



North Hykeham Town Council

Risk Management Policy

1. EXECUTIVE SUMMARY

North Hykeham Town Council has a responsibility to manage risks, both internal and external, and is committed to the implementation of a risk management strategy in line with the Audit and Accountancy Regulations so as to protect the Council from avoidable losses. This policy is in place to assist North Hykeham Town Council to identify, evaluate and control risk. It is good business practice that risk management processes should be supportive rather than restrictive and should be embedded in the culture of the Council and embraced by all Councillors and Staff.

2. DEFINITION OF RISK

Risk is defined as an event or action which will adversely affect an organisation's ability to achieve its objectives, project plans and processes and to successfully execute its strategies. Risk Management is the process by which risks are identified, evaluated and controlled.

3. RESPONSIBILITIES

This policy places a responsibility on all Councillors and Staff to have regard for risk in carrying out their duties. Its purpose is to enable the Council to manage its risks through anticipation and control

Risk Management is only considered to be truly embedded when it functions as part of the Council's daily operations; in order for this to be achieved it is crucial that clarity exists to determine the various roles and responsibilities of individuals involved in the risk management process. To ensure this exists, the Council has established a structure that identifies how Councillors, Staff, committees, sub-committees and volunteers contribute to the overall risk management process.

4. ORGANISATIONAL STRUCTURE AND SUMMARY OF KEY ROLES

Town Council:

- Monitor annual report on Risk Management activity
- Ratification of the Council's annual statement on Internal Control
- Approve Risk Management policy and related documentation

Finance and Policy Committee (F&P):

- Recommend changes to Risk Management policy and related documentation to Town Council
- Approve content of risk registers and proposed risk mitigation plans;
- Monitor implementation and progress of managing risks against action plans
- Review Insurance documentation to ensure legal compliance whilst striving for employment of best practice procedures
- General oversight of the Council's risk management process
- Receive regular reports for review/scrutiny and challenge current and proposed risk management procedures and processes
- Advise the Town Council on risk management activity
- Recommend any changes to the risk management frameworks, strategies and processes to Town Council
- Identify, analyse and prioritise risks
- Determine responsibilities and actions to control risks
- Monitor all financial activities of the Council, ensuring compliance with legislation and internal controls, to minimise risk to public funds

Town Clerk

- Report to Councillors and external stakeholders on the framework, strategy and process
- Provide advice and support on risk management matters
- Maintain the Risk Management policy, strategy and framework
- Produce an annual report on overall risk management activity
- Identify, analyse and prioritise risk
- Determine risk management action plans and delegate responsibility for control
- Monitor progress on the management of risks

Staff and other stakeholders

- Maintain awareness of risks, their impact and costs and feeding this information into the risk management process

- Control risks in their day-to-day work
- Monitor progress in managing job related risks

5. AIMS OF RISK MANAGEMENT

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

These aims will be achieved through the Council's Risk Management Strategy (Appendix A to the Risk Management Policy) which details the roles, responsibilities and actions necessary for successful implementation. The co-operation of all Councillors and Staff is essential to ensure the Council's resources and service provisions are not adversely affected by uncontrolled risk, to ensure that the Council does not fail to seize opportunities which benefit the community

6. RELEVANT LEGISLATION

North Hykeham Town Council will implement its Risk Management policy in accordance with current legislation governing local town and parish councils and the associated codes of practice.

APPENDIX A

RISK MANAGEMENT STRATEGY

Introduction

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

Objectives

The objectives of this strategy are to: -

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

Definitions

- a. Risk: an event or action which will adversely affect the Council's ability to achieve its project plans or processes and thus to successfully execute its strategies
- b. Risk Management: the process by which risks are identified, evaluated and controlled, which includes the following: -
 - Improve the controls to reduce the probability or impact to within acceptable limits (treat the risk)
 - Insure against risk/outsource/design and build options for contracts (transfer the risk)
 - Live with it, the risk is acceptable and additional controls would not be cost effective (tolerate the risk)
 - Do not pursue the course of action, the risk is unacceptable and cannot be economically mitigated to an acceptable level (terminate the risk)

