DEEPING GATE PARISH COUNCIL
RISK MANAGEMENT POLICY

Re-adopted, 8th July 2025
Minute 25.83.3

Introduction and Purpose

Risk is the threat that an event or action will adversely affect the organisation's ability to function and achieve its objectives and/or statutory responsibilities. Risk Management is the method by which the Council can identify, evaluate and control those risks. Failure to manage risk effectively may result in expensive failure both in financial and reputational terms. Although the Clerk may identify and minimise risk on a daily basis, the responsibility falls to all Members of the Council and is formalised by this Policy.

The Council recognises that risk cannot be eliminated completely, and that risk management must be proportionate to the size of the organisation, in particular with regard to the powers it has adopted and management resources available. These should be reviewed annually as part of the Council's strategy development and budget-setting.

Objectives of the Policy

This document enables the Council to:

- Identify the key risks that it faces;
- Evaluate the potential for each of these risks to take place; and
- Agree measures to avoid, reduce or control the risk, or its consequence.

In so doing, it also aims to:

- Integrate risk management into the culture of the Council;
- Minimise loss, disruption, injury and damages;
- Operate in line with current practice and legislative guidance;
- Embed risk management into policy and operational decision-making.

Such that Members:

- Understand and take responsibility for identifying, evaluating and minimising risk;
- Support the Clerk in his/her role to advise on risk management as it impacts on the Council's strategy and operations.

Areas of Risk

Every council is different and there is no standard list of risks. However, there are common themes, and these form the main headings of the Schedule accompanying this Policy:

- **Management** – the continuity and effective operation of the Council's business and agreed activities;
- **Finance** – banking access, sufficiency of funds;
- **Liability** – including injury to the public, employer liability;
- **Compliance with Legal Requirements** – publication of agenda, minutes, audit reports, and other notices, timely submissions to HMRC, acting within the powers of a parish council;
- **Councillor Propriety** – declarations of interest, acting within the adopted Code of Conduct;
- **Physical Assets** – Equipment, street furniture, IT, (land and premises are not applicable to this council).

Measures shown in **bold** in the Action Required column require attention.

Risk Management Schedule

Level of risk has been calculated by assessing the combination of **likelihood** of an event occurring, the **impact** of such an event and any **measures** already in place:

Likelihood:	Impact:	Risk = Likelihood score x Impact Score
1 – Unlikely	1 – Low	1-2 – Low Risk
2 – Likely	2 – Moderate	3-4 – Medium Risk
3 – Very Likely	3 – Severe	6-9 – High Risk

COUNCIL MANAGEMENT					
Subject	**Risk Identified**	**Potential impact**	**Level**	**Management of Risk**	**Action Required**
Business Continuity	Insufficient Councillors to form a quorum (3) at more than one meeting in succession	Council unable to continue its business	L/M	One current vacancy. Liaise with Monitoring Officer should Casual Vacancy arise	None until need arises
				Co-option promoted and a standing agenda item when vacancy arises	None until need arises
				Liaison with Monitoring Officer as risk potential rises	None until need arises
	External event prevents Council from meeting	Council unable to continue its business	L/M	Ongoing monitoring of Government guidance, early intervention measures such as delegation of powers	**Clerk to draft Delegated Powers Policy for adoption by Council**
	Clerk incapacitated or otherwise unable to perform duties	Council daily business interrupted. Non-compliance with legal obligations	M	Processes, regular task lists, passwords etc in place and accessible to Chair or designated councillor	**Briefing of Chair and/or designated Councillor; Secure sharing of passwords**
				Membership of NALC/CAPALC for advice and support	None
				Key Staff insurance cover in place	**Clerk to check insurance policy for value**
	Permanent loss of Clerk or other staff	Unable to fulfil functions as above		Assessment of role and recruitment of replacement	No staff other than Clerk Take advice from Clerk or CAPALC if need arises
	Contractor/supplier incapacitated, insolvent or otherwise unable to fulfil contracted work	Work not completed/service not provided, reputational damage, danger to public	M	Contract is suspended or terminated	No current contractors - No action until need arises

				Alternative contractor(s) to take on work	No current contractors - No action until need arises
	Leadership or management of agreed activity or project fails	Project not fulfilled, reputational damage, financial loss, legal action	H	Clear decision-making and project planning at an early stage	None until need arises
				Project/activity monitoring tool kept up-to-date and reviewed regularly	None until need arises
Meeting Location	Northborough & Deeping Gate Village Hall is not available	Physical meeting not possible (virtual meetings are not legally permitted)	M	Alternatives are outdoor public space, Northborough Primary School	**Council to consider any other alternative venues Clerk to contact the School**
	Unable to access venue for meeting	Cancellation of meeting, Council unable to carry out business	L	Contact details available to Clerk, Chair and Vice-Chair for venue	**As above**
Council records	Paper - loss through theft, fire, flood or other damage	Important records permanently lost	L	All documents scanned and held electronically	**Clerk to check/ensure electronic records are up to date**
				Historic documents incl Minutes held at Peterborough Archive	**Archiving task to be carried out**
	Electronic - loss through data corruption, theft of or damage to IT equipment	Permanent loss of important and confidential data including scanned paper documents	H	Regular back up to external hard drive;	None
				Secure storage of IT equipment including external hard drive External hard drive kept separately from Council laptop	

