

**MILCOMBE PARISH COUNCIL  
GOVERNANCE AND MANAGEMENT RISK REGISTER 2026/2027**

|   | <b>Risk</b>                                     | <b>Impact</b>                                                             | <b>Likelihood</b> | <b>Severity</b> | <b>Control Action<br/>Internal Controls</b>                                                                                          | <b>Review<br/>Frequency</b> | <b>Alternative Review<br/>Trigger/Internal Audit<br/>Assurance</b> | <b>Responsible<br/>Person</b> |
|---|-------------------------------------------------|---------------------------------------------------------------------------|-------------------|-----------------|--------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|--------------------------------------------------------------------|-------------------------------|
| 1 | Lack of forward planning and budgetary controls | *Lack of direction and prioritisation<br>*Needs of those in business Plan | M                 | H               | *Business plans in operation<br>*In year budget reviews<br>*Feedback from surveys                                                    | Annually                    | Unexpected expense                                                 | Clerk                         |
| 2 | Poor reporting to Council                       | *Poor quality decision making<br>*Council becomes ill informed            | M                 | H               | *Timely and accurate financial reporting<br>*Clear instructions to staff<br>*Regular project reports                                 | Each meeting                | Matter raised at meeting                                           | Chairman                      |
| 3 | Loss of key staff                               | *Failure in budgetary controls<br>*Correspondence backlog                 | M                 | H               | *Succession Planning<br>*Clear office procedures<br>*Clear budgetary procedures<br>*Up to date job descriptions<br>*Appraisal system | Annually                    | Loss of staff member                                               | Staffing Committee            |

**MILCOMBE PARISH COUNCIL**  
**GOVERNANCE AND MANAGEMENT RISK REGISTER 2026/2027**

|   | <b>Risk</b>                                                 | <b>Impact</b>                                                                              | <b>Likelihood</b> | <b>Severity</b> | <b>Control Action<br/>Internal Controls</b>                                                                     | <b>Review<br/>Frequency</b> | <b>Alternative Review<br/>Trigger/Internal Audit<br/>Assurance</b> | <b>Responsible<br/>Person</b> |
|---|-------------------------------------------------------------|--------------------------------------------------------------------------------------------|-------------------|-----------------|-----------------------------------------------------------------------------------------------------------------|-----------------------------|--------------------------------------------------------------------|-------------------------------|
| 4 | Failure to respond to electors' wish to right of inspection | *Loss of confidence<br>*Loss of reputation                                                 | L                 | L               | *Clear Standing Orders and Operating Protocols<br>*Documented procedures to deal with enquiries from the public | Annually                    | Approach by elector to auditor                                     | Clerk                         |
| 5 | Failure to meet the requirements for Quality status         | *Status rejected<br>*Cash withheld<br>*Responsibilities reduced                            | M                 | H               | *Monitor requirements for Quality Status                                                                        | As required                 |                                                                    | Clerk                         |
| 6 | Poor document control                                       | *Information not passed on in a timely manner<br>*Deadlines missed<br>*Lack of achievement | M                 | M               | *Clear Standing Orders<br>*Clear job descriptions                                                               | Annually                    | Major incident<br>Complaints                                       | Clerk                         |

**MILCOMBE PARISH COUNCIL**  
**GOVERNANCE AND MANAGEMENT RISK REGISTER 2026/2027**

|   | <b>Risk</b>                                                                                                                                                                             | <b>Impact</b>                                                                                                      | <b>Likelihood</b> | <b>Severity</b> | <b>Control Action<br/>Internal Controls</b>              | <b>Review<br/>Frequency</b> | <b>Alternative Review<br/>Trigger/Internal Audit<br/>Assurance</b> | <b>Responsible<br/>Person</b> |
|---|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|-------------------|-----------------|----------------------------------------------------------|-----------------------------|--------------------------------------------------------------------|-------------------------------|
| 7 | Ensure Council complies with law in particular:<br>*Health and Safety<br>*Equal Opportunities<br>*Data Protection<br>*Human Rights<br>*Disability and Discrimination<br>*Employment Law | *Fines and Penalties from regulation bodies<br>*Employee action for negligence of grievance<br>*Loss of reputation | M                 | H               | *Clear Policies and procedures<br>*Regular review of law | Bi-annual                   | Following incident                                                 | Clerk                         |

