

# **HOLLAND FEN WITH BROTHERTOFT PARISH COUNCIL RISK MANAGEMENT OCT 2025**

## **Mission Statement of Holland Fen with Brothertoft Parish Council:**

To provide services for, and manage and maintain the Council assets of, the village of Holland Fen with Brothertoft, within the resources provided by the annual precept and other incomes, taking into account the wishes of the residents and obtaining value for money.

Aim	Risk	Method used to Minimise Risk	Person(s) Responsible
<p><b>1.</b> To ensure compliance with Acts of Parliament, other legislation, the Council's Standing Orders, Financial Regulations and Code of Conduct.</p> <p><i>Including:</i>  <i>Freedom of Information</i>  <i>Data Protection</i>  <i>Child Protection</i>  <i>Protection of vulnerable people</i>  <i>Local government legislation</i>  <i>Equality of opportunity</i>  <i>Racial equality</i>  <i>Disability legislation</i></p> <p><i>continues</i></p>	<p>a. Lack of knowledge of regulations and codes.</p> <p>b. Absence of Standing Orders</p> <p>c. Actions by the Council outside its powers as set out by Parliament.</p> <p>d. Lack of commitment to regulations and procedures.</p> <p>e. Items purchased without proper tendering procedures, resulting in accusations of commercial favoritism.</p> <p>f. Payments made without prior approval and adequate control.</p> <p>g. Lack of control of signatories to cheques.</p>	<p>Ensure that all Councillors have copies of or access to relevant information through LALC, copies of the adopted Code of Conduct, Financial Regulations and Standing Orders and a copy of the latest edition of the Good Councillors Guide. Highlight essential parts and provide specific training where possible.</p> <p>Ensure that Standing Orders are produced, understood by councillors, and reviewed at least once per year.</p> <p>As at 1a above, but ensure that, as necessary, powers are highlighted or extracted into an effective summary.</p> <p>Regular reference to appropriate regulations in agenda items. Appropriate delegation of responsibilities to councillors and committees. Compliance with appropriate procedures.</p> <p>Ensure that all councillors are aware of regulations regarding estimates and full tender procedures. Introduce practice of estimates for all purchases over an agreed figure.</p> <p>Ensure all payments are approved in accordance with the Financial Regulations and properly recorded. Keep cash payments to a minimum, and avoid if possible.</p> <p>Keep authorised signatories to a minimum but consistent with practicalities.</p>	<p>Chair Clerk All councillors LALC</p> <p>Chair Clerk</p> <p>Chair Clerk</p> <p>Chair All councillors Clerk</p> <p>Chair Clerk RFO/Facilities Mngr Property Services Committee</p> <p>Clerk RFO/Facilities Mngr</p> <p>Clerk RFO</p>

Aim	Risk	Method used to Minimise Risk	Person(s) Responsible
<p><i>continued</i></p> <p><b>1.</b> To ensure compliance with Acts of Parliament, other legislation, the Council's Standing Orders, Financial Regulations and Code of Conduct.</p>	<p>h. VAT not properly accounted for, resulting in over-claims and large demands from HMRC.</p>	<p>Ensure appropriate publications held and that Clerk/RFO has a good knowledge of regulations.</p>	<p>Clerk RFO</p>
<p><b>2.</b> To identify and regularly review the Council's priorities and risks.</p>	<p>a. Lack of knowledge of setting objectives, setting priorities, and identifying risks to their achievement.</p> <p>b. Lack of commitment by council members</p> <p>c. No risk analysis carried out.</p> <p>d. No steps taken to combat identified risks</p> <p>e. An inadequate complement of councillors to manage the business of the council</p>	<p>All councillors to be made aware of need for objectives and identification of risk. Attend training sessions and refresher training.</p> <p>Add risk assessment to agenda at least quarterly, reviewing particular items, and results against those items.</p> <p>As at 2a above. Ensure that completion of the risk assessment is given high priority, as a requirement of the Audit Commission</p> <p>As at 2b above.</p> <p>All councillors to strive to work in a constructive manner in accordance with the Code of Conduct and to welcome and encourage new councillors. All councillors to cooperate to share the workload.</p>	<p>Chair Clerk All Councillors</p> <p>Chair Clerk</p> <p>Chair All Councillors Clerk</p> <p>Chair All Councillors Clerk</p> <p>All Councillors Clerk NKDC</p>
<p><b>3.</b> To influence others, such as Lincolnshire County Council, North Kesteven District Council and other Government organisations to recognise the requirements and interests of the local population. <i>continues</i></p>	<p>a. Lack of effective lines of communication with other organisations.</p> <p>b. Lack of effective lines of communication with parishioners.</p>	<p>Note all communication lines which are essential or beneficial and establish/maintain contacts by name and where possible face-to-face.</p> <p>Take every opportunity to publicise role of Parish Council using the Sheepwash Times, notice boards, "flyers" and the Annual Parish Meeting. Use key issues to raise the profile of PC and to test parishioners' views.</p>	<p>Chair Clerk</p> <p>Chair All Councillors Clerk</p>

