



## **RISK MANAGEMENT STRATEGY 2025-2026**

### **1. INTRODUCTION**

1.1 This document forms the Council's Risk Management Strategy. The objectives of the strategy are to:

- Develop risk management and raise its profile within the Council
- Manage risk in accordance with best practice
- Anticipate and respond to changing social, environmental and legislative requirements

### **2. POLICY STATEMENT**

2.1 Risk management is the process that is used by the Parish Council to address the risks associated with an event or action which will adversely affect its ability to achieve its objectives to deliver high quality public services. Failure to manage risks effectively can be expensive in terms of litigation and reputation, the ability to achieve desired targets and, eventually, on the local community's council tax bills. The Council is aware that some risks can never be eliminated fully, and it has in place a strategy that provides a structured, systematic and focused approach to managing risk. The emphasis should always be on eliminating or reducing the risk before costly steps to transfer risk to another party are considered.

### **3. IMPLEMENTING THE RISK MANAGEMENT STRATEGY**

3.1 Risk Control – is the process of taking action to minimise the likelihood of the risk occurring and/or reducing the severity of the consequences should it occur.

Methods used will include:

- Elimination – circumstances from which a risk arises are removed so the risk no longer exists
- Reduction – control measures are implemented to reduce the impact/likelihood of the risk
- Transfer – the financial impact is passed to others
- Sharing – the risk is shared with another party
- Insuring – insure against some or all of the risk to mitigate financial impact
- Acceptance – documenting a conscious decision after assessment of areas where Council accepts or tolerates the risk ongoing reviews as detailed under future monitoring risk monitoring – the risk management process must be monitored and reviewed on a regular basis to ensure that any changes to the nature of any risk has been taken into account and the risk control procedures adapted accordingly.

Risk Management System – is the process by which risk will be managed:



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- Risk Identification – informed decisions can only be taken by the Council if it has identified and understood the hazards and risks facing the policies and decisions it has undertaken. Risks will be identified in the annual risk assessment carried out in February / March of each year.
- Risk Analysis – once risks have been identified, analysis should be undertaken as to the potential frequency of the risk and its consequences. If a risk is seen to be unacceptable then steps should be taken to ensure that the risk is controlled or a response it taken to the risk.
- Risk Prioritisation – an assessment should be made of the impact and likelihood of risks occurring and prioritised as low, medium or high.

## 4. ROLES AND RESPONSIBILITIES

4.1 Risk management is seen as a key part of the Council's role which will include:

- Establishing clear roles, responsibilities and reporting lines within the council for risk management
- Providing opportunities for shared learning on risk management across the council
- Providing risk management training and awareness sessions
- Incorporating risk management considerations into the Council's management processes
- Effective communication with, and the active involvement of, employees
- Monitoring arrangements on an on-going basis

Ensure that internal audit provides a scrutiny role to provide independent assurance to the Council that the necessary risk management systems are in place and all significant risks are being managed effectively.

- Ensure that feedback from internal and external audits are fed into the Council's risk management strategy
- Ensure that the Council reviews legal guidance published by NALC, on all matters relating to governance and accountability

Ensure that Council is aware and trained to take effective action on the requirement under the General Data Protection Regulations 2018 on the documents needed to be kept in order to show that the Council is complying with the legislation.

- Ensure that the Parish Council annually reviews the Risk Management Strategy

## 5. RISK IDENTIFICATION AND CONTROLS

### Areas where Insurance can help manage risk.

Insurance cover for risk is the most common approach to certain types of inherent risk:

- Protection of physical assets: All physical assets are insured.
- Public Liability: The Council has a Public Liability Insurance of £15,000,000. It has also personal accident liability cover for employees, members and volunteers under the above policy.



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- Employers Liability: The Council is insured to £10,000,000.
- Loss of cash: Insured to the sum of £ 5,000.
- Fidelity guarantee: Insured to the sum of £ 2,000,000.
- Libel and Slander: Insured to the sum of £ 500,000.
- Office equipment: Insured to the value of £88,735.72.
- Personal accident: Insured to standard contingencies.
- Cyber Insurance: Liability Limit £500,000

### Internal Controls

- (a) Maintain an up-to-date register of Assets and Investments: The Asset Register is reviewed annually by the Clerk and Council Members receive a regularly updated list.
- (b) Regular maintenance for physical assets: Physical assets owned by the Council, including its land and buildings, are monitored by and the Council's Assets & Services Committee, maintained by Council staff and/or contracted third parties as appropriate.
- (c) Annual Review of risk and the adequacy and robustness of insurance cover: The Clerk reviews the insurance cover annually, and updates cover as required. Council carries out an annual review of the adequacy of its insurance arrangements.

### Internal Audit Assurance

(a) Review of internal controls in place and their documentation: Internal controls are reviewed as necessary by the Clerk, and the Independent Internal Auditor. All Audit Reports and recommendations are submitted to Council. Council reviews the effectiveness of its audit arrangements on an annual basis.

### Areas where there may be scope to work with others to help manage risk.

#### Risk Identification

- Security for vulnerable buildings, amenities or equipment: The Council's office and equipment is insured and Council equipment secure.
- Banking Services: Reviewed not less than every 4 years by Council. Council processes payments electronically where possible and the Clerk/ RFO are delegated the authority to effect such payments, subject to Council's authorised signatories confirming the accuracy of these payments by authorising all relevant invoices and payment schedules via electronic means. All cheques require two Councillor signatures. Council reviews all payments. Authority delegated to Clerk to transfer between accounts. Regular reports (income/expenditure/budget and bank reconciliation) made to Parish Council.
- Professional services, contractors etc.: The Council endeavours to ensure that wherever possible it has the opportunity to select (from several) providers of any professional service it requires.

### Internal Controls

- Standing Orders and Financial Regulations dealing with the award of contracts for services or purchases: The Council has Standing Orders and Financial Regulations that govern the awarding of contracts/purchases. These are reviewed and approved by Council annually.

Last Reviewed: January 2026

Review by: January 2027



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- Arrangements to detect and deter fraud and/or corruption: Invoices are subjected to scrutiny by both the Clerk and the cheque signatories. Variation in salary payments is fully justified before payment. Expenses are only approved after submission of fully detailed claim form.
- Regular bank reconciliations independently reviewed: Bank statements are received monthly and are reconciled by the Clerk/ RFO. Council appoints a member to undertake a quarterly bank reconciliation and payment schedule checks.

