed by Cllr B Corrigan, seconded by Cllr P Taylor and **NOTED** by Members.

**FGP105/23/24 Sherwood Avenue Project Funding**

All Newark & Sherwood District Councillors declared an interest in this Agenda Item.

Cllr B Corrigan proposed the Recommendation and Cllr P Taylor seconded. Following a vote, Members **AGREED** to authorise the release of funds from reserves to support the furtherance of the project.

#### **FGP106/23/24 Exclusion of the Press and Public**

Cllr B Corrigan proposed, Cllr D Moore seconded, that under the Public Bodies (Admission to Meetings) Act 1960 (as extended by Section 100 of the Local Government Act 1972) the press and public be excluded from the next Agenda Item debate on the grounds that the Committee's remaining business involves the likely disclosure of exempt information as defined in the Local Government (Access to Information) (Variation) Order 2006, and the public interest in disclosing the information.

The members of the public present left the meeting.

#### **FGP107/23/24 Buttermarket / Colonnades Rent Reviews and Future Use**

Cllr B Corrigan proposed, Cllr D Moore seconded Recommendation 1.1 in this Agenda Report:

*'Renewal of licence to the Police Office)'*

A vote was held and this was **AGREED**.

General discussion then followed with regard to rent reviews and future use of the Buttermarket and Colonnades.

The overall feeling was that all tenants should pay for their own utility bills.

During the debate rent rates were also discussed – a 'sliding scale' was suggested – rents could be put up in phases, to assist tenants with this phase and make them sustainable and affordable.

Cllr B Corrigan proposed:

*'All tenant should be paying for their own utilities.'*

*'The Clerk should have the responsibility for negotiating rents with the tenants'*

This was seconded by Cllr P Taylor.

A vote was held and this was **AGREED**.

Recommendation 4 – Cllr D Ledger proposed, Cllr M Skinner seconded, that this proposal should be accepted, and the fees waived on this occasion.

The proposer should be further informed that the Town Council would be unable to offer any further support 'in kind' i.e., painting, boarding, staffing etc.

A vote was held, and this was **AGREED**.

At this point, the Chairman proposed that the meeting be extended for a further 30 mins. A vote was held, and this was **AGREED**.

Following on from the above, Cllr B Corrigan proposed, Cllr N Ross seconded that the Recommended Charging Structure proposed on page 73 of the Agenda be accepted.

A vote was held and this was **AGREED**.

Cllr N Ross then proposed that the proposals contained at Recommendation 5 be investigated; this was seconded by Cllr G Rix.

A vote was held and Members **AGREED** to an 'in principle' decision in relation to the proposals.

#### **FGP10823/24 Fleming Road Land**

The Clerk informed Members that since writing the Agenda Report it had become apparent that some kind of decontamination work would be required on the site.



A question was raised as to whether the land could be used in the future for allotments.

Cllr J Kellas proposed that this item be deferred until any further work required had been carried out. This was seconded by Cllr D Ledger. A vote was held and this was **AGREED**.

**FGP109/23/24 London Road Public Toilets**

The Clerk began discussion of this item. He informed Members that the offer had now been reduced.

Cllr L Geary proposed, Cllr N Ross seconded, that the original offer that had been made (as in the Agenda Report) should be sought.

Discussion followed with various options given as to what the consideration should be regarding the price.

The Chairman proposed that the meeting be extended for another 30 mins. A vote was held, and this was **AGREED**.

Cllr L Geary then proposed that the Clerk be asked to negotiate with any potential purchaser(s) to get as high a price as possible; this should not, however fall below a certain level.

This was seconded by Cllr D Ledger. A vote was held and this was **AGREED**.

**FGP110/23/24 Tolney Lane**

Cllr N Ross proposed that the Chairman and Deputy Chairman of this Committee along with himself and the Clerk, should pull together a proposition and proposals with indicative costs for both the sale or the repair of the land to bring back to a future meeting of this Committee.

Cllr P Taylor seconded the proposal.

A vote was held and this was **AGREED**.