|   | <b>Risk</b>                                                                                                | <b>Impact</b>                             | <b>Likelihood</b> | <b>Severity</b> | <b>Control Action<br/>Internal Controls</b>                                                                        | <b>Review<br/>Frequency</b> | <b>Alternative Review<br/>Trigger/Internal Audit<br/>Assurance</b>                | <b>Responsible<br/>Person</b> |
|---|------------------------------------------------------------------------------------------------------------|-------------------------------------------|-------------------|-----------------|--------------------------------------------------------------------------------------------------------------------|-----------------------------|-----------------------------------------------------------------------------------|-------------------------------|
| 8 | The provision of services being carried out under agency/partnership agreements with principal authorities | *Loss of reputation<br>*Poor public image | L                 | M               | *Clear statement of management responsibility for each service<br>*Regular scrutiny of performance against Targets | Annually                    | Review of adequacy of insurance cover provided by suppliers                       | Clerk                         |
| 9 | Ensuring all business activities are within legal power                                                    | *Illegal expenditure                      | L                 | H               | *Recording in the minutes the precise power under which expenditure is being                                       | Monthly                     | Review of minutes to ensure legal powers in place, recorded and correctly applied | Clerk                         |

**MILCOMBE PARISH COUNCIL  
GOVERNANCE AND MANAGEMENT RISK REGISTER 2026/2027**

|    |                                                                          |                                                                                   |   |   |                                                                                                                            |         |                                        |       |
|----|--------------------------------------------------------------------------|-----------------------------------------------------------------------------------|---|---|----------------------------------------------------------------------------------------------------------------------------|---------|----------------------------------------|-------|
|    |                                                                          |                                                                                   |   |   | approved                                                                                                                   |         |                                        |       |
| 10 | Proper, timely and accurate reporting of Council business in the Minutes | *Confusion and misunderstandings<br>*Actions not reflecting intentions of Council | M | H | *Approval by committee and Town Council<br>*Minutes properly numbered and paginated with a master copy kept in safekeeping | Monthly | Check minute numbers run consecutively | Clerk |

|    | <b>Risk</b>                                                                 | <b>Impact</b>                                                                                                | <b>Likelihood</b> | <b>Severity</b> | <b>Control Action<br/>Internal Controls</b>                           | <b>Review<br/>Frequency</b>                                                  | <b>Alternative Review<br/>Trigger/Internal Audit<br/>Assurance</b> | <b>Responsible<br/>Person</b> |
|----|-----------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|-------------------|-----------------|-----------------------------------------------------------------------|------------------------------------------------------------------------------|--------------------------------------------------------------------|-------------------------------|
| 11 | Meeting the laid down timetables when responding to consultation invitation | *Affect reputation<br>*Ineffectual involvement                                                               | L                 | L               | Documented procedures to deal with responses to consultation requests | Annually                                                                     | Consultation questions<br>Non-participation                        | Clerk                         |
| 12 | Council lacks relevant skills and commitment                                | *Council fails to achieve its purpose<br>*Decision making by-passes Council<br>*Poor value for precept money | L                 | H               | *Training for Councillors<br>*Close review of attendance              | Annually. At first intake of new Councillors especially<br><br>Every meeting | OALC training reminders                                            | Clerk/<br>Chairman            |

**MILCOMBE PARISH COUNCIL**  
**GOVERNANCE AND MANAGEMENT RISK REGISTER 2026/2027**

|    |                                                                     |                                                                                           |   |   |                                                                               |          |                                                                  |          |
|----|---------------------------------------------------------------------|-------------------------------------------------------------------------------------------|---|---|-------------------------------------------------------------------------------|----------|------------------------------------------------------------------|----------|
| 13 | Council becomes dominated by one or two individuals or cliques form | *Conflicts of interest<br>*Pursuit of personal agendas<br>*Decisions made outside Council | L | H | *Clear Standing Orders regarding conduct of meeting and Conflict of Interests | Annually | *Adverse press articles<br>*Complaints<br>*Incidents at meetings | Chairman |
|----|---------------------------------------------------------------------|-------------------------------------------------------------------------------------------|---|---|-------------------------------------------------------------------------------|----------|------------------------------------------------------------------|----------|