Processes

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

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

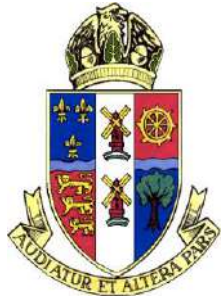
The F&P committee will keep the risk register under review, with progress against further actions identified being monitored quarterly. The register will be updated as actions are achieved, and risk scores amended as appropriate. The identification of risks should be a continual process and risks emerging throughout the year should be evaluated and, where necessary, added to the register.

Risk Register

North Hykeham Town Council uses 5 risk management principles when assessing risk, which form the structure of its risk register: -

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

Below is a copy of NHTC's risk register, which has been used for a few years and was not designed by me. I review the register every quarter to be sure it is still fit for purpose. In accordance with the Council's Risk Management policy, should something occur within the Council's operations which requires an amendment or addition this is brought to the attention of the Finance & Policy (F&P) committee. Amendments and the preparations for the annual review of the document are carried out by the F&P committee, for adoption/resolution by Town Council.



Committed to Improving the Quality of Life in North Hykeham'

North Hykeham Town Council

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Risk Register – December 2022

The RAG (Red/Amber/Green) status of identified risks is based on a judgement of each risk taking into account all three factors of likelihood of risk materialising, impact, and mitigating actions. The level of risk is identified as: -

High: the risk is imminent (**RAG status RED**)
Medium: the risk is apparent but not imminent (**RAG status AMBER**)
Low: the risk is not apparent or imminent (**RAG status GREEN**)

Changes made to risk assessment from previous register are shown as:

↔ **No change**
↑ **Increased risk**
↓ **Decreased risk**

Area of Risk Identified	Risk to Delivery	Likely	Impact	Mitigating Action / Control Procedure	RAG Status	Change to Risk	Monitoring Process	Responsibility
1. Compliance with Acts of Parliament and legislation, the Council's Standing Orders, Financial Regulations and Code of Conduct.	<p>Lack of knowledge of Regulations and Codes of Conduct and commitment to adhere to them.</p> <p>Absence of up to date Standing Orders.</p> <p>Actions by the Council outside its powers as set out by Parliament.</p> <p>Items purchased without proper tendering procedures, resulting in accusations of commercial favouritism.</p> <p>Payments made without prior approval and adequate control.</p> <p>Lack of control of signatories.</p> <p>VAT not properly accounted for, resulting in over-</p>	Low	High	<p>Ensure all Councillors have access to relevant information through LALC and the Good Councillors Guide, copies of Standing Orders, Financial Regulations and Code of Conduct.</p> <p>Ensure powers are highlighted, and Councillors booked on the appropriate training.</p> <p>Ensure Standing Orders and Financial Regulations are reviewed and amended, if required, on an annual basis or when changes in legislation.</p> <p>Ensure all payments are approved in accordance with Financial Regulations.</p> <p>Authorised signatories to be kept to post holders – Chair and Deputy Chair (F&P), Clerk and Deputy Clerk.</p>		↔	<p>Internal Audit Review by independent auditor.</p> <p>Annual review of Standing Orders, Financial Regulations and Code of Conduct.</p> <p>Clerk to have completed CiCLA training.</p>	<p>Finance & Policy (F&P) Committee</p> <p>All Councillors</p> <p>Town Clerk</p>

