



## Ashchurch Rural Parish Risk Management Policy

Last reviewed by Ashchurch Rural Parish Council on 20th January 2025  
Next review due in January 2026 or sooner if required

### Introduction

Risk management is a structured approach to managing known and perceived threats (for example, cuts at Borough and County level which may reduce local services) and also opportunities (positive risks) which may be exploited for the benefit of the Parish. It closely relates to a Council's ongoing activities and flows from regular assessment of risk, for parish councils this may be described as risk awareness & engagement.

### Strategy

Ashchurch Rural Parish Council and its Parish Clerk & Responsible Financial Officer will manage risks within Ashchurch Rural Parish on an ongoing basis by:

- identifying risks to the parish and parishioners
- developing strategies to manage, and alleviate these risks
- working in partnership with the community using its resources
- working with others outside its boundaries who share its interests and aims

### Objective

The principal objective of risk management by the parish council is to manage the certainty of its ability to deliver its governance of the parish within the expectations of the parishioners. For example, it is reasonable for parishioners to expect that the Council should take steps to represent public interest within the parish and also to ensure that public money (the precept) is spent in a responsible and transparent way.

### A Structured Approach

The Council's approach to risk management is an ongoing process, which will react to changes over time. By setting aside time each year to review its business and strategies the Council will maintain a clear view of its priorities and revisit its objectives and how they are to be managed. This will aid the identification of new risks and also changes to existing threats and opportunities.

**Risk Assessments**

When the need is identified, risk assessments may be carried out by the lead Councillor(s) with the assistance of the Clerk as required. For example, when there is new housing development in the parish, assessing new play areas for children, and their ongoing safety.

**Risk Register**

The parish council will maintain a risk register of all known threats and opportunities. This will be reviewed on a regular basis and as new threats emerge or circumstances change but will be subject to formal review at least once per year.