Aim	Risk	Method used to Minimise Risk	Person(s) Responsible
<p><i>continued</i></p> <p><b>3.</b> To influence others, such as Lincolnshire County Council, North Kesteven District Council and other Government organisations to recognise the requirements and interests of the local population.</p>	<p>c. Lack of preparation on subjects requiring influence.</p> <p>d. Lack of confidence by Parish Councillors.</p>	<p>Ensure all councillors are aware of need for careful research and are guided as to where to obtain relevant information.</p> <p>Experienced councillors and Clerk to assist newcomers to understand roles and responsibilities, to establish essential contacts and to gain procedural awareness.</p>	<p>Chair Clerk</p> <p>Chair All Councillors Clerk</p>
<p><b>4.</b> To ensure that all councillors are aware of their responsibilities, and possible liabilities, and to provide adequate insurance cover for all likely risks.</p>	<p>a. Lack of knowledge of possible culpability of councillors.</p> <p>b. Lack of education of Councillors regarding culpability.</p> <p>c. Inadequate insurance cover taken out – property, personal liability, employer’s liability.</p> <p>d. Councillors fail to declare interests and participate in inappropriate decision making, which has a material impact upon the decisions taken and the public perception of the Council.</p>	<p>Creation of Standing Orders and Code of Conduct and familiarisation with those matters where greatest risk occurs.</p> <p>Experienced councillors and Clerk to assist newcomers to understand culpability. To attend training courses and refresher training as available (see LALC annual training scheme).</p> <p>Review risk assessment by including on agenda at least quarterly. Delegate responsibility for keeping up-to-date with insurance requirements to the Policy &amp; Resources Committee.</p> <p>All councillors to be reminded to abide by the Code of Conduct and the register of interests and to be alert to potential breaches of both. As far as is possible, the Clerk to ensure the register of interests are complete and up to date.</p>	<p>Chair Clerk</p> <p>Chair All Councillors Clerk</p> <p>Chair Clerk Policy &amp; Resources Committee</p> <p>Clerk All Councillors NKDC</p>
<p><b>5.</b> To keep appropriate books of account accurately and up-to-date throughout the financial year. To maintain secure banking facilities.</p> <p><i>continues</i></p>	<p>a. Lack of knowledge of accounting requirements</p> <p>b. Lack of commitment to accounting requirements.</p>	<p>Ensure all councillors are familiar with current Financial Regulations. Regularly review Standing Orders and Financial Regulations. Ensure all Councillors are aware of the lack of cover under the Financial Services Compensation Scheme.</p> <p>As at 5a above. RFO to produce financial reports at all Council meetings. Internal audit reports to be made available to all councillors and any recommendations to be acted upon promptly.</p>	<p>Chair All Councillors Clerk</p> <p>All Councillors RFO Internal Auditor</p>

Aim	Risk	Method used to Minimise Risk	Person(s) Responsible
<p><i>continued</i></p> <p>5. To keep appropriate books of account accurately and up-to-date throughout the financial year. To maintain secure banking facilities.</p>	<p>c. Bank charges unnecessarily incurred</p> <p>d. Inaccuracies in recording amounts and totals in books of account. Bank reconciliations not carried out.</p> <p>e. Inaccuracies and interest losses caused by account transfers.</p> <p>f. To ensure that the banking facilities of the Council are secure and offer value for money.</p> <p>g. Inadequate control of cash receipts and payments.</p> <p>h. Books of account not kept up to date/ invoices not posted promptly.</p> <p>i. Internal controls not in place or not operated.</p> <p>j. Payments missed or delayed.</p>	<p>RFO to carry out regular inspection of books of account. Internal audit to be undertaken every six months.</p> <p>RFO to ensure that books of account are formatted in such a way that internal controls are included and activated. Regular internal audits to advise on internal controls required.</p> <p>Keep number of accounts to a minimum but ensure that any large credit balances are deposited in an interest bearing account.</p> <p>Using information available in the public domain, the RFO to periodically review the Councils banking arrangements in respect of achieving both value for money and security, but noting that changing accounts may itself incur some risks.</p> <p>Avoid cash payments and receipts if possible. Where cash receipts are unavoidable to record each receipt into a cash book and to issue the payee with a paper receipt. Cash payments, if unavoidable, shall be claimed as expenses by Officers and Councillors with receipts being presented as evidence.</p> <p>Regular checks by RFO and internal auditor. Financial reports at all Council meetings.</p> <p>As at 5h above.</p> <p>As at 5h above.</p>	<p>RFO Internal Auditor</p> <p>RFO Internal Auditor</p> <p>RFO Policy &amp; Resources Committee</p> <p>All Councillors RFO Internal Auditor</p> <p>RFO Facilities Manager All Councillors</p> <p>RFO Facilities Manager Internal auditor Policy &amp; Resources Committee</p> <p>RFO Facilities Manager Internal auditor Policy &amp; Resources Committee</p> <p>As for 5i above</p>
<p><i>continues</i></p>			

