Fordham Parish Council.

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Risk Assessment and Management 2026

This document has been produced to enable Fordham Parish Council (FPC) to assess the risks that it faces and satisfy itself that it has taken satisfactory steps to mitigate them. FPC is aware that although some risks can never be fully eliminated, it has in place a strategy which provides structured, systematic and focused approach to managing risks which:

- **Identifies the area of the business and the subject**
- **Identifies what the risk may be**
- **Identifies the level of risk**
- **Evaluates the management and control of the risk and records findings**
- **Reviews, assesses and revises procedures if required.**

Risk Area	Items	Risks	Probability	Impact	Level of Risk (L/M/H)	Management of Risk	Actions Required
Assets – Property and contents owned and/or managed by Council.	**Street Furniture, Rubbish bins, Village Sign, Bus Shelters.**	Vandalism, Weather damage, Deterioration of Item due to age, Danger to use	4	3	M	1. All assets are Insured 2. Problem reporting mechanism in place (via website or phone) 3. Periodic inspections carried out.	1. An up-to-date register of assets. 2. Inspection quarterly by Clerk/RFO, Annually by Council. – register updated 3. Councillor inspection team assigned.
	Buildings- Football &	Vandalism, Weather damage,	4	3	M	As above	As above

	Cricket Pavilions, Scout Hut.	Deterioration of Item due to age, Danger to use.					
	Playground Equipment, Fencing & Signage	Vandalism, Weather damage, Deterioration of Item due to age, Danger to use.	4	4	H	1. All assets are insured. 2. Playground inspections are carried out on a Monthly basis by a qualified Councillor and an Annual ROSPA inspection carried out by Playsafety Ltd.	Full mitigation in place – no further actions needed.
	War Memorial	Vandalism, Weather damage, Deterioration of Item due to age.	3	2	L	1. All assets are Insured 2. Problem reporting mechanism in place (via website or phone) 3. Periodic inspections carried out.	1. An up-to-date register of assets. 2. Inspection quarterly by Clerk/RFO, Annually by Council. – register updated 3. Councillor inspection team assigned.
	Recreation Ground and trees / shrubs / fences / gates.	Vandalism, Weather damage, Danger to use	4	3	M	1. All assets are Insured 2. Problem reporting mechanism in place (via website or phone) 3. Periodic inspections carried out. 4. Groundspeople on site on a weekly basis to maintain and troubleshoot as required 5. Trees inspected by an Arborist every 3 years	As above
	Piece of land near Vicarage	This area of land is fenced off but there is a risk of illegal access	2	2	L	1. Provide clear signage (private property and trip hazard) 2. Periodic inspections carried out. 3. Asset is insured.	As above
	Nature reserve (Brackland Rough) - Part owned by the Wildlife Trust, part owned by the Parish Council	Deterioration of walkways rendering them dangerous to use	4	4	H	1. Warning signs put in place to warn of the danger to use. 2. Asset is insured. 3. Problem reporting mechanism in place (via website or phone) 4. Periodic inspections carried out.	As above, plus Invest funds to improve the walkways and make them safe.
	Allotments – owned by the Church but managed by the	Vandalism, Weather damage.	2	2	L	1. Problem reporting mechanism in place (via website or phone) 2. Periodic inspections carried out.	1. An up-to-date register of assets. 2. Inspection quarterly by Clerk/RFO, Annually by Council. – register updated

	Parish Council						3. Councillor inspection team assigned.