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ARPC - Risk Register

Last Review: 1/20/2025



No. of Risks: 18

Ref	Risk Title	Risk Causes (Due to...)	Risk Event (There is a risk of opportunity that...)	Risk Effects (Seeing to...)	Type	Status	Category	Risk Owner	Start Date	Retirement Date	Next Review Date	Current Assessment				Mitigations				Target Assessment				Fallback Actions	Fallback Owner	Basis of Estimate	Notes						
												Unlikely (1)	Cost	Impact	Recovery	Strategy	Actions	Controls	Action Owner	Action Status	Action Cost	Unlikely (1)	Cost					Impact	Recovery				
2	Training	Due to inadequate training of councillors and clerks	The Clerk and Councillors have a lack of awareness of the roles and powers of the Council	Improper conduct by the council. Invalid decisions, public loss of confidence, possible legal action.	Threat	Live	Governance	All Councillors and Clerks	5/4/2023	5/3/2027	Apr 2025	2	5	10	Treat	Councillors and Clerk to attend training	Parish Clerk to arrange training and notify the council of forthcoming opportunities for specialist training as may arise from time to time.	All Councillors and Clerks	Ongoing	£1,000.00	1	5	5							New councillors should attend training as soon as possible following their election.			
17	Community Speedwatch	Inadequate training, awareness or competence.	Speedwatch activities may not be conducted properly and safely	Members of the public may complain to the Police about poorly conducted speedwatch activities. Members may be injured or experience near-miss incidents with vehicles. Data produced by CSW events may be rejected. Members may be disqualified from taking part in future events. Reputational damage with the Police.	Threat	Live	Governance	All Councillors and Clerks	1/22/2024	5/3/2027	Apr 2025	2	4	8	Treat	Councillors intending to take part in CSW will attend training events as and when they occur.	All CSW events will have a minimum of 2 people of which a minimum of 1 will have attended the training with the Police. All members will have read and signed the Safety code of Conduct supplied under the scheme and will know their familiarity with the code annually.	All Councillors and Clerks	Ongoing		1	3	3										
18	Impact of unitary authority	Creation of unitary authority in Gloucestershire	Leading to unexpected impact on the structure or function of the parish council	Disruption to usual working practices	Threat	Draft	Governance	All Councillors and Clerks	1/20/2025	12/31/2027	Apr 2025			0																	Awaiting further information from the Borough Council		
12	Response to GDPR or FOI requests	The complex nature of the request	A timely response may not be possible within the bounds of the legislation	Non-compliance with the requirements of the legislation, incurring penalties and/or reputational damage	Threat	Live	Financial	All Councillors and Clerks	5/4/2023	5/3/2027	Jul 2025	2	5	10	Tolerate		Structured filing of information including e-mails to enable efficient retrieval of data upon demand.	All Councillors and Clerks	Ongoing		2	5	10									Likehood based on historical data. Impact based on worst case outcome of significant misadministration.	
14	Lone working	Lone working during public engagements	Councillors or clerks could be subject to aggressive behaviour, abuse or issued by disgruntled members of the public.	Psychological harm, physical injury, deterioration, mistrial of the public.	Threat	Live	Governance	All Councillors and Clerks	5/4/2023	5/3/2027	Jul 2025	2	5	10	Treat	Develop a lone working policy for approval by the council		Clerk	Ongoing		1	4	4										
15	Contractors	Contractors inadequately indemnifying ARPC in their insurance arrangements or not having appropriate insurance for the work being carried out	ARPC becomes liable for claims arising from the actions of the contractor	Legal disputes, financial impact, loss of reputation.	Threat	Live	Governance	All Councillors and Clerks	5/4/2023	5/3/2027	Jul 2025	2	5	10	Treat	Contractors will be asked to provide proof of insurance prior to the start of any work.		Clerk	Ongoing		1	4	4										
1	Decision making	The council falling below its full complement of 7 Councillors	It may not be possible to maintain a working council, especially if the number of councillors falls below 3 which is a quorum.	Leading to failure of ARPC to undertake its public duty.	Threat	Live	Governance	All Councillors and Clerks	5/4/2023	5/3/2027	Jul 2025	2	4	8	Treat	Promoting the role of the Council within the community to generate interest in local matters, refreshers, newsletters, social media and any public engagements.		All Councillors and Clerks	Ongoing		1	4	4										
3	Declaration of interest(s)	Due to inadequate management of conflicts of interest	Councillors may engage in detailing issues and voting without declaration of personal or other prejudicial interest	Leading to biased decisions that will not stand up to scrutiny or may lead to embarrassment or reputational damage at a future point	Threat	Live	Governance	All Councillors and Clerks	5/4/2023	5/3/2027	Oct 2025	2	4	8	Treat	Declarations of interest will be a standard agenda item at Council Meetings	Guidance circulated to councillors. Register of interest forms reviewed and updated at Annual Meeting	All Councillors and Clerks	Ongoing		1	4	4										