### Internal Audit Assurance

- Review of internal controls in place and their documentation: Recommendations from the Clerk/ RFO, the Internal and External Auditor are submitted to Council.
- Review of minutes to ensure legal powers are available and the basis of the powers recorded in the accounting package and correctly applied. The minutes of meetings are also reviewed during the internal audit process.
- Review of arrangements to prevent and detect fraud and corruption: The use of Standing Orders, Finance Regulations, internal controls and consideration by Council are all methods which contribute to prevent and deter fraud and corruption.

### Areas where there may be a need for self-managed risk.

#### Risk Identification

- Keeping proper financial records in accordance with statutory regulations: Financial records are kept in accordance with the statutory requirements and are reviewed as part of the Audit process.
- Ensuring all business activities are within legal powers applicable to Parish Councils: See Section 3 Internal Audit Assurance (b) above.
- Complying with restrictions on borrowing: There is currently no borrowing. Ensuring that all requirements are met under employment law and Inland Revenue regulations: Inland Revenue calculations are made by the Payroll Software system and are subject to the audit process. Salary forecasts are undertaken as part of the budget setting process.
- Ensuring all requirements are met under Customs and Excise regulations: All such requirements are met by the Clerk and the Internal Audit process.
- Ensuring the adequacy of the annual precept within sound budgeting arrangements: The budget is reviewed and approved by Council annually.
- Grant applications are considered by Council within the parameters of the grants policy.
- Proper, timely and accurate reporting of the Council business in the minutes: Council minutes are distributed to Members in advance of the subsequent meeting and verified as a correct record as one of the first items of business of that meeting and signed at the meeting. Failure to do so is recorded. Any Council Committee and Working Party Minutes/Notes are presented to full Council for information.
- Responding to electors wishing to exercise their rights of inspection: The Council has adopted the ICO's model publication scheme under the Freedom of Information Act 2000, and all necessary information is publicly available online or by request.

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- Register of Members' Interests and Gifts and Hospitality in place, complete, accurate and up to date: The Members' Register of Interest is held by the Monitoring Officer at East Suffolk Council with a link to this via the Parish Council's own website. It is the Page 3 Risk Management Policy responsibility of Members to notify the Clerk or Monitoring Officer of any gifts or hospitality in accordance with the Local Government Association Model Code of Conduct 2020 or any changes to their interests. The registers are reviewed annually.

### Internal Controls

- Regular scrutiny of financial records and proper arrangements for the approval of Expenditure.
- Recording in the budget and financial package the precise powers under which expenditure is being approved: See Section 3 Internal Audit Assurance (b.)
- Regular returns to the Inland Revenue; contracts of employment and job descriptions for all staff; systems of updating records for any changes in relevant legislation reviewed by Council: Inland Revenue Returns are completed and submitted by the Clerk/RFO. Salaries are calculated by the Payroll Software System and are subject to internal audit. Staffing issues are referred to the Personnel Committee for recommendation to Council. The Council has adopted personnel procedures.
- Regular returns of VAT: The Clerk is responsible for completion and submission of VAT returns, and these are submitted at least annually.
- Developing system of performance measurement: In accordance with legislation, staff appraisal for staff will be undertaken annually by the Personnel Committee.
- Minutes properly numbered with a master copy kept in safekeeping: All minutes are correctly numbered. These are loose leaf and signed. Original copies are kept in the safe in the Parish office. They are also kept as computer files which are backed up locally and remotely. Minutes are also available from the Council's website.
- Documented procedures to deal with enquiries from the public: Calls, letters and e-mails are dealt with as soon as practicable with an aim to respond within 5 working days, unless referred to Council. In such cases, acknowledgement of the enquiry is made. Documented procedures for document receipt, circulation, response, handling and filing: The Clerk receives all mail. Mail for action by administration is dealt with accordingly and filed when actions are completed. Adoption of Codes of Conduct for members: The Council has adopted the Local Government Association Model Code of Conduct 2020. A copy is displayed on the Council's website, and each Member has access to a copy.

### Internal Audit Assurance

- Review of internal controls in place and their documentation: Internal controls are reviewed as necessary by the Clerk, Chairman and Internal Auditor. Recommendations are submitted to Council.
- Review of minutes to ensure legal powers are in place, recorded and correctly applied: See Section 3 Internal Audit Assurance (b.)



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- Computer data safety: All necessary procedures and documents which are computerised are continually backed up to cloud storage.



## APPENDIX 1 – RISK ANALYSIS

### Financial Control

Likelihood		Severity	
<b>Low</b>	Unlikely to occur within the next ten years	<b>Low</b>	Limited inconvenience, no impact on reserves, no legal challenge
<b>Medium</b>	Likely to occur within the next ten years	<b>Medium</b>	Some public censure or small impact on reserves (<10%), no legal challenge
<b>High</b>	Likely to occur within the next two years	<b>High</b>	Impact on reserves of > 10% or legal challenge or severe public censure

	Low	Medium	High	
Severity				High
				Medium
				Low
	Likelihood			

Ref	Risk	Hazard/Consequence	Process	Current Control Measures	Current Risk Rating			Revised/further actions	Resp.	Date completed
					L	S	RAG			
1	Risk of Incorrect invoicing	Financial loss due to settlement of double or false invoices	Payments	Check all invoices before sending out or paying invoices with contracts/ quotes/ orders/ delivery notes and approvals. All payments authorised by signatory. Appropriate paperwork to support all payments.	L	M	M	Check all invoices and carry out regular reconciliations. Sufficient and proper paperwork to support all payments for signatory.	RFO	
2	Risk of incorrect payments	Financial loss due to payment made for incorrect amount or payee	Payments	Formal approval process is in place. Adhere to financial and statutory regulations. Check all invoices before paying invoices and compare them with contracts/ quotes/ orders/ delivery notes and approvals. All payments are authorised by signatory. Appropriate paperwork to support all payments.	L	M	M	Check all invoices and carry out regular reconciliations. Sufficient and proper paperwork to support all payments for signatory.	RFO	
3	Risk of late payments	Late payment could incur a financial penalty	Payments	Check all dates when invoices due and note on Scribe system to alert when due	L	M	M	Ensure proper processes are in place.	RFO	
4	Incorrect salaries paid	Staff over or underpaid	Payments	Formal approval process followed. Use HMRC Toolkit to calculate net salaries, Tax, NI payments and Nest toolkit to calculate pension. Checks in place to compare totals and signatories check payments. Proper paperwork to support payments.	L	M	M	Ensure proper processes are in place.	RFO	
5	Incorrect National insurance and PAYE	HMRC over or underpaid	Payments	Use HMRC Toolkit to calculate net salaries, Tax, NI payments and Nest toolkit to calculate pension. Checks in place to compare totals and signatories check payments. Proper paperwork to support payments.	L	M	M	Ensure proper processes are in place.	RFO	
6	Expenses incorrectly claimed	Members over or underpaid, financial loss to Council	Payments	Use HMRC guidelines to determine what is allowed. SALC and NALC provide guidelines. Ensure policies up to date. Appropriate paperwork to support all claims. Check accuracy of all claims.	L	M	M	Ensure proper processes are in place.	RFO	



