

RISK MANAGEMENT STRATEGY

This model policy from the Society of Local Council Clerks (SLCC) has been adapted to meet Little Bromley Parish Council's (LBPC) circumstances.

1. Introduction

1.1 This document forms LBPC's Risk Management Strategy. It sets out:

- What risk management is;
- Why the Parish Council needs a risk management strategy;
- The Parish Council's philosophy on risk management;
- The risk management process;
- Roles and responsibilities; and
- Future monitoring.

1.2 The objectives of this strategy are to:

- Further develop risk management and raise its profile across the Parish Council;
- Integrate risk management into the culture of the organisation;
- Embed risk management through the ownership and management of risk as part of all decision making processes; and
- Manage risk in accordance with best practice.

2. What Risk Management is

2.1 'Risk is the threat that an event or action will adversely affect an organisation's ability to achieve its objectives and to successfully execute its strategies. Risk management is the process by which risks are identified, evaluated and controlled. It is a key element of the framework of governance together with community focus, structures and processes, standards of conduct and service delivery arrangements.' Audit Commission, *Worth the Risk: Improving Risk Management in Local Government*, (2001: 5)

2.2 Risk management is an essential feature of good governance. An organisation that manages risk well is more likely to achieve its objectives. It is vital to recognise that risk management is not simply about health and safety, but applies to all aspects of the Parish Council's work.

2.3 Risks can be classified into various types but it is important to recognise that for all categories the direct financial losses may have less impact than the indirect costs such as disruption of normal working. The examples below are not exhaustive:

Strategic Risk – Long-term adverse impacts from poor decision-making or poor implementation. Risks damage to the reputation of the Parish Council, loss of public confidence, in a worst case scenario Government intervention.

Compliance Risk – Failure to comply with legislation, laid down procedures or the lack of documentation to prove compliance. Risks exposure to prosecution, judicial review, employment tribunals and the inability to enforce contracts.

Financial Risk – Fraud and corruption, waste, excess demand for services, bad debts. Risk of additional audit investigation, objection to accounts, reduced service delivery, dramatically increased Council Tax levels/impact on Parish Council reserves.

Operating Risk – Failure to deliver services effectively, malfunctioning equipment, hazards to service users, the general public or staff, damage to property. Risk of insurance claims, higher insurance premiums, lengthy recovery processes.

2.4 These risks can be broken down further into specific areas which could impact on the achievement of the Parish Council's strategic objectives and day-to-day delivery of services:

Political – Those associated with the failure to deliver local, regional or national policy;

Financial – Those affecting the ability of the Parish Council to meet its financial commitments; failure of major projects; internal and external audit requirements; failure to prioritise and allocate resources effectively; poor contract management; initiative overload;

Social – Those relating to the effects of changes in demographic, residential, or socio-economic trends on the Parish Council's ability to deliver its strategic priorities;

Technological – Those associated with the capacity of the Parish Council to deal with the pace/scale of technological change, or its ability to use technology to address changing demands. This includes the consequences of internal failures on the Parish Council's ability to deliver its objectives;

Legal – The ability of the Parish Council to meet legislative demands affecting breaches of legislation (UK & EU);

Environmental – Those relating to the environmental consequences of progressing the Parish Council's objectives in terms of energy-efficiency, pollution, recycling, emissions etc;

Partnership/Contractual – Those associated with the failure of partners/contractors to deliver services to an agreed cost and specification and similarly failure of the Parish Council to deliver services to an agreed cost and specification; compliance with procurement policies (internal/external); ensuring open and fair competition;

Human Resources – Those associated with the professional competence of staff; training and development; over-reliance on key personnel; ineffective project management; recruitment and selection issues;

Organisational – Those associated with the review of services and delivering continuous improvement;

Health & Safety/Physical – Those related to fire, safety, accident prevention and health & safety which pose a risk to both staff and the public; safeguarding and accounting of physical assets; and

Reputational – Those associated with the changing needs of customers and the electorate; ensuring appropriate consultation; avoiding poor public and media relations. Reputational risk is the cumulative effect of the above risks, if risks become real incidents and events that diminish the public perception of the Parish Council from the perspective of the local community. Little Bromley Parish Council has other policies and procedures that will reduce reputational risk e.g. social media policy, vexatious complaints policy.

