

Appendix 3: Final Accounts 2025/26 Risk Register

ID	Date Opened	Status	Service Area	Risk Type	Risk Owner	Event (description of risk)	Consequences of Event occurring	Existing Mitigation	Existing Assurances	Score with Existing Mitigation			Risk Option Chosen	Planned Mitigation (if any)			Score with Planned Mitigation	Contingency (should the Event actually occur)	Due Date for next Review	Actual Date of last Review or Date Closed	Comments		
										Likelihood 1 Minor 2 Moderate 3 High	Impact 1 Minor 2 Moderate 3 High	Calculated Risk Severity		Action	Lead	Due Date						Likelihood 1 Minor 2 Moderate 3 High	Impact 1 Minor 2 Moderate 3 High
1	05/11/2016	Open	Financial Control	Internal Financial Systems and Funding Risks	Sue Leversedge	External auditor will detect a material mis-statement in the accounts.	Could impact on the financial health of the Council and reputation of Financial Services.	Regular review of GL transactions against reconciliations and working papers. Checking systems throughout the year are in place. Deputy S151 does a final review.	Senior officers review reconciliations and working papers.	1	2	1	Accept risk as is	no further actions identified.	Sue Leversedge		1	2	2	Amend the financial statements and report to members.	#####	18/11/2025	
2	05/11/2016	Open	Financial Control	Internal Governance - Risks around Non-Compliance re: Technical accounting	Sue Leversedge	The correct accounting treatment has not been followed due to omission, error in interpretation.	Could lead to material misstatement and impact on the financial health of the Council and reputation of Financial Services.	Updated procedures, up to date technical reference library, attendance at external briefings, learning & development framework.	Internal audit reports. Final accounts working papers signed off by senior officer. Working papers are subject to second review by different senior officer.	2	2	4	Mitigate risk (reduce)	QA on all working papers undertaken by expert.	Sue Leversedge		1	2	2	Amend the GL entries and financial statements.	#####	18/11/2025	continuous improvement process
3	05/11/2016	Open	Systems	Internal Financial Systems and Funding Risks	Sue Leversedge	Errors are made in year end procedure for closing financial system.	Could lead to late production of accounts, impact on the reputation of Financial Services and possible additional costs.	Technology One closedown timetable and documented procedures.	Written procedure notes.	2	1	2	Accept risk as is	Balance Sheet Review to December. Regular checking of control account balances over year end period to ensure no further movement after closing system.	Sue Leversedge		1	1	1	Restore Technology One and re-process data with IT support.	#####	18/11/2025	
4	05/11/2016	Open	Financial Control	Risks around Employment and People	Sue Leversedge	Team members do not comply or are unable to comply with the timetable.	Could lead to late production of accounts, impact on the reputation of Financial Services and the Council and possible additional costs.	Final accounts closedown timetable that is clearer to follow and devolved responsibilities. Training delivered annually as part of closedown process.	Flexi rules suspended, 1-2-1 meetings with PBC owners, support and learning, procedures built into working papers, code guidance.	2	2	4	Mitigate risk (reduce)	More support for officers in time management, improve communication over the closedown plan. Expectation that additional hours will be required to manage workload during this period.	Sue Leversedge		1	2	2	reprioritise work, bring in weekend working if necessary and external resources.	#####	18/11/2025	
5	05/11/2016	Open	Financial Control	Risks around Employment and People	Sue Leversedge	Team members leave or are ill, together with in-experienced team members taking on new roles.	Could lead to late production of accounts, impact on the reputation of Financial Services and the Council and possible additional costs.	Procedure notes for main areas.	Procedures built into working papers. Earlier preparation, so QA in January, flexible working.	2	2	4	Mitigate risk (reduce)	Work with PBC owners to identify issues. Mentor new officers and provide training where necessary to ensure all work areas have sufficient cover so that no one officer has the sole knowledge.	Sue Leversedge		1	2	2	reprioritise work, bring in overtime - external resources.	#####	18/11/2025	
6	05/11/2016	Open	Financial Control	Risks around Employment and People	Sue Leversedge	Team members do not provide adequate working papers.	Could lead to additional audit costs by delaying time for completion.	standard template in place.	Two senior officer signs off working papers. PBC owner reviews.	2	2	4	Mitigate risk (reduce)	All WP's include instructions. Officers responsible for checking against the Code. QA twice.	Sue Leversedge		1	2	2	Rework any deficient WP's.	#####	18/11/2025	continuous improvement process
7	05/11/2016	Open	Systems	Internal Financial Systems and Funding Risks	Sue Leversedge	There are issues with the asset register.	Could lead to material misstatement and impact on the financial health of the Council and reputation of Financial Services	Capital closedown procedure notes in place. Principal Accountant supported by the Corporate Finance Team Manager understand capital and year end requirements.	Principal Accountant oversees the work area. Team Manager Review.	2	2	4	Mitigate risk (reduce)	Support to be provided to Corporate Principal Accountant if necessary. Capital closedown work to be reviewed by senior officer. New capital WP's templates set up.	Sue Leversedge		1	2	2	re-work asset figures and transactions.	#####	18/11/2025	continuous improvement process
8	05/11/2016	Open	Financial Control	Operational Service Delivery Risks	Sue Leversedge	Not providing audit with correct information in a timely manner.	Could lead to additional audit costs by delaying time for completion.	New protocol established including WP's to meet PBC requirements.	Regular liaison with audit.	2	2	4	Mitigate risk (reduce)	Regular meeting with Audit Lead. Working Papers QA twice.	Sue Leversedge		1	1	1		#####	18/11/2025	continuous improvement process
