



Risk Assessment and Management (Financial) for 2025 - 2026

Thurston Parish Council

Policy Approved: Policy & Resources Committee 18 February 2026

Presented to Council: Full Council Meeting 4 March 2026

Review Body: Policy & Resources Committee

Review Period: Annually or following legislative changes.

Next Review: Policy & Resources Committee February 2027

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RISK ASSESSMENT AND MANAGEMENT (FINANCIAL) FOR THE PERIOD 1st APRIL 2025 – 31st MARCH 2026

TOPIC	RISK IDENTIFIED	High(H) Medium(M) Low(L)	MANAGEMENT OF RISK	IMPACT	STAFF/MEMBER ACTION	FREQUENCY
Personnel	A. Key Personnel	M	It is confirmed that the position of Proper Officer / Clerk/Responsible Financial Officer (RFO) is filled by one person. In November 2025, Council agreed to split the role of Proper Officer and Clerk and RFO into two roles for succession planning and workload reasons.	NIL	RFO role to be confirmed on an annual basis. New Clerk expected in place for new financial year.	Annually – May 2025
	B. Qualifications	L	Currently the role of the above is held by a CiLCA Qualified Clerk who also works as an Internal Auditor for Suffolk Association of Local Councils (an advisory body to Town and Parish Councils)	NIL	Council to ensure role holders make use of continual professional development. Budget in place for training for both Clerk and Deputy Clerk.	1/year
	C. Support Personnel	L	Council has in place a Deputy Clerk to assist with current administrative workload. Deputy is a CiLCA Qualified Clerk.	LOW		
Staff	A. Loss of Key Personnel	M	Hours, health, stress, long-term illness, etc – Council has implemented regular working reviews. Council to conduct an annual performance review in line with current contract.	LOW	Chair to carry out annual reviews Chair	2/year 1/year – March
	B. Work overload	M	Whilst council continues to monitor workload to ensure that all projects undertaken are achievable within current resources, the split of the Clerk/RFO into two roles should assist with alleviating the pressure of financial and procedural administration.	LOW	Clerk/RFO/Council	1/year
	C. Fraud by Staff	L	Fidelity Guarantee Value – reviewed on an annual basis and to cover all monies held at the most significant point in the year	LOW	Members / RFO	1/year
Salaries	A. Wrong Salary Paid	M	A check is carried out to contract and hours claimed / worked.	LOW	Chair to verify	12/year
	B. Wrong Hours Paid	M	A system of payslips has been implemented to verify (PAYE system in place).	LOW	Chair to verify	12/year
	C. Wrong Rate Paid	M		LOW	Chair to verify	1/year

	D. PAYE administered wrongly	M	Council to verify salary scale and agreed pay-rate with reference to contract and salary scales provided by National Association of Local Councils. PAYE administered on HM Revenue & Customs agreed pay-codes	LOW	Tax Codes verified by HMRC	12/year
	E. Pensions administered wrongly	M	Pension rates deducted and paid in accordance with the details provided by Suffolk County Council (SCC) who operate the Local Government Pension Scheme. Monthly returns submitted to SCC. Payment made by due date.	LOW	Rates verified by SCC on an annual basis	12/year
Precept	A. Not submitted	L	Full PC Minutes – RFO to follow up if confirmation email or receipt is not forth coming from Mid Suffolk District Council. If no form is submitted, the previous year’s precept requested will be rolled over. Budget and precept prepared and agreed at full Council meeting. General Reserves held by Parish Council agreed to be in the region of 3 months’ worth of contracted expenditure. Analysis of General and Earmarked Reserves reviewed by Policy and Resources Committee with recommendations submitted to full Council. Budget prepared during November and December and approved by full Council in January. Budget process allows comparison’s with previous, current and future years. Quarterly review of budget to actual statements received by full Council including variances from budget.	NIL	RFO to follow up and ascertain dates for payments.	1/year
	B. Not paid by District Council	L		NIL	Council	2/year
	C. Adequacy of precept	L		RFO/Council	2/year	
				RFO/Council	2/year	
			RFO/Council	2/year		
			RFO/Internal Controller/Council	4/year		
Income	A. Income recorded	L	All income is recorded in the cashbook once received.	NIL	RFO to action.	Whenever.
	B. Reporting of income	L	Income received is reported at the next full Parish Council Meeting.	NIL	Chair to verify.	12/year.
	C. Banking	L	Majority of income is in the form of direct transfer into the Council’s accounts. When received, cheques (and cash if applicable) are promptly banked via the Post Office cheque/cash receipt system and/or mobile banking app.	NIL	Internal Controller verify.	4/year.

