September 2026

HOLBEACH PARISH COUNCIL RISK MANAGEMENT

Risk Status Indications

The adopted risk management methodology uses a traffic light colour against each risk item to confirm its current status.

The colour coding is defined as follows:

- This identified risk is being effectively managed with adequate reviews, processes and/or documentation as appropriate.

- *As applicable, either*

  This identified risk is being managed. However, there are aspects of risk management, which ought to be improved to achieve a green status. It is recognised that sometimes improvements may be difficult to achieve and remedial work may take time (e.g. a need for Councillor training).

  or

  This identified risk is not under adequate management. However, if this risk arises, it will have a minimal impact upon the Council. Whilst attempts can be made over time to improve the management of this risk, there may be occasions where the cost of mitigation is not warranted (e.g. holding spare parts or equipment).

- This identified risk, which has a serious potential impact upon the Council is not under adequate management. This represents a key risk, which will be highlighted to meetings of the Council until such time that it is adequately managed or mitigated. Certain key risks with a low probability may be entirely beyond the management control capability of the Council – such risks may retain a red status upon the agreement of Council.

HOLBEACH PARISH COUNCIL RISK MANAGEMENT

Mission Statement of Holbeach Parish Council:

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

Holbeach PARISH COUNCIL

September 2026

Aim	Risk	Method used to Minimise Risk	Person(s) Responsible	Status

Holbeach PARISH COUNCIL

1. To ensure compliance with Acts of Parliament, other legislation, the Council's Standing Orders, Financial Regulations and Code of Conduct. *Including:* *Freedom of Information* *Data Protection* *Child Protection* *Protection of vulnerable people* *Local government legislation* *Equality of opportunity* *Racial equality* *Disability legislation*	a. Lack of knowledge of regulations and codes.	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.	Chair Clerk All councillors LALC	🟡
	b. Absence of Standing Orders	Ensure that Standing Orders are produced, understood by councillors, and reviewed at least once per year.	Chair Clerk	🟢
	c. Actions by the Council outside its powers as set out by Parliament.	As at 1a above, but ensure that, as necessary, powers are highlighted or extracted into an effective summary.	Chair Clerk	🟢
	d. Lack of commitment to regulations and procedures.	Regular reference to appropriate regulations in agenda items. Appropriate delegation of responsibilities to councillors and committees. Compliance with appropriate procedures.	Chair All councillors Clerk	🟢
	e. Items purchased without proper tendering procedures, resulting in accusations of commercial favouritism.	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.	Chair Clerk RFO/ Committees	🟢
	f. Payments made without prior approval and adequate control.	Ensure all payments are approved in accordance with the Financial Regulations and properly recorded. Avoid cash payments.	Clerk RFO	🟡
	g. Lack of control of signatories to cheques.	Keep authorised signatories to a minimum but consistent with practicalities.	Clerk RFO	🟢

continues

Aim	Risk	Method used to Minimise Risk	Person(s) Responsible	Status
continued **1.** To ensure compliance with Acts of Parliament, other legislation, the Council's Standing Orders, Financial Regulations and Code of Conduct.	h. VAT not properly accounted for, resulting in over-claims and large demands from HMRC.	Ensure appropriate publications held and that Clerk/RFO has a good knowledge of regulations.	Clerk RFO	🟢
2. To identify and regularly review the Council's priorities and risks.	a. Lack of knowledge of setting objectives, setting priorities, and identifying risks to their achievement.	All councillors to be made aware of need for objectives and identification of risk. Attend training sessions and refresher training.	Chair Clerk All Councillors	🟡
	b. Lack of commitment by council members	Add risk assessment to agenda at least quarterly, reviewing particular items, and results against those items.	Chair Clerk	🟡
	c. No risk analysis carried out.	As at 2a above. Ensure that completion of the risk assessment is given high priority, as a requirement of the Audit Commission	Chair All Councillors Clerk	🟡
	d. No steps taken to combat identified risks	As at 2b above.	Chair All Councillors Clerk	🟢
	e. An inadequate complement of councillors to manage the business of the council	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.	All Councillors Clerk SHDC	🟡