Aim	Risk	Method used to Minimise Risk	Person(s) Responsible
<i>continued</i> <b>5.</b> To keep appropriate books of account accurately and up-to-date throughout the financial year. To maintain secure banking facilities.	k. RFO taken ill or leaves without replacement	The internal auditor can be called upon for advice. Other Officers and Councillors to be familiar with all aspects of financial matters. Local Procedures to exist to explain processes. Key Man insurance cover is included in the Council's policy, to obtain a stand in person. Electronic payments will be unavailable, but cheque payments can still be made as usual. Other staff can be paid by cheque. Electronic bank statements are available to other on line users (3 Councillors).	RFO Facilities Manager Policy & Resources Committee
<b>6.</b> To ensure that payments made from Council funds and the use of assets, represent value for money, are adequately managed, and comply generally with the wishes of the residents.	<p>a. Lack of knowledge of wishes of residents.</p> <p>b. Use of funds not giving value for money.</p> <p>c. Use of funds not in accordance with the wishes of the residents.</p> <p>d. Charges for use of facilities inadequate or excessive.</p> <p>e. Fund raising not properly controlled or not in accordance with regulations.</p>	<p>As at 3b above Ensure residents and other stakeholders (i.e. local organisations) are consulted on major financial issues, which impact upon them.</p> <p>Effective budget planning processes and appropriate tendering. Creation of a rolling plan for projects and maintenance expenditure.</p> <p>As at 2a above. As at 6a above.</p> <p>Effective financial management by RFO. Internal audit checks.</p> <p>All councillors to be aware of need to check regulations before commencing fund-raising activities. Effective financial management by RFO.</p>	<p>All Councillors Clerk</p> <p>Clerk RFO Facilities Manager All Councillors</p> <p>All Councillors Clerk</p> <p>All Councillors Facilities Manager</p> <p>All Councillors Clerk RFO</p>
<b>7.</b> To ensure that the annual precept requirement results from an adequate budgetary process; progress against the budget is regularly monitored; and reserves are appropriate. <i>continues</i>	<p>a. Lack of knowledge of budgetary process, and of Council regulations.</p> <p>b. Lack of commitment to budgetary process.</p>	<p>Ensure regulations are issued to all councillors. Place item on agenda early in year to remind councillors of budget process and actions required. Encourage councillor training. Delegate responsibility for managing the initial budgetary process to the RFO.</p> <p>As at 7a above Involve all councillors in budgetary process, not solely the Clerk/RFO.</p>	<p>All Councillors RFO Clerk Facilities Manager</p> <p>All Councillors Chair</p>