	<p>claims and large demands from HMRC.</p> <p>Failure to comply with Local Authority Cemetery Order 1977.</p>			<p>Ensure appropriate publications held and that Clerk has a good knowledge of Regulations.</p> <p>Ensure there is appropriate training undertaken and measures in place to ensure compliance.</p> <p>Regular training courses to ensure compliance with legislation and good practice.</p> <p>Cemetery forms checked to ensure completed correctly e.g., forms received prior to interment and Deeds of ownership transferred correctly.</p>				
2. Business planning	<p>The Council lacks direction, strategy and forward planning.</p> <p>No risk analysis carried out.</p> <p>No steps taken to combat identified risks.</p>	Med	High	<p>The Council has formed a Strategic Planning sub-committee which has generated a 20-year Strategic Plan for the Council to give direction, strategy and forward planning.</p> <p>All Committees operate a 5-year plan. This is used to plan short-term and</p>		↓	<p>Strategic Planning sub-committee to report to each Town Council meeting.</p> <p>F&P to review risk analysis at least annually</p>	<p>Committee Chairman</p> <p>F&P committee</p>

				<p>medium-term strategies and runs in conjunction with the Strategic Plan.</p> <p>All councillors to be made aware of need to identify risks. Attend training where possible.</p>				
<p>3. Effective communication with Lincolnshire County Council, North Kesteven District Council and other Government organisations.</p>	<p>Lack of effective lines of communication with other organisations.</p> <p>Lack of effective lines of communication with parishioners.</p> <p>Lack of knowledge and confidence by Councillors to highlight the local needs.</p>	Low	Med	<p>Note all communication lines which are essential or beneficial and establish / maintain contact by name and where possible face to face.</p> <p>Regular updates of Council news on noticeboards, website, Facebook and in Gazette, and request parishioners' views on major issues.</p> <p>Ensure new Councillors are mentored by more experienced Councillors and all Councillors are encouraged to conduct research in their Wards to understand local needs.</p>		↔	<p>Regular councillor clinics to engage with parishioners.</p> <p>Training highlighted to new councillors</p> <p>Councillors attend training</p>	<p>Chair of Council</p> <p>Clerk</p> <p>Councillors</p>
<p>4. Councillors' awareness of their responsibilities,</p>	<p>Lack of knowledge and understanding of culpability.</p>	Med	High	<p>Ensure Councillors are conversant with Standing Orders and Code of</p>		↔	<p>New Councillor information pack containing relevant</p>	<p>Clerk</p>

and possible liabilities and ensuring adequate insurance cover for all likely risks.	<p>Inadequate insurance cover – property, public liability, personal liability, employer’s liability¹.</p> <p>Councillors fail to declare interests and participate in inappropriate decision making – has material impact on decisions taken and public perception of Council.</p> <p>Resignation of Councillors – unable to form a quorum</p>			<p>Conduct and culpability is explained.</p> <p>Training offered to new Councillors.</p> <p>Review of all insurance requirements to include adequate cover for all areas of business².</p> <p>Clerk to ensure Register of Interests is kept up to date and housekeeping mentioned at the beginning of each meeting (Declaration of interests), to remind to all Councillors.</p>		<p>information produced.</p> <p>Councillors to attend New Councillor Training with LALC.</p> <p>Annual review of all insurance policies.</p> <p>Good housekeeping prior to meetings.</p>	<p>Councillors</p> <p>F&P/ Clerk</p> <p>Clerk</p>
5.Use of Council funds/assets	<p>Fraudulent activity.</p> <p>Failure to provide value for money.</p> <p>Use of funds not in accordance with residents wishes.</p>	Low	Low	<p>Regular checks by RFO and Internal Auditor.</p> <p>F&P to monitor best investment of funds.</p> <p>Residents’ views sought through social media /</p>	↔	<p>F&P Committee regularly review best rates for savings.</p> <p>F&P Committee to undertake annual review of Asset register³</p>	<p>F&P and RFO</p> <p>F&P and Clerk</p>

¹ Employers’ liability is the only insurance that is mandatory for councils - Employers Liability (Compulsory Insurance) Act 1969

² Whilst Public Liability insurance is not mandatory in law, it would be unwise for a council not to have this insurance because any claims would have to come out of public funds. The Council must ensure it has adequate insurance to cover not just it’s basic legal requirement but sufficient to cover all of its operational commitments, vehicles, property, Councillors, staff and volunteers.

³ Annual review of the asset register will ensure any fraudulent activity, lost or misappropriated assets are identified.