Aim	Risk	Method used to Minimise Risk	Person(s) Responsible	Status
3. To influence others, such as Lincolnshire County Council, South Holland District Council and other Government organisations to recognise the requirements and interests of the local population.	a. Lack of effective lines of communication with other organisations.	Note all communication lines which are essential or beneficial and establish/maintain contacts by name and where possible face-to-face.	Chair Clerk	●
	b. Lack of effective lines of communication with parishioners.	Take every opportunity to publicise role of Parish Council using the press, notice boards, "flyers" and the Annual Parish Meeting. Use key issues to raise the profile of PC and to test parishioners' views.	Chair All Councillors Clerk	●
3. To influence others, such as Lincolnshire County Council, South Holland District Council and other Government organisations to recognise the requirements and interests of the local population.	c. Lack of preparation on subjects requiring influence.	Ensure all councillors are aware of need for careful research and are guided as to where to obtain relevant information.	Chair Clerk	●
	d. Lack of confidence by Parish Councillors.	Experienced councillors and Clerk to assist newcomers to understand roles and responsibilities, to establish essential contacts and to gain procedural awareness.	Chair All Councillors Clerk	●
Aim	**Risk**	**Method used to Minimise Risk**	**Person(s) Responsible**	**Status**
4. To ensure that all councillors are aware of their responsibilities, and possible liabilities, and to provide	a. Lack of knowledge of possible culpability of councillors.	Creation of Standing Orders and Code of Conduct and familiarisation with those matters where greatest risk occurs.	Chair Clerk	●
	b. Lack of education of Councillors regarding culpability.		Chair All Councillors	●

adequate insurance cover for all likely risks.	c. Inadequate insurance cover taken out – property, personal liability, employer's liability. 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.	Experienced councillors and Clerk to assist newcomers to understand culpability. To attend training courses and refresher training as available (see LALC annual training scheme). Review risk assessment by including on agenda at least quarterly. Delegate responsibility for keeping up-to-date with insurance requirements to the Finance & Admin Committee. 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.	Clerk Chair Clerk Finance & Admin Committee Clerk All Councillors SHDC	 
5. To keep appropriate books of account accurately and up-to-date throughout the financial year. To maintain secure banking facilities.	a. Lack of knowledge of accounting requirements b. Lack of commitment to accounting requirements.	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. 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.	Chair All Councillors Clerk All Councillors RFO Internal Auditor	 

Aim	Risk	Method used to Minimise Risk	Person(s) Responsible	Status
5. To keep appropriate books of account accurately and up-to-	c. Bank charges unnecessarily incurred	RFO to carry out regular inspection of books of account. Internal audit to be undertaken annually.	RFO Internal Auditor	

date throughout the financial year. To maintain secure banking facilities.	d. Inaccuracies in recording amounts and totals in books of account. Bank reconciliations not carried out.	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. Chair of Finance & Admin Committee to sign off Financia Statement monthly	RFO Internal Auditor Chair of Finance & Admin Committee RFO	
	e. Inaccuracies and interest losses caused by account transfers. f. To ensure that the banking facilities of the Council are secure and offer value for money.	Keep number of accounts to a minimum but ensure that any large credit balances are deposited in an interest bearing account. 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.	Finance & Admin Committee All Councillors RFO Internal Auditor RFO	 
	g. Inadequate control of cash receipts and payments. h. Books of account not kept up to date/ invoices not posted promptly. i. Internal controls not in place or not operated. j. Payments missed or delayed.	No cash payments. Where cash receipts are unavoidable to record each receipt into a cash book and to issue the payee with a paper receipt. Regular checks by two Councillors and internal auditor. Financial reports at all Council meetings. As at 5h above. As at 5h above.	All Councillors RFO Internal auditor Finance & Admin Committee RFO Internal auditor Finance & Admin Committee As for 5i above	  

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5. 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 person insurance cover is covered	RFO Internal auditor Finance & Admin Committee	🟢
6. 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.	a. Lack of knowledge of wishes of residents.	As at 3b above Ensure residents and other stakeholders (i.e. local organisations) are consulted on major financial issues, which impact upon them.	All Councillors Clerk	🟡
	b. Use of funds not giving value for money.	Effective budget planning processes and appropriate tendering. Creation of a rolling plan for projects and maintenance expenditure.	Clerk RFO All Councillors	🟢
	c. Use of funds not in accordance with the wishes of the residents.	As at 2a above. As at 6a above.	All Councillors Clerk	🟡
	d. Charges for use of facilities inadequate or excessive.	Effective financial management by RFO. Internal audit checks.	All Councillors	🟢
	e. Fund raising not properly controlled or not in accordance with regulations.	All councillors to be aware of need to check regulations before commencing fund-raising activities. Effective financial management by RFO.	All Councillors Clerk RFO	🟢

