

Roughton Parish Council - Financial and Management Risk Assessment November 2025 – November 2026

This document has been produced to enable Roughton Parish Council to assess the key financial and management risks that it faces and to satisfy itself that it has taken adequate steps to minimise them.

Categories of Risk:

High Risk of occurrence requiring immediate management intervention	Medium Risk of occurrence necessitating careful monitoring and proactive management to avoid issues	Low Risk of occurrence without significant issues
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Risk Ref Subject	Risk(s) Identified (Description)	Risk Assessment/ Category	Mitigation / Control of Risk	Review / Assess / Revise
Precept RPC01	Poor forecasting for the next financial year could mean inadequate funds are in place for budgetary requirements leading to the Council being unable to fulfil its obligations.	Medium	Based on the requirements for the next financial year the Parish Clerk forecasts the financial provision required for each budget line taking into account any increase in costs, inflation, project spend etc. The Clerk then presents a recommended budget for the next financial year to the Council at the November meeting. The Council reviews the recommended budget and then agrees the amount required for the following year which is resolved to be the precept amount to be requested from North Norfolk District Council (NNDC).	Reviewed annually by the full Council
RPC02	During the year the Council has insufficient income to cover all Parish Council expenses including emergency payments and unforeseen expenditure not accounted for in the forecast budget.	Medium	The budget is monitored regularly by the Clerk who holds the office of Responsible Finance Officer (RFO) and any issues are brought to the full council for review. If insufficient funds are available to cover additional costs not forecast the Council may need to seek an emergency loan from NNDC/Local Authority.	Monthly review by RFO and regularly reviewed by the Council at meetings

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Financial Records RPC 03	Inadequate financial records and checks on the cash flow lead to mismanagement of the budget resulting in lack of funds to carry out the Council's responsibilities and raises questions of fraud, theft or embezzlement.	Low	The Council has Financial Regulations that set out the requirements for managing money including banking, cheques and the reconciliation of accounts in a simple framework. The RFO reviews the budget on a monthly basis and expenditure against the budget is discussed at Parish Council meetings. The RFO submits the VAT return annually.	The Financial Regulations are reviewed as required by the full Council. The budget is regularly reviewed by the Clerk and the Parish Council
RPC 04	Financial irregularities due to error or deliberate manipulation of cash/money resulting in loss of funds to carry out the Council's responsibilities and raises questions of fraud, theft or embezzlement.	Low	The Council has Financial Regulations that set out the requirements for managing money and controlling the budget with safeguards in place to mitigate illegal activity. No petty cash is held by the RFO. There are very few transactions, therefore any theft would easily be noticed.	The Financial Regulations are reviewed as required by the full Council.
RPC06	Financial Loss through banking error would result in lack of funds and inability to carry out the council's responsibilities	Low	Losses resulting from a bank error would be immediately reported to the bank. Possible losses from unauthorised access to the Council bank accounts are minimal as security devices are used to access the accounts to which only a few councillors and the Clerk are authorised to use.	The Clerk monitors Bank Statements on a monthly basis.
RPC07	Incorrect invoicing will affect the accuracy of the budget which will impact spending capacity	Low	Prior to each meeting the invoices are checked by the Clerk. An Accounts Schedule is circulated to Councillors prior to the meeting and any Councillor can query an invoice with the Clerk. If satisfactory, the schedule is approved at the Council meeting.	Payment of invoices is approved at each Parish Council meeting. Except when an emergency payment arises which can be agreed by the RFO/Chair informing all Councillors via email.
Reporting & Auditing RPC08	Financial activity does not match the information reported which may risk financial loss, allegations of Fraud and reputational damage	Low	The annual accounts are open to public examination as they are published on the Parish Council website as required by the Accounting and Audit Regulations. Auditing takes place on an annual basis. The Council appoints an independent Internal Auditor each year to scrutinise the accounts.	Accounts reviewed annually by an external Auditor
RPC09	Annual Returns are not submitted within the required time limits risking reputational damage	Low	The Annual Governance and Accountability Return (AGAR) is completed by the Internal Auditor and the Clerk/RFO, approved by the Council. If not submitted within the prescribed time limit the Clerk will be chased	Submitted annually by the Clerk/RFO according to the prescribed timetable

			by the Auditor and it will be noted by the external Auditor. The Parish Council ensures there is funding for the Auditor in the budget	
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Insurance & Public Liability RPC10	The Council is not insured adequately resulting in financial and reputational loss	Low	An annual review is undertaken prior to the renewal date of all insurance arrangements in place. The Clerk will test the market for the best value deal to adequately cover all liabilities. Risk assessments are carried out to comply with requirements to assess risks to third parties and property.	Review insurance provision annually to ensure cover is adequate.
Assets RPC11	Poor management of assets or amenities could lead to loss or damage or injury to third parties.	Medium	All assets owned by the Parish Council are listed on the Asset Register which is regularly reviewed. The Clerk manages the Assets on behalf of the Council. Safety checks on all buildings, properties, land and equipment for which the council is responsible are undertaken according to the schedule listed on the Asset Register. The Clerk ensures safety checks are carried out according to the schedule. The Council to ensure that funds are available to pay for the maintenance and upkeep of all Assets.	Asset Register reviewed annually. Any urgent issues regarding the management of assets are dealt with immediately and reported at Council meetings or via e-mail if issues arise between meetings. Any urgent/emergency work/repairs are dealt with immediately by the Clerk and Chair and the Council is informed via email.
Trees on the Common RPC12	Public safety issues should a tree become unsafe	Low	The Council is responsible for trees on the common and these are periodically inspected to ensure they are safe.	Periodic tree inspections take place but action initiated at any time as issues arise.
The Pond on the Common RPC13	Public safety issues such as death by drowning if the general public or any contractor or worker falls into the water.	Low	Appropriate warning signs installed where applicable warning of deep water and that no children should be near the water unless accompanied by an adult. To avoid any slip and trip hazards sufficient foliage is kept around the pond including stinging nettles and this acts as a natural barrier to prevent people entering the water.	Periodic inspections of the pond and surrounding areas take place but action initiated at any time as issues arise.