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7	Theft or Dishonesty, including cash and cheques	Financial loss	Payments	Section 5 Fidelity Guarantee Cover in place with CAS. Insurance payments renewed in January yearly.	L	M	M	Ensure sufficient insurance in place	RFO	
8	VAT return is incorrect	Loss of income, HMRC Challenge	Receipts	Check accuracy of all invoices for VAT calculations. Ensure appropriate paperwork in place to support all claims. Carry out regulation reconciliations.	L	M	M	Ensure proper processes are in place.	RFO	
9	Untimely receipt of precept/ Grants	Lack of cash flow	Receipts	Provision is made for a general reserve of about 50% of the precept in case this happens. The receipt of the precept is monitored and reported to Council. Council ensures that grant funding is received before any expenditure on these projects.	L	M	M	Ensure proper processes are in place.	RFO	
10	Loss of Cheques	Financial loss	Receipts	Part A Property damage and Business Interruption. Section 1A Money Cover in place with CAS. Insurance payments renewed in January yearly. Council rarely receives cheques now so low risk.	L	L	L	Ensure proper processes are in place.	RFO	
11	Loss of income from unpaid invoices	Financial loss	Receipts	Council monitors this closely and follows outstanding payments up. Mainly affects the lawn cemetery and allotments. Formal procedure to be followed when irrecoverable debts.	L	M	M	Ensure proper processes are in place.	RFO	
12	Risk of inaccurate or incomplete financial records	Potential financial loss, Internal Auditor would give 'requires improvement' report	Reconciliation	Adhere to NALC Financial Regulations and statutory requirements. Formal approval process for expenditure. Financial regulations adopted and followed. Annual review of internal and external reports. Recommendations implemented. Council recently acquired Scribe to streamline financial processes. Carry out reconciliations and budget monitoring on a monthly basis to reduce risk of inaccurate or incomplete financial records.	L	L	L	Ensure proper processes in place. Regularly reports on financial information to council including reconciliation and monitoring.	RFO	
13	Risk of bank making errors, not identified	Monthly financial report would not reconcile	Reconciliation	Council recently acquired Scribe to streamline financial processes. Carry out reconciliations and budget monitoring on a monthly basis to reduce risk of inaccurate or incomplete financial records.	L	M	M	Ensure proper processes in place. Regularly reports on financial information to council including reconciliation and monitoring.	RFO	
14	Annual return is not submitted within time limits	Could end up with qualified accounts	Year-end processing	Adhere to NALC Financial Regulations and statutory requirements. Formal approval process for expenditure. Financial regulations adopted and followed. Annual review of internal and external reports. Recommendations implemented. Clear processes are followed on a yearly basis to ensure all information is submitted ahead of the deadline. Checks in place and this is reported to council.	L	M	M	Ensure proper processes are in place.	RFO	



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## Financial Management

Likelihood		Severity	
<b>Low</b>	Unlikely to occur within the next ten years	<b>Low</b>	Limited inconvenience, no impact on reserves, no legal challenge
<b>Medium</b>	Likely to occur within the next ten years	<b>Medium</b>	Some public censure or small impact on reserves (<10%), no legal challenge
<b>High</b>	Likely to occur within the next two years	<b>High</b>	Impact on reserves of > 10% or legal challenge or severe public censure

	Low	Medium	High	
Severity				High
				Medium
				Low
Likelihood				

Ref	Risk	Hazard/Consequence	Process	Current Control Measures	Current Risk Rating	Revised/further actions	Resp.	Date completed
1	Inadequate Budget	Budget does not balance at year end	Budgeting	Council recently acquired Scribe to streamline financial processes. Carry out reconciliations and budget monitoring on a monthly basis to reduce risk of budget that does not balance at year end.	L M M	Ensure proper processes in place. Regularly reports on financial information to council including budget monitoring. If budget is a problem council advised and solutions are found.	RFO	
2	Precept does not deliver budget	Budget does not balance at year end	Budgeting	Council recently acquired Scribe to streamline financial processes. Carry out reconciliations and budget monitoring on a monthly basis to reduce risk of precept that does not deliver the budget at the year end.	L M M	Ensure proper processes in place. Regularly reports on financial information to council including budget monitoring. If budget is a problem council advised and solutions are found.	RFO	
3	Precept rules change, e.g. capped, restricting delivery of required services	Either services reduced or impact on reserves	Budgeting	This is monitored on a yearly basis and three-year budgeting is carried out.	L M M	Monitored as part of budgeting process.	RFO	
4	Cemetery income does not achieve budget	Impact on reserves, run out of burial space ahead of plan	Budgeting	Council recently acquired Scribe to streamline financial processes. Carry out reconciliations and budget monitoring on a monthly basis to reduce risk of cemetery income that does not achieve the budget. Monitor income vs expenditure and budget.	L M M	Ensure proper processes in place. Regularly reports on financial information to council including budget monitoring. If budget is a problem council advised and solutions are found.	RFO	
5	Necessary expenditure on allotments exceeds budget	Budget does not balance at year end. Council reserves depleted below recommended level.	Budgeting	Council recently acquired Scribe to streamline financial processes. Carry out reconciliations and budget monitoring on a monthly basis to reduce risk of expenditure on allotments that exceeds budget. Monitor regularly.	L M M	Ensure proper processes in place. Regularly reports on financial information to council including budget monitoring. If budget is a problem council advised and solutions are found.	RFO	
6	Financial Regulations are not aligned with current legislation or do not deliver best value	Financial Loss	Improvement	Adhere to NALC Financial Regulations and statutory requirements. Formal approval process for expenditure. Financial regulations adopted and followed. Annual review of internal and external reports. Recommendations implemented. This is monitored on a regular basis. Powers noted under Scribe. Quotations sought as part of financial regulations.	L M M	Processes in place to ensure risk minimised.	RFO	