Not all of these risks are insurable and for some the premiums may not be cost effective. Even where insurance is available, a monetary consideration might not be an adequate recompense. The emphasis should always be on eliminating or reducing risk before costly steps to transfer risk to another party are considered.

- 2.5** Risk is not restricted to potential threats but can be connected with missed opportunities. Good risk management can facilitate proactive, rather than merely defensive responses. Measures to manage adverse risks are likely to help with managing positive ones.

3. Why the Parish Council needs a Risk Management Strategy

- 3.1** Risk management will strengthen the ability of the Parish Council to achieve its objectives and enhance the value of services provided.
- 3.2** The Risk Management Strategy will help to ensure an understanding of risk and that the Parish Council adopts a uniform approach to identifying and prioritising risks. This should in turn lead to conscious choices as to the most appropriate method of dealing with each risk, be it elimination, reduction, transfer or acceptance.
- 3.3** Strategic risk management is an important element in demonstrating continuous service improvement.
- 3.4** There is a requirement under the Accounts and Audit Regulations 2015 to establish and maintain a systematic strategy, framework and process for managing risk.

4. Risk Management Policy Statement

Little Bromley Parish Council recognises that it has a responsibility to manage risks effectively in order to protect its employees, volunteers, assets, liabilities and community against potential losses, to minimise uncertainty in achieving its aims and objectives and to maximise the opportunities to achieve its vision.

The Parish Council is aware that some risks can never be eliminated fully and it has in place a strategy that provides a structured, systematic and focused approach to managing risk.

Risk management is an integral part of the Parish Council's management processes.

5. Implementing the Strategy

Risk Control

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. Typically, risk control requires the identification and implementation of revised operating procedures, but in exceptional cases more drastic action may be required to reduce the risk to an acceptable level.

Options for control include:

Elimination – The circumstances from which the risk arises are removed so that the risk no longer exists;

Reduction – Loss control measures are implemented to reduce the impact/ likelihood of the risk occurring;

Transfer – The financial impact is passed to others e.g. by revising contractual terms;

Sharing – The risk is shared with another party;

Insuring – Insure against some or all of the risk to mitigate financial impact; and

Acceptance – Documenting a conscious decision after assessment of areas where the Parish Council accepts or tolerates risk.

5.1 Risk Register

The Strategic Risk Register (Appendix A) will be regularly refined and updated as part of this Risk Management Strategy.

5.2 Risk Monitoring

The risk management process does not finish with putting risk control procedures in place. Their effectiveness in controlling risk must be monitored and reviewed. It is also important to assess whether the nature of any risk has changed over time. The Risk Management Plan will be reviewed at least annually by the Clerk.

The information generated from applying the risk management process will help to ensure that risks can be avoided or minimised in the future. It will also inform judgements on the nature and extent of insurance cover and the balance to be reached between self-insurance and external protection.

5.3 Risk Management System

Risk Identification – Identifying and understanding the hazards and risks facing the Parish Council is crucial if informed decisions are to be made about policies or service delivery methods. The risks associated with these decisions can then be effectively managed.

Risk Analysis – Once risks have been identified they need to be systematically and accurately assessed using proven techniques. Analysis should make full use of any available data on the potential frequency of events and their consequences. If a risk is seen to be unacceptable, then steps need to be taken to control or respond to the risk.

Risk Prioritisation - An assessment should be undertaken of the impact and likelihood of risks occurring, with impact and likelihood being scored.

		Impact			
		Negligible (1)	Low (2)	Medium (3)	High (4)
Likelihood	High (4)	4	8	12	16
	Medium (3)	3	6	9	12
	Low (2)	2	4	6	8
	Negligible (1)	1	2	3	4

The scores for impact and likelihood are scored as above. Risks scoring 12 and above will be subject to detailed consideration and preparation of a contingency/action plan to appropriately control the risk.

