

## Liskeard Town Council

### FINANCIAL RISK ASSESSMENT – APRIL 2026

AREA	RISK(S) IDENTIFIED	RISK LEVEL	POTENTIAL IMPACT	MANAGEMENT / CONTROL OF RISK	REVIEW / ACTION REQUIRED
<b>Finance</b>					
Banking	Failure of Bank	Low	High	Arrangements with HSBC and Lloyds. Deposit with Cornwall Council Fidelity Guarantee Insurance cover of £1,200,000 (recommended amount total reserves plus 50% precept) Reserves Policy	Review annually  NB – the council is not covered by the FSCS
Investments	The Town Council does not have any investments at present			Treasury Management Strategy in place to guide future activity.	
Borrowings	The Town Council does not have any borrowings at present.			Treasury Management Strategy in place to guide future activity.	
Adequacy of Precept	Precept amount inadequate.	Low	High	Budget and Precept requirements considered by committees and agreed by Council by 31 January.	Maintain existing procedures.
	Requirement not submitted in time	Low	High	The precept deadline is noted and complied with by the RFO. Reminders sent by CC.	
	Unexpected/unbudgeted expenditure e.g. emergency repairs	Medium	High	Committee budgets reported and monitored at each meeting. Prudent level of general reserves maintained in line with the Reserves Policy	

Rental Income	<p>Failure of tenants / hirers to settle invoices</p> <p>Unexpected loss of income</p> <p>Inadequate charges</p>	Medium	Medium	<p>Regular review of debtors and chasing of outstanding invoices as per Credit Management Policy and Procedures.</p> <p>Aged debtors reported regularly to Council for monitoring.</p> <p>Annual review of hiring fees and allotment charges.</p> <p>Valid leases in place for all Guildhall units and reviewed in line with the agreement.</p>	Maintain existing procedures.
Grant funded projects	<p>Non receipt of funding after expenditure incurred e.g. ineligible expenditure incurred, failure to provide required audit trail of expenditure, failure to deliver outcomes, failure to submit claim before expiry of the funding.</p> <p>Clawback of funding e.g. non compliance with grant offer letter or failure to deliver outcomes or within required timescales</p> <p>Additional expenditure incurred not covered by project funding</p>	Medium	High	<p>Legal advice obtained before entering into complex funding agreements</p> <p>Project plan completed for all new projects</p> <p>Large projects/contracts managed by working group or management board for closer monitoring</p> <p>Large projects suitably risk assessed for delivery and ongoing potential liabilities</p> <p>Employment of internal or external project manager.</p> <p>RFO/project manager aware of eligibility criteria for expenditure</p> <p>Town Clerk/RFO/project manager aware of all conditions related to grant funding</p> <p>Purchase order numbers designated when issued.</p> <p>Income and expenditure processed through separate cost centres/nominal codes for tracking</p> <p>Regular reviews with funders to ensure project on track and compliant</p> <p>Regular reviews with contractors to ensure the works are being completed satisfactorily within the timeline.</p>	Maintain existing procedures.
Financial Controls and Records	Inadequate or inaccurate records leading to financial irregularities.	Medium	Medium	<p>Financial Regulations reviewed annually.</p> <p>Internal and external audit undertaken, and reports considered by Council, with recommendations prioritised for action</p>	Maintain existing procedures.

	Errors in record keeping. Falsification of records.			Programme of internal checks and controls carried out by Councillors. Separation of duties – invoicing, receipt of payments and banking separated from account recording and bank reconciliation – different members of staff have responsibility for these functions. Bespoke Rialtas Omega accounting software used, with support package RFO checks monthly budget reports	
Petty Cash	Payments not accounted for. Loss through theft or dishonesty.	Low	Low	Maximum holding £300 Reconciled monthly All payments supported by receipts and signed authorisation	Maintain existing procedures.
Cash	Loss through theft or dishonesty.	Low	Medium	Cash reconciled and banked weekly. Unbanked cash locked in safe. Low value and level of cash transactions. TIC cash reconciled and banked monthly – with records sent to Accounts Clerk – maximum £500 limit Museum donations reconciled and banked monthly	Maintain existing procedures.
Bank Reconciliations	Inadequate checks Bank errors	Low	Medium	Bank reconciliations completed monthly on all accounts, by the account's clerk and checked by the RFO. Regular verification check carried out by non-signatory Councillor.	Maintain existing procedures.
Payments	Goods not supplied but invoiced. Invoices incorrect Invoices unpaid (penalty charges)	Medium	Medium	All invoices checked against original order and receipt of goods/services, and then checked and initialled for accuracy by RFO. List of payments presented to Council monthly for authorisation. 2 signatures on all cheques and stubs initialled to confirm payee and name on stub match. All bacs payments printed to confirm sort code and account number – dual authorisation system in place from April 2023 Clear audit trail of all expenditure. Invoice due dates checked on receipt	Maintain existing procedures.