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7	Council takes on more services with no supporting funding	Financial Loss	Budgeting and community engagement	Council carries out three-year budgeting and has a medium-term business plan in place. These are reviewed regularly and are part of budgeting process. Carried out extensive community consultation as part of Neighbourhood plan.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Processes in place to ensure risk minimised.	RFO	
8	Unable to recover costs from 3rd party insurers for damaged assets	Financial Loss	Receipts	Section 10 Legal Expense Cover in place with CAS. Insurance payments renewed in January yearly.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Ensure sufficient insurance in place	RFO	
9	Lack of regular review of fees and services	Financial Loss	Budgeting	All fees are reviewed on an annual basis. Services regularly reviewed as part of three-year business plan, including community consultation and 3-year budget. Adhere to NALC Financial Regulations and statutory requirements. Formal approval process for expenditure. Financial regulations adopted and followed. Annual review of internal and external reports. Recommendations implemented.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Processes in place to ensure risk minimised.	RFO	
10	Bank Insolvency	Financial Loss	Budgeting	Bank used well established. Have banked with them for over 20 years	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Monitoring	RFO	
11	Investments	Financial Loss	Investments	Currently no investments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	N/A	RFO	



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## Governance

Likelihood		Severity	
<b>Low</b>	Unlikely to occur within the next ten years	<b>Low</b>	Limited inconvenience, no impact on reserves, no legal challenge
<b>Medium</b>	Likely to occur within the next ten years	<b>Medium</b>	Some public censure or small impact on reserves (<10%), no legal challenge
<b>High</b>	Likely to occur within the next two years	<b>High</b>	Impact on reserves of > 10% or legal challenge or severe public censure

	Low	Medium	High	
Severity				High
				Medium
				Low
	Likelihood			

Ref	Risk	Hazard/Consequence	Process	Current Control Measures	Current Risk Rating			Revised/further actions	Resp.	Date completed
1	The Council acts illegally / does not comply with current regulations	The Council suffers loss or reputation or legal challenge	Decision Making	Record in financial package expenditure approved. Identify when S137, S142 and S19 payments. Policies in place and recorded in Scribe if legal power in pace. Reports produced to identify S137, S19 and S142.	L	M	M	Expenditure subject to annual budget review and approval by PC. Policy on donations and amount available to spend on this. Regular budget reviews at parish council meetings	Clerk	
2	The Council does not comply with Standing Orders	The Council suffers loss or reputation or legal challenge	Decision Making	Review Standing Orders on annual basis or when changes to NALC Standing Orders. Ensure proper training for staff and councillors with regard to statutory requirements and regulations.	L	M	M	Training for new councillors and staff. Refresh training for other staff and councillors that chair meetings in particular.	Clerk	
3	The Council does not make decisions in the best interests of its residents.	The Council suffers loss or reputation	Decision Making	Council adopted a three-year budget, business plan and Neighbourhood Plan. These documents have been shaped by community involvement and extensive evidence documents.	L	M	M	Adopted documents, review regularly.	Clerk	
4	Members act illegally or do not comply with current regulations	The Council and member(s) concerned suffer(s) loss of reputation	Decision Making	Review Standing Orders, Financial Regulations and other policies on annual basis or when changes to NALC Standing Orders. Ensure proper training for staff and councillors with regard to statutory requirements and regulations. Subject to internal and external audit. Reports be considered by Council. Recommendations implemented.	L	M	M	Training for new councillors and staff. Refresh training for other staff and councillors that chair meetings in particular.	Clerk	
5	The Council does not act in a professional manner	The Council suffers loss or reputation or legal challenge	Decision Making	Section 8 Officials Indemnity Cover. Review Standing Orders, Financial Regulations and other policies on annual basis or when changes to NALC Standing Orders. Ensure proper training for staff and councillors with regard to statutory requirements and regulations. Subject to internal and external audit. Reports be considered by Council. Recommendations implemented.	L	M	M	Training for new councillors and staff. Refresh training for other staff and councillors that chair meetings in particular. Insurance in place.	Clerk	
6	Changes to legislation affect Council decision making or operations	Council not able to deliver services	Decision Making	Monitor regulations and statutory requirements. Member of NALC and SALC. Training of staff	L	L	L	Annual subscription fees for NALC and SALC. Regula	Clerk	



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## Assets and Liabilities

Likelihood		Severity	
<b>Low</b>	Unlikely to occur within the next ten years	<b>Low</b>	Limited inconvenience, no impact on reserves, no legal challenge
<b>Medium</b>	Likely to occur within the next ten years	<b>Medium</b>	Some public censure or small impact on reserves (<10%), no legal challenge
<b>High</b>	Likely to occur within the next two years	<b>High</b>	Impact on reserves of > 10% or legal challenge or severe public censure

	Low	Medium	High	
Severity				High
				Medium
				Low
Likelihood				

Ref	Risk	Hazard/Consequence	Process	Current Control Measures	Current Risk Rating			Revised/further actions	Resp.	Date completed
					L	S	RAG			
1	Assets are not adequately covered by insurance	Financial loss	Asset management	Review on Annual Basis	L	M	M	Appropriate insurance in place. Review annually. Asset Register in place.	RFO	
2	Liabilities are not adequately covered by insurance	Financial loss	Liability management	Professional indemnity Cover Insurance	L	M	M	Appropriate insurance in place. Review annually	RFO	
3	The Council does not meet insurance or legal buildings requirements	Financial loss, legal challenge	Asset management	Council does not own buildings. Review insurance requirements regularly. Sufficient training staff and councillors.	L	M	M	Insurance requirements on annual basis at least. Training of staff and councillors.	Clerk	
4	Damage injury to third parties due to lack of maintenance of council assets	Financial loss, loss of reputation	Asset management	Section 4 Public and Products Liability Cover – Insurance Regular Inspections and Reviews in place	L	M	M	Appropriate insurance in place. Review annually. Regular inspections in place.	Clerk	
5	Damage injury to third parties due to health and safety risks	Financial loss, Injury to Staff or members of public	Building management	Section 3 Employers Liability & Section 4 Public and Products Liability Cover – Insurance Regular Inspections and Reviews in place	L	M	M	Appropriate insurance in place. Review annually. Regular inspections in place.	Clerk	
6	Damage to or loss of Council assets due to poor housekeeping	Financial loss, Injury to Staff or members of public	Building management	Section 3 Employers Liability & Section 4 Public and Products Liability Cover – Insurance	L	M	M	Appropriate insurance in place. Review annually	Clerk	
7	Inappropriate meeting venue causes risk to members of Council and or public	Injury to People Loss of reputation	Meeting management	Section 3 Employers Liability & Section 4 Public and Products Liability Cover – Insurance. Halls carry out risk assessments of venues.	L	M	M	Appropriate insurance in place. Review annually. Regular checks of Assets. Update risk assessment of halls annually.	Clerk	
8	Assets are devalued due to lack of regular inspection / monitoring	Financial loss, not able to realise value of asset	Building management	Parish handyman regularly checks assets and informs officers of any work needed. Play areas and other assets checked regularly by parish handyman, ROSPA (play areas).	L	M	M	Weekly parish handyman checks and annual ROSPA check of maintenance of play areas.	Clerk	



