RISK STRATEGY

YEOVIL TOWN COUNCIL

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1. Introduction

Yeovil Town Council manages risk through its Risk Management Strategy and Risk Register, in order to safeguard its employees, assets, liabilities, reputation, and the community against potential losses.

The Council recognises its responsibility to manage both internal and external risks and is committed to the effective implementation of a risk management framework to protect the Council and support sound decision-making.

In accordance with section 101 of the Local Government Act 1972, the Council delegates the undertaking and ongoing review of risk assessments to the Finance and Policy Executive. The Risk Register is a working document and is reviewed at least annually, or more frequently where circumstances require.

Where the risk assessment has been considered by a committee under delegated powers, the full Council must specifically review the risk assessment itself and formally minute that review. This requirement cannot be met by the Council merely adopting the minutes of the relevant committee, including its recommendations.

2. Definitions

Risk: can be defined as an event or action that may adversely affect an organisation's ability to achieve its objectives, deliver its project plans, or operate its processes in support of its strategic aims.

Risk Management: is the systematic process of identifying, evaluating, and controlling risks in order to reduce the likelihood or impact of adverse events.

Controls: are the measures, actions, or procedures put in place to manage risk by preventing, reducing, or mitigating the likelihood and/or impact of adverse events.

Controls are identified to mitigate risks, using the following approaches:

- Terminate the risk – activity or circumstances giving rise to the risk are removed so that the risk no longer exists. This option is used where the risk is

unacceptable and cannot be mitigated to an acceptable level, for example by not pursuing the course of action.

- Treat the risk – control measures are implemented to reduce the likelihood and/or impact of the risk to an acceptable level.
- Transfer the risk – the risk is transferred to another party, for example through insurance, outsourcing, or the use of design and build contract arrangements.
- Tolerate the risk – the risk is assessed as acceptable, and the implementation of additional controls would not be cost-effective or proportionate.

3. Risk Management Strategy

Yeovil Town Council is committed to identifying and managing risks and to taking appropriate action to ensure that risks are maintained at an acceptable level.

The Chief Executive/Town Clerk reviews risks on a regular basis, including any newly identified risks, and reports relevant matters to the Finance and Policy Executive. This review includes the identification of any risks assessed as being at an unacceptable level.

The Guidance on Governance and Accountability for Local Councils in England (published by the Joint Practitioners' Advisory Group) makes the following observations regarding risk management:

- Risk management is not solely concerned with financial management; it is also about ensuring the achievement of the Council's objectives and the delivery of high-quality public services; and
- The local council audit approach encourages councils to address these issues by placing emphasis on the need to keep corporate governance arrangements under regular review and, where necessary, to strengthen them. This supports improved stewardship of public funds and provides positive and ongoing assurance to taxpayers.

It is essential that risk management is embedded within the Council's everyday culture and performance management processes. Responsibility rests with all Councillors and Officers to have due regard to risk in the discharge of their duties.

Members are ultimately responsible for risk management, as risks can threaten the achievement of the Council's policy objectives. Therefore, each year Members should:

- Identify and update their record of key risks facing the Council;
- Evaluate the potential consequences for the Council if a risk materialises, considering both likelihood and impact;
- Determine appropriate measures to avoid, reduce, or control the risk or its consequences; and
- Record any conclusions or decisions reached.

4. Assessment of Risk

Each risk will be assessed in terms of its likelihood and impact on the Council.

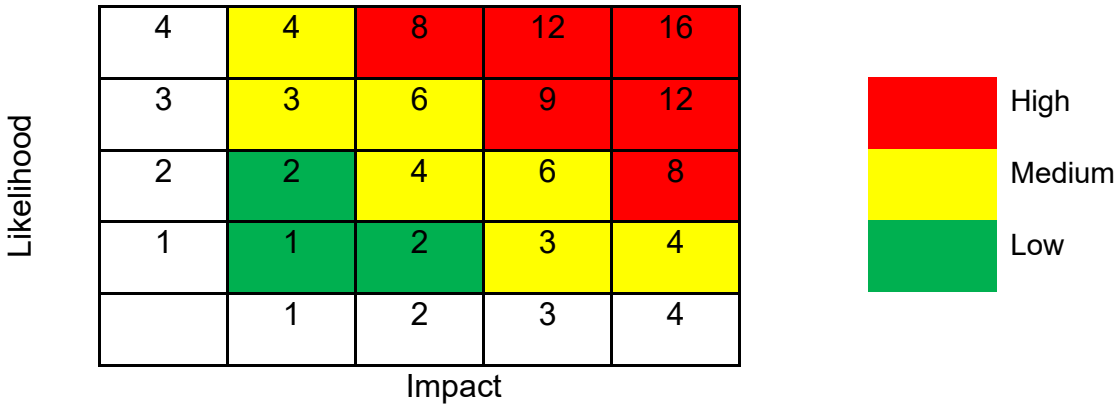
Likelihood

		Probability	Possible Indicators
4	Almost Certain	> 90%	Frequent occurrence
3	Likely	> 60%	Regular occurrence
2	Possible	> 10%	Occasional occurrence
1	Unlikely	< 10%	Has never occurred