FINANCE					
Subject	**Risk Identified**	**Potential impact**	**Level**	**Management of Risk**	**Action Required**
Fund sufficiency	Inadequate funds	Unable to fulfil statutory and/or agreed council commitments	M	Regular financial management reporting to Council	Already in place
				Budgeting process followed correctly	Already in place

				Adequate precept claimed correctly	Already in place Adequate reserves to be maintained over coming years
				End of year reporting informs adjusted budget	Already in place
				Good management of accounts receivable	None unless need arises
				Adequate reserves held for known and unexpected contingency Agree reserves at each budget and review at year end	**Clerk to draft Reserves Policy for adoption by Council**
Precept	Non-claim of (adequate) precept	Inadequate funds/cashflow to fulfil council obligations	L	Budgeting process followed correctly	Already in place
	Non-receipt of precept			Precept claim submitted on time	Already in place
				Capital grants claimed immediately work is invoiced	None until need arises
Banking	Clerk unable to set up online payments	Unable to fulfil payment obligations	H	Chair (and/or designated councillor) set up as online Administrator(s)	
	Insufficient Councillors able to authorise online payments			All councillors with internet access have and use active bank login	Applicable to Chair and Vice-Chair **Application being processed for one Councillor** **Outstanding for three Councillors**
				Chequebook available as alternative form of payment	Held by Clerk and Chair
	Insufficient Councillors as signatories		M	All councillors designated as bank signatories	Applicable to Chair and Vice-Chair **Application being processed for one Councillor**
				Bank mandates signed and submitted as soon as possible after change of Council circumstances	Already in place – **one change in process**
	Fraudulent or other loss of funds	Loss of funds	L	Adequate internal financial controls	Already in place

				Adequate insurance (incl FCS)	**Clerk to check Insurance Policy for value**
Cash	Fraudulent or other loss of cash	Loss of funds	L	No cash handled	Already in place
				If cash required, adequate banking and internal financial controls, i.e.	To be reviewed as required
				Cash to be handled by Clerk and one authorised Member, or two authorised Members, at all times	None until need arises - To be included in activity-specific risk assessment
				Cash to be recorded, kept in a secure safe overnight and banked as soon as possible	**Clerk to check Insurance cover for storage of cash including amount to be kept in a secure safe**
				Adequate insurance	
Salaries	Non- or incorrect payment	Staff not paid; employment obligations not met	L	Adequate internal processes including Clerk cover if indisposed	See Management schedule and Banking above
Tax obligations	PAYE/NI not processed or paid correctly	Fined by HMRC	L	Adequate internal processes including Clerk cover if indisposed	See Management schedule and Banking above
	VAT not re-claimed	Loss of income	L	Adequate internal processes including Clerk cover if indisposed	See Management schedule
Grants awarded	Fraudulent or improper use of funds	Reputational damage	L	All grant applications submitted in writing and checked by the Clerk	**Clerk to draft Grants Policy for adoption by Council**
		Non-fulfilment of promised community initiative		Award resolved by full council and paid against invoice or other approved paperwork	Already in place
				Adequate procedure in place to ensure fulfilment	Already in place

LIABILITY					
Subject	**Risk Identified**	**Potential impact**	**Level**	**Management of Risk**	**Action Required**
Public liability	Risk to members of public, members, contractors and other third parties	Legal action, reputational damage, financial loss	M	Adequate insurance held, reviewed annually and at any material change	**Clerk to check Insurance Policy for value**

				Activity-specific risk assessments carried out	Already in place **Clerk to draft template for adoption by Council as need arises**
				Assets inspected regularly and adequately maintained	**Clerk to draft Assets Inspection Schedule for approval**
Employer liability	Risk to employees	Legal action, reputational damage, financial loss	M	Adequate insurance held, reviewed annually and at any material change	**Clerk to check Insurance Policy for value**
				Employment contracts and regular appraisals carried out	Already in place
				Proper day-to-day management of and communication with employees Clerk reports to Chair / Vice-Chair / Council as need arises	Already in place
				Risk assessments carried out and shared with employees	**Working from home / lone working policy to be drafted by Clerk for adoption by Council**
				All HMRC and pension obligations carried out correctly	Already in place
Council reputation and relationships	Misunderstanding, poor communication	Reputational damage, damaged relationships with other organisations or individuals, legal action, financial loss	H	All communications confirmed in writing by or via the Clerk	Already in place
				Decisions by Council Minuted and actioned as agreed, in a timely fashion	Already in place
				Councillor's portfolio of responsibilities undertaken as agreed	Already in place
				Clerk appraisal carried out annually by appointed Councillors	Already in place
				Members observe the adopted Code of Conduct, policies and procedures	Already in place