Aim	Risk	Method used to Minimise Risk	Person(s) Responsible	Status
7. To ensure that the annual precept requirement results from an adequate budgetary process; progress against the budget is regularly monitored; and reserves are appropriate.	a. Lack of knowledge of budgetary process, and of Council regulations.	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.	All Councillors RFO Clerk	●
	b. Lack of commitment to budgetary process.	As at 7a above Involve all councillors in budgetary process, not solely the Clerk/RFO.	All Councillors Chair	●
7. To ensure that the annual precept requirement results from an adequate budgetary process; progress against the budget is regularly monitored; and reserves are appropriate.	c. Inadequate consideration of requirements for annual precept.	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 October well ahead of submission date.	All Councillors RFO Clerk	●
	d. Calculation not in accordance with Council regulations.	Checks by **two Councillors** and Internal Auditor.	RFO Internal auditor	●
	e. Inadequate internal controls with regard to monitoring expenditure.	Checks by RFO and Internal Auditor. Financial and budget progress reports to all Council meetings.	RFO Internal auditor All Councillors	●
	f. Reserves too low or too high	The general reserve (not earmarked) to be at least 50% 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.	RFO Clerk All Councillors	●

8. To explore all possible sources of income, and ensure that expected income is fully received.	a. Lack of knowledge of possible sources of income e.g. grants.	Encourage training and conference attendance to gain experience of all grants available and application procedures.	Chair Clerk	🟡
	b. Lack of commitment to pursue possible sources of income.	As at 8a above.	All Councillors Clerk	🟡
	c. Maximise rental income	Charge appropriate rates. Market facilities. Review lettings potential of pavilions in longer terms (after restrictions potentially lapse)	Clerk/Chair	🟢
	d. Receipts not banked or not banked promptly.	Regular checks by RFO and Council. Internal audit checks.	RFO Finance & Admin Committee Internal audit	🟢
	e. Debts not pursued promptly.	As at 8c above.	RFO Finance & Admin Committee	🟢
continues				

Aim	**Risk**	**Method used to Minimise Risk**	**Person(s) Responsible**	**Status** 🔴🟡🟢
continued **8.** To explore all possible sources of income, and ensure that expected income is fully received.	f. VAT claims not made promptly or made incorrectly.	Ensure Clerk has appropriate and up-to-date VAT official publications. Regular checks by RFO. Internal audit checks.	RFO Finance & Admin Committee	🟢

Aim	Risk	Method used to Minimise Risk	Person(s) Responsible	Status
9. 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.	a. Inappropriate rate of pay to employees.	Ensure employee regulations are available and understood by Clerk. Checks by RFO. Internal audit checks.	RFO Clerk Finance & Admin Committee Internal audit	●
	b. Tax and NI arrangements not in accordance with regulations.	As at 1 above.	RFO Clerk Finance & Admin Committee Internal audit	●
	c. Amounts paid to contractors not in accordance with contract and inadequately monitored.	Checks by RFO and internal audit. Monitoring of contract expenditure by the Finance & Admin Committee.	RFO Finance & Admin Committee Internal audit	●
10. To ensure that year end accounts are prepared on the correct accounting basis, on time, and supported by an adequate audit trail.	a. Lack of knowledge of Council regulations and procedures.	Compliance with Financial Regulations and Standing Orders. Attend training seminars where available.	Clerk RFO All Councillors	●
	b. Late or non- submission of annual accounts.	Compliance with the instructions of the External auditor. RFO to monitor progress against timetable and report to Council meetings.	Clerk RFO Internal auditor	●