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## People

Likelihood		Severity	
<b>Low</b>	Unlikely to occur within the next ten years	<b>Low</b>	Limited inconvenience, no impact on reserves, no legal challenge
<b>Medium</b>	Likely to occur within the next ten years	<b>Medium</b>	Some public censure or small impact on reserves (<10%), no legal challenge
<b>High</b>	Likely to occur within the next two years	<b>High</b>	Impact on reserves of > 10% or legal challenge or severe public censure

	Low	Medium	High	
Severity				High
				Medium
				Low
Likelihood				

Ref	Risk	Hazard/Consequence	Process	Current Control Measures	Current Risk Rating			Revised/further actions	Resp.	Date completed
					L	S	RAG			
1	Loss of Clerk	The Council is unable to fulfil its legal obligations, financial loss	Contingency Planning	Section 2 Business Interruption. Key Person Cover (optional cover)	L	H	H	Appropriate insurance in place. Review annually. Personnel Committee review regularly.	Clerk	
3	Loss of registrar	The Council is unable to fulfil its legal obligations, financial loss	Contingency Planning	Section 2 Business Interruption. Key Person Cover (optional cover)	L	M	M	Appropriate insurance in place. Review annually. Cemetery Panel review regularly.	Clerk	
4	Clerk is on long term sick	The Council is unable to fulfil its legal obligations, financial loss	Contingency Planning	Section 2 Business Interruption. Key Person Cover (optional cover)	L	M	M	Appropriate insurance in place. Review annually. Personnel Committee review regularly.	Clerk	
5	Damage injury to third parties due to lack of maintenance of council assets or actions of council	The Council is unable to fulfil its legal obligations, financial loss	Contingency Planning	Section 2 Business Interruption. Key Person Cover (optional cover) Regular Inspections and Reviews in place	L	M	M	Appropriate insurance in place. Review annually. Regular inspections in place.	Clerk	
6	Registrar is on long term sick	The Council is unable to fulfil its legal obligations, financial loss	Contingency Planning	Section 2 Business Interruption. Key Person Cover (optional cover)	L	M	M	Appropriate insurance in place. Review annually Cemetery Panel review regularly.	Clerk	
7	Actions of Staff bring council into disrepute	Financial loss, loss of reputation, legal challenge	People management	Section 8 Officials Indemnity Cover	L	M	M	Appropriate insurance in place. Review annually. Sufficient training for staff.	Clerk	
8	Current or ex-employee brings claim against Council	Financial loss due to upheld unfair or constructive dismissal claim	People management	HR Policies and other policies in place and are regularly reviewed. Training of all new councillors	L	M	M	Follow policies adopted and training to councillors.	Clerk	
9	Temporary staff, or contracted resources do not fulfil obligations	Financial loss, loss of services	People management	SALC can support	L	M	M	NALC and SALC membership	Clerk	



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8	Injury to employees, members or volunteers carrying out Council business.	The Council is unable to fulfil its legal obligations, financial loss	People management	Section 8 Officials Indemnity Cover	L	M	M	Appropriate insurance in place. Review annually	Clerk	
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# Rushmere St Andrew Parish Council

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## Systems and Processes

Likelihood		Severity	
<b>Low</b>	Unlikely to occur within the next ten years	<b>Low</b>	Limited inconvenience, no impact on reserves, no legal challenge
<b>Medium</b>	Likely to occur within the next ten years	<b>Medium</b>	Some public censure or small impact on reserves (<10%), no legal challenge
<b>High</b>	Likely to occur within the next two years	<b>High</b>	Impact on reserves of > 10% or legal challenge or severe public censure

	Low	Medium	High	
Severity				High
				Medium
				Low
Likelihood				

Ref	Risk	Hazard/Consequence	Process	Current Control Measures	Current Risk Rating			Revised/further actions	Resp.	Date completed
1	Council not being able to continue its business due to an unexpected or tragic circumstance	Suppliers not paid, services not delivered, debts not recovered	Record keeping	Section 2 Business Interruption. Key Person Cover (optional cover).	L	M	M	Appropriate insurance in place. Review annually.	Clerk	
2	Loss of paper records through theft, fire or damage	Suppliers not paid, services not delivered, debts not recovered	Record keeping	Section 1 Property Damage Cover. Appropriate security measures and backup measures are in place.	L	M	M	Appropriate insurance in place. Review annually. Sufficient training of staff. Member of NALC. IT support.	Clerk	
3	Loss of electronic records through damage, fire or corruption of computer	Suppliers not paid, services not delivered, debts not recovered	Record keeping	Section 1 Property Damage Cover & Clear Cyber for Councils Insurance Policy. Appropriate security measures and backup measures in place	L	M	M	Appropriate insurance in place. Review annually. Sufficient training of staff. Member of NALC. IT support.	Clerk	
4	Loss of data held by the council, in any format, which could identify individuals to a third party	Loss of reputation, legal challenge	Record keeping	Clear Cyber for Councils Insurance Policy. Appropriate security measures and backup measures in place	L	M	M	Appropriate insurance in place. Review annually. Sufficient training of staff. Member of NALC. IT support.	Clerk	
5	Financial or resource requirements of responding to FOI requests have material impact assets	Financial cost (overtime) or lack of delivery of other services	People management	Proper policies and procedures are in place. Staff training.	L	M	M	Review policies annually. Staff training.	Clerk	
6	Financial or resource requirements of responding to DSAR requests have material impact	Financial cost (overtime) or lack of delivery of other services	People management	Policies and procedures in place. Member of SALC.	L	M	M	Sufficient training of staff. Member of NALC. IT support.	Clerk	