11	S106 Utilisation	Inadequate project management or inadequate management of s106 risk	S106 funds are not spent within the allocated timescales.	Recovery of S106 monies plus interest if not used for community projects. Delay of cancellation of projects due to falling through. Reputational damage due to failed projects.	Threat	Live	Financial	All Councillors and Clerks	5/4/2023	5/3/2027	Oct 2025	2	4	8	Treat	Projects will be properly planned and schedule risks understood and mitigated prior to allocation of S106 funds.	Records will be maintained showing monies & date of receipt as evidence in support of project delivery timescales.	All Councillors and Clerks	Ongoing		1	4	4										
16	Value for Money from the Precept	Public perceptions around the quality of work delivered by ARPC or its contractors	ARPC come under scrutiny with regard to appropriate spending of public money	Public criticism, loss of reputation	Threat	Live	Governance	All Councillors and Clerks	5/4/2023	5/3/2027	Oct 2025	2	4	8	Treat	The council will always consider whether spending is in the public interest, is appropriate and proportionate for the desired outcome, that contracts are awarded to appropriate suppliers and that the quality of what is delivered meets expectations.		All Councillors and Clerks	Ongoing		1	3	3										
4	Management of risk	Due to changing circumstances during the course of any particular year	Emerging threats and opportunities may not be captured in a timely manner.	Leading to poor or no mitigation of threats or missed opportunities. Council exposed to public scrutiny for negligence. Reputational damage.	Threat	Live	Governance	All Councillors and Clerks	5/4/2023	5/3/2027	Oct 2025	2	3	6	Treat	Quarterly agenda item to capture new or emerging risks and opportunities	There will be an annual review of the risk register and risk management policy.	Clerk	Ongoing		1	3	3										
6	Communication	Lack of awareness by the wider community of the risks and achievements of the Council	Limited communication may come from the community.	The council being out of touch with parishioners and unable to engage on important issues such as approval of a revised logo.	Threat	Live	Community	All Councillors and Clerks	5/4/2023	5/3/2027	Oct 2025	2	3	6	Treat	Develop social media channels and links with community interest groups in order to reach as many parishioners as possible with regular updates.	1) Maintaining the website, social media and the production of an annual newsletter as an update of Council activities. 2) Councillors are identified both in public documents and on the website, and in addition accomplishments appear in the annual newsletter and on social media.	Clerk	Ongoing		1	2	2										
7	Engagement	Lack of involvement in key areas of local community life	The community will not recognise the council as a body that can advocate on their behalf	Discontent in the community not being represented and loss of community cohesion.	Threat	Live	Community	All Councillors and Clerks	5/4/2023	5/3/2027	Jan 2026	2	3	6	Treat	Council will take proactive position on involvement in local campaigns of importance to local residents and community groups including the arrangement of public meetings to bring people together.	Council will consider whether public engagement is required on the matters that it deals with during the course of any year.	All Councillors and Clerks	Ongoing		1	2	2										
8	Resources	Lack of support within the parish at Borough and County council level due to weak relationships or lack of engagement by ARPC	There is a risk that existing infrastructure, planning services and frontline public services may become disintegrated or fall below the required standards for public welfare.	Inadequate maintenance of roads, public footpaths and other rights of way, causing safety hazards. Low quality development with inadequate supporting infrastructure. Law and order issues causing social decay.	Threat	Live	Community	All Councillors and Clerks	5/4/2023	5/3/2027	Jan 2026	2	3	6	Treat	Councillors (& Clerks) keep in close touch with officers and Councillors of TBC, GDC and Gloucestershire Constabulary by engaging with any schemes promoted by those bodies.	Ongoing liaison to continue with regular timely reporting to the council on emerging issues and plans shared by third parties.	All Councillors and Clerks	Ongoing		1	3	3										
10	Insurance	Changes in the asset base or the nature of the parish council's operations	Burns insured and/or public liability cover are inadequate	Policies being invalid or providing inadequate protection should a claim be made.	Threat	Live	Financial	All Councillors and Clerks	5/4/2023	5/3/2027	Jan 2026	2	3	6	Treat	Any changes in the asset base will consider the impact on existing insurance and what that means. Any changes in operations will consider the insurance implications as part of the risk review associated with that change.	Levels of cover to be examined annually against risk and asset registers.	Clerk	Ongoing		1	3	3										
13	CL payments	Lack of transparency with the CL process	ARPC are not aware of what funds are due and when they should arrive. CL funds used by ARPC are not transferred from TBC in full or in a timely manner	Delays to funding for ARPC services. CL funds not in support of the community.	Threat	Live	Financial	All Councillors and Clerks	5/4/2023	5/3/2027	Jan 2026	2	3	6	Treat	Establish a transparent understanding with TBC over CL allocation and when payments will be made.	(To be determined by the mitigation action)	Clerk	Ongoing		1	3	3										