			All Councillors	
Aim	**Risk**	**Method used to Minimise Risk**	**Person(s) Responsible**	**Status** ● ● ●
10. To ensure that year end accounts are prepared on the correct accounting basis, on time, and supported by an adequate audit trail.	c. Year end accounts not prepared, inaccurate, or not in accordance with Council requirements.	Checks by RFO. Internal audit checks.	Clerk RFO Internal auditor All Councillors	●
	d. Inadequate audit trail from records to final accounts.	As at 10c above.	Clerk RFO	●
	e. RFO unavailable	Ensure adequate cover by experienced person. Deputy Clerk to be Deputy RFO	Internal auditor All Councillors	●
11. 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.	a. Lack of knowledge of assets of Parish Council.	Ascertain and record all significant assets for which Parish council is responsible. Create and maintain a permanent asset register.	RFO Finance & Admin Committee	●
	b. Assets lost or misappropriated	Establish who is responsible for security and maintenance of each asset. Regular monitoring of location and use of assets by the Finance & Admin Committee.	RFO Finance & Admin Committee	●
	c. Inadequate or inaccurate valuation of the council's assets.	Arrange for periodic review of valuations and arrange for professional valuation where necessary. Internal audit checks. *[Note that the Annual Return now requires original asset values not current values.]*	RFO All Councillors	●

	d. Asset register not established or inadequately maintained.	Create asset register in accordance with Audit Commission requirements.	RFO All Councillors	🟢
Aim	**Risk**	**Method used to Minimise Risk**	**Person(s) Responsible**	**Status** 🔴🟡🟢
12. To carry out adequate checks in respect of the safety, licensing and integrity of all Council buildings.	a. Lack of or inadequate programme of regular safety checks (fire safety, electrical safety, gas boilers, emergency lighting etc).	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.	PPES Committee	🟢
	b. Lack of or inadequate licensing of Council buildings (e.g. property licence, PRS music licence).	Ensure that all necessary licences are listed on a schedule and renewed in a timely manner.	PPES Committee PPES Committee	🟢
	c. Excessive utility bills caused by water leaks, excessive heating, electrical appliances unnecessarily left switched on. Property damage caused by leaks.	Regular property checks by the Clerk and other Officers. Regular monitoring of utility bills to assess consumption levels. Prompt attention to minor repairs and leaks.	PPES Committee	🟢
	d. Building safety hazards (e.g. trip hazards, faulty door closers, sharp projections, broken glass)	Regular property checks by Clerk and other Officers. Prompt attention to hazards/problems once identified. Prompt attention to issues raised by building users, Officers and contractors.	As for 12d above	🟢
	e. Compromised building security (e.g. broken window) or integrity (e.g. leaking roof).	As for 12d above	As for 12d above	🟢
		As for 12d above	As for 12d above	🟢

	f. Inadequate winter preparations causing freezing of pipes and water damage. g. Inappropriate heating of water causes a Legionella outbreak	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.		
Aim	**Risk**	**Method used to Minimise Risk**	**Person(s) Responsible**	**Status**
13. To carry out adequate safety and integrity checks on the bowling green and the tennis courts.	a. Lack of or an inadequate programme of regular safety checks (e.g. trip hazards).	Regular checks by the Open Spaces team and other Officers. Prompt attention to hazards/problems once identified. Prompt attention to issues raised by facility users, Officers and contractors.	Open Spaces team Bowls Club Open Spaces Committee.	
	b. Damage to the sports facility due to compromised security.	Regular checks by the Open Spaces and other Officers. Prompt attention to problems once identified. Prompt attention to issues raised by facility users, Officers and contractors.	Open Spaces team Bowls Club Open Spaces Committee.	
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 Open Spaces team, 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).	Open Spaces team All Councillors Contractors Public users	

15. To carry out adequate safety checks on the children's play areas operated by the Council.	a. An inadequate programme of safety inspections and maintenance (or vandalism) results in an accident and/or an award of damages.	Weekly safety inspections by Open Spaces team 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.	Open Spaces team Playground Inspectors Open Spaces Committee Contractors	
	b. The lack of or an inadequate programme of maintenance of the play equipment and the immediate area surrounding the play equipment allows the persistence of a safety hazard (e.g. trip hazard, sharp object, faulty gate).	Regular checks by the Open Spaces team, 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.	Open Spaces team All Councillors Contractors Public users	

Version	Date Approved	Amendments Made	Next Review Date
V4	08/04/2024		April 2025
V5	14/04/2025		July 2025
V6	01/09/2026		December 2026