Direct Costs	A. Goods Supplied	L	System in place to check delivery /service. Full audit trail followed.	NIL	Approval check	Variable
	B. Invoice incorrectly calculated	L	Check arithmetic at receipt of invoice. Check against orders raised – if applicable.	NIL	Approval check	Variable
	C. Payment Procedures – Cheques - BACS - Direct Debit - Standing Orders	L	Cheques no longer used.	NIL	Members verify	Variable
		L	Internal Control and Internet Banking Policy in place.	NIL	Members verify	Annual
		L	Review of payments made under Direct Debit & Standing Order at Annual Meeting and noted at each meeting.	NIL	Internal Controller verify	12/year 4/year
	D. Orders	L	System in place to allow for orders to be placed in accordance with Council’s Financial Regulations – letter headed orders reviewed at quarterly internal control review.	NIL	Internal Controller verify	4/year
E. Credit Card	L	Authorised for use by Clerk/RFO only. Stored securely. Maximum spend limits set. Monthly reconciliation.	NIL	Internal Controller verify	12/year	
	F. Debit Card	L	Authorised for use by Clerk/RFO only. Stored securely. Maximum spend limits set. Monthly reconciliation.	NIL	Internal Controller verify	12/year
Election Costs	Invoice at agreed rate	L	RFO to check once invoice received. Reserve fund set up to cover costs of a Parish Poll. Reserve fund to be reviewed after election term (4 years) or whenever depleted due to a Parish Poll.	NIL	RFO verify	Minimum – 1/year
CIL Reporting	A. CIL spend/income	L	Council to ensure understanding of the restrictions and time limits for receipt of income and expenditure.	L	Full Council following Officer verification	2/year
	B. Annual CIL Report	L	CIL report to be submitted for the period under review.	L	RFO / Chair	After 31 March
	C. Submission of Report	L	Annual Audit report of income and expenditure to be completed.	L	RFO/Chair	Prior to 30 June
		L	Annual Audit report to be submitted to District Council & publish on website.	L	RFO / Council	Prior to 30 June
	D. Review of timescales	L	Council to ensure that CIL monies received is allocated within 5 years of receipt	L	RFO / Council	2/year
E. Earmark Reserves	L	Council to correctly identify unallocated CIL monies received in reserves	L	RFO / Council	2/year	

Reserves – Earmarked	A. Adequacy	L	Level of reserves to be considered at Budget setting and at Policy & Resources Committee Meeting prior to year-end.	NIL	RFO Opinion	2/year
	B. Maintenance	L	Known reserves ring-fenced and referenced.	NIL	Member	2/year
	C. Movement	L	Movement between reserves – ring-fenced and general - into/from revenue budget to be by resolution of full Council.	NIL	Member	Whenever
Investment	Loss of invested funds	L	Council to only invest in financial institutions that can demonstrate security and liquidity. Council will ensure that all investments are in accordance with its investment policy having regard to such guidance as the Secretary of State may issue. Council approval is required prior to investment.	NIL	Council	Whenever
Assets	A. Loss, Damage etc	L	Annual Inspection for all assets carried out – external body contracted in for play area assessments.	NIL	RFO & Policy & Resources Committee.	1/year
	B. Insurance		Council to confirm all assets have up-to-date insurance when compared against the asset register.	NIL	RFO & Policy & Resources Committee	2/year
	C. Third party risk	L	Review adequacy of Public Liability Insurance	NIL	RFO & Policy & Resources Committee	2/year
Maintenance Of Assets	Poor maintenance of assets	L	Monthly maintenance review on New Green Play Area	NIL	Members of Recreational Facilities Committee	12/year
			Monthly maintenance review on Heath Road Play Area		Members	1/year
			Monthly maintenance review on Church Road Play Area			
			Independent Annual Inspection	NIL	RFO	Whenever
			When reported, maintenance is carried out in accordance with the Council's Financial Regulations. Council has a revenue budget for asset maintenance as well as an earmarked reserve fund.		RFO / Members	2/year
Financial Records	A. Knowledge of Statute	L	Council has appointed a qualified Clerk to manage the Council's financial affairs. Noted that the post-holder is also an Internal Auditor contracted to carry out internal audits on behalf of S.A.L.C.	NIL	Council	Annual
	B. Inadequate records	L	Internal control expanded to provide a more robust system of controls these are carried out on a ¼ly basis by an appointed member of the Parish Council.	NIL	RFO & Member	4/year
	C. Loss of records	L	Office 365 used – 1TB of cloud storage. Individual accounts are set up for the three main staff roles.	NIL	ALL staff.	12/year