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Invasion of the Common RPC14	The Common could be at risk from occupation by unauthorised personnel causing damage and distress to residents.	Low	Bollards have been erected around the Common boundary to prohibit vehicles driving onto the grass.	Asses suitability of mitigation action if another incursion takes place.
Council Matters RPC15	Council documentation is inaccurate leading to misinformation and lack of records on decisions taken and how monies are distributed.	Low	Agendas and minutes are produced by the Clerk in the prescribed method as stated in the Standing Orders. Minutes are circulated after each meeting for members to amend if necessary. The minutes are then approved at the next Council meeting and signed off by the Chair. Agendas and the approved minutes are uploaded to the Parish Council Website for residents to access.	Minutes are reviewed after each meeting by all members of the Council and the Chair signs off the final version as a true and accurate recording of the meeting.
RPC16	Council meetings are not conducted in a civilised manner either by councillors or members of the public leading to an inability to discuss issues and make decisions thus impeding the business of the Council.	Low	Business conducted at Council meetings is managed by the Chairman and the Clerk in accordance with the Standing Orders. All members must adhere to the Council Code of Conduct. The meeting is stopped by the Chair if the behaviour continues.	Review Standing Orders and Code of Conduct as required.
RPC17	Councillors are not aware of their responsibilities and liabilities leading to poor decision making and possible legal challenge	Low	Policies are in place that set out the terms of office and financial management controls that the Council must adhere to (specifically the Standing Orders and Financial Regulations). The Clerk is trained to ensure the Council is run according to legal requirements. The Council should ensure there is sufficient funds in place for Councillor training. The Parish Council subscribes to the Norfolk PTS – a local training provider for Parish councils.	Policies are reviewed regularly Insurance cover is reviewed on expiry of the policy Councillor training is available throughout the year if required.

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RPC18	Councillors have conflicts of interests which could prejudice their decision making on Council matters leading to a loss of reputation	Low	Upon taking up office new Councillors have to declare any conflicts of interests. Members declare any interests at Council meetings when the item "Declarations" is reached. Conduct around voting on items where there is a personal interest is covered in the Standing Orders. The Register of Members Interest is updated by Councillors when their circumstances change and the register is published on the NNDC website. A Council member with an interest can sit in the public area to discuss pecuniary matters.	Councillors to take responsibility to update their entry in the Register which is managed and held by NNDC/Local authority. Standing Orders are updated regularly
Business Continuity RPC19	Loss of Parish Council paper records through fire, theft or damage	Low	A majority of Council records are held electronically but any paper records held such as meeting minutes and invoices are kept at the Clerk's home in a container. Periodically paper records are sent to the Public Records Office in Norwich for storage	Review procedures regularly
RPC20	Loss of Parish Council electronic records through fire, theft, damage, computer failure, hacking, virus infiltration.	Low	A large amount of data including accounts is stored on the office computer system located in the Clerk's home. A back up regime is in place: Anti-virus software is installed and the system updated as required.	Review procedures regularly
Data Protection RPC22	Risk of an enforcement notice and or a fine from the Information Commissioner's Office (ICO) if in breach of Data Protection Regulations	Low	A Data Protection Policy is in place and the Council is registered with the ICO.	Review the Data Protection Policy regularly.
Freedom of Information RPC23	Risk that the Council do not abide by FOI regulations resulting in a fine and loss of reputation	Low	The Parish Council conforms with the Freedom of Information Act and responds to individual requests in accordance with it. The Parish Council has adopted the model publication scheme and this is posted on the Parish Council website and is available to all members of the public.	Review after each FOI request

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Staff (Clerk) RPC24	Clerk salary paid incorrectly, wrong deductions of Tax, Unpaid/incorrect contributions to the Inland Revenue.	Low	Salary rates are based on the National Joint Council (NJC) for Local Government Services Pay Scales. Salary rates are assessed and agreed annually by the Council and applied on 1 st April each year. Salary is paid bi-monthly based on the number of hours worked which are reported to the Council. The Clerk reports income to HMRC monthly on-line and HMRC inform how much tax to pay as it is a PAYE system. The system generates a payslip. The Clerk can therefore provide payslips that can be checked for accuracy by the Internal Auditor.	Reviewed annually.
RPC25	Sudden Loss of the Clerk could severely disrupt the ability of the Council to operate effectively	Medium	The Parish Council can appoint a locum Clerk to provide resilience in the event of the loss of the parish Clerk. Consider reserves to cover locum costs for 6 months.	Review process if occasion arises
RPC26	Clerk lacks the relevant skills to fulfil the role to the required standard resulting in poor support to Council members on important matters	Low	The Clerk should be provided with relevant training, reference books, access to assistance required to undertake the role. Council to ensure funds are available to cover the costs of any training and materials required. In the event the Council needs to appoint a new Clerk it will endeavour to appoint an individual with the relevant CiLCA skills.	Chair to liaise with Clerk on a regular basis to identify any training needs.

Adopted: November 2025

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