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7	Data protection breach	Financial loss	Record keeping	Clear Cyber for Councils Insurance Policy	L	M	M	Appropriate insurance in place. Review annually	Clerk	
8	Loss of access to premises	Suppliers not paid, services not delivered, debts not recovered	Contingency planning	Section 2 Business Interruption Cover	L	M	M	Appropriate insurance in place. Review annually	Clerk	



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## Procurement

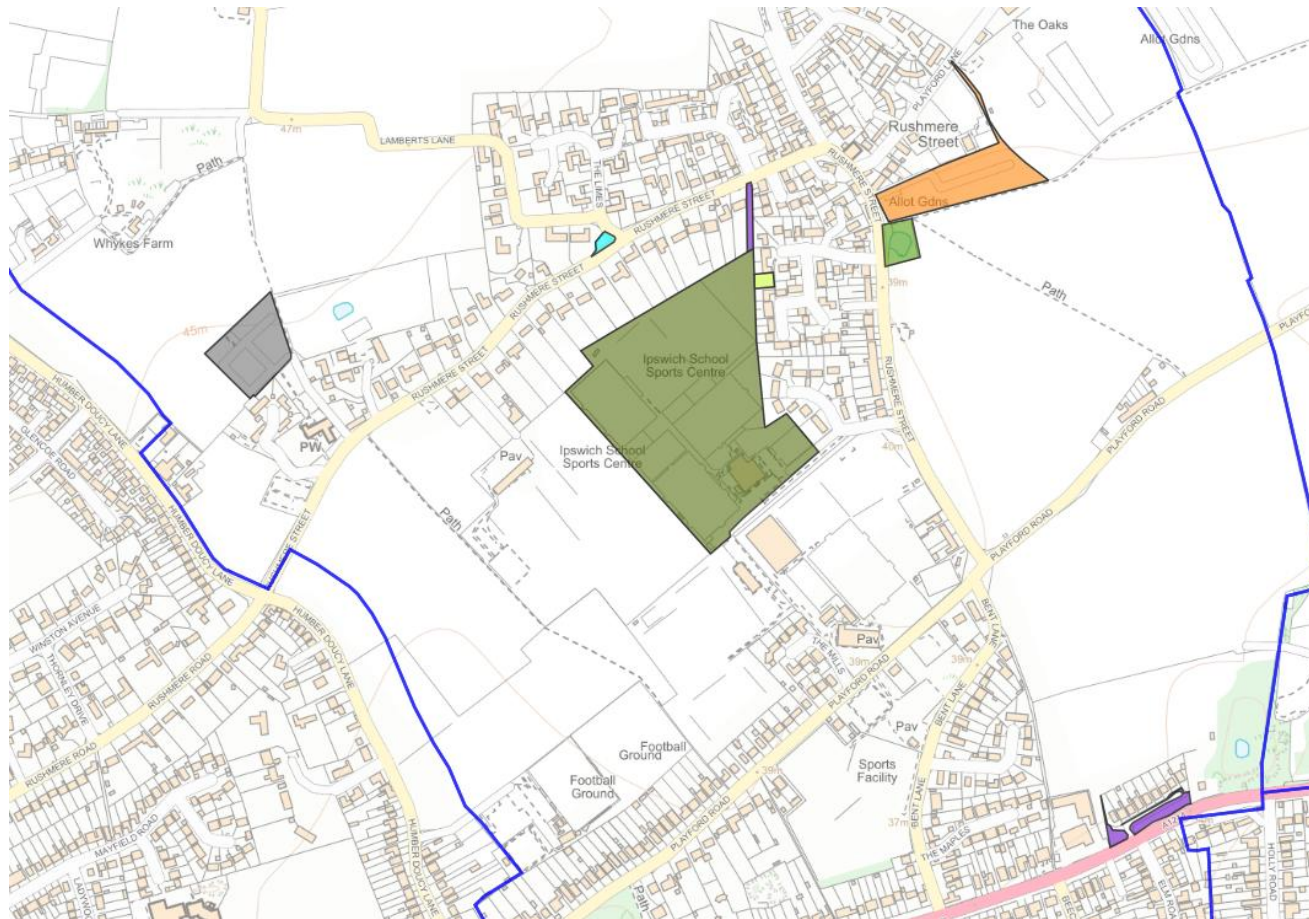
Likelihood		Severity	
<b>Low</b>	Unlikely to occur within the next ten years	<b>Low</b>	Limited inconvenience, no impact on reserves, no legal challenge
<b>Medium</b>	Likely to occur within the next ten years	<b>Medium</b>	Some public censure or small impact on reserves (<10%), no legal challenge
<b>High</b>	Likely to occur within the next two years	<b>High</b>	Impact on reserves of > 10% or legal challenge or severe public censure

	Low	Medium	High	
Severity				High
				Medium
				Low
Likelihood				

Ref	Risk	Hazard/Consequence	Process	Current Control Measures	Current Risk Rating			Revised/further actions	Resp.	Date completed
					L	S	RAG			
1	Poor procurement decisions	Council makes poor financial decisions that result in financial loss or unmet requirements	Procurement	Section 8 Officials Indemnity Cover	L	M	M	Insurance in place. Review annually		
2	Contractors are not insured	Third Party liability	Procurement	Requirement before appointing contractors.	L	M	M	Ensure proper procedures are in place. Review annually. Implement procedures and policies.		
3	Supplier / Contractor failure	Lack of services	Procurement	Requirement before appointing contractors.	L	M	M	Ensure proper procedures are in place. Review annually. Implement procedures and policies.		



