



Corporate Risk Register

Purpose/Principles	To provide guidance on the responsibilities for appropriate risk management.
Scope	Employees, Councillors, Volunteers, Contractors
Date adopted:	16 th March 2026
Minute Reference:	PC26.028
Previous versions (Dates):	N/A
Next review:	January 2027
Policy owner:	Finance and General Purposes Committee
Supersedes:	Financial Risk Register PC25.077

This register has been produced to enable the Parish Council to assess the risks that it faces; and to satisfy itself that it has taken all available measures to mitigate those risks.

In pursuit of the above:

1. Key Council activities and assets have been identified.
2. Risks associated with those activities and assets are identified.
3. Risks are evaluated.
4. Management and control measures to mitigate the risks are taken; or the risks acknowledged as acceptable.
5. Risks and mitigation measures are monitored, reviewed regularly (at least annually) and revised as appropriate.

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1. Financial Governance Risk

Risk		Probability	Impact	Mitigation	Residual Risk Review
1	Inadequacy of precept	LOW	MED	The Parish Council regularly receives budget and actual spend updates from the Clerk/RFO as an agenda item at full Council meetings. This budget update report includes actual position and projected position to end the year and indicative figures or costings obtained by the RFO / Clerk. In at least two of the final full Council and F&GP meetings of a calendar year the following fiscal year's budget, including precept estimate, is presented by the RFO and the final precept is then approved prior to its submission date to Wiltshire Council in January.	LOW Existing procedures adequate – review annually
2	Precept requirements not submitted to Wiltshire Council	LOW	MED	With the above information the Council maps out the required monies for standing costs and projects for the following year and applies specific figures to budget headings, the total of which is resolved to be the precept amount to be requested from Wiltshire Council. This figure is submitted by the Clerk in writing to Wiltshire Council before the due submission date in January each year.	LOW Existing procedures adequate – review annually
3	Precept not received from Wiltshire Council	LOW	HIGH	Payments are made via electronic bank transfer. The Clerk informs Council when the monies are received (normally April and September)	LOW Existing procedures adequate – review annually
4	Inadequate records / financial irregularities	LOW	MED	Established recording process in accordance with 'Governance and accountability for Smaller Authorities' Guide published by SAPP 2025. The records are subject to both internal and external audit. Financial transactions are subject to a monthly check by one Councillor from the Finance & General Purposes Committee on a rotating basis and presented to full Council for final checks. Statements are prepared monthly from Scribe Accounts before each Parish Council meeting. These include a Summary of Payments, a Bank Reconciliation, a list of Payments for Approval, and Reserves Balances. A report of Treasury deposits is also provided. Clerk, Deputy Clerk and RFO have devolved spending power of up to £5,000 but any spending is subject to monthly checks by the Council.	LOW Existing procedures adequate – review annually

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				Annual internal audit conducted by independent qualified person(s).	
5	Inadequate banking checks / reconciliation	LOW	LOW	The Council has Financial Regulations which set out the requirements for banking and reconciliation of accounts. Financial regulations reviewed by full Council in June every year. Monthly reconciliation on Scribe.	LOW Existing procedures adequate. Review the Financial Regulations when necessary and bank signatory list when necessary, especially after an annual meeting and an election.
6	Banking errors (caused by bank)	LOW	LOW	If the bank makes errors in processing payments this would be discovered by the RFO, Clerk or Deputy Clerk when he/she reconcile the bank accounts once a month when the statements arrive. Errors would be dealt with immediately by informing the bank and awaiting their correction.	LOW Existing procedures adequate.
7	Fraudulent / incorrect payment of invoices	LOW	MED	The Council has Financial Regulations, which set out the requirements for invoice payment. At each Council meeting the list of invoices paid is distributed to Councillors and considered. Two nominated Councillors check payments before Full Council meeting and approve payment. Each authorised payment is minuted, and recorded on Scribe including invoice numbers.	LOW Existing procedures adequate. Review the Financial Regulations when necessary.
8	Banking errors - Incorrect invoicing. Incorrect cheque for payment. Incorrect BACS payment.	LOW	MED	The Council has Financial Regulations, which set out the requirements for invoice payments. At each Council meeting the list of invoices to be paid, is distributed to Councillors, and considered. The payments will be input in the Bank account, by the RFO / Clerk and then two separate Councillors will verify and approve the payments. Any errors will be picked up by Councillors before the payments are approved online. Each approved payment is minuted and the invoice number is noted for audit. A printout of online payments will be provided at the full council meeting.	LOW Existing procedures adequate. Review the Financial Regulations when necessary
9	Fraudulent / incorrect payment of grants and support (payable)	LOW	MED	All such expenditure goes through the required Council process of authorisation, minutes and listed accordingly.	LOW/MED Existing procedure adequate.
10	Fraudulent / mis-management of grants (receivable)	LOW	HIGH	Regular management updates to awarding authorities. Partnership: co-option of members of awarding authorities onto Council working groups and committees. The Clerk now requests an email, from the recipient confirming receipt of the Grant. A list of grants awarded can be found on the Laverstock & Ford Parish Website.	LOW Review engagement with awarding authorities at monthly Council meetings.