Approval of Expenditure	Unauthorised purchases Fraud	Low	Medium	All payment orders authorised by Council as per Financial Regulations. Whistleblowing Policy	Maintain existing procedures.
Cheque Books	Loss of cheques Fraudulent use	Low	Medium	Cheque books held securely No blank cheques signed	Maintain existing procedures.
Debit Card	Loss / theft  Fraudulent use	Low	Low	Card retained in safe Used only for online/telephone payments Only card held on separate number 2 account with maximum balance £2,000 Use of card authorised by Town Clerk Details included in list of payments presented to Council	
Salaries	Incorrect payments to staff     Loss of key staff / skills	Low	Medium	Sage 50 Payroll calculates wages monthly. Details input by accounts clerk and checked by RFO before payments processed. Sage Payroll support available Regular training Subject to internal audit Salary spinal points and hours worked confirmed annually by Council, and subject to internal control check by a Councillor.  Business Continuity Plan in place for long term / permanent loss of key staff / skills	Maintain existing procedures.     Complete procedures manuals for all job roles
Annual Governance & Accountability Return	Not submitted on time Incorrectly completed	Medium	Low	RFO aware of date. Reminders sent	Maintain existing procedures.
<b>Assets</b>					
Security of buildings / property	Vandalism, fire, flood, leaks, weather and accidental damage	Medium	High	Buildings and property insured and reviewed annually (see Insurance section below) Fire and intruder alarms with automatic response for some buildings but not all. Fire alarm checked weekly and serviced every 6 months. PH Fire alarm upgraded and extended to L2 summer 2018. PH main exit route protected with new fire doors throughout that area.	Maintain existing procedures.

				<p>Guildhall Fire Alarm upgraded to L3 summer 2018. New fire doors installed 2020.</p> <p>Foresters Hall dual com alarm connections upgraded 2021.</p> <p>Annual fire risk assessment carried out by a suitably qualified and competent contractor for all 3 buildings.</p> <p>Fire extinguishers inspected annually.</p> <p>Buildings secured outside working hours</p> <p>CCTV coverage at Public Hall and Foresters Hall</p> <p>At least weekly checks conducted of remote locations e.g. parks, toilets, allotments</p> <p>Utility meters read monthly.</p> <p>Business Continuity Plan in place if alternative premises required to maintain services.</p>	
Maintenance of buildings / property	Inadequate maintenance of buildings, vandalism	Medium	Medium	<p>Facilities manager ensures maintenance completed in a timely manner and to a good standard.</p> <p>Plant and machinery serviced and tested in compliance with regulations</p> <p>All buildings inhabited or regularly inspected.</p> <p>Capital provision made for large scale maintenance / renovation</p> <p>Asset register regularly reviewed and updated.</p> <p>Regular schedules for cleaning and checking gutters, flat roofs, etc in line with insurance requirements</p>	<p>Maintain existing procedures.</p> <p>*Add column to asset register for condition and longevity of asset</p>
Security of valuables (silver and regalia)	Loss, theft or damage	Medium	High	<p>Silver stored in dual control safe compliant with requirements of insurance company. Separate key and combination holders. Only withdrawn for civic occasions. New insurance valuation obtained 2025/26.</p> <p>Regalia stored in safe and immediately returned after use. Custom made storage boxes used to prevent damage. Regalia policy in place regulating use.</p> <p>Insurance in place and indexed.</p>	<p>Maintain existing procedures.</p> <p>Revalue 10 yearly</p>

<b>Legal Liabilities</b>					
Ensuring the Council acts within its legal powers	Ultra Vires Acts incurring financial liability	Low	High	Town Clerk and RFO & Deputy Town Clerk are CiLCA qualified General Power of Competence in place and renewed at each new Council term as required. Use of advice from NALC/CALC and SLCC Members follow the Code of Conduct and regular training in place Scheme of Delegation / Terms of Reference in place to delegate matters to committees Standing orders regularly reviewed External professional legal advice obtained where required	Maintain existing procedures.
Insurance	Inadequate cover or over insurance increasing costs unnecessarily. Areas not covered Policy lapsed	Low	High	Review of insurance with brokers annually and upon taking up new assets, responsibilities, museum loans, etc Building reinstatement cost assessment undertaken December 2023 and cover updated as recommended.	Maintain existing procedures.
Compliance with Employment Law	Acts outside the Employment Law could lead to financial liability	Low	High	Contract with professional HR advisers and insurers Worknest Approval of employment matters by Council Up to date contracts for all staff Employee handbook with up to date policies – reviewed annually with contract templates.	Under constant review
Compliance with HMRC and Pensions Regulator requirements.	Payments missed.  Quarterly VAT returns inaccurate or submitted late.  Pension enrolment rules not followed  Pension returns not made in a timely manner leading to fines from the regulator	Low	High	Sage Payroll system calculates HMRC and pension deductions VAT returns processed within Rialtas and MTD enabled. Specialist advice obtained where necessary e.g. VAT Pension provision via LGPS Cornwall Council Pension Services includes support. Returns transmitted electronically via iConnect Subject to internal audit Pension 3 yearly restaging dates diarised, and reminders received from the regulator	Maintain existing procedures.