<b>Meeting Closed:</b>	<b>9.55pm</b>	<b>Next Meeting:</b>	<b>Wednesday 17<sup>th</sup> April 2024</b>
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## FINANCE AND GENERAL PURPOSES

<b>SUBJECT:</b>	<b>Risk Management and Risk Register</b>
<b>REPORT BY:</b>	<b>Matthew Gleadell</b>

### 1. Recommendations

- 1.1 That members note and adopt the updated risk management strategy policy and associated risk register.

### 2. Background

- 2.1 The Council is duty bound to assess risk and take reasonable steps to manage those risks.

- 2.2 The internal auditor has recommended a new form of risk register.

- 2.3 The attached risk register is in accordance with the auditors recommended format and takes account of all risks previously identified which are still relevant and a number of new risks that have emerged.

- 2.4 Members are invited to identify any risks they feel have not been documented. Members may also offer ideas and suggestions as to control measures that are not currently being pursued or that they believe are but may not appear on the document.

- 2.5 The risk register is a high-level strategic document. It will not cover small risks associated with individual operations which are set out in specific operational risk assessments.

- 2.6 The risk register is a useful document in providing a snapshot of the principal challenges facing the Council.

### 3.0 Financial, Legal, Equality, Environmental & Risk Issues

- 3.1 Contained in the report.

<b>Background Papers:</b>	<b>Working papers</b>
<b>Lead Officer:</b>	<b>Matthew Gleadell</b> <b>Tel: 01636 684801</b> <b>Email: <a href="mailto:matthew.gleadell@newark.gov.uk">matthew.gleadell@newark.gov.uk</a></b>



## **Risk Management Strategy**



**Newark**  
**TOWN COUNCIL**

**April 2024**



## ***Contents***

- 1.** Introduction
- 2.** Methodology
- 3.** Purpose, Aims & Objectives
- 4.** Roles & Responsibilities
- 5.** Skills & Expertise
- 6.** Embedding Risk Management
- 7.** Risk Evaluation

## ***Appendices***

- a)** *Strategic Risk Register*

## 1. Introduction

Risk management is a key in every organisation. Failure to pay proper attention to the likelihood and consequences of risks can cause the Council serious problems; financial cost, service disruption, bad publicity or claims for compensation are among the most obvious. The effective management of risk is therefore a critical part of the Council's approach to the way in which it works and delivers services to its community.

A systematic assessment of risk needs to be undertaken when judging all policy and service delivery options available to the Council.

This strategy is drawn up in order to ensure that all areas of high risk are identified, assessed and suitable remedial action is considered and where appropriate, financial provision is made to implement risk reduction measures.

## 3. Purpose, Aims and Objectives

The purpose of the Council's Corporate Risk Management Strategy is to effectively manage potential threats to the Council achieving its objectives.

Newark Town Council has adopted the Audit Commission definition of Risk:

'Risk is the threat that an event or action will adversely affect the organisation's ability to achieve its objectives and to successfully execute its strategies'.

The Council's Corporate Risk Management Strategy has the following objectives:

- Integration of Risk Management into the culture of the Council
- Raising awareness of the need for Risk Management by all those connected with the delivery of services
- Enabling the Council to anticipate and respond to changing social, environmental and legislative conditions
- Minimisation of injury, damage, loss and inconvenience to staff, members of the public, service users, assets etc. arising from or connected with the delivery of the Council's services
- Introduction of a robust framework and procedures for identification, analysis, assessment and management of risk, and the reporting and recording of events, based on best practice
- Minimisation of the cost of risk

These objectives will be achieved by:

- Establishing clear roles, responsibilities and reporting lines within the Council for risk management
- Incorporating risk management in the Council's decision making operational management processes
- Reinforcing the importance of effective risk management through training
- Incorporating risk management considerations into Service/Business Planning, Project Management, Partnerships and Procurement processes
- Monitoring risk management arrangements on a regular basis

The benefits of risk management include:

- A safer environment for all
- Improved reputation of the Council
- Improved efficiency and effectiveness
- Protect employees and others from harm
- Reduction in the probability and size of insured and uninsured losses
- Reduced insurance premiums
- Maximise the efficient use of available resources



### 3. Methodology

Risk management is the process of identifying risks, evaluating their potential consequences and determining the most effective methods of controlling them and/or responding to them. It is not an end in itself. Rather, risk management is a means of minimising the costs and disruption to the Council caused by undesirable events. The aim is to reduce the frequency of risk events occurring (wherever this is possible) and minimise the severity of their consequences if they do occur. Even when the likelihood of an event occurring cannot be controlled, steps can be taken to minimise the consequences i.e. by having an effective and robust Business Continuity Plan in place.

Risk Management involves the following 4 processes:

#### 3.1 Identification of risk

A systematic approach needs to be applied if all strategic and operational risks are to be identified and managed. By identifying areas of risk before an event or loss occurs, steps can be taken to prevent the event occurring and/or minimising the cost to the authority. Reacting to events only after they have occurred can be a costly method of risk identification.

#### 3.2 Analysis of risk

Having identified areas of potential risk they need to be systematically and accurately assessed. The process requires managers to make:

- An assessment of the probability of a risk event occurring
- An assessment of the potential severity of the consequences should such an event occur
- An estimate of the likely cost of future incidents

#### 3.3 Control of risk

Risk cannot be eliminated completely. 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. There are three options for controlling risk:

##### **Avoidance**

Risk avoidance involves the authority opting not to take a current or proposed activity because it believes it is too risky.

##### **Reduction**

Risk reduction is dependent on implementing projects or procedures that will minimise the likelihood of an event occurring or limit the severity of the consequences should it occur.

##### **Transfer**

Risk transfer involves transferring liability for the consequences of an event to another body. This can occur in two forms. Firstly, legal liability may be transferred to an alternative provider under contractual arrangements for service delivery. Secondly, transferring some or all of the financial risk to external insurance companies may reduce the costs associated with a damaging event.

#### 3.4 Monitoring and review of risk

The risk management process does not finish when the risk control actions have been identified. There must be monitoring and review of:

- The implementation of the agreed control action
- The effectiveness of the action in controlling the risk
- How the risk has changed over time

### 3.5 Funding

A risk management fund provides service managers with the encouragement to raise the level of risk awareness within their areas of responsibility by formally identifying risks and proposals for action. The reserve provides the opportunity to apply for financial support and creates an incentive for loss control, without adversely affecting service area budgets. This investment in risk management measures should lead to a reduction in insured and uninsured losses and eventually to lower costs, including premiums, giving service managers a vested interest.

## 4. Roles & Responsibility

A framework has been implemented that has addressed the following issues:

- The different types of risk – Strategic and Operational
- Where it should be managed

Responsibilities for various elements of the Risk Strategy are set out below:

Elected Members:

- To oversee and scrutinise the effective management of risk by officers
- Finance & General Purposes Committee has responsibility to approve and maintain the Council's Risk Strategy

The Town Clerk:

- To ensure the Risk Management Strategy is fully implemented
- To ensure proper training is provided
- To ensure that an effective Business Continuity Plan is in place
- To ensure a proper system of internal audit is carried out for the authority
- To monitor and control the risk management reserve, in consultation with Chairman of Finance & General Purposes Committee
- To ensure that appropriate insurance cover is in place and that a register of claims is maintained
- To effectively develop, implement and review the risk management strategy on a corporate basis

The Management Team:

- To monitor the Council's Strategic Risk Register and make recommendations to F&GP as appropriate
- To maintain the Council's Operational Risk Register
- To identify those areas of strategic and operational practices that present the greatest risk to the authority and to make proposals for reducing the potential probability or scale of such loss.
- Improve co-ordination of risk management activity throughout the authority
- To review the Business Continuity Plan on a regular basis to ensure its currency, accuracy and overall effectiveness
- To advise on the use of the risk management reserve to support funding necessary for projects, activities and initiatives that will reduce vandalism, arson, theft, damage to council property and personal injury to employees, visitors and persons under the care of the authority.