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11	Failure to achieve Value for Money: contracts awarded incorrectly, and/or overspend on services	MED	MED	Controlled by adopted Financial Regulations. Namely that three quotes mandatory for all contracts above £25,000. Between £3000 & £25,000 three quotes required with some exceptions. Between £500 & £3000 three quotes advised. Values ex-vat. For major contract services (above £25,000), formal competitive tenders are sought using the Government Contracts Finder website. This process would be administered independently by the Clerk. If a problem were encountered with a contract the Clerk would investigate the situation, check the quotation/tender, research the problem and report to Council.	LOW Existing procedure adequate. Include when reviewing Financial Regulations.
12	Salary paid incorrectly Wrong deductions of NI or Tax Unpaid Tax & NI contributions to HMRC	LOW	LOW	The Parish Council authorises the appointment of all employees and their rate of pay in accordance with the National Joint Council pay scale. Salary and payments to the HMRC are made monthly, checked and approved by two Councillors and reported at main Council meetings. Statement of PAYE checked with HMRC online. We use an external company to calculate payroll. Overtime hours and pay tracked and authorised by RFO, with oversight by Clerk. All subject to the internal audit.	LOW Existing appointment and payment system is adequate.
13	VAT reclaiming errors	LOW	LOW	VAT recovery to be claimed at least quarterly by RFO in accordance with Financial Regulations unless directed otherwise by the Parish Council. VAT recovery to be claimed whenever the recoverable amount exceeds £10,000.	LOW Existing procedure adequate
14	Loss of key personnel (Clerk / RFO to the Council)	LOW	MED	The Clerk's role would be advertised, and another appointment made. In the meantime, the assistance of a temporary Clerk and/or neighbouring Parish Clerks would be sought. Approach WALC for locum / advertising. Seek assistance from Principal Council.	MED Mostly due to unknown cost of involved in locum support, advertising and recruitment.
15	Financial fraud by Officers	LOW	MED	Sufficient fidelity guarantee in insurance cover for Clerk, Deputy Clerk and RFO. Currently £2m. Other officers and councillors, £1m. Annual insurance review by the Clerk and RFO. Debit cards use restricted to £1,000 for any single item in accordance with Financial Regulations. Use above £1,000 only with prior authorisation. All transactions checked monthly by Councillor (Finance) & authorised by full Council.	LOW

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16	Expenses over claimed	LOW	LOW	All expenses claimed to be supported by receipts. Mileage claims monitored by RFO. Expenses authorised monthly by Councillor (Finance).	LOW
17	Annual return late submission	LOW	LOW	Annual return to be approved by the Parish Council and completed by the RFO before the required submission date.	LOW
18	Loss to third party following actions / advice provided by Councillors and / or Officers	LOW	HIGH	Sufficient Councillors and Officers indemnity included in insurance cover. The Clerk is underdoing CiLCA training, the Deputy Clerk has passed CiLCA qualification. Both have access to reference books, access to assistance and legal advice required to undertake the role. Membership of Wiltshire ALC and Society of Local Councils and National Association of Local Councillors. Councillors receive induction training in accordance with WALC guidance. Issued with Induction Handbook. Annual insurance review by the Clerk and RFO.	LOW
19	Loss to third party / employees on Council property / in execution of Council business	LOW	HIGH	Sufficient Public Liability indemnity (no less than £10,000,000 included in insurance cover. Annual insurance review by Clerk/RFO	LOW
20	Failure to receive S106 funds by trigger points	LOW	MED	Review all S106 payments and keep a record of when they are due and when paid. Where payments have been made to Wiltshire Council to investigate transfer to the Council by application or Side Agreement.	LOW
21	Cash fraud	LOW	HIGH	The Council currently holds no cash receipts but the situation may change if/when we directly manage venue(s) or other cash receiving assets, e.g. football pitch fees. No action needed at present.	LOW No cash receipts currently held.

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2. Constitutional/Operating Risk

Risk		Probability	Impact	Risk Management / Mitigation	Residual Risk
1	Unexpected Parish Council Election	LOW	LOW /MED	Accept risk - we do not hold a reserve for elections. Instead we budget an amount (£3k in 2026) for uncontested elections. Any unspent budget will revert to General Reserve. The risk might be higher in an election year. There are no measures that can minimise the risk of a contested election.	LOW Existing procedure adequate
2	Inadequate / inaccurate Minutes, Agendas, Notices Statutory Documents	LOW	LOW	Minutes and agenda are produced in the prescribed method by the Clerk and adhere to the legal requirements. Minutes are approved and signed at the next Council meeting. Minutes and agenda are displayed according to the legal requirements. Business conducted at Council meetings managed by the Chair in accordance with Council Standing Orders.	LOW
3	Councillors' conflict of interests	MED	LOW	Declaration of Interests standing agenda item in all Council and Committee meetings. Register of Member's Interest forms reviewed annually by Councillors.	LOW Existing procedure adequate. Members to take responsibility to update their Register
4	Legal powers exceeded or unlawful decision making	LOW	MED	List of legal powers available at council meetings. Clerk attends training and conferences to ensure CPD is up-to-date and knowledge is current Clerk training for and Deputy Clerk holds CiLCA qualification. Membership of WALC, SLCC and NALC held to access advice on technical matters.	LOW
5	Employer responsibilities not met / not compliant	LOW	MED	All staff issued with employment contract and job description no later than first day of employment. Staff registered with HMRC as employees Employment policies adopted and based on either WorkNest and/or SLCC templates. Council has pension scheme. WorkNest HR specialist advice line in place.	LOW Existing procedures adequate
6	Transparency	LOW	LOW	Council website updated as required to contain correct information as required by current regulations. Systems and website reviewed regularly to ensure FOI regulations are being adhered to. Adopted GDPR policy contains FOI process.	LOW Existing procedures adequate
7	GDPR – failure to comply with regulations	LOW	MED	Data Protection Registration renewed annually GDPR policies and notices in place and reviewed annually	LOW Existing procedures adequate

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8	Document controls – loss or damage to critical papers / data	MED	MED	<p>Archived documents stored in metal cabinet in HPP Parish Office. Consider replacing with fire retardant storage unit.</p> <p>Archive minutes and financial documents stored in County archive</p> <p>Live back up data via contracted IT supplier for all laptops.</p> <p>Data storage held within the UK.</p> <p>Document retention and deletion policy adopted PC25.151b. Clerk and Deputy Clerk reviewing digital and physical materials held across both parish offices and dealing with in accordance with policy.</p>	<p>MED</p> <p>Existing physical storage procedures inadequate to prevent loss due to fire or theft.</p> <p>Document policy adopted December 2025. Significant number of materials to be reviewed and dealt with accordingly.</p>
9	Insurance cover inadequate. Management of risk to council – loss, damage, liability	LOW	LOW	<p>Annual review of adequacy of insurance cover, including asset and liability cover made by Clerk and RFO and approved by full Council.</p> <p>Public Liability insurance in place. Insurance reviewed for any Council organised events and when Council acquires any significant new assets.</p> <p>WorkNest contracted to provide independent professional H&S advice.</p> <p>Annual visit and audit by qualified person. Action list resolved asap.</p> <p>Prioritised according to risk level.</p>	<p>MED</p> <p>Existing procedures adequate for insurance generally</p> <p>H&S audit 2025 identified list of non-compliant areas. Risk will revert to low once list resolved.</p>
10	Council office inaccessible due to fire, damage, theft	LOW	LOW	<p>Fire controls and evacuation plan in place. Annual checks of Fire Extinguishers by professional body conducted by licensee.</p> <p>Effective door controls with number code lock. Windows secured through shutter use when office empty.</p> <p>Some low risk of damage to external wall due to driving accident in car park.</p> <p>All staff able to access portable laptop PCs. All data stored in cloud and backed up by IT supplier. Staff can work from home as needed.</p> <p>Adequate insurance in place to rectify damage.</p>	<p>LOW</p> <p>Existing procedures adequate</p>

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3. Physical Assets

Risk	Probability	Impact	Risk Management/Mitigation	Residual Risk
1 Old Sarum Community Centre – damage and or destruction Financial liabilities Health and safety liabilities Reputational risk	LOW	MED	The community centre is leased on a full maintenance and repair basis. Parish Council has access to insurance paperwork. The Parish Council is represented at the Board of Trustees meetings. Tenant pays buildings (via insurance rent) and contents insurance. Lease runs until April 2035. Lease indicates these are the tenant’s responsibility., inc. public liability insurance. Residents may perceive Council failings if venue is non-operational due to vacancy by tenant.	LOW Existing procedures adequate
2 Hampton Park Pavillion – damage and or destruction Financial liabilities Health and safety liabilities Reputational risk	MED	MED	The community centre is licensed to a charity on a maintenance and repair basis up to £2,000 only. Council responsible for costs above this. Buildings insurance paid annually by Parish Council. General contents insurance paid by tenant. Council office sub let within has separate contents insurance paid by Council. Council will have to take on all other liabilities, e.g. rates, utilities, etc., if tenant leaves and no replacement found. License indicates these currently are the tenant’s responsibility. Including public liability insurance. Residents may perceive Council failings if venue is non-operational due to vacancy by tenant.	MEDIUM Charity chair indicated they are not comfortable with the governance model – charitable company. License is at will so they can depart on a month’s notice. Clerk investigating mitigation measures.
3 Laverstock Village Hall - damage and or destruction Financial liabilities Health and safety liabilities Reputational risk	MED	MED	The Council leases this venue from the Parochial Church Council. Lease expires in March 2027. Council is custodian trustee of lease which established an unincorporated charity. This operates the venue via management committee of trustees. Buildings and contents insurance paid annually by charity. Lease does not specify responsibilities, but management committee has assumed them all.	MEDIUM Clerk investigating mitigation measures including lease renewal.

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				Residents may perceive Council failings if venue is non-operational due to vacancy by charity / management committee. Day to day running is effectively carried out by one person assisted by Council's Venues Officer. Risk of illness or incapacity to committee lead is high.	
4	Play Parks, Outdoor Gym and MUGA's – damage and or destruction	MED	MED	Equipment inspected regularly and maintained as per the manufacturer's specifications. Sigange in place to indicate usage conditions and contact details in case of faults. Specific risk assessments in place.	LOW Existing procedures adequate
5	Bus Shelters, litter bins, benches,	MED	MED	Annual review of asset register and periodic inspections carried out and recorded on parish council SharePoint. Specific risk assessments in place.	LOW Existing procedures adequate
6	Speed Indicator Device (SID)	MED	MED	SID is deployed to three approved locations by council appointed contractor. The device is covered by council insurance policy.	LOW Existing procedures adequate
7	Riverbourne Community Farm CIC	MED	HIGH	RBCF have entered into a lease with the Parish Council. There is also a MoU which details the <ul style="list-style-type: none"> • mission statement for their new operation • The commitment to financial transparency (including River Bourne Services Ltd) • The potential for commercial rent reviews Council officers in regular contact with CIC management team.	MEDIUM CIC Director in legal dispute with former Director. Some unapproved activities took place when new Directors appointed. Council monitoring.
8	Trees – Collapse / structural damage to neighbours' property / injury or death to person	LOW	HIGH	Ongoing tree inspections undertaken by competent person. Tree risk assessments undertaken by a qualified arboriculturist as recommended. Actions from assessments undertaken on severity of risk flagged by qualified contractor. Complaint system in place through PC Tree Management Policy.	LOW Existing procedures adequate

4. Employees

Risk	Probability	Impact	Risk Management / Mitigation	Residual Risk	
1	Working from home – illness, injury, violence	LOW	LOW	Visits from members of the public strictly controlled. Work-station assessments in progress using HSE guidelines	MEDIUM Clerk to finalise all assessments for all relevant staff.