Risk Area	Items	Risks	Probability	Impact	Level of Risk (L/M/H)	Management of Risk	Actions Required
Finance – relating to the scope of financial processes used by the council.	Banking and payments	Inadequate controls of Parish Council accounts and records which are maintained by the Clerk/RFO	2	4	M	1. Fidelity Guarantee Insurance in place – Sum insured £250,000. 2. Current and Business Reserve Accounts are held with Barclays. 3. Two person authorisation required for all transactions. 4. Payments approved by full council	Reserves are to be moved to a High interest account in early 2026.
	Cash	No Cash transactions take place. No Petty Cash system is maintained.	0	0	L	No cash transactions take place	Full mitigation in place – no further actions needed.
	Financial Accounts and records	Inadequate control of records	2	4	M	1. Monthly bank reconciliations are prepared by the Clerk/RFO. 2. Two signatories are required for all online and cheque payments. 3. Internal and External Audit in place.	Full mitigation in place – no further actions needed.
	Comply with VAT Regulations	Not keeping up with VAT regulations	3	3	M	1. VAT training 2. VAT Claims are made annually, calculated by Clerk/RFO	Clerk to took into Training Full mitigation in place – no further actions needed.
	Budgeting, Reserves and Precept	Budget prepared by Clerk/RFO in October for Council discussion, any alterations or changes are implemented and brought back to Council in November from this the Precept is set. The risk is that the budget does not properly represent the likely spending plans and may result in an erroneous Precept calculation.	3	4	M	1. Quarterly Management Accounts are produced and presented to full Council every month which allows progress against current year budget to be assessed. 2. Budget presented to Council in October, any alterations/ changes are implemented to come back for Council agreement in November. 3. Current reserves are less than recommended - situation is being monitored.	Current process is risk mitigated. However current reserves will continue to be monitored to steadily bring this up to the recommended level.
	Loans and	The council currently has no	4	4	H	1. This issue is currently being	Both of these mitigations

	investment	loans. It does however have over £900k in CIL reserves – This is currently in a Barclays business account earning much less interest than it potentially could. The council has no investment policy.				addressed 2. The council needs to develop a simple investment strategy for future CIL (or other) money	need to be completed as soon as possible
	Procurement	The rules around procurement are clearly defined in the Financial Regulations and should be followed at all times. There is a risk that this may not happen.	2	3	L	1. All procurement decisions are made at council meetings 2. The Clerk/RFO will do all the quotation work and present it to the council. 3. Emergency spend (eg to fix something broken that may be a danger to the public) will be authorised via email.	Full mitigation in place – no further actions needed.
	Audit	An annual internal audit is performed which looks at all the finance processes along with the Risk management controls to ensure they are robust and adhere to the Financial regulations – There is a risk that a weakness in this area is found.	2	3	L	1. Financial processes are followed at all times. 2. This risk assessment is comprehensive and highlights where actions are required to further improve the risk mitigation 3. The council has a 'Risk Team' to manage our risks and close off all Required Actions in a timely fashion.	Risk team to be put in place
	Contract management	Currently the council does not have to manage any large complex contracts. The New Pavilion presents the council with a challenge that will need to be managed over the next 2years. There is a risk that this challenge may cause some issues	4	4	H	1. The council has already appointed a Build Project Management company to manage the build project 2. The council plans to appoint a Contract project manager to manage the contract with the BPM ensuring budgets, timelines and specifications are met. 3. The council will have a Subcommittee with the authority to make day to day decisions with the CPM to avoid delays around monthly meetings 4. This Risk assessment list has a	Full mitigation in place – no further actions currently needed. This is a future risk and as the pavilion project progresses the Risk management actions will evolve.