## **5. Skills and Expertise**

Having established roles and responsibilities for risk management, the Council must also ensure that it has the skills and expertise necessary. It will achieve this by providing Risk Management Training for Members and Officers and, where appropriate, providing awareness courses that address the individual needs of all employees.

## **6. Embedding Risk Management**

Risk management is an important part of the service planning process. This will enable both strategic and operational risk, as well as the accumulation of risks from a number of areas to be properly considered.

This information contained within the appendix provides a framework to be used by all levels of staff, and Members, in the implementation of risk management as an integral part of good management.

## **7. Risk Evaluation**

Having identified areas of potential risk they need to be assessed.

They can then be placed in a Risk Assessment Matrix, as shown at Appendix B. This will enable Members and officers to be aware of the risks which may affect the Council and prepare action plans to mitigate the effects of.



# APPENDIX 2

Name	Description	Category	Current Impact	Current Likelihood	Current Risk Score	Target Impact	Target Likelihood	Target Risk Score	Assurance Status	Direction of Travel	Control Type	Existing / New and Developing	Risk Owner	Notes
Medium Term Financial Deficit Forecasts	Financial forecasts for 26/27 and 27/28 financial year show significant financial deficits.	Risk	4 - Critical	4 - Certain	16	1 - Negligible	2 - Possible	2	Limited	Improving			Members, Clerk and RFO	24/25 Financial Year includes plans to seek various options to address risk. Review mid way point of 24/25 financial year.
Precept	Increase to Precept in 24/25 financial year	Control									Measured	Existing		Political pressures towards not increasing Precept.
New revenue streams.	Town Hall Hospitality development / Cemetery Lodge Rental / Sherwood Avenue Unit	Control									Measured	New/Developing		Each project is a risk in itself.
Service Charge Increases	General application of increases in fees charged for Council services.	Control									Measured	Existing		
Devolution	NSDC negotiation of review of	Control									Measured	New/Developing		
Negotiation	Devolution support grant.	Control									Unmeasured	Existing		
Professional	NSDC s.151 officer review, accountants review.	Control									Unmeasured	Existing		
Input/Review	Period review of forecasts.	Control									Unmeasured	Existing		
Financial Forecasts		Control									Unmeasured	Existing		
Budget Monitoring and Control	Budget reviews and monitoring	Control									Unmeasured	Existing		
Government Lobbying	Sector lobbying for government financial support as necessary.	Control									Unmeasured	Existing		
Investments	Review of investments.	Control									Unmeasured	New/Developing		
Housing Growth	Lack of housing growth over the coming years has potential to cause long term revenue funding shortfalls.	Issue												To be monitored.
Workforce Sustainability / resilience to prolonged absence	Following a long period of a static workforce with no new staff being employed or staff leaving or retiring the Council is now in a period of regular retirements and changes. This is a difficult period for managing the transition which over 5 years from 2022 to 2027 will likely see all admin staff present in 2022 fully replaced.	Risk	3 - Major	4 - Certain	12	2 - Minor	2 - Possible	4	Substantial	Improving			Personnel Committee and Town Clerk	
Recruitment	New Clerk and Ops Manager appointed in 2022.	Control									Unmeasured	Existing		

Recruitment	New admin support officer.	Control																Unmeasured	Existing		Commenced employment Jan 2024. Very effective and aim to provide some overlap between existing staff retiring and new staff appointments.
Recruitment	Deputy Clerk recruitment.	Control																Unmeasured	New/Developing		Interviews 15th and 16th April.
Recruitment	SLA support for museum manager/curator from NSDC.	Control																Unmeasured	New/Developing		Negotiations for SLA underway.
Recruitment	Hospitality Manager.	Control																Unmeasured	New/Developing		Subject to member approval.
Senior Management Review	Senior management reviews of future changes and likely impact.	Control																Unmeasured	New/Developing		Meeting scheduled for 17th April.
Health and Safety	Implementing and updating H&S procedures and processes across the Council following a long period of serious omissions in key areas.	Risk	2 - Minor	4 - Certain	8	1 - Negligible	4 - Certain											Improving			Support for fasttracking development and implementation of safety structures commissioned in 2023. Significant progress. Consultant has been excellent. Situation vastly improved from May 2022 position.
Qualifications	New Clerk and Ops Manager have H&S qualifications and experience.	Control																Unmeasured	Existing		Staff with awareness has helped to identify and address many issues.
Qualifications	Investment in staff training systems has hugely upskilled the staff in terms of H&S knowledge and awareness.	Control																Measured	Existing		Hasco online training.
Consultancy	Appointment of consultant in 2023 to provide extra resource to help fasttrack resolution of historic omissions.	Control																Measured	Existing		Very good appointment. Consultant has been excellent.
Delivery	Wide evidence of base of implementation of new controls, systems, processes with audit trails.	Control																Measured	Existing		Refer to body of evidence for further information.
Financial Controls and Governance	Embedding new structures and procedures following a long period of questionable processes.	Risk	2 - Minor	4 - Certain	8	1 - Negligible	4 - Certain														Town Clerk/RFO, Accountants, FGP Committee, Auditor
Audit	New internal auditor appointed in 2023.	Control																Measured	Existing		

New control systems.	Periodic documented checks from Chair of FGP and Clerk. Evidence of improvement in the last year.	Control																Existing	Measured					
External Accountants	Introduced in 2023 to provide an additional resource and extra set of eyes.	Control																Existing	Unmeasured					
Improved Accounting Practices	Since 2022 new Clerk, Accountants and Auditors driving forward improved systems.	Control																Existing	Unmeasured					
New Risk Management Template	Auditor initiated new risk register process.	Control																New/Developing	Measured					
Global Events and Economic Conditions	Pandemics; inflation, global conflicts, cost of living and volatile conditions threat to financial resilience.	Risk																						Difficult to plan for. Holding reserve funds is critical.
Reserves	Holding reserves to help overcome unforeseen issues.	Control																	Measured					
Workforce Mental Health and Well Being	Unpredictable financial changes, significant workforce changes, high workloads, large projects, public unrest leading to staff burnout and stress related issues.	Risk																						Clerk, Personnel Committee, HR
Support	Support availability highlighted to staff at weekly staff meetings.	Control																New/Developing	Unmeasured					
Recruitment	Appointments in key areas to ease workload burden on some staff.	Control																New/Developing	Unmeasured					
Qualifications	Ops Manager undertaking Mental Health First Aider training.	Control																New/Developing	Unmeasured					
HR	HR and Occ Health support.	Control																Existing	Unmeasured					
Qualifications	Staff access to online training and support.	Control																Existing	Unmeasured					
Staff 1 2 1 Meetings.	Staff meetings providing chance for staff to raise concerns.	Control																Existing	Unmeasured					
Cemetery Capacity	Reducing cemetery capacity forcing need to consider future burial provision.	Risk																						Cemetery Working Group, Clerk
Working Group	Working group established and in early stages of progressing plans and discussions. New cemetery target date if one is possible is 2030.	Control																Existing	Unmeasured					
Asset Maintenance Backlog / Investment Requirements	Key assets requiring investment, repairs and upgrades.	Risk																						Ops Manager, Clerk, Members







National NJC Employee T&C's	Rising wage costs as a consequence of National Agreements.	Risk																		
Financial Controls and Governance	Cautious budgeting for potential rises.	Control															Existing	Measured		Big overall increases in costs in recent years but understandable given financial environment.
NJC Increases	Further rises seen in last 2 years could be catastrophic for medium term financial plans.	Issue																		Sector wide problem.
Loss of Town Hall Use	Destruction or damage to main offices/base	Risk																		
Business Continuity Plan	Plan in place to deal with situation	Control															Existing	Unmeasured		
Insurance	Maintaining adequate insurance.	Control															Existing	Measured		Zurich Municipal Insurance Policy Number VL-272003-5273
Data Storage	All IT data is backed up off site.	Control															Existing	Unmeasured		