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				Display screen equipment assessment to be carried out following HSE guidelines	
2	Absence	LOW	LOW	Business continuity plan adopted PC24.159. Critical roles (Clerk and RFO) have trained back up personnel able to take over as needed. Clerk is covered by both Deputy and RFO. Deputy is covered by Clerk and RFO. RFO is covered by Deputy with Clerk to shadow asap in 2026. Temps/locums to be used to provide cover in short term. WALC and SLCC advice will be sought for long term absence of Clerk. Staffing reviews to ensure appropriate levels of staffing in place.	LOW Existing procedures adequate
3	Management – poor relationships, legal action, unlawful decisions	LOW	LOW	Employment Policies reviewed as needed and adopted. Council has contracted WorkNest, a HR specialist, to provide ad hoc advice. Staff Handbook will be distributed. Respect pledge and anti-bullying policies adopted.	LOW Existing procedures adequate
4	Knowledge to perform duties to expected standard	LOW	LOW	Training and Development policy adopted, reviewed on specific schedule. Staff training carried out as needed. Staffing reviews to ensure appropriate levels of staffing and training.	LOW Existing procedures adequate
5	Lone working in the parish and on council business – illness, injury, violence	LOW	LOW	Second person (staff/councillor/member of family) informed of location and start/end times of task va WhatsApp group. Lone working policy adopted December 2025.	LOW Existing procedures adequate
6	Violence and aggression to staff / members	LOW	LOW	Staff/councillor to avoid meeting members of public in remote locations on a one-to-one basis, particularly when handling complaints Public invited to speak at council meetings in order that issues and complaints are dealt with as a group. Anti-bullying policy adopted and reviewed periodically.	LOW Existing procedures adequate
7	Manual Handling - Physical injury from incorrect lifting or unplanned lift	LOW	LOW	Small items only are lifted on an irregular basis. Larger tasks carried out by trained, competent contractors Higher risk tasks to be individually risk assessed prior to carrying out, and suitable safety measures taken	LOW Existing procedures adequate
8	Work at height - Injury from fall from height	LOW	LOW	No ladder use is permitted. Higher risk tasks are carried out by competent, trained contractors	LOW Existing procedures adequate

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9	Electric shock - Shock from faulty electrical equipment or wiring	LOW	LOW	All electrical works carried out by competent electrical contractors PAT and fixed wire (as needed) tested/checked by competent person annually	LOW Existing procedures adequate
10	First Aid Emergency	LOW	LOW	First Aid kit accessible at HPP and Farm offices Clerk/councillors to carry or have access to first aid kit if deemed necessary for activity One officer trained in first aid procedures	LOW Existing procedures adequate
11	Driving / travelling - Person may suffer injury or be involved in collision with third party	LOW	MED	Minimal driving required for tasks within the parish. Drivers must be competent, hold adequate insurance, be in good general state of health and not drive when tired. Vehicles must be well maintained and subject to statutory checks. All relevant paperwork checked annually.	LOW Existing procedures adequate
12	Slips, Trips and Fall	LOW	LOW	Suitable stout, well-soled shoes for outdoor activities recommended	LOW Existing procedures adequate

5. Events / Volunteers

Risk	Probability	Impact	Risk Management / Mitigation	Residual Risk	
1	Council activities	LOW	LOW /MED	Specific risk assessments carried out prior to event or activity. Correct insurance in place prior to event or activity. See point 4 below.	LOW Existing procedure adequate
2	Volunteer activities – CEV	MED	LOW	They are an official volunteer group of the Council and so insured. CEV volunteer leader notified that no activities are permitted unless specific risk assessment carried out by CEV team first and given to Clerk for approval by Council insurer. Volunteer details taken for each event, stored and disposed of in line with document management policy.	LOW CEV activities on hold. No risk assessments in place yet.
3	Volunteer activities – Community Speedwatch	MED	LOW	Speedwatch organised in conjunction with Wiltshire Police. Health and safety and risk assessment carried out by Police. Not an official Council activity.	LOW Existing procedure adequate
4	Special Events (Noting higher risk – e.g. use of bouncy castles)	LOW	HIGH	Officers will consult with insurers when planning Council-run events, where the Council holds the liability. Especially those that may involve higher risks, such as use of bouncy castles or climbing walls.	LOW Existing procedure adequate

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