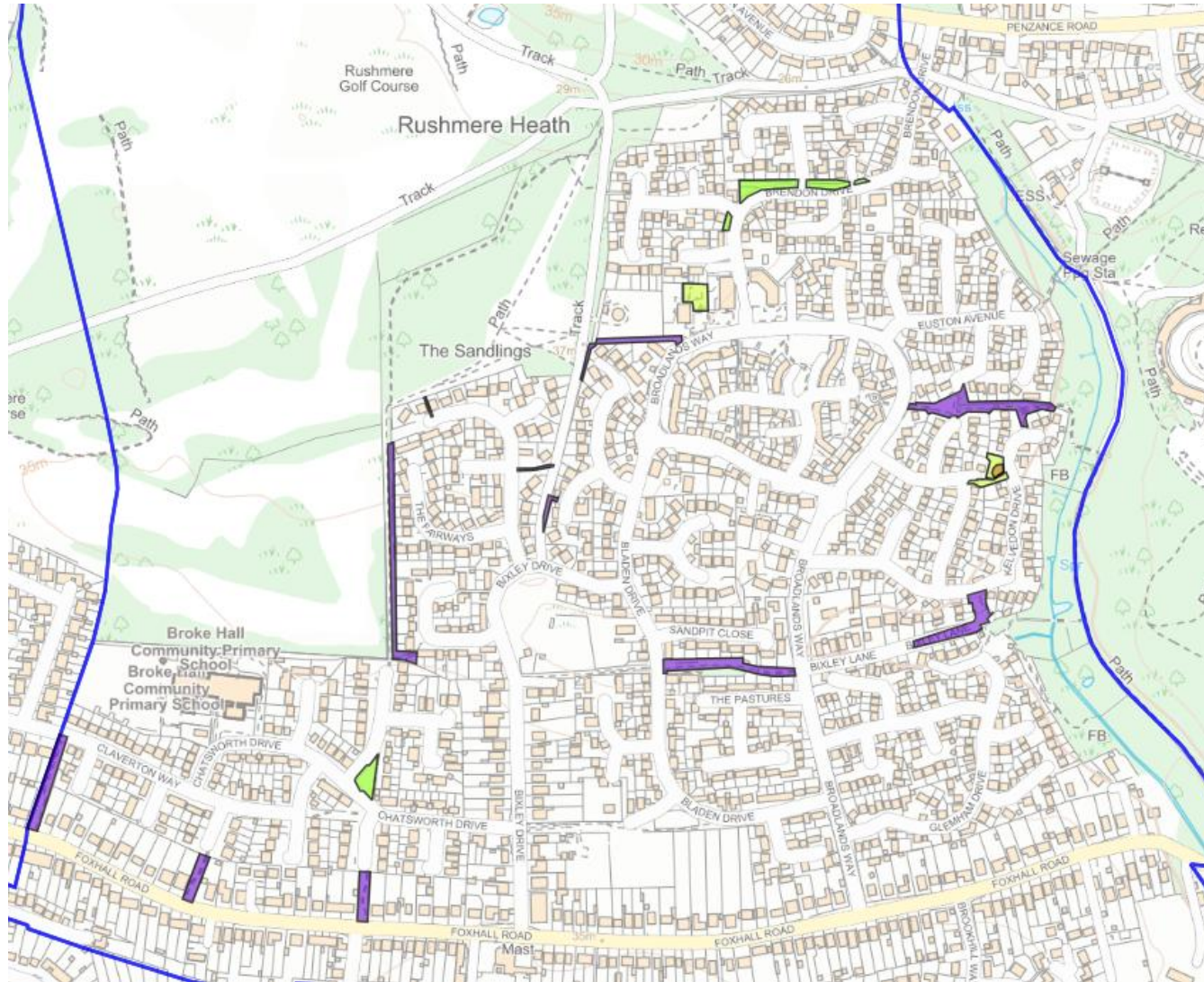
## APPENDIX 2: RISK ANALYSIS OF LAND OWNED BY PARISH COUNCIL





# Rushmere St Andrew Parish Council

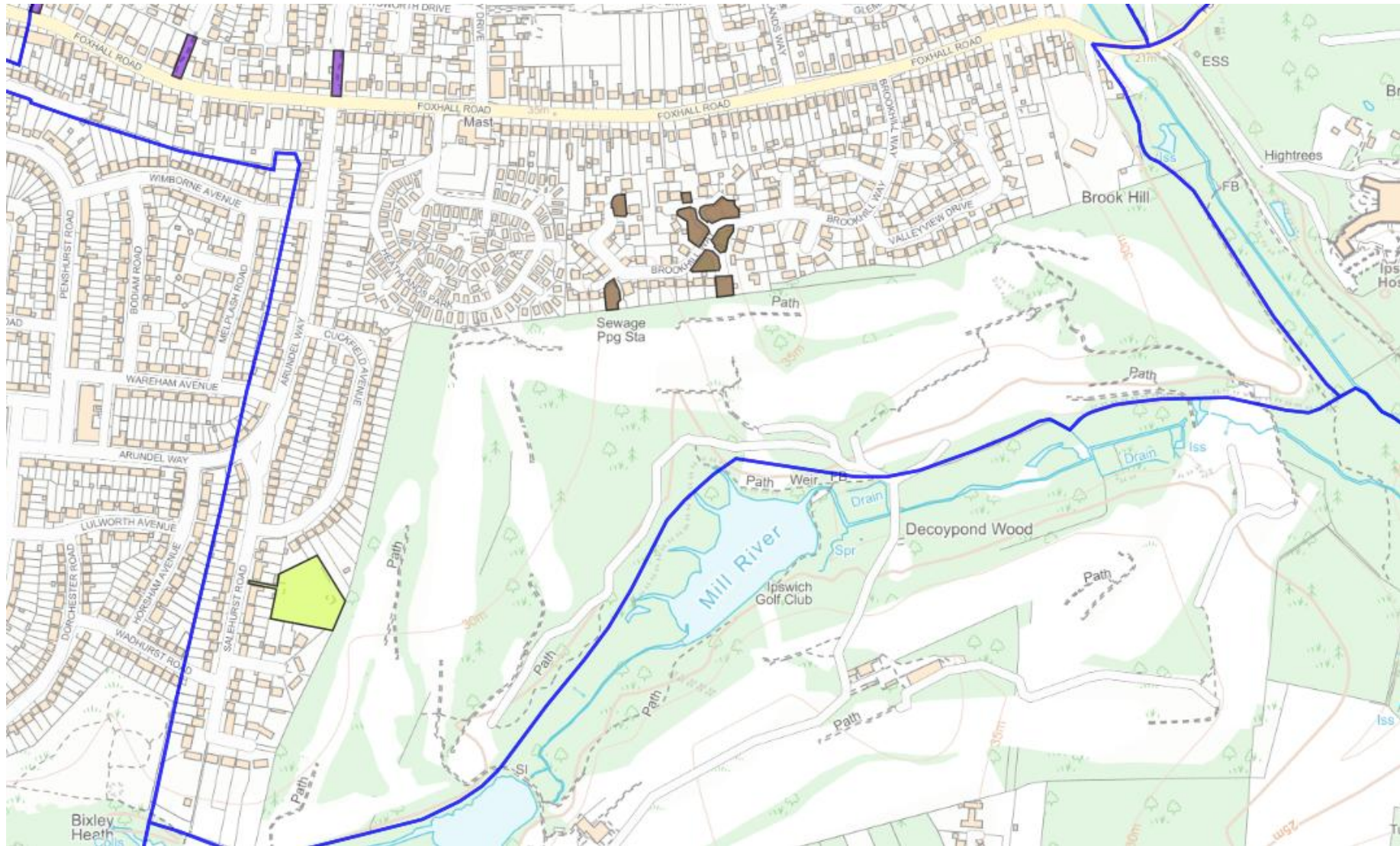
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## 1. Introduction