	<p>Inappropriate charges for facilities.</p> <p>Lack of knowledge of Council assets.</p> <p>Assets lost or misappropriated.</p> <p>Inadequate or inaccurate valuation of the Council's assets.</p> <p>Asset register not established or inadequately maintained.</p> <p>Loss of cash.</p> <p>Bank charges unnecessarily incurred.</p> <p>Failure to renew service contracts e.g., SCS/Rialtas/Sage Payroll.</p>			<p>Gazette/ newsletters / meetings.</p> <p>Annual review of charges for facilities and services.</p> <p>Ascertain and record all significant assets for which Council is responsible.</p> <p>Create and maintain a permanent asset register.</p> <p>Regular monitoring of location and use of assets.</p> <p>Periodic review of valuations.</p> <p>Monies banked promptly and receipts issued.</p> <p>RFO to carry out regular inspection of books of account.</p> <p>Diarised renewal dates, and contracts reviewed for best value.</p>		<p>(maintained by Clerk).</p> <p>F&P Committee to undertake annual review of charges for facilities and services.</p>	F&P	
6. Council Buildings	Lack of appropriately timed Health & Safety, Fire Safety checks, boiler inspections etc.	Low	High	Ensure all necessary checks are properly performed by suitably accredited people in a timely manner in		↓	Schedule created to ensure that checks are undertaken in a timely manner.	Town Clerk and Services Team supervisor

	<p>Lack of or inadequate licensing of Council buildings - PRS music licence, property licence etc.</p> <p>Excessive utility bills caused by water leaks, excessive heating, electrical appliances unnecessarily switched on. Property damage caused by leaks. Building safety hazards</p> <p>Compromised buildings security.</p> <p>Inadequate winter preparations causing freezing pipes and water damage.</p> <p>Inappropriate heating of water causing a Legionella outbreak.</p> <p>Power failure/ computer</p>			<p>accordance with an agreed schedule.</p> <p>Ensure all necessary licences are listed on a schedule and renewed in a timely manner.</p> <p>Regular property checks, monitoring of utility bills, prompt attention to minor repairs and leaks.</p> <p>Ensure staff can work from home if required</p>			<p>A Renewals Schedule lists all items that need regular renewals to ensure all are actioned on time.</p> <p>Emergency contacts list for all utilities and services easily accessible in case of a breakdown or emergency.</p> <p>Planned maintenance schedules, including for seasonal preparations and regular servicing⁴</p>	<p>Town Clerk</p> <p>Town Clerk and Services Team Manager</p> <p>Services Team Manager</p>
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⁴ Planned maintenance ensures that all legally required tests, such as legionella, are carried out routinely as well as identifying areas that may require further attention/repairs/replacement to reduce the risk of emergency situations arising due to mechanical breakdowns.

	failure/internet failure/no phones.							
7. Compliance with appropriate Government legislation regarding disability, racial equality, safeguarding children etc.	Lack of knowledge of applicable legislations. Lack of public awareness of applicable legislation.			Ensure Clerk has all current legislation available. Review liabilities and responsibilities periodically at Town Council Meetings.		↔	Adequate Policies in place, reviewed as scheduled by Town Council. Councillors and staff to be aware of and follow such policies	Town Clerk and Councillors All staff and Councillors
8. Appropriate book keeping	Fraudulent activity	Low	High	Regular checks by RFO, F&P Chair and Vice Chair, and Internal Auditor. Submission of Annual Governance and Accountability Return Monthly bank reconciliation		↔	All payments comply with the Accounts and Audit Regulations. Monthly meetings of Finance & Policy Committee. Adherence to Financial Regulations.	F&P RFO/ Town Clerk
9. Precept	Lack of knowledge of budgetary process and regulations. Inadequate consideration of requirements for annual precept.	Med	High	Committees begin precept planning from Sept onwards. RFO and Chairman of F&P to meet to discuss budget requirements and		↔	Provide training where necessary. Use accounting package to provide budgeting figures.	RFO