Impact

		Risk Threat
4	Extreme / Critical risks	Financial Impact > £500,000 Fatality or disabling injuries to members of the public or staff; adverse national media attention; external intervention or regulatory action; total disruption of Council services; extensive or high-value legal action against the Council
3	High / Significant risks	Financial Impact > £250,000 Adverse local media attention; extensive public complaints; adverse comments by regulators or auditors; significant service disruption or failure to deliver projects or targets; injuries to members of the public or staff; legal action against the Council
2	Medium / Moderate risks	Financial Impact > £50,000 Adverse service users' complaints; service disruption; minor injuries or near misses to members of the public or staff.
1	Low / Minimal risks	Financial impact less than £5,000 Isolated complaints; minor service disruption

5. Risk Matrix



The key risks for the Council are assessed for impact and likelihood (using the criteria listed above); so that risks are identified as low, medium or high.

It is anticipated that the risk will be reviewed annually unless there is a change in intelligence. The table also assigns responsibility to the relevant Officers/Committee.

6. Risk Register

Ref	Risk	Impact	Likeli-hood	Level	Controls	Review	Responsibility
ASSETS							
1	Protection of physical assets	3	2	Medium	Asset Register updated annually, with any changes through additions and disposals updated on an adhoc basis. This is presented to Council annually with the Annual Accounts. Regular inspection of properties under the Council's direct management. Maintenance of buildings, sites and equipment is undertaken on a planned and responsive basis. Playground equipment is checked and maintained on a weekly basis (this will change from June 2025 when play is transferred to Yeovil Town Council, who will then be responsible). Yeovil Cemetery is checked and maintained by the Cemetery workforce via a Service Level Agreement. Insurance cover reviewed annually, with any changes through additions and disposals updated on an adhoc basis. Recommendations as necessary to Finance and Policy Executive to update cover.	January 2027	Director of Property & Community / Director of Leisure & Environment / Deputy Responsible Finance Officer/ Relevant Committees
2	Security for vulnerable buildings, amenities or equipment	3	2	Medium	Appropriate security devices are fitted to all the Council's buildings and linked as necessary to a central control station. CCTV at Milford Hall, Town House, Westlands Entertainment Venue, Yeovil Country Park and Yeovil Recreation Centre. TRU Security first point of contact for any breaches, for quick response and safety of staff. Designated staff are responsible for the security of these buildings. Fobs required to enter back offices. In the event of any breaches of security, appropriate measures are taken as soon as practicable to re-secure the	January 2027	Director of Property & Community / Relevant Committees

					property. Crime reports are made for all breaches of security to Avon and Somerset Constabulary and recorded with Yeovil Crime Reduction Team (where appropriate).		
3	Maintenance for vulnerable buildings, amenities or equipment	3	2	Medium	All premises are mostly maintained within the approved budget with one-off expenditure for urgent works covered by contingencies. Maintenance is undertaken in-house where possible and external contractors used as required. A preferred list of suppliers is maintained. Issues found are addressed as appropriate. Inspections for equipment and safety features programmed as required. Legislation and best practice reviewed on a regular basis. A property maintenance and facilities management schedule will be maintained.	January 2027	Director of Property & Community / Relevant Committees
4	Provision of amenities/facilities for local community groups	3	2	Medium	The council has approved the hire of Milford Community Hall, Town House, Community Room at Yeovil Recreation Centre and rooms at Westlands Entertainment Venue on an hourly charge basis.	January 2027	Director of Property & Community / Relevant Committees
5	Security and safety of defibrillators	4	1	Medium	Monthly visual checks carried out on all defibrillator cabinets. Defibrillators connect via 3G and will send warnings if there are any problems with the defibrillator. Defibrillators registered with the Circuit which sends notifications if the defibrillator is accessed. Agreements are in place with hosts to report any damage or issues.	January 2027	Director of Property & Community / Property & Community Committee
FLEET							
6	Fleet is maintained	4	1	Medium	Individuals responsible for daily checks. Fleet is serviced annually and MOT (as appropriate).	January 2027	Director of Leisure & Environment / Leisure & Environment Committee

