

| AIM | RISK | Methods used to minimise risk | Actions required at this time | Risk level if actions not taken | | | Person(s) Responsible |
|--|--|---|---|---------------------------------|--------|------|---|
| | | | | Likelihood | Impact | Risk | |
| 1. To ensure compliance with the Acts of Parliament, Council's Standing Orders, Financial Regulations and Code of Conduct. | 1. Lack of knowledge of regulations and codes and powers laid down by Parliament | (a) Ensure that all Councillors have copies of Code of Conduct and Standing Orders together with the "Good Councillor Guide". Highlight essential parts and provide training where required. Re-issue Annually. (b) Keep record of Councillors' and Staff Training. (c) Experienced and competent Parish Clerk/Staff | - | 1 | 4 | 4 | All Councillors, Parish Clerk |
| | 2. Standing orders are out of date. | (a) Ensure that Standing Orders are produced, understood by Councillors, and reviewed at least once per year. | - | 1 | 3 | 3 | All Councillors, Parish Clerk |
| | 3. Lack of commitment and adherence to regulations and procedures. | (a) Regular reference to appropriate regulations in agenda items. (b) Reports/motions put forward by Members should contain a comment by the Parish Clerk (c) No delegation of responsibilities to individual Councillors (as there is no legal power). | All motions should be on the agenda at least 3 days in advance of meeting and checked by Clerk | 3 | 3 | 9 | All Councillors, Parish Clerk |
| | 4. Items/services purchased without proper tendering procedures, resulting in accusations of commercial favouritism. | (a) All purchases that need tendering to go through the Parish Clerk's Office & Parish Council (b) Ensure that all Councillors and Clerk are aware of regulations re estimates and full tender procedures. (c) Review purchasing and contract procedure rules. (d) Adequate controls validated by regular Internal Audit | Check process for amounts £500-£2000. check process for using CEC Approved Suppliers | 2 | 3 | 6 | Parish Clerk acting as Responsible Finance Officer Finance Committee |
| | 5. Payments made without prior approval and adequate control. | (a) Ensure all payments are approved in Council meetings and recorded in minutes. (b) Keep cash payments to a minimum and avoid if possible. (c) Councillors approve online payments via NatWest app (d) All cheques must be signed by at least 2 Members plus Parish Clerk (e) Adequate controls validated by regular Internal Audit | Carry out monthly bank reconciliation check as required by audit. Add report on variances >10% to qtlly and annual report. | 2 | 3 | 6 | Parish Clerk acting as Responsible Finance Officer Finance Committee |
| | 6. Lack of control of signatories to cheques. | (a) Keep authorised signatories to a minimum consistent with practicalities. (b) Signatories approved by Council | - | 1 | 3 | 3 | Parish Clerk acting as Responsible Finance Officer |
| | 7. VAT not properly accounted for, resulting in overclaims and large demands from HMRC | (a) Ensure Clerk has adequate knowledge of regulations. (b) Adequate controls validated by regular Internal Audit (c) VAT return every quarter | Ask VAT expert to check our procedures | 1 | 2 | 2 | Parish Clerk acting as Responsible Finance Officer Finance Committee |
| 2. To identify and regularly review the Council's priorities, using a risk based approach, to ensure these are clear and achievable. | 1. Lack of knowledge of how to set objectives, set priorities, and identify risks resulting in lack of clarity, direction and appropriate allocation of resources. | (a) All Councillors to be made aware of need for objectives and identification of risk. (b) Attend training sessions if necessary (c) Establish agreed priorities that are matched to available resources. | Raise awareness at PC Meetings. Decide a format for reports to PC. | 3 | 3 | 9 | Chairman, Parish Clerk |
| | 2. No Risk Analysis carried out and/or steps taken to combat risks | (a) Review risk assessment every 6 months at Finance Committee (b) All significant proposals to provide a risk assessment | Raise awareness at PC Meetings. Minute risk assessments. | 2 | 3 | 6 | Chairman, Parish Clerk |

| | | | | | | | |
|---|---|--|---|---|---|---|--|
| 3. To influence other Council departments and Government organisations to fulfil the requirements of the Parish population. | 1. Lack of effective lines of communication with other organisations. | (a) Allocate Councillors to champion key areas of interest (b) Attend invited events that are likely to impact the Parish (c) Provide adequate feedback to Council | | 1 | 2 | 2 | All Councillors, Parish Clerk |
| | 2. Lack of effective lines of communication with parishioners. | (a) Take every opportunity to publicise role of Parish Council. (b) Publish regular Parish newsletter if none exists. (c) Effective use of notice boards and "fliers". (d) Use website to publicise Parish Council work (e) Use key issues to raise profile of Parish Council and to test parishioners' (f) Create of Parish Council annual plan and put to parishioners for comment. (g) Create and Implement Community Engagement Policy | Implement Community Engagement Policy (linked to Gold Award). Councillors to copy Clerk on any significant individual resident or association/club matters. | 2 | 3 | 6 | All Councillors, Parish Clerk. Appoint 'Liaison' Councillor. |

| | | | | | | | |
|--|--|---|--|---|---|---|-------------------------------|
| 4. To ensure that all Councillors are aware of their responsibilities, and possible liabilities, and to provide adequate insurance cover for all possible risks. | 1. Lack of education of Councillors regarding responsibility and liability. | (a) Familiarisation with Standing Orders and Good Councillor Guide. (b) Councillors to be reminded annually of importance of these publications (b) Attend any training courses as appropriate. | | 1 | 4 | 4 | All Councillors |
| | 2. Inadequate insurance cover taken out – Property, personal liability, employer's liability, fidelity guarantee | (a) Review annually at Finance Committee | Confirmed that Fidelity Guarantee for employees and Councillors is covered in latest Insurance (2021-22) | 1 | 3 | 3 | Parish Clerk, All Councillors |

| | | | | | | | |
|--|---|--|--|---|---|---|--|
| 5. To keep appropriate books of account accurately and up to date throughout the financial year. | 1. Inadequate knowledge and commitment to accounting requirements | (a) Ensure that Responsible Financial Officer and Chairman of Finance Committee is familiar with relevant current financial regulations and include them in standing orders. (b) Responsible Finance Officer to produce quarterly financial reports as part of the Governance and Performance Monitoring Report to Finance Committee (c) Internal audit to be undertaken annually plus review of adequacy by Finance Committee. Reports to be made available to all Councillors and any recommendations to be acted upon promptly. | - | 1 | 4 | 4 | Parish Clerk acting as Responsible Finance Officer Finance Committee |
| | 2. Bank charges unnecessarily incurred. | (a) Responsible Finance Officer to carry out regular inspection of books of account. | - | 1 | 1 | 1 | Parish Clerk acting as Responsible Finance Officer |
| | 3. Inaccuracies in recording amounts, totals in books of account, and bank reconciliations. | (a) Responsible Finance Officer to ensure that accounts and systems are kept in such a way that internal controls are included and activated. (b) Accounting system that performs integrity checks and balances (c) Ensure accounts reconciled each month and send copy of reconciliation to Chairman of Finance Committee (d) Regular internal audits to advise on internal controls required. | Ensure monthly reconciliation statements signed off by a member of the Finance Committee | 1 | 4 | 4 | Parish Clerk acting as Responsible Finance Officer Finance Committee |
| | 4. Not enough money held in current account to meet liabilities. | (a) Responsible Finance Officer to carry out regular inspection of books of account. | - | 1 | 3 | 3 | Parish Clerk acting as Responsible Finance Officer |
| | 5. Cash not fully protected by FSCS protection and the most beneficial interest terms not being obtained. | (a) Ensure that balances never exceed current FSCS protection limits (b) Quarterly review to ensure that most favourable interest rates are obtained on deposit accounts. | - | 1 | 4 | 4 | Parish Clerk acting as Responsible Finance Officer |
| | 6. Inadequate control of cash receipts and payments. | (a) Avoid cash payments and receipts if possible. (b) Where cash payments and receipts are unavoidable a properly controlled petty cash account with a set maximum balance. | - | 1 | 2 | 2 | Parish Clerk acting as Responsible Finance Officer |

| | | | | | | |
|--|---|---|---|---|----|---|
| 7. Debts not pursued promptly. | (a) Responsible Finance Officer to monitor and act on aged debt analysis (b) Internal audit checks. | Create aged debt analysis or similar | 3 | 1 | 3 | Parish Clerk acting as Responsible Finance Officer |
| 8. VAT claims not made promptly or made incorrectly. | (a) Ensure Clerk has up to date and appropriate and up to date VAT official publications.VAT knowledge. | Ask VAT expert to check procedure | 1 | 2 | 2 | Parish Clerk acting as Responsible Finance Officer |
| 9. Books of account not kept up to date/invoices not posted promptly. Receipts not banked or banked properly | (a) Regular checks by Responsible Finance Officer and internal auditor. (b) Responsible Finance Officer to produce quarterly financial reports for the Finance Committee. | Regular check by internal auditor (?) | 1 | 4 | 4 | Parish Clerk acting as Responsible Finance Officer |
| 10. Slow response to request to change bank mandates leaving Council unable to authorise cheque payments. | (a) Keep at least 3 councillors on the list from year to year and avoid making frequent changes. (b) Move as many payments as possible to electronic on-line payments | | 1 | 3 | 3 | Parish Clerk acting as Responsible Finance Officer |
| 11. Clerk taken ill or leaves without replacement. | (a) Essential Working Procedures to be documented. 2 Councillors to have joint access to passwords (b) CHALC or SLCC to be used for hiring a Temporary Clerk. | Key working procedures (for emergencies) have been documented. Need Councillors to test them. | 4 | 4 | 16 | Parish Clerk acting as Responsible Finance Officer Staff Committee |
| 12. Council unable to conduct it's business due to unavailability of data | (a) Files backed up everyday to a different, secure, location. (b) Chairman/Vice-Chair have access to office and electronic files. (c) Important paper documents are copied and stored in different location. Fireproof safe for key documents etc. | Documents which need copying to be identified and action taken. | 2 | 4 | 8 | Parish Clerk |
| 13. Not enough councillors elected following next or retained to maintain quorate council | (a) Advertise need for councillors in run up to elections (b) Promote Council between elections so it is perceived as a valued body | Promote Council between elections so it is perceived as a valued body | 2 | 3 | 6 | All Councillors |

| | | | | | | | |
|---|--|--|---|---|---|---|---|
| 6. To ensure that payments made from council funds and the use of assets represent value for money, are adequately managed. | 1. Expenditure of funds is not prioritised and / or monitored | (a) At least annually review of expenditure priorities. (b) Ensure all expenditure follows grant/donation policy | | 1 | 3 | 3 | Parish Clerk acting as Responsible Finance Officer |
| | 2. Use of funds not giving value for money. | (a) Ensure appropriate quality and price (b) Require report of how money donated has been spent and value achieved | Request written reports from donation recipicants | 3 | 3 | 9 | Parish Clerk acting as Responsible Finance Officer Finance Committee |
| | 3. Charges and usage of facilities inadequate. | (a) Maximise use of facilities by advertising etc (b) regular review of Charges at least at budget setting time. | Promotion of facilities included in Village Hall Supervisor Job Description. Implement on-line booking/payment | 3 | 2 | 6 | Parish Clerk acting as Responsible Finance Officer Finance Committee |
| | 4. Loss of money or damage to reputation through scams, phishing etc | (a) Clerk and councillors should be vigilant of this risk and should not respond to unsolicited and/or unexpected requests without first checking with Clerk or Chairman | Make Parish Council aware of risks | 1 | 4 | 4 | Parish Clerk , All Councillors |