6. Roles and Responsibilities

6.1 It is important that risk management becomes embedded into the everyday culture and performance management process of the Parish Council. The roles and responsibilities set

out below, are designed to ensure that risk is managed effectively right across the Council and its operations, and responsibility for risk is located in the right place. The process must be driven from the top but must also involve staff throughout the organisation.

- 6.2 Councillors** – Risk management is seen as a key part of Councillors’ stewardship role and there is an expectation that Councillors will lead and monitor the approach adopted, including:
- i) Approval of the Risk Management Strategy;
 - ii) Analysis of key risks in reports on major projects, ensuring that all future projects and services undertaken are adequately risk managed;
 - iii) Consideration, and if appropriate, endorsement of the Annual Governance Statement; and
 - iv) Assessment of risks whilst setting the budget, including any bids for resources to tackle specific issues.
- 6.3 Employees** – will undertake their job within risk management guidelines ensuring that their skills, experience and knowledge are used effectively. All employees will maintain an awareness of the impact and costs of risks and how to feed information into the formal process. They will work to control risks or threats within their roles, monitor progress and report on task related risks to their line manager or the Chief Executive.
- 6.4 The Clerk** – will act as the lead officer on risk management and be responsible for overseeing the implementation of the Risk Management Strategy. The Clerk will:
- i) Provide advice as to the legality of policy and service delivery options;
 - ii) Provide advice on the implications for service areas of the Parish Council’s strategic aims and objectives;
 - iii) Update the Parish Council on the implications of new or revised legislation;
 - iv) Assist in handling any litigation claims;
 - v) In consultation with the Parish Council’s external advisors as necessary, provide advice on any human resource issues relating to strategic policy options or the risks associated with operational decisions and assist in handling cases of work related illness or injury;
 - vi) In consultation with the Parish Council’s external advisors as necessary, advise on any health and safety implications of the chosen or proposed arrangements for service delivery;
 - vii) Assess and implement the Parish Council’s insurance requirements;
 - viii) Assess the financial implications of strategic policy options;
 - ix) Provide advice on budgetary planning and control;
 - x) Ensure that the financial information systems and processes allow effective budgetary control;
 - xi) Ensure the Parish Council’s Risk Register is maintained;
- 6.5 Role of Internal Audit** – Internal Audit provides an important scrutiny role by carrying out audits to provide independent assurance to the Parish Council that the necessary risk management systems are in place and all significant business risks are being managed effectively.

Internal Audit assists the Parish Council in identifying both its financial and operational

risks and seeks to assist the Parish Council in developing and implementing proper arrangements to manage them, including adequate and effective systems of internal control to reduce or eliminate the likelihood of errors or fraud.

Internal Audit reports, and any recommendations contained within, will help to shape the Annual Governance Statement (AGAR).

6.6 Training – The aim will be to ensure that both Staff and Councillors have the skills necessary to identify, evaluate and control the risks associated with the services they provide. Risk Management training and development will be provided through a range of methods such as workshops, literature and in-house service familiarisation.

6.7 In addition to the roles and responsibilities set out above, the Parish Council is keen to promote an environment within which individuals and groups are encouraged to report adverse incidents promptly and openly.

7. Conclusion

The adoption of a sound risk management approach should achieve many benefits for the Parish Council. It will assist in demonstrating that the Parish Council is committed to continuous service improvement and effective corporate governance.

Risk Management Register

The matrix below is used to give a score to each risk. This document is reviewed annually at a minimum.

Likelihood	Impact			
	Negligible (1)	Low (2)	Medium (3)	High (4)
High (4)	4	8	12	16
Medium (3)	3	6	9	12
Low (2)	2	4	6	8
Negligible (1)	1	2	3	4

Ref	Description	Impact	Likelihood Score	Impact Score	Risk Rating	Management/Control of Risk	Review/Assess/Revise
Finances and Financial Administration							
1	Precept	Adequacy of precept	1	3	3	Council, in conjunction with the Clerk & RFO, assesses the amount of funding required to cover its planned expenditure for the upcoming financial year, after accounting for any predicted income from other sources. The precept requirement is assessed and ratified at a Full Council meeting in December or January.	Existing procedure adequate
2	Precept	Requirements not submitted to Tendring District Council (TDC)	1	1	1	TDC issues a timetable for precept requests. The precept request form is signed by the Clerk and sent to TDC. Clerk keeps a record of precept request.	Existing procedure adequate. Precept amount and request to TDC is minuted.
3	Precept	Precept not received or late	1	1	1	Precept receipt is monitored by Clerk who informs Council when the precept is	Existing procedure adequate

Ref	Description	Impact	Likelihood Score	Impact Score	Risk Rating	Management/Control of Risk	Review/Assess/Revise
						received at the relevant meeting. At least three months precept kept in general reserves.	
4	Setting and monitoring of budgets	Setting a comprehensive budget and monitoring of budgets to ensure accurate information to make sound financial decisions	1	3	3	With information on the previous budget and actual spend against budget, LBPC maps out the required monies for standing costs and projects for the following year and applies specific figures to budget headings. Budget and precept setting are timetabled for a meeting agenda annually. A full report of expenditures against budget is circulated monthly to members.	Existing procedure adequate
5	Maintain financial records that are correct and comply with all recommended practice	Adverse audit reports, legal action and loss of confidence in the Parish Council	1	3	3	LBPC has Financial Regulations which set out the requirements. Proven record of seeking assistance from Accounts Monitoring officer where appropriate. Clerk keeps up to date with legislative changes, discusses latest requirements with internal and external auditors. Advice taken from internal and external auditors, SLCC, NALC and EALC on changes	Existing procedure adequate and will continue to seek external help as needed. Internal audit review recommendations actioned
6	Records non-compliant or inadequate	Adverse audit reports, legal action and loss of confidence in Parish Council	1	3	3	Internal audit reviews record keeping annually and is on hand to advise on request. Advice can be sought from SLCC, NALC and EALC on changes and best practice	Review the adequacy of internal audit and financial controls annually Monthly reviews to be minuted and accounts

Ref	Description	Impact	Likelihood Score	Impact Score	Risk Rating	Management/Control of Risk	Review/Assess/Revise
							sheet to be noted at meeting
7	Clear procedure for authorisation of payments	Loss of income through error or fraud Inappropriate expenditure made	1	3	3	<p>Ansvar Insurance</p> <p>Parish Clerk & RFO continually reviews controls and current procedures. Checks in place to minimise risk. Two councillors authorise all payments and sign invoices.</p> <p>Debit card – not currently available.</p> <p>LBPC has Financial Regulations which set out the requirements for banking, cheques and reconciliation of accounts. Any bank errors are discovered when the Clerk reconciles the bank accounts quarterly when the statements arrive and any errors are dealt with immediately by informing the bank and awaiting their correction.</p>	<p>Existing procedure adequate. Online banking procedure agreed.</p> <p>Review the Financial Regulations and bank signatory list annually and in the event of a change of clerk or any other extraordinary change in circumstances. Monitor the bank statements monthly.</p>
8	Incoming cash and cheque misappropriation	Loss through theft or dishonesty Reputational damage to the Council	1	3	3	<p>Ansvar Insurance in place against theft of funds by staff, councillors and other persons.</p> <p>LBPC has Financial Regulations which set out the requirements. Receipts issued for cash payments. Minimal cash received and adequate security measures in place. There is no petty cash or float held by LBPC. Incoming cash stored securely and banked</p>	<p>Existing procedure adequate. Review the Financial Regulations as necessary.</p>

Ref	Description	Impact	Likelihood Score	Impact Score	Risk Rating	Management/Control of Risk	Review/Assess/Revise
						promptly. Receipts issued for cash payments	
9	Invoice payment without authority	Loss of income fraudulent activity, reputational damage to the council	1	3	3	All invoices are checked and reviewed by two councillors before payment is made. Financial Regulations set out requirement for RFO checking for amounts against decisions/quotes etc.	Existing procedure adequate.
10	Unpaid Invoices	Loss of income	1	2	2	Unpaid invoices for Council goods or services are pursued and where possible, payment is obtained in advance.	Existing procedure adequate.
11	Lack of budgetary overview/overspend against budget	Council not aware of financial situation and therefore not prepared to make decisions	1	3	3	Monthly review of income and expenditure by Clerk Bi-Monthly review by Accounts Monitoring Officer – Cllr C Barrett Access to online banking means that Clerk has real-time updates on payments and balances.	Existing procedure adequate. Finance & Policy Committee meetings
12	Lack of finance to meet unbudgeted and urgent commitments (with safety or other critical implications)	Inability to make urgent unbudgeted payments	1	3	3	Ear Marked Reserves for certain areas and general reserves can be called upon. Three months precept is in general reserves. Contingency included in budget.	Existing procedure adequate.
13	Accounts	Must ensure that VAT is claimed	1	1	1	Hard copies linked to council reports are held on file together with bank rec reports,	Existing procedure adequate

Ref	Description	Impact	Likelihood Score	Impact Score	Risk Rating	Management/Control of Risk	Review/Assess/Revise
		correctly in order to avoid paying back misappropriate funds and avoid reputational damage				invoices/receipts/payments. VAT returns are lodged twice yearly in line with accepted procedures Clerk checks new supplier's VAT numbers on HMRC register	
14	Supplier procurement	Ensure due diligence when selecting suppliers to insure VAT is correctly reimbursed and combat fraud	1	2	2	Check the VAT number of new suppliers who are registered for VAT to ensure against fraud. Due diligence completed during the procurement of contracts process. Insurance and liability is included in the procurement process.	Existing procedure adequate
15	Standing Orders and Direct Debits	Ensure they are correct and the services are necessary	1	3	3	Standing orders/Direct debits are presented to members monthly. Accounts Monitoring Officer reviews every quarter to ensure they are correct and filed correctly	Existing procedure adequate
16	Non-compliance with statutory deadlines for the completion/approval/submission and other financial returns	Reputational damage to the council	1	3	3	Programme of meetings set annually to ensure deadlines are met.	Existing procedure adequate

Ref	Description	Impact	Likelihood Score	Impact Score	Risk Rating	Management/Control of Risk	Review/Assess/Revise
17	Bank Reconciliation	Bank reconciliations ensure that there are no issues with fraud or bank mistakes	1	2	2	Accounts are reconciled bi-monthly. Any discrepancies reported to the bank for investigation	Existing procedure adequate
18	Access to the main bank accounts	Access is restricted however if unauthorised access took place it could result in fraud and loss of finances	1	3	3	Access is restricted to three bank signatories. No one person has access to monies held in either account.	Existing procedure adequate
19	Grants and support - payable	Power to pay Authorisation of Council to pay Reputational damage to Council	1	2	2	Grants Policy and application forms reviewed annually. All such expenditure goes through the required Council process of budgeting.	Existing procedure adequate.
20	Grants - receivable	Receipts of Grant	1	2	2	The Council does not presently receive any regular grants apart from the annual precept and compensating grant. One-off grants would come with terms and conditions to be satisfied	Financial Regulations and Standing Orders deal with authorisation for project expenditure and associated grant applications.
21	Hire Charges		1	1	1	Council agree charges annually as part of budget setting process. Office must abide by these rates and any	Existing procedure adequate. Review agreement and payable

Ref	Description	Impact	Likelihood Score	Impact Score	Risk Rating	Management/Control of Risk	Review/Assess/Revise
						requests for preferential rates must be made to Council for their approval. All bookings must be paid for in advance to avoid bad debts.	fees annually according to agreement.
22	Rentals	Insurance implication	1	2	2	LBPC has no assets or spaces that are rented out.	N/A
23	Processing and Banking	Inaccurate processing and banking could lead to inaccurate financial reports	1	2	2	When money is received it is balanced within the office against any receipts/invoices and any discrepancies are followed up.	Existing procedure adequate
24	Expenditure/income coded incorrectly	Inaccurate financial reports	1	3	3	Clerk checks nominal ledger every quarter. Monthly monitoring reports are examined carefully by Clerk to ensure coded correctly.	Existing procedure adequate
25	Annual Audit	Important to ensure the council is managing finances in accordance with regulations. Issues with the AGAR could affect Council negatively, loss of trust and reputational damage	1	3	3	An annual auditor (Clacton Business Services) is appointed and directs the format and structure of the audit in line with current legislation and requirements. Audit costs and levels of requirement are determined by government legislation based upon the annual income or expenditure levels. The Clerk completes the year end accounts to audit trail level and prepares any additional reports required by the external auditor. The Clerk presents the completed Annual	Existing procedure adequate

Ref	Description	Impact	Likelihood Score	Impact Score	Risk Rating	Management/Control of Risk	Review/Assess/Revise
						Return, financial statement and other documentation required to council in line with the timescales provided by the external auditor. Once these have been formally ratified and signed by Council, they are lodged with external auditors. Any queries raised by the auditor are dealt with by the Clerk. Final sign-off by the external auditor is presented to council.	
26	Internal Audit	Internal audit to ensure compliance and effectiveness of financial controls and managing funding effectively	1	3	3	The Internal Auditor is approved annually by Council and completes annual internal audit and end of year audit as part of the AGAR.	Existing procedure adequate
27	Election costs	Risk of an election cost	1	1	1	Known elections budgeted for through reserves. By-elections to be provided from contingency budget	Clerk to monitor budget and reserves throughout the year to ensure adequate funding available if required.
28	Councillor allowances	Councillors over-paid	1	1	1	No allowances are allocated to Parish Councillors	No procedure required
Insurance and Security							
1	Insurable Risks	Inappropriate	1	3	3	Public liability to cover	Insurance reviewed

Ref	Description	Impact	Likelihood Score	Impact Score	Risk Rating	Management/Control of Risk	Review/Assess/Revise
		levels of insurance to cover risk, leave council uninsured				£12,000,000 Employers Liability Limit of cover £10,000,000	annually with a mid year review
2	Theft of money by employee or member	Loss of finances for council and negative reputational damage	1	3	3	Insurance policy in place £250,000 Financial controls in place (see finance section)	Insurance reviewed annual with a mid year review. Financial controls reviewed within this document annually.
4	Officials Indemnity	Covered to protect officials	2	2	4	Cover of £100,000	
5	Libel and Slander	Reputational damage to council	2	2	4	Cover of £250,000	
6	Personal Accident	Insurance for staff, members and volunteers	1	3	3	See policy schedule for details	
7	Legal Disputes	Ability to ensure council follows all Legalities	1	3	3	Cover of £250,000	
8	Insurance Provider	Must be a reputable provider	1	3	3	Quotes sought annually in March through a preferred Broker	Insurance details reviewed annually
9	Business Interruption	Inability to deliver services and projects for residents	1	3	3	Potential alternative premises, IT back-up off site and ability to restore onto hired equipment, etc. Cover in place for excess costs.	Limit of cover £0

Ref	Description	Impact	Likelihood Score	Impact Score	Risk Rating	Management/Control of Risk	Review/Assess/Revise
10	Office Security	Impact of staff safety and all data and information	1	3	3	The Clerk works from home and has BS3621 locks on all doors. Data and information is backed up on a password protected laptop. Secure documents are kept in lockable files Lone working and H&S policy	H&S policy reviewed annually
11	Events Insurance	Liability cover required – in case of accidents or injuries that occur during events organised by council. Property damage Cancellation Risk management Legal requirement for some events Failure to have adequate insurance could result in legal consequences	1	3	3	Risk assessments carried out for all events. Suitable and sufficient persons available for events.	Comprehensive risk assessments H&S policy review annually
Employees							
1	Salaries and associated costs	Salary paid incorrectly. Wrong rate paid Wrong deductions	1	3	3	The Council has one employee. Salary rates are assessed annually by LBPC at budget setting. Salary analysis and slips are produced by HMRC Basic Tools monthly together with a schedule of	Existing appointment and payment systems for employee is adequate.

Ref	Description	Impact	Likelihood Score	Impact Score	Risk Rating	Management/Control of Risk	Review/Assess/Revise
		of NI or Tax Unpaid Tax & NI contributions to the Inland Revenue				payments to the Inland Revenue (for Tax and NI). The payments are approved at LBPC meetings and signed off. All Tax and NI payments are submitted to the Inland Revenue monthly in advance. A contract of employment and job description is in place.	
3	Employees contravene H&S Regulations	Results could be an accident affecting staff and services	1	3	3	H&S Insurance, risk assessments regularly checked and updated. Training available from EALC.	H&S policy updated annually.
4	Potential legal proceedings up to corporate manslaughter	Accidents and reputational damage	1	3	3	Employers Liability Insurance. Employee training and awareness. Solicitor services agreed as are outsourced HR services. Each event held by LBPC has its own risk assessment and equality impact assessment	Insurance and policies updated annually.
5	Employee retention/insufficient staff to deliver the service needs	Loss of key personnel/difficulty in retaining staff. Not enough hours for role. Impact on staff mental health and on delivery of projects and services and the running of the council.	1	3	3	Vacancy would be advertised widely. Cover could be organised by using other local clerks. Hours reviewed on at least an annual basis. Staff training where appropriate.	Ongoing

Ref	Description	Impact	Likelihood Score	Impact Score	Risk Rating	Management/Control of Risk	Review/Assess/Revise
6	Compensation claim from employee for contractual employment defects (including statutory failure)	Reputational damage for council	1	3	3	Contract of employment in place. Matters relating to staff discussed in confidence and at staffing committee where press and public are excluded. Clerk keeps up to date with employment law and advice would be sought from HR company where appropriate	Existing procedure adequate
7	Loss of key staff trained in financial systems, process or rules	Inability to pay suppliers on time which could affect projects and services. Implications for internal audit and AGAR.	1	3	3	Accounts Monitoring Officer able to undertake financial systems. Support and advice from TDC.	Existing procedure adequate
8	Workplace pension	Lack of adequate provision	1	2	2	Clerk is not currently a member of a Pension Scheme.	Ongoing
Information Technology							
1	IT Security, safety of information/risk of loss of data	Data breach could cause reputational damage to the council and break data protection laws	3	3	3	Back up carried out regularly IT support	IT support from VCSNet.

Ref	Description	Impact	Likelihood Score	Impact Score	Risk Rating	Management/Control of Risk	Review/Assess/Revise
2	Loss of internet service	Inability to complete work and communicate	1	3	3	Internet with reputable provider. Two broadband lines at office.	Existing procedure adequate
3	Equipment failure	Unable to complete tasks	3	3	3	Contingency budget to replace laptop.	New laptop purchased in Jan 2026.
4	Data protection	Loss or theft of personal data GDPR Freedom of Information	1	3	3	The Parish Council is registered with the Information Commissioner's Office. The Clerk is the Data Protection Officer. Policies for data protection, document retention, freedom of information and a privacy notice have been adopted and published.	Existing procedure adequate
Legal							
1	To ensure that all actions taken by the Parish Council comply with all current legislation	Non-compliance with legislation or practice. Council being "Ultra Vires"	1	3	3	Parish Clerk to keep up to date with changes in legislation. Advice taken from SLCC, NALC, EALC and others as necessary. Clerk reacts to any changes in legislation, requests from Council or other areas in order to ensure the regulations are fully compliant and also provide a strong framework compatible with Council practices. Governance documents, policies and procedures are periodically reviewed. The following are annually reviewed: Standing Orders Financial Regulations	Ongoing

Ref	Description	Impact	Likelihood Score	Impact Score	Risk Rating	Management/Control of Risk	Review/Assess/Revise
						Clerk is CiLCA qualified	
2	Non-compliance with statutory deadlines for the completion / approval / submission of accounts and other financial returns		1	3	3	Programme of meetings set to meet statutory deadlines	
3	Loss of documentation		1	3	3	Legal documents storage within Clerk's property.	
Assets							
1	Refurbished telephone box used as a library						
2	Noticeboard						
3	Defibrillator						
4	Laptop					Computer equipment insured for up to £2000	