						specific section (at the end) to take a first view on the risks for the project	

Risk Area	Items	Risks	Probability	Impact	Level of Risk (L/M/H)	Management of Risk	Actions Required
Protecting People – this section looks at risks from a people's perspective. This includes employees, contractors, visitors and the general public	**Employees –** The council currently only has 1 employee	If an employee is not fully knowledgeable of what Health and Safety means then there is an increased risk that they may carry out their work in a less safe way. If no risk assessments of the working environment are done then the employee may be exposed to increased risk of injury or harm.	2	3	L	1. Any new employee induction must include the necessary H+S training. This may be an external course, internal guidance or self-teaching. This will depend on the job role and the person's current level of expertise. 2. The council will ensure that the working environment used by the employee is fit for purpose via a risk assessment. 3. Lone working policy in place. 4. Any necessary H+S training and risk assessments should be updated annually as required.	Clerk/RFO to investigate what H+S training is available through CAPALC Currently Clerk/RFO follows 'Lone working' policy. A risk assessment will be needed for new Pavilion.
	Contractors The responsibility for H+S training lies with the Contractor or their employer. The council uses 2 types of Contractors – regular	If the contractors (whether regular or one off) do not have the required H+S knowledge then there is an increased risk that they may carry out their work in a less safe way. If the contractors have not completed the necessary documents (Safe Systems	3	4	M	1. Ensure that they have the correct level of H+S knowledge (written confirmation) before allowing any work to commence. 2. Repeat above for any change of personnel. 3. Agree the necessary Safe Systems of Work (which includes a risk assessment and method statements) required with the contractors, prior to awarding any work packages. 4. Ensure that the above are	For current Contractors (Cleaner + Groundspeople) we should: 1. Verify their H+S knowledge and advise updating if needed 2. Work with them to write the necessary Safe systems of work.

	contractors (eg toilet cleaner) and one off contractors (perhaps for some building work)	of Work which includes a risk assessment and Method statement) then there is an increased risk of an incident which may involve the general public.				satisfactorily delivered prior to any work commencing. 5. Ensure that the correct type / level of insurance is in place prior to any work commencing	
	Invited Visitors – Visitors may come to see the council for many reasons. If they visit any of the council's assets then we have a duty of care to ensure that they are kept safe.	Visitors may be unaware of any risks when visiting any of our assets (eg Nature Reserve) this may increase the risk of them coming to some harm	2	3	L	1. Ensure that any visitors are accompanied by either a councillor or the Clerk/RFO at all times. 2. Ensure that the necessary safety equipment is provided (eg Hard hats) 3. If the visit is to an asset where work is in progress (eg Pavilion) then ensure that they correctly inducted by whoever is responsible for the work in progress with regard to H+S and site safety..	The council has very few 'Invited visitors' but the process described should be followed as appropriate.
	General public – The general public are frequently using the council's assets. They often do this in an unsupervised way.	The general public may or may not have sufficient knowledge of H+S to utilise the council assets in the safest way. This may manifest itself in several ways: 1. Unsafe use of asset 2. Malicious damage 3. Trip Hazards 4. Misuse of trees / fallen trees. 5. Asset has some usage risks (eg Nature reserve)	4	4	H	1. Correct signage to inform the public of any risks or to instruct the correct behaviour must be in place 2. Every Asset must undergo periodic inspections. Problems must be recorded in the asset register and remedied. 3. On line / phone problem reporting system in place 4. Any accidents must be recorded in the accident register to help future improvement work. 5. Risk assessments to be carried out where an asset inspection reveals any serious risks to safety	1. An up-to-date register of assets. 2. Inspection quarterly by Clerk/RFO, Annually by Council. – register updated 3. Councillor inspection team
	Safeguarding Children and Adults at Risk The council does not currently need to do this	This is a complex area and there is a risk that the council would not have the expertise to do what was necessary.	2	3	L	1. One councillor has an enhanced DBS certificate 2. A safeguarding policy to define the boundaries of what we should and should not do. 3. An agreed pathway to get assistance	Safeguarding Policy needs to be written.

	but may need to in the future.					should the need arise. This pathway should be recorded in the Safeguarding policy.	