COMPLIANCE WITH LEGAL OBLIGATIONS					
Subject	**Risk Identified**	**Potential impact**	**Level**	**Management of Risk**	**Action Required**

Legal Powers	Council carrying out activity beyond its powers	Reputational damage, statutory fines, legal action	M	All decision-making carried out in accordance with Standing Orders and clearly Minuted	Already in place
				Council meetings chaired properly, in accordance with Standing Orders and in consultation with the Clerk	Already in place
				Resolutions and agreed actions recorded and regularly reviewed	Already in place
				Clerk and councillors receive regular training	**Review required**
				Clerk consulted on planned activity prior to motion brought to council	Already in place **– Clerk to draft Proposal template to be used by Council**
	Committee/working party exceeding its authority	Council resolutions undermined, reputational damage as above	M	Terms of Reference adopted for Committees and Working Parties and regularly reviewed	No current Committees or working parties. No action required until need arises
	Councillors acting without due authority	Council resolutions undermined, reputational damage as above	M	Adopted Code of Conduct, Standing Orders and Financial Regulations observed	Already in place
				Councillors receive regular training	**Review required**
				Clerk available to be consulted at all reasonable times within terms of contract	Already in place
				Contractors and other organisations advised to accept instruction from the Clerk only, with exceptions resolved by full council	Already in place
Minutes, Agenda and other Publishable documents, including Annual Return	Minutes, agenda etc not published correctly or on time	Non-compliance with legal/statutory regulations, reputational damage, fines, etc as above	L/M	Deadlines, statutory obligations and internal processes observed by Clerk and councillors	See Management schedule
		Lack of clarity on council direction/activity, reputational damage	L/M	Minutes drafted in a timely fashion and approved properly at the next Council meeting	Already in place

		Lack of clarity, non-compliance with legal/statutory obligations, fines etc as above	M	Statutory registrations kept up to date (e.g. Data Protection)	Already in place
				Register of policies and procedures maintained	**In progress**
				Recommended policies and procedures adopted and reviewed in line with NALC guidelines	**Under review**
				Published documents revised and re-published	**In progress**

COUNCILLOR PROPRIETY					
Subject	**Risk Identified**	**Potential impact**	**Level**	**Management of Risk**	**Action Required**
Code of Conduct	Contravention of Code of Conduct or Nolan Principles	Council undermined, reputational damage, legal action	M	Adopted Code of Conduct regularly reviewed and observed by all	Already in place
				Councillors aware of Nolan Principles	Widely published **Clerk to check all Councillors are aware**
				All councillors attend training in new Code of Conduct as published	**To be reviewed**
Corporate Responsibility	Members acting or speaking independently or without authorisation of council	Council undermined, reputational damage, legal action for libel or slander	H	Clear motions brought to Council and resolutions minuted and published	Already in place
				Councillors check previous Minutes and/or with Clerk before acting on behalf of the council	Responsibility of each councillor
				Clerk instructs all contractors, places all orders and leads on all communications as per Standing Orders and Financial Regulations	Already in place
				Powers are delegated to the Clerk only, in accordance with Standing Orders, Financial Regulations or resolution by full council	Already in place

Pecuniary and other interests	Bias or pre-determination in council decision-making, conflict of interest	Non-compliance with statutory obligations, reputational damage, legal action,	M	Members' Declaration of Interests in place and reviewed regularly	Already in place
				Training attended by all councillors	**Requires review**
				Pecuniary and other interests declared at Council meetings as required by law	Responsibility of each councillor

PHYSICAL ASSETS					
Subject	**Risk Identified**	**Potential impact**	**Level**	**Management of Risk**	**Action Required**
Assets Generally	Assets not checked or maintained properly	Loss of use through theft, vandalism or other damage	M	Asset Register kept up to date	Already in place
		Danger to public		Adequate insurance in place	**Clerk to check Insurance Policy for value**
				Regular inspections carried out	**Inspection required for assets – Council to agree Inspection Schedule**
Maintenance	Inadequate maintenance carried out	Loss of use or danger to public	H	Adequate budget and reserves allocated	Already in place
				Maintenance needs are reported to and agreed by Council as a result of inspections	**Clerk to draft Assets Inspection Schedule Inspection reports to be completed/checked**
					Relevant motion to be brought to council
					Agreed maintenance carried out in a timely fashion
Adequacy	Insufficient assets in place for community need	Reputational damage	M	Regular inspections carried out	**Inspection reports to be completed/checked**
		Misuse of existing assets		Purchase of additional assets agreed by Council	**Relevant motion to be brought to council**
					Purchases to be installed in a timely fashion

— schedule ends here —