7	Individuals are competent drivers	4	1	Medium	Individuals are aware of their responsibilities regarding driving Council fleet. Driver assessment biennially. Quarterly driver licence checks. The Fleet Management and Driver Policy offers guidance on responsibilities of the individual.	January 2027	Director of Leisure & Environment / Leisure & Environment Committee
FINANCE							
8	Banking arrangements	2	1	Low	Reviewed periodically by Finance and Policy Executive. Suppliers mostly paid by BACS but any cheques require two Members' signatures. The Council have moved to electronic income collection via BACS, online payments or card payments where possible. The Finance and Policy Executive review all payments and income following their consideration by the service committees.	January 2027	Chief Executive / Deputy Responsible Finance Officer /Finance & Policy Executive
9	Protection of Investments	2	1	Low	An investment register is reviewed monthly. There is a 3-year contract with Arlingclose who provide investment advice which monitors the security of any investment/counterparty.	January 2027	Chief Executive / Deputy Responsible Finance Officer /Finance & Policy Executive
10	Consequential loss of income	2	1	Low	Insurance cover (to cover loss of income and relocating office). Computers backed up periodically through the day; data saved in house on server and to the cloud. IT support quickly accessed and data can be restored if/when appropriate.	January 2027	Chief Executive / Deputy Responsible Finance Officer /Finance & Policy Executive

11	Loss of cash through theft or dishonesty	1	2	Low	Fidelity Guarantee cover up to £2 million for employees and members. Minimal cash kept on premises, and segregation of duty for all non-cash payments made. The Council have moved to electronic income collection via BACS, online payments or card payments where possible. Bank Reconciliations conducted monthly.	January 2027	Chief Executive / Deputy Responsible Finance Officer /Finance & Policy Executive
12	Financial controls and records	3	1	Medium	Financial Regulations in place and reviewed annually. Two signatories on cheques, and segregation of duty for BACs payments. Internal and external audit.	January 2027	Chief Executive / Deputy Responsible Finance Officer /Finance & Policy Executive
13	Paying invoices on time	3	1	Low	Two BAC runs per week with additional run if required. Team adequately resourced to process payments in a timely fashion	January 2027	Chief Executive / Deputy Responsible Finance Officer /Finance & Policy Executive
14	Debt collection	3	1	Low	Debt Management Policy in place.	January 2027	Chief Executive / Deputy Responsible Finance Officer /Finance & Policy Executive

15	Comply with HMRC Regulations	2	1	Low	VAT payments and claims calculated by Sage and checked by Deputy Responsible Finance Officer Finance Officer and checked by RFO. Internal and external auditor to provide assurance. Increased accounts payable invoices and sales invoices offer more scope for incorrect accounting of VAT but this is monitored by the Deputy Responsible Finance Officer. Advice procured from LA VAT Ltd.	January 2027	Chief Executive / Deputy Responsible Finance Officer /Finance & Policy Executive
16	Sound budgeting to underlie annual precept	3	2	Medium	Budget workshop held annually. Inflationary increases applied to costs of goods and services. Committees consulted. Salary spreadsheet maintained (which considers increments and likely pay award increases and directives from Central Government) for each Directorate. Finance and Policy Executive recommend budget to Council. Expenditure and income against budget reported to relevant Committees on a regular basis, with material variations explained and considered. Outturn report at the end of the financial year.	January 2027	Chief Executive / Deputy Responsible Finance Officer /Finance & Policy Executive
17	Complying with borrowing restrictions	2	4	High	Advice sought from SALC. Approval of borrowing by full Council before any loan is taken. Compliance with statutory borrowing limits as defined in the Local Government Act 2003 and Prudential Code. Annual review of borrowing requirements by the Finance and Policy Executive. Regular monitoring of loans, interest payments and principle repayments. Inclusion of borrowing and debt management in internal and external audit reviews	January 2027	Chief Executive / Deputy Responsible Finance Officer /Finance & Policy Executive
18	Ensuring robustness of insurance providers	4	1	Medium	The Council currently insures with Zurich Municipal on a 3-year basis. Currently undergoing a tender process to ensure best value and to ensure that the Council is adequately covered. Insurance company informed of any additions and disposals.	January 2027	Chief Executive / Deputy Responsible Finance Officer