	<p>Inadequate monitoring of budget.</p> <p>Reserves too high / too low.</p>			<p>challenge Committees as necessary.</p> <p>Ensure adequate budgeting tools are in place.</p> <p>General reserves to be in accordance with Financial Regulations.</p>		<p>Budgets to be recommended by each Committee to F&P.</p> <p>Monthly monitoring of all accounts by F&P committee will incorporate monitoring of Reserves⁵</p> <p>Recommendation regarding finances from F&P Committee to Town Council.</p>	<p>F&P</p> <p>F&P</p> <p>F&P/TC</p>	
10. Sources of income	<p>Lack of knowledge of confirmed sources of income.</p> <p>Failure to collect monies owing to the Council.</p> <p>VAT Claims not made promptly or correctly.</p>	Low	High	<p>Attendance of training / conferences to obtain knowledge of funding streams.</p> <p>Regular checks by RFO.</p> <p>Ensure appropriate training and information available.</p>		↔	<p>Regular review of accounts by F&P and RFO.</p>	<p>F&P</p> <p>RFO</p>

⁵ F&P committee reviews all Accounts on a monthly basis, which reduces the risk of fraud or misappropriation of public monies occurring over a protracted period of time.

11. Appropriate Year End reporting	<p>Lack of knowledge of Council regulations and procedures</p> <p>Late or non-submission of Annual Accounts</p> <p>Inadequate audit trail from records to final accounts.</p>			<p>Ensure Financial Regulations and Standing orders are read and understood.</p> <p>Attend training where available.</p> <p>Compliance with the instructions of the External Auditor.</p> <p>Adherence to end of year timetable.</p>		↔	<p>Financial Regulations and Standing Orders Reviewed annually (as a minimum) by F&P Committee⁶</p>	F&P Committee and RFO
12. Employment issues	Salaries not paid in line with Council regulations and budget and statutory legislation.	Low	Med	<p>Ensure employee regulations are available and understood by Clerk.</p> <p>Payments authorised by Clerk.</p> <p>Internal audit checks.</p>		↔	Salaries approved by TC.	RFO
13. Employment issues	Dispute arises over pay and grading.	Low	Med	<p>Ensure that pay and grading is fair, equitable, remunerate for work undertaken.</p> <p>System for deciding pay and annual increments is transparent and fair.</p>		↔	<p>Staff with NJC scales (recognised by Local Government).</p> <p>All Contracts, Job Descriptions and</p>	Town Clerk

⁶ Standing Orders and Financial Regulations reviewed annually, as a minimum, by F&P for ratification by Town Council. This ensures any legislative changes are included, as well as ensuring that the documents are fit for the Council's operational purposes.

				<p>Ensure system in place to manage disputes.</p> <p>Review all job descriptions and contracts to standardise where possible.</p>			<p>Person Specifications have review dates.</p>	
14. Staff turnover	Sudden loss of key personnel.	Low	Med	<p>Ensure that all systems, processes and job descriptions are recorded.</p> <p>Ensure that supervision processes are in place to identify the progress of work on a regular basis.</p> <p>Ensure that money available within contingency to pay for temporary staff and/or recruitment costs if necessary.</p> <p>Ensure recruitment process in place to ensure the smooth replacement of staff.</p>		↔	<p>Town Clerk undertakes annual appraisals.</p> <p>Town Clerk regularly meets with Councillors and has opportunity to discuss issues.</p> <p>RFO reviews financial contingencies.</p> <p>Succession planning.</p>	<p>Town Clerk</p> <p>Personnel Sub Committee</p>
15. Staff sickness	Covid-19 or any other Health Pandemic affects ability to continue normal operations.	Low	High	<p>Staff guidance on what to do is made available.</p> <p>Reasonable arrangements are in place in the office to</p>		↔	<p>Town Clerk monitors as necessary.</p> <p>Fixed team working planned</p>	Town Clerk