|    | <b>Risk</b>                                       | <b>Impact</b>                                                       | <b>Likelihood</b> | <b>Severity</b> | <b>Control Action<br/>Internal Controls</b>                                   | <b>Review<br/>Frequency</b> | <b>Alternative Review<br/>Trigger/Internal Audit<br/>Assurance</b> | <b>Responsible<br/>Person</b> |
|----|---------------------------------------------------|---------------------------------------------------------------------|-------------------|-----------------|-------------------------------------------------------------------------------|-----------------------------|--------------------------------------------------------------------|-------------------------------|
| 14 | Councillors benefiting from being on the Council  | *Affect reputation<br>*Conflicts of Interest                        | L                 | M               | *Clear Standing Orders<br>*Open system of payment                             | Annually<br>All meetings    | Adverse press articles                                             | Individual Councillor         |
| 15 | Failure to register Members' interests, gifts etc | *Member could make inappropriate gains<br>*Could affect reputations | L                 | M               | *Procedures in place for recording and monitoring Members interests and gifts |                             | Test of disclosures<br><br>Complaint about members                 | Individual Councillor         |

**MILCOMBE PARISH COUNCIL**  
**GOVERNANCE AND MANAGEMENT RISK REGISTER 2026/2027**

|    |                                               |                                                                                         |   |   |                                                                                                 |          |                     |                |
|----|-----------------------------------------------|-----------------------------------------------------------------------------------------|---|---|-------------------------------------------------------------------------------------------------|----------|---------------------|----------------|
| 16 | Lack of maintenance of Council owned property | *High cost of repair<br>*Injury to third party leading to claims<br>*Damage to property | M | H | *Building survey<br>*Stock condition survey<br>*Regular routine maintenance<br>*Insurance cover | Annually | Unexpected incident | Parish Council |
|----|-----------------------------------------------|-----------------------------------------------------------------------------------------|---|---|-------------------------------------------------------------------------------------------------|----------|---------------------|----------------|

|    | Risk                                                                                                                                                                                                                   | Impact                                                                                         | Likelihood       | Severity         | Control Action<br>Internal Controls                                                                                                                                                                                                                                                | Review Frequency | Alternative Review<br>Trigger/Internal Audit<br>Assurance                                                                                     | Responsible Person |
|----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|------------------|------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|--------------------|
| 17 | Damage or loss to Council owned property by third party or act of God<br>Insufficient protection of physical assets owned by the Council - buildings, furniture, equipment etc.<br>Legal liability as a consequence of | *High cost of repair<br>*Loss of Assets<br>*Disruption<br>*Damage to public property or person | M<br>L<br>M<br>L | L<br>M<br>M<br>H | *Insurance cover<br>*Good Fire Alarm<br>*Good Burglar Alarm<br>*Clear Staff<br>Monitoring and auditing procedures<br>*Maintain an up to date register of assets<br>*Regular maintenance arrangements for physical assets<br>*Annual review of risk and adequacy of insurance cover | Annually         | Police report or damage report<br><br>View asset register<br><br>Review of management arrangements regarding insurance cover (loss or damage) | Clerk              |

**MILCOMBE PARISH COUNCIL  
GOVERNANCE AND MANAGEMENT RISK REGISTER 2026/2027**

|  |                 |  |  |  |  |  |  |  |
|--|-----------------|--|--|--|--|--|--|--|
|  | asset ownership |  |  |  |  |  |  |  |
|--|-----------------|--|--|--|--|--|--|--|

|    | <b>Risk</b>                                                                     | <b>Impact</b>                                        | <b>Likelihood</b> | <b>Severity</b> | <b>Control Action<br/>Internal Controls</b>                                                                                                                           | <b>Review<br/>Frequency</b> | <b>Alternative Review<br/>Trigger/Internal Audit<br/>Assurance</b>                      | <b>Responsible<br/>Person</b> |
|----|---------------------------------------------------------------------------------|------------------------------------------------------|-------------------|-----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|-----------------------------------------------------------------------------------------|-------------------------------|
| 18 | Damage to third party property or individual due to Service of Amenity provided | *Claim against Council                               | L                 | L               | *Public Liability Insurance<br>*Comprehensive event planning<br>*Regular checks of facilities<br>*Ensure all amenities/facilities are maintained to appropriate level | As required                 | As reported Review of Insurance Cover<br>Review of adequacy of insurance cover provided | Clerk                         |
| 19 | Loss of cash through fraud or dishonesty                                        | *Reduction in available funds<br>*Loss of reputation | L                 | H               | *Clear financial procedures<br>*Adequate insurance cover<br>* Clerk not involved in                                                                                   | Annually<br><br>Annually    | On a Loss Review<br>Insurance Cover (fidelity guarantee)                                | Parish Council                |