9	05/11/2016	Open	Financial Control	Internal Financial Systems and Funding Risks	Sue Leversedge	Ensuring all accounts are reconciled where there are system related imbalances.	Could lead to additional audit costs by delaying time for completion.	policies established including balance sheet recs.	Monitored by senior officer and at monthly team meeting.	1	2	2	Accept risk as is	no further actions identified.	Sue Leversedge		1	2	2		#####	18/11/2025	
10	05/11/2016	Open	Financial Statement	Client Risk managed by Financial Services	Sue Leversedge	Service managers do not comply with closedown timetable or provide adequate information.	Could lead to additional audit costs by delaying time for completion.	Training and Briefings. Meetings with Key Stakeholders.	No issues in prior years.	1	1	1	Mitigate risk (reduce)	regular liaison, no previous year issues.	Business Partners		1	1	1		#####	18/11/2025	
11	05/11/2016	Open	Financial Statement	Client Risk managed by Financial Services	Sue Leversedge	Elected members do not return related party questionnaires.	Could lead to additional audit costs by delaying time for completion.	liaise with key members.	Monitoring and reminders issued. Members who leave during year now complete a return as part of exit process.	3	1	3	Mitigate risk (reduce)	Engage the support of the Chair/Vice Chair of G&A. Early liaison with S151 and member services. Capture disclosures from any member/officer leaving during the year.	Sue Leversedge		1	1	1		#####	18/11/2025	
12	05/11/2016	Open	Financial Statement	Client Risk and Financial Services Risk	Sue Leversedge	Material Misstatement due to Fraud.	Could lead to material misstatement and impact on the financial health of the Council and reputation of Financial Services.	Systems of internal control including internal audit.	Audit reports monitored by Senior managers and CMT.	1	3	3	Mitigate risk (reduce)	Regular budget and reconciliation monitoring, internal controls incl authorisations and separation of duties.	Sue Leversedge		1	1	1	Amend the financial statements.	#####	18/11/2025	
13	07/06/2017	Open	Financial Statement	Client Risk managed by Financial Services	Sue Leversedge	Subsidiaries/other companies do not provide the data needed for group accounting.	Not issuing the Statement for publication by 30/06/2026.	Liaison with key officers. Financial services control accounting.	Minimal and no issues last year. Group accounts not material.	2	2	4	Mitigate risk (reduce)	Plan with external accounts when statement of accounts to be completed by and if they require auditing.	Sue Leversedge		1	2	2		#####	18/11/2025	
14	05/11/2016	Open	Financial Statement	Statutory Deadline exceeded	Peter Davy	Not issuing the Statement for publication by 30/06/2026.	Reputation, more items identified for amendment on Audit. ISA 260 recommendations, material misstatements if estimates to be used more.	Prior years working towards earlier closedown, successfully achieved.	Tighter timetable monitoring, ownership of tasks, any issues picked up on audit are amended.	1	3	3	Mitigate risk (reduce)	Work closer with Auditor, agreement of estimates and process and PBC list, deal with issues as they come along. Appoint agency support and or additional working hours.	Sue Leversedge		1	2	2	Communicate with Auditor and Members as national publication for those authorities which do not achieve deadline - reputational risk.	#####	18/11/2025	
15	14/11/2019	Closed	Financial Statement	Client Risk managed by Financial Services	Sue Leversedge	Impact from Brexit.	A lessening in the material change to the valuation of property at the 31/03/2026, with particular reference to those assets valued on the Direct Replaceable Cost (DRC method). A lessening in the material change to the valuation of the Pension Fund due to fluctuations in equities and so forth.	Liaison with key officers, external valuers Wilks, Head and Eve and Pension Fund Administrators Lincolnshire County Council and Actuary. Financial Services control accounting.	The uncertainty of the effects of Brexit have reduced with the passing of time.	2	2	4	Mitigate risk (reduce)	Work closely with Auditor and External Valuers to agree the level of assurance and evidence required for Property valuations. Close the accounts using the Pension Estimate report and make the relevant accounting adjustments, then obtain an actual report in May to compare for material change. If a material change is deemed to of occurred the relevant accounting amendments will be made prior to the publication of the draft financial statements 30/06/2026.	Sue Leversedge		1	2	2	Additional funds to be set aside to mitigate financial risk of capital loss on sale of assets. Higher contributions to pension fund over the long term.	#####	09/12/2025	Discussion with P Davy no longer view this as an ongoing risk requiring mitigation
16	09/12/2025	Open	Financial Statement	Client Risk managed by Financial Services	Sue Leversedge	Impact of Proposed Local Government Reform.	Risk around medium and longer term decision making - particularly around contracts and use of Council Reserves. Additional costs associated with reorganisation and potential of asset transfers to Town and Parish Councils.	Liaison with key officers involved in Local Government Reform and relationship building with Key Stakeholders. Financial Services control accounting.	Strong governance and rigorous financial planning to avoid budget overruns.	2	2	4	Mitigate risk (reduce)	no further actions identified at this point	Sue Leversedge		2	2	4	Additional funds to be set aside to mitigate financial risks.		09/12/2025	

17	30/03/2026	Open	Financial Statement	Client Risk managed by Financial Services	Sue Leversedge	Impact of utilisation of Indexation for valuations	Risk around obtaining suitable indexes (taking into account market instability) in a timely manner taking to be able to closedown capital and produce financial statements.	Liaison with key officers involved in valuations and liaison with External Valuers Wilks Head and Eve.	Early preparation of working papers and key information sent to valuers in February. Confirmation of key timetable dates.	2	2	4	Mitigate risk (reduce)	More support for officers from senior staff. Expectation that additional hours will be required to manage workload during this period.	Sue Leversedge		2	2	4	reprioritise work, bring in weekend working if necessary and external resources.		30/03/2026	
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