| | | | | | | | |
|--|--|--|---|---|---|---|---|
| 7. To ensure that the annual precept requirement results from an adequate budgetary process; progress against the budget is regularly monitored; and reserves are appropriate. | 1. Lack of knowledge of and commitment to budgetary process and Council regulations. | (a) Include Financial Regulations alongside Standing Orders issued to all Councillors. (b) Parish Clerk acting as Responsible Finance Officer to advise during budgetary process | - | 1 | 4 | 4 | Parish Clerk All Councillors |
| | 2. Inadequate consideration of requirements for annual precept. | (a) Place item on agenda early in September to remind councillors of budget process and actions required. Clerk to remind Councillors of items such as Election Costs. (b) Start consideration of calculation at least 3 months prior to submission date. (c) Creation of a 3 year financial plan linked to priorities | - | 1 | 4 | 4 | Parish Clerk All Councillors |
| | 3. Inadequate internal controls with regard to monitoring expenditure. | (a) Checks by Responsible Finance Officer and Internal Auditor. (b) Summary of Financial and budget progress reports to Council with payment information. | - | 1 | 4 | 4 | Parish Clerk acting as Responsible Finance Officer |
| | 4. Reserves set at wrong level. | (a) Monitored by RFO quarterly (b) Considered annually by Council as part of budget setting. | - | 1 | 4 | 4 | Parish Clerk acting as Responsible Finance Officer |

| | | | | | | | |
|--|--|---|--|---|---|---|-------------------------------|
| 8. To explore all possible sources of income and to ensure that expected income is fully received. | 1. Lack of knowledge and/or commitment of possible sources of Income, e.g. grants. | (a) To be considered as part of any existing or new scheme or change of service | | 1 | 2 | 2 | Parish Clerk, All Councillors |
|--|--|---|--|---|---|---|-------------------------------|

| | | | | | | | |
|---|--|--|---|---|---|---|---|
| 9. To ensure that salaries paid to Employees and amounts paid to Councillors and contractors are paid in accordance with council regulations, and adequately monitored. | 1. Inappropriate rate of pay to employees. | (a) Clerk to have knowledge of current appropriate employee regulations (b) Contracts of employment are in place for all staff and updated as required (c) Payroll entered by Parish Clerk and checked by Staff Committee or Finance Committee (d) Review Salaries annually in line with responsibilities. (e) Performance reviews to be carried out at least annually | Staff Committee to set up performance reviews. Confirmed all contracts of employment and job descriptions are up-to-date and IR35 rules checked for contractors (at Finance Committee 6/4/21) | 4 | 2 | 8 | Staff Committee Chair |
| | 2. Tax and NI arrangements not in accordance with regulations. | (a) RTI payroll system | - | 1 | 2 | 2 | Parish Clerk acting as Responsible Finance Officer |

| | | | | | | | |
|---|--|---|--|---|---|---|---|
| 10. To ensure that year end accounts are prepared on the correct accounting basis, on time, and supported by an adequate audit trail. | 2. Late or non-submission of annual accounts. | (a) External Auditor sets timetable for Annual Return and sends it to the RFO.. | | 1 | 4 | 4 | Parish Clerk acting as Responsible Finance Officer |
| | 3. Year-end accounts not prepared, inaccurate, or not in accordance with Council requirements. | (a) Internal audit checks. | | 1 | 4 | 4 | Parish Clerk acting as Responsible Finance Officer |

| | | | | | | | | | | | |
|---|---|--|--|---|---|---|---|---|---|---|--|
| 11. To identify, value and maintain all assets of the Parish Council and ensure that asset and investment registers are complete, accurate and properly maintained. | 1. Lack of knowledge of assets of Parish Council. | (a) Ascertain and record all assets for which Parish Council is responsible. (b) Update at least annually | - | 1 | 2 | 2 | Parish Clerk, Finance Committee | | | | |
| | 2. Assets lost or misappropriated. | (a) Establish who is responsible for security and maintenance of each asset. (b) Asset register to be reported to Finance Committee for review at least annually. | - | 1 | 2 | 2 | Parish Clerk, Finance Committee | | | | |
| | 3. Inadequate or inaccurate valuation of the Council's assets. | (a) Arrange for periodic review of valuations and arrange for professional valuation where necessary. (b) Annual check of assets vs insured value (c) Annual report to Finance Committee. | - | 1 | 2 | 2 | Parish Clerk, Finance Committee | | | | |
| 12. To comply with appropriate Government legislation and guidance regarding access, equality, safeguarding, data protection, FOI etc. | 1. Lack of knowledge of and commitment to applicable legislation and guidance | (a) Parish Clerk to have knowledge of all appropriate legislation and guidance | Amenities Committee to check external PC assets once per year (eg benches) | 2 | 4 | 8 | Amenities Committee, Parish Clerk, All Councillors | | | | |
| | | (b) Council to have all appropriate policies in place (c) CiLCA qualified Parish Clerk. (d) All councillors to be aware of policies (e) Suitable encryption, firewall, anti-virus, anti-malware on Clerk's computer and files | Create Equality and diversity policy. Educate all Staff on policies Educate all Councillors on policies Check if 2 factor authentication can be used to more than one phone (for emergencies) | | | | | | | | |
| 13. To carry out adequate safety checks on all buildings, properties and equipment for which the Council is responsible. | 2. Lack of safety of properties, buildings & equipment | (a) Health and Safety Policy (b) Ensure that all current legislation and advice is held by Clerk. (b) Adequate risk assessments of assets and processes | Amenities Committee to check condition of all assets onnce per year. | 3 | 3 | 9 | Amenities Committee, Parish Clerk, All Councillors, All Staff | | | | |
| | 3. Routine safety checks are not carried out | Safety checks are done by Caretaker, Clerk or by contractors arranged by the Record of maintained of safety checks carried out | | | | | | 1 | 4 | 4 | Parish Clerk VHMC |
| 14. To safeguard lone working staff | 1. Someone enters building and confronts lone worker. | (a) Whenever possible, lone workers should keep external doors and windows locked. (b) Lone staff should carry mobile phone at all times (c) CCTV covering main entrance, door locking system | Create Lone Working Policy. | 2 | 4 | 8 | Parish Clerk, All Staff, All Councillors | | | | |
| | 2. One person left alone in building after meeting, with unexpected intruder | (a) Chairman of meeting, or other nominated person, should ensure that there are no unauthorised people in the building before leaving and locking the door. | Chairmen and meeting organisers to be educated in importance of this action | | | | | 1 | 4 | 4 | Parish Clerk, All Staff, All Councillors, All meeting organisers |
| | 3. Risk of confrontation as lone worker enters or leaves building | (a) Adequate external lighting (b) CCTV covering main entrance | | | | | | 1 | 4 | 4 | VHMC |
| 15. Unexpected disruption to village hall facilities | 1. Damage to fabric of building. Loss of electricity, burst pipes. | (a) Insurance for loss of income and fabric (b) Regular inspections of electricity, pipework | Maintain one years precept to cover costs (also allows capability of borrowing). Need to check the School's Building Insurance Policy is suitable in advance of renewal time. | 1 | 5 | 5 | VHMC | | | | |

| | | |
|-------------------|---|--|
| Likelihood | 1 | Unlikely to happen – once in 20 years or more |
| | 2 | Unlikely to happen – once in 10 years |
| | 3 | Likely to happen within the 4 year term of Council |
| | 4 | Very likely to happen within year or has happened recently |

Consequences of Impact

- 1 Temporary or minor impact on Customer, finance or reputation – impact over less than a month
- 2 Some impact on reputation and/or finances – impact less than 3 months
- 3 Substantial impact with moderate financial or reputational consequences – impact up to a year
- 4 Significant impact with likely large scale financial or reputational consequences – impact over more than one year

Risk Levels if suggested actions are not carried out Impact on Council x Likelihood

| | |
|---------|--|
| 1-4 | Overall risk is low. Regular monitoring but action not urgently required |
| 5 - 11 | Overall risk is medium. Monitoring essential and action required to mitigate risks |
| 12 - 16 | Overall risk is high. Essential action is required immediately to manage risk. |
| 0 | No recommended action at this time. |