This appendix supports the Public Land & Open Spaces Risk Management Plan by aligning it with Rushmere St Andrew Parish Council’s overarching Risk Management Strategy. It incorporates structured tools, asset-specific provisions, and operational procedures to ensure consistent, transparent, and proactive management of council-owned land, including allotments, ponds, lawn cemetery, play areas, sensory garden and open or rewilding areas.

### Lawn Cemetery

Likelihood		Severity	
<b>Low</b>	Unlikely to occur within the next ten years	<b>Low</b>	Limited inconvenience, no impact on reserves, no legal challenge
<b>Medium</b>	Likely to occur within the next ten years	<b>Medium</b>	Some public censure or small impact on reserves (<10%), no legal challenge
<b>High</b>	Likely to occur within the next two years	<b>High</b>	Impact on reserves of > 10% or legal challenge or severe public censure

	Low	Medium	High	
Severity				High
				Medium
				Low
Likelihood				

Ref	Risk	Hazard/Consequence	Process	Current Control Measures	Current Risk Rating			Revised/further actions	Resp.	Date completed
1	Injury or damage caused by trees	Falling trees, branches caused by storms, winds or disease. Injury member of public or property damaged of member of public	Record keeping; Contingency	Bi-annual safety inspection by qualified arboreal specialist Implement required actions based on risk. Annual inspection by tree warden/contractors Regular weekly checks by parish handyman. Reporting by members of public	L	S	RAG	Tree safety reports every two years. Regular checks by Registrar of Burials and Parish Handy Man	Clerk	
2	Tripping hazards	Injury member of public or property damaged of member of public	Record keeping	Section 1 Property Damage Cover – Insurance Cover Contractors regularly check for sunken graves and fill. Regular weekly checks by parish handyman.	L	M	M	Regular checks by Registrar of Burials and Parish Handy Man	Registrar of Burials	



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3	Toppling of memorials	Injury member of public or property damaged of member of public	Record keeping	Section 1 Property Damage Cover – Insurance  Regular inspection from approved contractor, with remedial action if necessary  Regular weekly checks by parish handyman.	L	M	M	Topple tests carried out every three years. Registrar of burials and parish handyman regular checks and to advise.	Clerk	
4	Burial in wrong plot	Legal implications for council	Record keeping	Clear Cyber for Councils Insurance Policy Operate appropriate procedures. Registrar of Burial appropriate training Include appropriate information and requirements in regulations booklet. Member of ICCM	L	M	M	Appropriate training Registrar of Burials. Proper procedures and processes in place.	Registrar of Burials	
5	Disputes regarding exclusive rights	Legal implications for council	People management	Operate appropriate procedures. Registrar of Burial appropriate training Include appropriate information and requirements in regulations booklet. Member of ICCM	L	M	M	Appropriate training Registrar of Burials. Proper procedures and processes in place.	Registrar of Burials	
6	Another activity at church	Double booking or disturbance during burial	People management	Operate appropriate procedures. Registrar of Burial appropriate training Registrar of Burials to check with church	L	S	RAG	Regular contact with St Andrew's Church	Registrar of Burials	
8	Don't follow proper procedures and regulations including GDPR	Legal implications for council	Record keeping	Section 1 Property Damage Cover & Clear Cyber for Councils Insurance Policy  Appropriate policies in place and reviewed annually. Sufficient training for staff and councillors	L	M	M	Appropriate training Registrar of Burials and Council staff. Proper procedures and processes in place.	Clerk	
9	Proper recordkeeping and backup of information and records	Loss of information	Record keeping	Section 1 Property Damage Cover & Clear Cyber for Councils Insurance Policy  Information backed up in Cloud	L	M	M	Appropriate training Registrar of Burials and Council staff. Proper procedures and processes in place.	Clerk	



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## Allotments

Likelihood		Severity	
<b>Low</b>	Unlikely to occur within the next ten years	<b>Low</b>	Limited inconvenience, no impact on reserves, no legal challenge
<b>Medium</b>	Likely to occur within the next ten years	<b>Medium</b>	Some public censure or small impact on reserves (<10%), no legal challenge
<b>High</b>	Likely to occur within the next two years	<b>High</b>	Impact on reserves of > 10% or legal challenge or severe public censure

	Low	Medium	High	
Severity				High
				Medium
				Low
Likelihood				

Ref	Risk	Hazard/Consequence	Process	Current Control Measures	Current Risk Rating			Revised/further actions	Resp.	Date completed
1	Injury or damage caused by trees	Falling trees, branches caused by storms, winds or disease	Record keeping; Contingency	Bi-annual safety inspection by qualified arboreal specialist Implement required actions based on risk. Annual inspection by tree warden/contractors Regular weekly checks by parish handyman. Reporting by members of public Allotment manager on site	L	S	RAG	Tree safety reports every two years. Regular checks by Parish Handyman and contractors responsible for maintenance of allotments Allotment manager on site to advise	Clerk	
2	Tripping hazards	Injury to members of public and damage to property of members of public	Record keeping	Section 1 Property Damage Cover – Insurance Regular weekly checks by parish handyman Allotment manager on site	L	M	M	Allotment contracts are in place with allotment holders. Regular checks by Parish Handyman. Allotment Manager on site to advise	Clerk	
3	Fires	Injury to members of public and damage to property of members of public	Record keeping	No bonfires allowed at allotments. