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## STRATEGIC RISK ASSESSMENT

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**ADOPTED: 15<sup>th</sup> December 2025**

### Version Control

Version	Description of Change	Officer	Reviewing Committee	Frequency of Review	Version Approval Date	Next Review Date
1.	Creation	Clerk	Policy	Annually	December 2025	December 2026
1.1	Updates to Cash, Payroll, Precept and Health & Safety	Clerk	Full Council	Annually	December 2025	December 2026

### 1. Purpose

- 1.1 Risk is the threat that an event or action will adversely affect an organisation's ability to achieve its objectives or successfully execute its strategies.
- 1.2 Risk management is the process by which risks are identified, evaluated and controlled, and it is a key element of good governance.
- 1.3 This document sets out:
  - a. Why risk management is important.
  - b. The risks to Manea Parish Council strategic roles and functions.
  - c. Who is responsible for managing the risks.
  - d. What actions need to be taken to mitigate the risks; and
  - e. A programme for ongoing monitoring.

### 2. What and Who is Covered by the Policy

- 2.1 This risk assessment is concerned with higher-level corporate risks that may affect the Parish Council's ability to carry out its strategic role as opposed to the more well-known risk assessments concerning physical risks related to health and safety.

- 2.2 This risk assessment is directed mainly to the Parish Clerk and members of the Parish Council, who are responsible for assessing, mitigating and monitoring the risks. That said, managing risk is the responsibility of all staff, so all employees should be aware of this document.
- 2.3 This document is a public document. To demonstrate to members of the public that the Parish Council is taking sufficient measures to protect public money, services and amenities, it will be published on the Parish Council's website.

### 3. Legal Framework

- 3.1 Risk management is an essential part of effective corporate governance.
- 3.2 The Parish Council has a statutory duty to ensure that financial, operational and risk management is effective<sup>1</sup>.

### 4. Policy Statement

- 4.1 The Parish Council recognises that it has a responsibility to manage risk effectively in order to protect employees, assets, liabilities and the community against potential losses; to minimise uncertainty in achieving its goals and objectives; and to maximise the opportunities to achieve its vision.
- 4.2 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.
- 4.3 The objective of the Parish Council's Risk Management Strategy are to:
  - 4.3.1. Integrate risk management into the culture of the Parish Council.
  - 4.3.2. Manage risk in accordance with best practice.
  - 4.3.3. Anticipate and respond to changing social, environmental and legislative requirements.
  - 4.3.4. Prevent loss, disruption, damage and injury and reduce the cost of risk, thereby maximising resources.
  - 4.3.5. Inform policy and operational decisions by identifying risks and their likely impact; and
  - 4.3.6. Raise awareness of the need for risk management.
- 4.4 These objectives will be achieved by:
  - 4.4.1 Establishing clear roles, responsibilities and reporting lines within the Parish Council for risk management.
  - 4.4.2 Providing opportunities for shared learning on risk management across the Parish Council.
  - 4.4.3 Providing risk management training and awareness.
  - 4.4.4 Incorporating risk management considerations into the Parish Council's management processes.

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<sup>1</sup> Accounts and Audit Regulations 2015, SI 2015/234, reg 3.

4.4.5 Effective communication with, and the active involvement of, employees; and

4.4.6 Monitoring arrangements on an ongoing basis.

4.5 The Parish Council recognises that it is the responsibility of all councillors and employees to have regard for risk in carrying out their duties. If uncontrolled, risk can result in a drain on resources that could be better directed to front line service provision and the meeting of the Parish Council's objectives and community needs.

4.6 This Strategic Risk Assessment will be reviewed on an annual basis by the Parish Council, incorporating feedback from internal and external audits on areas for improvement, as well as best practice guidance from professional bodies such as the National Association of Local Councils (NALC) and the Society of Local Council Clerks (SLCC).

4.7 The Parish Council will use the following simple risk assessment matrix to assess risk, and the risk shall be expressed as Low/Medium/High considering likelihood and impact.

		<b>Low Impact</b>	<b>Medium Impact</b>	<b>High Impact</b>
		Negligible (1)	Moderate (2)	Severe (3)
<b>Likelihood</b>	Unlikely (1)	Low Risk (1)	Low Risk (2)	Medium Risk (3)
	Possible (2)	Low Risk (2)	Medium Risk (4)	High Risk (6)
	Highly likely (3)	Medium Risk (3)	High Risk (6)	High Risk (9)

## 5. Roles and Responsibilities

5.1 The Parish Clerk and Councillors: responsible for embedding risk management in strategic planning, decision making and operational delivery.

5.2 All Employees: required to be aware of risks relevant to their roles and to actively contribute to risk management practices.

## 6. Monitoring and Reporting

6.1 Risks will be recorded in a risk register, which will be reviewed annually quarterly by the Parish Clerk, relevant officers and reported to the Parish Council.

6.2 The Parish Council will evaluate the effectiveness of its risk management strategy through audits and performance reviews.

6.3 Findings from the risk monitoring process will be used to update the risk management policy and practices.

## 7. Training and Awareness

7.1 Risk management training will be provided to councillors and employees annually.

7.2 Training will include workshops, case studies and guidance on using the risk assessment matrix.

7.3 Awareness campaigns will ensure risk management remains a priority across all levels of the Parish Council.

## 8. Communication and Public Accountability

8.1 This document will be published on the Parish Council's website to promote transparency and public accountability.

8.2 The Parish Council will engage with the public through consultations and feedback opportunities to ensure the risk management framework aligns with community expectations.

Alan Melton

Clerk to the Council and RFO

December 2025

## Risk Assessment – December 2025

Risk	Risk Level	Controls	Actions	Responsibility
<b>People and Management</b>				
Over reliance on key individuals	Medium (2:2)	<p>Good documentation of procedures</p> <p>Working towards simplified processes.</p> <p>Active team with sharing of knowledge and working habits</p> <p>High levels of staff welfare</p> <p>Timely recruitment and adequate staffing</p> <p>Succession planning</p> <p>Support from bodies such as CAPALC if cover was needed for a Locum</p>	<p>Documentation and digitisation of files</p> <p>Improved and simplified processes</p> <p>Relevant officers at full strength</p>	Parish Clerk
Skills and capacity do not match complexity of organisation	Medium (2:2)	<p>Regular performance reviews and feedback</p> <p>Those with management responsibilities to be given training where needed</p> <p>Councillor and staff training programme</p> <p>Good recruitment and remuneration practices</p>	<p>Staff training ongoing</p> <p>Member training ongoing</p>	Parish Clerk/Members
Lack of ownership of tasks	Medium (3:1)	<p>Detailed Scheme of Delegation in place and reviewed regularly</p> <p>Clear working practices and lines of accountability</p> <p>Regular staff meetings to update on council news and clarify issues</p> <p>Documented processes regularly reviewed</p>	<p>Regular meetings between Parish Clerk and staff</p>	Parish Clerk

Acting Ultra vires	Medium (2:2)	Maintain good Scheme of Delegation Councillors abide by Code of Conduct Councillors undertake training	Policies regularly reviewed Member training ongoing	Parish Clerk/Members
Personal Development	Medium (2:2)	Town Clerk to receive regular CPD	Parish Clerk receiving ongoing CPD	
Elections	Medium (2:2)	Risk in an election year or if residents seek an election for a vacant position. There are no measures which can be adopted to minimise the risk of a contested election. Next scheduled elections due May 2027. Earmarked Reserves are held and should be topped up if used.	Budget	Parish Clerk/RFO
<b>Property</b>				
Natural event – destruction of buildings (business continuity)	Low (1:2)	Insurance cover for business interruption Regular revaluations to reflect rebuild costs All documentation held within M365 and accessed via SharePoint VOIP telephone system Revaluation of Civic Regalia completed 2024. Off-site working possible.	Formal business continuity plan to be completed	Parish Clerk
Misuse of Council land e.g. adverse possession / prescriptive rights	High (3:2)	Regular estate inspections Zero tolerance approach to potential trespasses Retain legal support for land disputes Clear signage and boundary marking Regular intervention taken when potential trespass is discovered	Services of boundary expert and surveyors used where needed	Parish Clerk

Security of buildings and equipment	High (3:2)	Fire and intruder alarms fitted where required CCTV in operation Extra physical security features at high-risk areas Adequate property insurance cover Procedures for managing locking and unlocking		Parish Clerk
Misuse or damage to Town Council property	High (3:2)	Equipment training for staff Adequate signage about correct use Adequate property insurance cover Clear hire terms and conditions Security deposits taken where required	Training for staff ongoing	Parish Clerk
Inadequate upkeep of assets	Medium (1:3)	Maintain quinquennial building inspection plan Maintain adequate reserves Conservative maintenance budgeting Five-year forecast to include major building works Thorough programme of maintenance in place	None	Parish Clerk
Injury caused by faulty equipment or assets	Medium (1:3)	Good health and safety records and processes System of regular maintenance inspections Adequate Public Liability Insurance cover Comprehensive health and safety procedures with support	None	Parish Clerk
Injury or damage caused by falling trees	Medium (1:3)	Maintain up to date tree maps and schedule of work (complete 2024) Retain professional arboricultural support Maintain tree management plan Undertake regular tree inspections (2026)		Parish Clerk

Over reliance on contractors	Medium (2:2)	Carry out due diligence on all tenders Seek trade references Communicate clear and concise written instructions Regular review of contracts	Create a list of approved contractors Consider procurement training Use specialist procurement support where needed	Parish Clerk
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<b>Record Management</b>				
IT Failure	Low (2:1)	Regular onsite and offsite data backups controlled by MSH Support (IT support) Offsite working possible Maintain software support where needed Effective security measures including firewall	Consider insurance for cyber attacks Create a Disaster Recovery plan	Parish Clerk
Destruction of critical records	Medium (2:2)	All files to be backed up electronically Cemetery records to be updated (2025) Legal documents held in securely Restricted access to sensitive documents Up to date policy on records management	Secure shredding of all documentation to be destroyed	Parish Clerk
Compliance with rules on openness, transparency and data protection	Medium (2:2)	Timely and accurate recording of minutes Accessible and comprehensive website content Registered with the Information Commissioners Office Adequate privacy and data protection policies	Monthly	Parish Clerk
<b>Finance and Legal</b>				

Banking	Medium (1:3)	Accounts handled by Clerk (RFO) Current account held with Lloyds Bank Cash receipts to be banked as soon as practicable.	Monitor financial regulations regularly.	Parish Clerk
Insurance	Low (1:1)	Insurance cover is reviewed annually.		Parish Clerk

		Employers Liability, Public Liability and Fidelity Guarantee / Officials Liability are statutory requirements		
Cash	Low (1:2)	Cash transactions are discouraged with other means to pay made available including card payments. Any cash received is paid, intact, into the bank account as soon as possible.  Petty cash is no longer used within the office. Receipts issued. Monthly reconciliations prepared by Clerk/RFO All receipts detailed in monthly reports to Councillors.	Monitor financial regulations regularly.	Parish Clerk/RFO

VAT	Low (1:2)	VAT requirements are set out in Financial Regulations.	Additional training may be required for financial management of capital projects	Parish Clerk/RFO
Precept	Medium (2:2)	Sound budgeting to underly annual precept requests. Annual report compiled by Clerk/RFO	Ongoing consideration on how to increase General Reserves in line with proper practices as they are too low	Parish Clerk
Payroll	Low (1:2)	Ensure it complies with HMRC regulations.	Existing procedures are adequate	Parish Clerk /RFO

Procedures and Policy	Low (1.2)	Parish Council is a member of CAPALC (and in turn NALC) receiving regular updates. Parish Clerk is a member of Society of Local Council Clerks (SLCC)  Internal Audit carried out once a year.	Annually  Parish Clerk/RFO attends regular meetings	Parish Clerk/RFO
Borrowing	Medium (2:2)	Parish Council has one small outstanding loan from Public Works Loan Board	Existing procedures adequate	Parish Clerk

Annual Governance and Accountability Return (AGAR)	Low (1:1)	<p>AGAR completed and signed off by RFO and Chairman at appropriate Parish Council meeting.</p> <p>AGAR signed by Internal Auditor.</p> <p>Parish Clerk works to timetable for submission to ensure submitted correctly and on time</p> <p>Recommendations of both internal and external auditors provided to Parish Council for consideration and any actions documented and minuted for future action</p>	Existing procedures adequate	Parish Clerk/RFO
<b>Reputation and Liability</b>				
Public Liability (see also Property above)	Medium (1:3)	<p>Insurance cover is in place.</p> <p>Open spaces are checked regularly by trained council staff with records kept.</p> <p>Annual inspections of play equipment carried out by a professional body i.e. RoSPA.</p> <p>Visual inspection and report on work required to trees carried out by professional arboriculturist (minimum every three years with more frequent assessments as required).</p> <p>Repairs/maintenance carried out as recommended.</p> <p>Risk assessments carried out for all council led events.</p>	Annually	Parish Clerk/RFO
Risk Management	Medium (1:3)	Risk assessments carried out by other organisations holding events on parish council owned property.	When required	Parish Clerk

Safeguarding Children and Adults at Risk	Low (1:2)	DBS checks completed on any member of staff, councillor or volunteer in contact with children or adults at risk (where practically possible)	Check all up to date	Parish Clerk
Legal Liability	Low (1:2)	Parish Clerk to clarify legal position on proposals to be considered by the Parish Council and seek advice where necessary. Minutes are received and approved at the next appropriate meeting. Draft minutes circulated to all councillors as soon as practicable after the meeting.		Parish Clerk
Employer Liability	Medium (1:3)	Councillors and Parish Clerk to undertake training where needed. Professional advice to be sought where necessary. Employers Liability Insurance in place. Membership of various national and regional organisations. All employees issued with up-to-date contract of employment and job description.		Parish Clerk/RFO
Employee Liability	Low (1:2)	Insurance cover in place to cover any potential injury (damage) to employee property		Parish Clerk/RFO
Councillor Liability	Low (1:2)	Insurance cover in place to cover any potential injury (damage) to Councillors' property		Parish Clerk/RFO
Minutes, Agendas and Statutory Documents	Low (1:2)	Agendas and Minutes are produced in the prescribed method and timescales, adhering to legal requirements.	Members to adhere to Code of Conduct	Parish Clerk and members.

		<p>Minutes are approved at the next appropriate meeting and checked for accuracy.</p> <p>Minutes are made available to the public and press either via the Parish Notice Board or available on the website (as per current data protection legislation).</p> <p>Business conducted at council according to adopted Standing Orders.</p>		
Legal Powers	Low (1:2)	All activity and payments made within the duties and powers available to the Parish Council. All decisions clearly resolved, and powers detailed in minutes.	Monthly	Parish Clerk
Working Groups	Low (1:2)	Terms of Reference in place for all working groups.	Councillors adhere to Code of Conduct	Parish Clerk and Councillors
Health and Safety	Medium (2:2)	<p>Lone Worker Policy to be put in place</p> <p>Continue to monitor the access to staff by members of the public.</p> <p>Regular Health and Safety risk assessments carried out with support from professional body (Citation).</p> <p>Access to council buildings limited to those authorised to be in the buildings with register of keys issued.</p>	Lone Worker Policy to be reviewed	Parish Clerk

Freedom of Information and Data Protection	Low (1:2)	The Parish Council has relevant policies and procedures in place for compliance with Data Protection Legislation including: Publication Scheme (based on the ICO model document) Privacy Data notice Privacy Policy Data Protection Policy	Continue to monitor and report impacts. Review regularly	Parish Clerk
Property/Assets	Medium (1:2)	Management of Council Records	Ongoing	Parish Clerk
Libel and Slander (Reputational)	Medium (2:2)	Code of conduct and qualified privilege in place Officials' Indemnity Insurance cover Members to take advice from Parish Clerk Professional approach is undertaken on all Parish Council matters. Members to receive training (Code of Conduct) Monitoring of communications	Councillor training required. Consider signing up to the Civility and Respect pledge Councillors to understand the nuances of social media and how to behave in meetings	Parish Clerk
Fraud	Low (1:2)	Regular review of Financial Regulations. Regular internal audits Segregation of financial duties Maintenance of strong financial controls	None	Parish Clerk/RFO
Councillor Propriety	Medium (1:3)	Councillors have a legal obligation to declare any interest before or at the start of a meeting, or when a conflict becomes apparent during a meeting. Register of Members Interests forms are completed at the beginning of a term and reviewed annually or when there is a change in circumstances.	Members take responsibility to update register as necessary	Councillors (Parish Clerk to Monitor)

Alan Melton  
Clerk to the Council  
December 2025