							/Finance & Policy Executive
19	Clear statements of management responsibility for each service	2	1	Low	Under the Council's Scheme of Delegation, each of the service committees and the Finance & Policy Executive have delegated management responsibility for their own budget. Expenditure and income reported to each committee meeting with an Outturn report at the end of the financial year. Director responsible for each Directorate.	January 2027	Chief Executive / Deputy Responsible Finance Officer /Finance & Policy Executive
20	The Council remains solvent	4	1	Medium	Council's activities are adequately funded through accurate budget setting and income collected for services/goods sold. Reserves maintained at an appropriate level. Cashflow monitored to ensure cash is available when required.	January 2027	Chief Executive / Deputy Responsible Finance Officer /Finance & Policy Executive
21	Inappropriate use of Procurement Card	3	1	Medium	Records are kept and reconciled with the statement monthly. The number of procurement cards have increased as has the credit limit. There is a Procurement Card Usage Policy.	January 2027	Chief Executive / Deputy Responsible Finance Officer /Finance & Policy Executive

PROCUREMENT							
22	Awarding of contracts for services and the purchase of capital equipment	3	1	Medium	The Financial Procedures are reviewed every year to ensure they are fit for purpose. Best value is sought for all purchases of services, equipment and assets. For larger contracts, the Council utilises Contract Finder and will seek references where appropriate for those organisations awarded contracts. Relevant expertise sought for complex specifications. A Contracts register will be maintained.	January 2027	Chief Executive / Deputy Responsible Finance Officer /Finance & Policy Executive
23	Professional services and contractors	3	1	Medium	The Council endeavours to ensure that wherever possible it has the opportunity to select (from several) the provider of any professional services it requires. Where necessary, all prospective contractors are required to provide references for which they have recently undertaken similar work and adequate insurances. Due diligence is given where the number of prospective contractors is limited. Council maintains a list of preferred suppliers.	January 2027	Chief Executive / Deputy Responsible Finance Officer /Finance & Policy Executive
HEALTH AND SAFETY							
24	All Officers to be aware of their responsibility	3	2	Medium	The Health and Safety Policy is being updated to ensure that with the additional services and changes in legislations that everyone is aware of their role. A competent person will be responsible (Director of Infrastructure (Property & Assets) for overseeing all aspects of Health and Safety. Both the Director of Infrastructure (Property & Assets) and Director of Leisure & Environment have recently completed NEBOSH (National Examination Board in Occupational Safety and Health) (awaiting outcome). A Health and Safety Working Group of Officers has been established. Regular reporting of Accidents and Near Misses to Infrastructure	January 2027	Chief Executive / Director of Infrastructure (Property & Assets) / Infrastructure (Property & Assets) Committee

					(Property & Assets) Committee. Appropriate training given to Officers.		
25	The Council is compliant with all relevant regulations	3	2	Medium	A competent person will be responsible for overseeing all aspects of Health and Safety. As above	January 2027	Chief Executive / Director of Infrastructure (Property & Assets) / Infrastructure (Property & Assets) Committee
LIABILITY							
26	Risk of damage to third party property or individuals/Legal liability	3	2	Medium	Public Liability Insurance £20 million – covering personal accident liability for employees and members. Risk assessments of individual events such as Christmas lights, Super Saturday conducted as necessary. Advice is sought and consideration given for any new event added.	January 2027	Chief Executive / Relevant Committees
27	Legal liability as consequence of assets ownership	4	2	High	Insurance in place. Regular inspection of properties under the Council's direct management. Maintenance of buildings, sites and equipment is undertaken on a planned and responsive basis. Open spaces checked regularly. Playground equipment is checked and maintained on a weekly basis (this will change from June 2025 when play is transferred to Yeovil Town Council, who will then be responsible). Equipment and plant serviced as appropriate. Yeovil Cemetery is checked and maintained by Cemetery workforce.	January 2027	Chief Executive / Relevant Committees

28	Events (Super Saturdays, 2-day event, Town Criers Competition, Remembrance Sunday)	2	3	Medium	Operation Risk and event plans carried out for Council Events.	January 2027	Director of Culture, Events & Promotions / Culture, Events & Promotions Committee
EMPLOYER LIABILITY							
29	Comply with Employment Law	1	2	Low	Yeovil Town Council is member of SALC. Town Clerk/Chief Executive and Deputy Town Clerk are members of SLCC. Deputy Town Clerk has completed Level 3 Chartered Institute of Personnel and Development and undergoing training with Chartered Institute of Personnel and Development (Level ~~3 &~~ 5). Subscription to South West Councils and advice on complex issues. Policies reviewed and updated as necessary. Regular meetings of Staffing Committee. Advice sought as necessary.	January 2027	Chief Executive/ Finance & Policy Executive/ Staffing Committee
30	Comply with HM Revenue and Customs (HMRC) requirements	2	1	Low	Sage Payroll software which is HMRC compliant is used. Internal and External auditor carry out checks.	January 2027	Chief Executive/ Deputy Responsible Finance Officer / Finance & Policy Executive
31	Safety of Staff and visitors	2	1	Low	Records kept of those who visit. Camera fitted at front desk of Town House. Regular risk assessments.	January 2027	Chief Executive/ Finance & Policy Executive