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Other Parish Council Risk Areas							
Employer Liability	Employment Law	The council has one employee and no formal Human Resources dept. There is a Risk that Employment law may change without the council being aware.	2	3	L	1. Use CAPALC,NALC and SLCC to ensure that the clerk/RFO can keep up with any changes in Employment law. 2. Ensure Clerk/RFO's Contract of Employment and Job Description are up-to-date. 3. Maintain membership of the various national and regional bodies including employee's organization. 4. Conduct an annual appraisal to include a discussion about any Employment law changes.	Full mitigation in place – no further actions needed
	HMRC tax rules and requirements	The council has one employee and no payroll dept. There is a Risk that Tax rules and HMRC requirements may change without the council being aware	2	3	L	1. The HMRC Basic Pay program is used to calculate tax / NI deductions and Net pay. This is updated regularly with any changes. 2. Use CAPALC, NALC and SLCC for advice with any changes in Tax law. 3. Clerk/RFO has completed the necessary training courses and will attend any future course required.	Full mitigation in place – no further actions needed
	Safety of Staff	On occasion the	2	4	M	1. The Clerk/RFO and/or Councillors	Full mitigation in place – no

	and Councillors when interacting with the Public	Clerk/RFO or a Councillor may need to deal with a contentious issue with a member of the Public and there is always the risk of the situation getting out of hand				should always remain calm and discuss the situation is an unbiased way. 2. Wherever possible there should be more than one Council representative present. 3. On each occasion the situation must be assessed for any risk of harm and if necessary the relevant authorities called in to deal with the situation.	further actions needed
Legal Liability	Parish Council Legal Powers and Duties (Local Government Act 1972)	There is a risk that the council may unknowingly stray beyond the boundaries of its Legal Powers and Duties	2	3	L	1. The Clerk/RFO and the councillors have attended the relevant training courses 2. The Clerk/RFO can access the Expertise of CAPALC and NALC for advice as required 3. Other Legal advice can be taken if necessary	Full mitigation in place – no further actions needed
	Council Meeting documentation (Agenda, Minutes, Financial reports Supporting reports)	There is a Risk that Meeting documentation is not to the required accuracy and legality. And that there is a Non-Compliance with statutory requirements where required.	2	3	L	1. There is a standard set of documentation for council meetings with a standard format 2. The Clerk/RFO is fully trained in the management of these documents 3. Council minutes are produced at the monthly meeting with approval gained at the following monthly meeting. 4. Planning meetings are held within the monthly Council meeting. 5. Minutes are made available via the Website, Notice Board or the Clerk/RFO (as per current data protection legislation)	Full mitigation in place – no further actions needed
	Proper Document Control Council Records on	There, currently, is no owned Council office. This results in a risk of Loss of documents through fire, damage or	3	3	M	1. Legal Documents held by Clerk/RFO, filed in a Safe in the Committee Room at Victoria Hall (used as Parish Office when required for meetings etc.). 2. Old minutes bound and stored at	Current circumstances dictate a less than optimal way of storing documents. When the new Pavilion is built there will be a

	Paper	theft.				Cambridgeshire Archives 3. Day to day papers stored at Clerks property (used as Council Office) 4. Registration with Information Commissioners Office completed annually via subscription.	permanent Council office with lockable storage.
Councillor Register of Interests	Registers of Interests and Gifts and Hospitality	Councillor's Interests, Gifts and Hospitality may change over time. There is a risk that the required paperwork not completed and hence the register is not updated.	2	3	L	1. Register of interests completed by all Councillors and held by the Clerk/RFO. 2. Councillors re-declare their interests at the start of every council meeting.	Full mitigation in place – no further actions needed
Business continuity	Data loss – electronically stored, paper stored	There is a risk that data (whether held electronically or on paper) may be lost / stolen / hacked (and misused).	2	4	M	1. There is very little parishioner data held by the council (complaints, grant applications) 2. There is some data held for councillors and the Clerk/RFO 3. All paper records are kept securely at: a. The Clerk's home b. In the safe at Victoria hall c. Cambridgeshire archives. 4. All electronic records are kept on the Clerk's Computer (and backed up on a weekly basis) 5. All policies and procedures are kept in the public domain on the website (as well as on the Clerk's computer)	Full mitigation in place – no further actions needed
	Clerk/RFO	There is a risk that the clerk may be unavailable for duty (due to illness. Injury, family commitments etc)	2	4	M	1. Regular duties are documented in a form to be used by another person. 2. One of the councillor's will perform many of the duties. 3. A temporary Clerk will assist.	Full mitigation in place – no further actions needed
	Councillors	There is a risk that one or more of the Councillors may be unavailable for their	2	2	L	1. The full council meeting needs a Quorum of 4 and there are 11 councillors 2. If the absent councillor has any	Full mitigation in place – no further actions needed