	D. Access to bank records E Internet Banking F Transfer between accounts held by Council	L L L	Personal records kept securely within locked filing cabinet. Controls set for access to the Council's bank accounts and ability to access records. Internet Banking controls in form of Internet Banking Policy covers the functioning of the operation of internet banking. RFO to create payment with 2 of 4 signatories to authorise. Internal control expanded to limit access to the transfer of monies between Parish Council operated accounts and access to online bank statements by the RFO. Internet access limited by passwords – renewed on an annual basis.	L L L L	RFO / Clerk RFO / Member RFO RFO RFO	1/year 1/year 2/year 1/year
Council's Records	Access to records held on the Council owned computer	L	A system of access to the council's laptops via a BITLOCK key or unique passwords has been implemented. A paper copy of the access code for entry onto the laptops, operated by Staff for council work, is kept in a sealed envelope securely locked in the safe. Access to the envelope containing the access code to be opened in the absence of the Clerk must be by the Chair in the presence of another Councillor. Access to the laptops in these circumstances must be in the presence of 2 Councillors and a report submitted to the Council detailing the reasons for such access to be submitted at the next available meeting.	NIL	Chair & Member	Whenever
Legal Powers	Illegal activity or payment	L	Council educated as to their legal powers (Council is eligible to use General Power of Competence – eligibility reconfirmed at meeting of full Council May 2023).	L	Diary	Annual
Governance	A. Standing Orders B. Financial Regulations	L L	Council has formally adopted tailored Standing Orders which are reviewed on an annual basis. Council has formally adopted tailored Financial Regulations which are reviewed on an annual basis. Council has registered with the ICO as a Data Controller under the Data Protection Legislation. Renewal is on a Direct Debit Mandate.	L L	Clerk / Council Clerk / Council	Annual Annual

	C. Data Protection	L	Council has carried out a Data Audit and identified the legal basis for processing personal data. Any new activity is undertaken following a Data Audit with procedures implemented should risks be identified.	L	RFO	1/year As and when
	D. General Data Protection Regulations	L	Procedures are in place for dealing with Subject Access Requests; Data Breaches – detecting, reporting & investigating and obtaining consent. Privacy Notices updated and are available on the website and in the Parish Council Office.	L	Clerk / Council	1/year
	E. Data Protection Impact Assessments (DPIAs)	M	Mandatory where the processing of data poses a high risk to the rights and freedoms of individuals. Council will carry out a DPIA when processing is likely to result in a high risk to the rights and freedoms of data subjects and will ensure if data is to be retained there are clear reasons for its retention and the manner in which such data will be destroyed.	L	Clerk/Council Clerk	1/year As and when
Minutes	Accurate and Legal	L	Parish Council minutes - reviewed at next scheduled meeting. Committee minutes – reviewed at next relevant committee scheduled meeting.	NIL	Diary	12/year 12/year
Members Interests	A. Code of Conduct	L	Council has adopted the LGA Model Code of Conduct	NIL	No action	No action
	B. Conflict of Interest	L	Declarations of Interest – opportunity to declare at each meeting.	NIL	Diary	
	C. Register of Interests	L	Member responsibility to review own interests and reminder set at Annual Parish Council Meeting.	NIL	Member	Within 28 days of change