Aim	Risk	Method used to Minimise Risk	Person(s) Responsible
<p><i>continued</i></p> <p><b>7.</b> To ensure that the annual precept requirement results from an adequate budgetary process; progress against the budget is regularly monitored; and reserves are appropriate.</p>	<p>c. Inadequate consideration of requirements for annual precept.</p> <p>d. Calculation not in accordance with Council regulations.</p> <p>e. Inadequate internal controls with regard to monitoring expenditure.</p> <p>f. Reserves too low or too high</p>	<p>Place item on agenda early in year to remind councillors of budget process and actions required. Delegate responsibility for managing the initial budgetary process to the RFO. Start budget build in November well ahead of submission date.</p> <p>Checks by RFO and Internal Auditor.</p> <p>Checks by RFO and Internal Auditor. Financial and budget progress reports to all Council meetings.</p> <p>The general reserve (not earmarked) to be at least 25% of typical annual income or as otherwise advised by the RFO / Internal auditor. The general reserve (not earmarked) not to exceed 75% of typical annual income or as otherwise advised by the RFO / Internal auditor.</p>	<p>All Councillors RFO Clerk Facilities Manager</p> <p>RFO Internal auditor</p> <p>RFO Internal auditor All Councillors</p> <p>RFO Clerk All Councillors</p>
<p><b>8.</b> To explore all possible sources of income, and ensure that expected income is fully received.</p> <p><i>continues</i></p>	<p>a. Lack of knowledge of possible sources of income e.g. grants.</p> <p>b. Lack of commitment to pursue possible sources of income.</p> <p>c. Maximise rental income</p> <p>d. Receipts not banked or not banked promptly.</p> <p>e. Debts not pursued promptly.</p>	<p>Encourage training and conference attendance to gain experience of all grants available and application procedures.</p> <p>As at 8a above.</p> <p>Charge appropriate rates. Market facilities. Review lettings potential of pavilions in longer terms (after restrictions potentially lapse)</p> <p>Regular checks by RFO and Council. Internal audit checks.</p> <p>As at 8c above.</p>	<p>Chair Clerk</p> <p>All Councillors Clerk</p> <p>Clerk/FM/Chair</p> <p>RFO Policy &amp; Resources Committee Internal audit</p> <p>Facilities Manager RFO Property Services Committee</p>

Aim	Risk	Method used to Minimise Risk	Person(s) Responsible
<p><i>continued</i></p> <p><b>8.</b> To explore all possible sources of income, and ensure that expected income is fully received.</p>	<p>f. VAT claims not made promptly or made incorrectly.</p>	<p>Ensure Clerk has appropriate and up-to-date VAT official publications. Regular checks by RFO. Internal audit checks.</p>	<p>RFO Policy &amp; Resources Committee</p>
<p><b>9.</b> To ensure that salaries paid to employees and amounts paid to contractors are paid in line with Council regulations and budget and statutory legislation. Ensure payments are adequately monitored.</p>	<p>a. Inappropriate rate of pay to employees.</p> <p>b. Tax and NI arrangements not in accordance with regulations.</p> <p>c. Amounts paid to contractors not in accordance with contract and inadequately monitored.</p>	<p>Ensure employee regulations are available and understood by Clerk. Checks by RFO. Internal audit checks.</p> <p>As at 1 above.</p> <p>Checks by RFO and internal audit. Monitoring of contract expenditure by the Property Services Committee.</p>	<p>RFO Clerk Policy &amp; Resources Committee Internal audit</p> <p>RFO Clerk Policy &amp; Resources Committee Internal audit</p> <p>Facilities Manager RFO Property Services Committee Internal audit</p>
<p><b>10.</b> To ensure that year end accounts are prepared on the correct accounting basis, on time, and supported by an adequate audit trail.</p> <p><i>continues</i></p>	<p>a. Lack of knowledge of Council regulations and procedures.</p> <p>b. Late or non- submission of annual accounts.</p>	<p>Compliance with Financial Regulations and Standing Orders. Attend training seminars where available.</p> <p>Compliance with the instructions of the External auditor. RFO to monitor progress against timetable and report to Council meetings.</p>	<p>Clerk RFO All Councillors</p> <p>Clerk RFO Internal auditor All Councillors</p>

Aim	Risk	Method used to Minimise Risk	Person(s) Responsible
<p><i>continued</i></p> <p><b>10.</b> To ensure that year end accounts are prepared on the correct accounting basis, on time, and supported by an adequate audit trail.</p>	<p>c. Year end accounts not prepared, inaccurate, or not in accordance with Council requirements.</p> <p>d. Inadequate audit trail from records to final accounts.</p>	<p>Checks by RFO. Internal audit checks.</p> <p>As at 10c above.</p>	<p>Clerk RFO Internal auditor All Councillors</p> <p>Clerk RFO Internal auditor All Councillors</p>
<p><b>11.</b> To identify, value, and maintain all the assets of the Parish Council, and ensure that asset and investment registers are complete, accurate and properly maintained.</p>	<p>a. Lack of knowledge of assets of Parish Council.</p> <p>b. Assets lost or misappropriated</p> <p>c. Inadequate or inaccurate valuation of the council's assets.</p> <p>d. Asset register not established or inadequately maintained.</p>	<p>Ascertain and record all significant assets for which Parish council is responsible. Create and maintain a permanent asset register.</p> <p>Establish who is responsible for security and maintenance of each asset. Regular monitoring of location and use of assets by the Policy &amp; Resources Committee.</p> <p>Arrange for periodic review of valuations and arrange for professional valuation where necessary. Internal audit checks. <i>[Note that the Annual Return now requires original asset values not current values.]</i></p> <p>Create asset register in accordance with Audit Commission requirements.</p>	<p>RFO Policy &amp; Resources Committee</p> <p>RFO Policy &amp; Resources Committee</p> <p>RFO All Councillors Facilities Manager</p> <p>RFO All Councillors</p>

Aim	Risk	Method used to Minimise Risk	Person(s) Responsible
<p><b>12.</b> To carry out adequate checks in respect of the safety, licensing and integrity of all Council buildings.</p>	<p>a. Lack of or inadequate programme of regular safety checks (fire safety, electrical safety, gas boilers, emergency lighting etc).</p> <p>b. Lack of or inadequate licensing of Council buildings (e.g. property licence, PRS music licence).</p> <p>c. Excessive utility bills caused by water leaks, excessive heating, electrical appliances unnecessarily left switched on. Property damage caused by leaks.</p> <p>d. Building safety hazards (e.g. trip hazards, faulty door closers, sharp projections, broken glass)</p> <p>e. Compromised building security (e.g. broken window) or integrity (e.g. leaking roof).</p> <p>f. Inadequate winter preparations causing freezing of pipes and water damage.</p> <p>g. Inappropriate heating of water causes a Legionella outbreak</p>	<p>Ensure that all necessary checks are properly performed by suitably accredited people in a timely manner in accordance with an agreed schedule. Ensure that hot water temperatures are not excessive.</p> <p>Ensure that all necessary licences are listed on a schedule and renewed in a timely manner.</p> <p>Regular property checks by Facilities Manager and other Officers. Regular monitoring of utility bills to assess consumption levels. Prompt attention to minor repairs and leaks.</p> <p>Regular property checks by Facilities Manager and other Officers. Prompt attention to hazards/problems once identified. Prompt attention to issues raised by building users, Officers and contractors.</p> <p>As for 12d above</p> <p>As for 12d above</p> <p>Water heating to be in accordance with current advice to minimise the risk of a Legionella outbreak. Regular checks that settings are maintained at appropriate levels.</p>	<p>Facilities Manager Property Services Committee</p> <p>Facilities Manager Property Services Committee</p> <p>Facilities Manager Property Services Committee</p> <p>Facilities Manager Property Services Committee</p> <p>As for 12d above</p> <p>As for 12d above</p> <p>As for 12d above</p>

Aim	Risk	Method used to Minimise Risk	Person(s) Responsible
13. To carry out adequate safety and integrity checks on the bowling green and the tennis courts.	<p>a. Lack of or an inadequate programme of regular safety checks (e.g. trip hazards).</p> <p>b. Damage to the sports facility due to compromised security.</p>	<p>Regular checks by the Facilities Manager and other Officers. Prompt attention to hazards/problems once identified. Prompt attention to issues raised by facility users, Officers and contractors.</p> <p>Regular checks by the Facilities Manager and other Officers. Prompt attention to problems once identified. Prompt attention to issues raised by facility users, Officers and contractors.</p>	<p>Facilities Manager Bowls Club Tennis Club Property Services Committee.</p> <p>Facilities Manager Bowls Club Tennis Club Property Services Committee.</p>
14. To carry out adequate safety checks on the public open space and street furniture owned by the Council.	a. The lack of or an inadequate programme of maintenance allows the persistence of safety hazards (e.g. trip hazards, dangerous trees, faulty gates, faulty seats, faulty bins etc).	Regular checks by the Facilities Manager, other Officers and Councillors. Prompt attention to hazards/problems once identified. Prompt attention to issues raised by all users. Engagement of suitable contractors to conduct ongoing maintenance works (including the periodic professional checking of trees).	Facilities Manager All Councillors Contractors Public users
15. To carry out adequate safety checks on the children's play areas operated by the Council.	<p>a. An inadequate programme of safety inspections and maintenance (or vandalism) results in an accident and/or an award of damages.</p> <p>b. The lack of or an inadequate programme of maintenance of the immediate surrounding area allows the persistence of a safety hazard (e.g. trip hazard, sharp object, faulty gate).</p>	<p>Weekly safety inspections by local staff/contractors backed up by an annual inspection by an accredited playground inspector. Prompt attention to hazards/problems once identified. Ongoing maintenance. Professional specification and installation of equipment. An ongoing programme of equipment replacement as necessary.</p> <p>Regular checks by the Facilities Manager, other Officers and Councillors. Prompt attention to hazards/problems once identified. Prompt attention to issues raised by all users. Engagement of suitable contractors to conduct ongoing maintenance works.</p>	<p>Facilities Manager Playground Inspectors Property Services Committee Contractors</p> <p>Facilities Manager All Councillors Contractors Public users</p>