Health and Safety of Staff, Visitors and Contractors	Liability incurred if Council found to be at fault.	Medium	High	<p>Regular training</p> <p>Council has Health and Safety policy and employs consultants Worknest, who offer annual review and support to ensure procedures are up to date.</p> <p>Risk assessments in place for all property and processes and regularly reviewed</p> <p>Appropriate levels of Public Liability and Employers Liability insurance (recommended £10m)</p> <p>Lone working minimised and managed</p> <p>Appropriate PPE issued with instructions for use</p> <p>Appropriate training given to staff</p> <p>Staff Training and Development Policy</p> <p>Training log maintained</p> <p>Staff training needs reviewed at annual appraisal and training plans set up</p> <p>Event Management Plans and risk assessments completed for local events</p> <p>Trained first aiders</p> <p>Accident records kept and reported where necessary</p> <p>Annual Display Screen Equipment reviews undertaken</p> <p>Contract out grass cutting, weed control, footpath maintenance where council does not have suitably qualified staff to undertake these functions.</p>	All risk assessments reviewed annually.
Legal liability as a consequence of asset ownership	Injury caused through fault with asset or incorrect training in operation.	Low	High	<p>Buildings and other assets inspected regularly by staff for faults.</p> <p>PAT tests carried out annually – last done Sept 2025</p> <p>Appropriate training given and logged</p> <p>Public liability insurance in place (recommended £10m)</p> <p>Staff trained to undertake RoSPA Routine Play Park Inspections</p>	Under constant review

				Annual RoSPA inspection carried out in April for all play equipment owned and managed by the Town Council.	
Computer records	Reliability of system Loss of data through system error or theft Corruption of data from viruses or hacking Loss of data through damage to hardware	Low	High	Back up to the cloud External IT contractor provides support, backups, security, virus protection, advice etc All computers and accounts/payroll software password protected and regularly updated Cyber insurance held	Maintain existing procedures.
Tendering process	Procedures not followed for significant contracts Best value not achieved Fraud	Low	Medium	Standing Orders and Financial Regulations correctly followed Procurement procedures in place and staff have received training Contracts reviewed annually/at expiry	Maintain existing procedures.
Register of Members' Interests	Not maintained in accordance with Code of Practice	Low	Low	Up to date Code of Conduct adopted by Council. Councillors encouraged to attend training Register of interests filed with Cornwall Council. Declaration on all agendas that Interests are up to date Gift / hospitality register held	Maintain existing procedures.
Proper document control	Documents unaccounted for  No proof of documents received	Low	Low	Filing system established and updated (paper and electronic) Data Protection Act requirements in place to comply with GDPR Registered with ICO Documents date stamped on receipt and actioned by staff Communications Policy in place Data retention policy in place Councillors' mail available for collection	Maintain existing procedures.
Internal Financial Controls and Internal Audit	Proper financial controls not maintained.  True financial position not known	Low	High	Financial Regulations in place and updated regularly Regular reports to all committees and Council for budget monitoring Councillors encouraged to undertake financial training	Maintain existing procedures.

				Balances reported regularly to Council RFO holds SLCC Principles of Internal Auditing Local Councils qualification.	
<b>Administration</b>					
Reports and records	Improper and untimely reporting of meetings via the minutes	Low	Low	Council meets monthly to receive and approve the minutes of meetings held in the interim. Statutory notice given of all meetings and agendas properly advertised Minutes are made available to the press and public via the Council website.	Maintain existing procedures.

First adopted by the Finance & General Purposes Committee 17 January 2017

Reviewed April 2018

Reviewed internally January 2019

Reviewed by Council 28 July 2020

Reviewed by Council 27 April 2021

Reviewed by Council 7 June 2022

Reviewed by Council 25 April 2023

Reviewed by Council 30 April 2024

Reviewed by Council 15 April 2025

Reviewed by Council 28 April 2026

Review due April 2027