				prevent the spread of infection. Contingency plans are in place for home working and/or delaying projects.			to reduce mixed contact. Appropriate Risk Assessments made and reviewed as required.	
16. Health, safety and environment – Council premises	Major incident on Town Council owned premises which leads to injury.	Low	High	Public liability insurance maintained. Annual H&S audit of premises carried out. All issues discussed with E&O Committee.		↔	Insurance is reviewed by F&P Committee. E&O review workload of Services Team. Lessons Learned carried out after any such incident.	F&P Committee Town Clerk
17. Health, safety and environment – Play equipment	Failure to comply with Health & Safety Regulations. Failure to carry out regular checks on all play equipment. Failure to ensure annual checks by independent body (RoSPA).	Low	High	H&S policy includes annual H&S audit. All staff inducted in appropriate behaviours to comply with H&S regulations. Staff trained on playground inspections and following through on actions.		↔	Weekly and Quarterly inspections and monitoring carried out by trained staff. ⁸ Records maintained of all works carried out on equipment	Services Team Manager Services Team staff Services Team Manager

⁸ Weekly and Quarterly inspections allow for different levels of inspections, keeping equipment as safe and in working order as much as is practicable. Any faults found are recorded on the reports, which are updated as repairs progress to completion.

	Failure to carry out work identified in safety inspections.			RoSPA performing annual inspections. ⁷				
18. Health, safety and environment - Cemetery	<p>Failure to provide adequate services to the residents of North Hykeham.</p> <p>Failure to monitor memorials.</p> <p>Inadequate protection over graves dug ready for an interment.</p> <p>Failure to securely cover open burial plots.</p>	Low	High	<p>Carry out regular risk assessments on the memorials to establish stability.</p> <p>No pre-purchase permitted.</p> <p>Eligibility criteria in place – to be reviewed by F&P Committee as part of policy review.</p> <p>E&O committee to review burial provisions provided by Funeral Directors e.g., dig methods, using a 'lockdown' cover.</p>		↔	<p>Topple testing carried out annually on a rolling programme and results recorded.</p> <p>Cemetery Management policy in place, with review dates.</p>	<p>Services Team</p> <p>F&P committee</p>
19. Health, Safety and environment – Street furniture	Failure to provide safe facilities for members of the public.	Low	High	Regular checks on street equipment.			Records of all street furniture inspections and repairs.	Services Team staff

⁷ Annual Independent inspections of all playgrounds includes equipment, surfacing, and street furniture – gives the Council assurances that an outside professional Inspector has assessed all areas and given reports to support findings. These reports are then used in conjunction with the weekly and quarterly inspections to ensure high safety standards are maintained. The Council's insurance company would refer to such reports if any litigation was made against the Council, so to have them in order reduces the risk of compensation claims and keeps insurance premiums down.

				<p>Ensure Service Staff are equipped to repair street furniture.</p> <p>Updates provided to E&O Committee.</p>			<p>Regular review of assets.</p>	E&O Committee
20. Health, Safety and environment – Open Spaces	<p>Failure to provide safe open spaces for members of the public.</p> <p>Potential damage to neighbouring gardens e.g., overgrown trees.</p>	Low	High	<p>Regular monitoring of open spaces by Service Staff.</p> <p>Regular trees inspections and action taken.</p>		↔	<p>Records of checks on open spaces and tree inspections.</p> <p>Qualified staff carry out tree inspections and minor tree works. Major works carried out by professional Arboriculturist.</p>	<p>Services Team Manager</p> <p>Services Team Manager and Services team</p>
21. Compliance to General Data Protection Regulation (GDPR)	<p>Non-compliance penalties from the Information Commissioner's Office (ICO).</p> <p>Reputation damage and the potential loss of public confidence who may feel their personal and sensitive information could be compromised.</p>	Low	High	<p>Compliance to GDPR regulations.</p> <p>Review LALC advice and ensure compliance.</p> <p>All Staff and Councillors trained in compliance with GDPR</p>		↔	<p>GDPR policy reviewed regularly.</p>	Town Clerk