ARPC - Risk Register

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												Unlikelihood (%)	Cost	Impact	Score	Strategy	Actions	Controls	Action Owner	Action Status	Action Cost	Unlikelihood (%)	Cost	Impact					Score		
5	Acquisition of land for public use	incoming funds from S106	Opportunity to acquire land for public use	Growth of ARPC assets, increase in public amenity, protection of green spaces in the parish, protection of local residents.	Opportunity	Live	Community	All Councillors and Clerks	5/4/2023	5/3/2027	Jan 2026				0	Exploit	Collaborate with TBC S106 officer to identify forthcoming S106 lands that would support this opportunity. Identify possible land for strategic purchase.			All Councillors and Clerks	Ongoing										
9	Acquisition of green spaces within new developments	Large scale development within the parish	Opportunity to acquire the land allocated for PCS and to manage that land instead of a management company.	Professional management of the PCS with transparent allocation of funding. New communities feel supported.	Opportunity	Live	Community	All Councillors and Clerks	5/4/2023	5/3/2027	Jan 2026				0	Exploit	Early engagement with developers to develop this opportunity on behalf of the new residents.			All Councillors and Clerks	Ongoing										

# Likelihood and Impact Scales

## Likelihood Scales

Likelihood			
Scale	Description	Lowest Value (%)	Rating
<b>VL</b>	Remote (<=5%)	1	1
<b>L</b>	Unlikely (6% - 25%)	6	2
<b>M</b>	Possible (26% - 50%)	26	3
<b>H</b>	Likely (51% - 75%)	51	4
<b>VH</b>	Highly likely (>75%)	76	5

## Impact Scales

Impact		
Scale	Quality	Rating
<b>VL</b>	Insignificant impact on achieving objectives	1
<b>L</b>	Minor impact in achieving objectives or failure to meet minor conformance criteria	2
<b>M</b>	Moderate impact in achieving objectives or failure to meet conformance criteria	3
<b>H</b>	Major impact in achieving objectives or significant shortfalls in meeting conformance criteria	4
<b>VH</b>	Severe impact in achieving objectives - unacceptable failure in meeting conformance criteria	5

# Likelihood Impact Grid (used to produce a Risk Score)

		Impact									
		VL	L	M	H	VH	VH	H	M	L	VL
Likelihood	VH	5	10	15	20	25	-25	-20	-15	-10	-5
	H	4	8	12	16	20	-20	-16	-12	-8	-4
	M	3	6	9	12	15	-15	-12	-9	-6	-3
	L	2	4	6	8	10	-10	-8	-6	-4	-2
	VL	1	2	3	4	5	-5	-4	-3	-2	-1
<b>Threats</b>						<b>Opportunities</b>					

## Field Lists

Risk Type	
Threat	A risk that has a negative impact on the achievement of project objectives
Opportunity	A risk that has a positive impact on the achievement of project objectives

  

Risk Status	
Draft	A risk that is still being develop and requires approval, typically these risks are not ready for presentation or inclusion in bids/gold packs.
Live	A risk that is fully populated and remains relevant and credible.
Retired - Expired	A risk that has passed and is no longer a threat/opportunity to the project.
Retired - Mitigated	A risk that has been fully mitigated and is no longer a threat/opportunity to the project.
Retired - Rejected	A risk that following review has been removed from the risk register (e.g. it is not credible, it double counts another risk etc).
Retired - Occurred	A risk that has now impacted.

  

Treatment Strategies (Threats)	
Treat	Take steps to reduce the likelihood of the threat occurring or its potential impact.
Tolerate	Tolerate the risk but take no further steps to treat it at the present time.
Transfer	Transfer or share the risk with a third party (supplier, customer, insurer).
Terminate	Take steps to eliminate the cause of the risk so it no longer exists.

  

Treatment Strategies (Opportunities)	
Enhance	Take steps to increase the likelihood of the opportunity occurring or its potential impact.
Exploit	Take steps to address the causes of the opportunity to ensure it will occur.
Share	Share the benefits of the opportunity with a third party.
Monitor	Take no further action to realise the opportunity at the current time.

  

Categories	
Governance	Process, decision making, competence etc.
Community	Risks with a direct impact on the community and/or parishioners.
Financial	Risks relating to financial processes and funding