32	Recognise and accepts responsibility as employer	3	2	Medium	Policies and Procedures in place and regularly reviewed. Staff concerns treated as appropriate. Regular meetings of Staffing Committee.	January 2027	Chief Executive/ Finance & Policy Executive/ Staffing Committee
33	Remote Worker Safety	2	2	Medium	Lone working policy that all staff members are aware of. Key duties risk assessed. Policy is being updated in line with Health & Safety review.	January 2027	Chief Executive/ Finance & Policy Executive
34	Remote working health and well-being	2	2	Medium	The Council does not allow routine working from home. Any remote working needs to be agreed with the Town Clerk with regular check -ins with those working remotely.	January 2027	Chief Executive/ Finance & Policy Executive
35	Identification of staff	4	1	Low	ID badges to be worn so that staff can be identified	January 2027	Chief Executive/ Finance & Policy Executive
36	Protection of staff against malicious behaviour (both online and offline)	3	2	Medium	Dignity at Work Policy available. Notices on Facebook and within office that that Yeovil Town Council will not tolerate bullying or harassment of any of its employees, officials, members, contractors, visitors to the council or members of the public from the community. Any malicious behaviour reported to the police or other agency as appropriate.	January 2027	Chief Executive/ Finance & Policy Executive

STAFFING							
37	Staff Cover	3	2	Medium	All key duties can be covered. Annual Leave is co-ordinated to ensure the workplace can be always covered.	January 2027	Chief Executive/ Finance & Policy Executive
38	Staff Retention	3	2	Medium	A learning and developmental organisation. Annual appraisals and regular team meetings.	January 2027	Chief Executive/ Finance & Policy Executive
LEGAL LIABILITY							
39	Ensuring activities are within legal powers	3	1	Medium	Clerk to clarify legal position of any new proposal and seek legal advice where necessary. The Council can utilise the General Power of Competence.	January 2027	Chief Executive/ Finance & Policy Executive
40	Proper and timely reporting via the Minutes	1	1	Low	Council meets regularly; committees meet throughout the year. Minutes are distributed in a timely fashion and approved and signed at following meeting. Minutes are made available to the press and public.	January 2027	Chief Executive/ Finance & Policy Executive
41	Proper document control	2	1	Low	Land and buildings registered at Land Registry. Comprehensive filing system holding all relevant documents. Use of fireproof cabinet where relevant. Document Retention Policy	January 2027	Chief Executive/ Finance & Policy Executive
42	Breach of personal data	3	2	Medium	Data Protection Policy in place. Staff kept up to date with changes in legislation and requirements. Registered with Information Commissioners Office. Data only processed if there is a legal basis to do so. All HR data locked away.	January 2027	Chief Executive/ Finance & Policy Executive

COUNCIL PROPREITY							
43	Register of Interests and gifts and hospitality in place	2	2	Low	Register of interest completed annually and amended throughout year as necessary. Gifts and hospitality register. Declarations of interests should be made when appropriate at all meetings (the onus is on Councillors to identify when they should declare an interest, but advice is given when requested).	January 2027	Chief Executive/ Finance & Policy Executive
DEVOLUTION OF ASSETS AND SERVICES							
44	Transfer of assets from Somerset Council	4	3	High	Awaiting full legal transfer of assets	July 2026	Chief Executive/ Director of Leisure & Environment/ Leisure & Environment Committee /Finance & Policy Executive
45	Completion of re-development of Octagon Theatre	4	3	High	Transfer of Octagon Theatre to Council on completion. Loan application to be agreed with PWLB. Planning application to be approved.	January 2027	Chief Executive/ Director of Culture, Events & Promotions/ Culture, Events & Promotions Committee /Finance &

							Policy Executive
ACCOMODATION							
46	Appropriate accommodation for service provision, staff and storage facilities	4	2	High	Strategic review of all Town Council buildings to identify the requirements and the current provision to establish gaps and produce a plan to ensure adequate and appropriate space is available for service provision, staff and equipment/machinery. Working party for South Somerset Heritage Collection established.	July 2026	Chief Executive/ Director of Infrastructure (Property & Assets) /Director of Leisure & Environment/ / Infrastructure (Property & Assets) Committee Leisure & Environment Committee /Finance & Policy Executive

Yeovil Town Council
January 2026

To be reviewed: January 2027