**MILCOMBE PARISH COUNCIL**  
**GOVERNANCE AND MANAGEMENT RISK REGISTER 2026/2027**

|  |  |  |  |  |                    |  |  |  |
|--|--|--|--|--|--------------------|--|--|--|
|  |  |  |  |  | operation of funds |  |  |  |
|--|--|--|--|--|--------------------|--|--|--|

|    | <b>Risk</b>                                                                                                  | <b>Impact</b>                                                                                                                          | <b>Likelihood</b> | <b>Severity</b> | <b>Control Action<br/>Internal Controls</b>                                                                | <b>Review<br/>Frequency</b> | <b>Alternative Review<br/>Trigger/Internal Audit<br/>Assurance</b>                                           | <b>Responsible<br/>Person</b> |
|----|--------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|-------------------|-----------------|------------------------------------------------------------------------------------------------------------|-----------------------------|--------------------------------------------------------------------------------------------------------------|-------------------------------|
| 20 | Inadequacy of Precept<br><br>Ensuring the adequacy of the annual precept within sound budgeting arrangements | *Services not provided<br>*Lack of confidence in Council<br>*Inability to carry out functions<br>*Insufficient funds for contingencies | L                 | M               | Regular in-year budget progress reports                                                                    | Quarterly reviews           | Unexpected event ie flooding                                                                                 | Parish Council                |
| 21 | Problems due to borrowing or lending. Banking arrangements, including borrowing or lending.                  | *Failure of third party to repay loan<br>*Inability of Council to repay a loan                                                         | L                 | L               | *Include in annual budget<br>*Clear Standing Orders<br>*Prepare, adopt and adhere to codes of practice for | Quarterly reviews           | Review of internal controls in place and their documentation<br><br>Review of minutes to ensure legal powers | Parish Council                |

**MILCOMBE PARISH COUNCIL  
GOVERNANCE AND MANAGEMENT RISK REGISTER 2026/2027**

|  |                                          |  |  |  |                            |  |                   |  |
|--|------------------------------------------|--|--|--|----------------------------|--|-------------------|--|
|  | Complying with restrictions on borrowing |  |  |  | procurement and investment |  | Review of minutes |  |
|--|------------------------------------------|--|--|--|----------------------------|--|-------------------|--|

|    | <b>Risk</b>                                                                                                                                               | <b>Impact</b>                                                                                   | <b>Likelihood</b> | <b>Severity</b> | <b>Control Action<br/>Internal Controls</b>                                                                                                                                                    | <b>Review<br/>Frequency</b> | <b>Alternative Review<br/>Trigger/Internal Audit<br/>Assurance</b> | <b>Responsible<br/>Person</b> |
|----|-----------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|-------------------|-----------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|--------------------------------------------------------------------|-------------------------------|
| 22 | Failure to use grants for intended purposes<br><br>Ensuring the proper use of funds granted to local community bodies under specific powers or under s137 | *Lack of funds for project for which grant was intended<br>*Investigation into the use of funds | L                 | L               | *Clear minutes<br>*Ensure funds properly ring fenced<br>*Clear financial procedures<br>*Follow up on use<br>*Record clearly in minutes<br><br>*Maintain a separate record for s137 expenditure | Annually                    | Review of minutes                                                  | Parish Council                |
| 23 | Keeping proper financial records in accordance                                                                                                            | Inadequate financial control                                                                    |                   |                 | Regular scrutiny of financial records and proper arrangements                                                                                                                                  | Annually                    | Review of internal controls in place and their documentation       | Clerk                         |

**MILCOMBE PARISH COUNCIL  
GOVERNANCE AND MANAGEMENT RISK REGISTER 2026/2027**

|  |                             |  |   |   |                                 |  |  |  |
|--|-----------------------------|--|---|---|---------------------------------|--|--|--|
|  | with statutory requirements |  | L | H | for the approval of expenditure |  |  |  |
|--|-----------------------------|--|---|---|---------------------------------|--|--|--|

**Adopted May 2026**