		duties.				specific duties (eg Playpark, Environmental) then these can be delegated. 3. If the Chairperson / Vice chair are absent then councillors can be temporarily elected to the positions	
	Council meeting place	If Victoria hall were unavailable then an alternative venue would be needed	2	2	L	There are a number of venues in the village that would be suitable	Full mitigation in place – no further actions needed

Risk Area	Items	Risks	Probability	Impact	Level of Risk (L/M/H)	Management of Risk	Actions Required
Pavilion project risks (post planning approval)	**Contract project manager (CPM)**	1. Appointment of contract manager is delayed. 2. Company appointed is not fit for purpose.	3	4	M	1. Use personal recommendation to help selection. 2. Speak to previous clients of favoured candidate. 3. Parish Council (PC) to draw up agreement with the CPM to include performance monitoring criteria and non-performance penalties.	Full mitigation in place – no further actions currently needed. This is a future risk set and as the pavilion project progresses the Risk management actions will evolve.
Please note that this is a draft set of risks for the project – it is expected that the CPM and the BPM will compile and manage a full risk register.	**Build project management (BPM) (Seamans)**	1. Contract for the project is delayed / not fit for purpose. 2. Build project management company are not fit for purpose.	3	4	M	1. CPM to draw up contract with BPM. To include: a. Non-performance penalties b. A set of monitoring criteria 2. CPM to report performance against agreed criteria	
	Building contractors (BC)	1. One or more of the building contractors is not fit for purpose. 2. One or more of the building contractors goes into	4 2	4 4	H M	1. BPM to manage the BCs 2. BPM contract non-performance penalties to include non-performance of a BC 3. CPM to work with BPM to ensure alternative contractors are made	

		administration.				available in a timely fashion. 4. Extended hours / weekend working to be deployed where needed (subject to budget constraints)	
	Design fit for purpose	1. The design approved by planning no longer meets our requirements 2. The approved design cannot be built within budget.	3 3	4 4	M M	1. Compromises have already been made in order to fit the budget. 2. Strict control of Design scope creep will be deployed – with the PC being the only decision maker. 3. The CPM / BPM are expected to suggest cost savings as the project progresses. 4. If significant cost / time overruns are experienced then design changes may be made – again the PC being the only decision maker.	
	Budget	1. The budget is no longer fully funded. 2. The budget is not being managed properly 3. Actual build costs to date are significantly over budget.	2 3 4	4 4 4	M M H	1. The PC will ensure that the project is fully funded. 2. If a significant over budget situation arises then one or more of the following will happen: a. Contract penalty clauses may be enacted. b. The design may be curtailed to save money. c. The overrun may be funded by the PC.	
	Timeline	1. The budgeted timeline is not set in a realistic way. 2. The timeline is not being correctly managed. 3. The actual timeline is significantly behind the budgeted timeline	3 3 4	4 4 5	M M H	1. The budgeted timeline will be jointly agreed by the PC / CPM / BPM subject to budget constraints 2. If a significant over budget situation arises then one or more of the following will happen: a. Contract penalty clauses may be enacted. b. The design may be curtailed to save money. c. The overrun may be funded by the PC.	

	Temporary facilities	The users of the current pavilions need temporary accommodation	5	3	M	1. Set up temporary accommodation agreements with the Bowls club / RBL / Victoria hall management teams	
	Ongoing operation	The operation of the new pavilion will require different arrangements for use and these are not clear.	5	3	M	1. Set up a management committee (PC and users) to agree the shape of the ongoing operation. 2. Draw up a written operations agreement	

This risk assessment to be considered by the Council at its meeting on the 30th March 2026

Signed: .....
Chair.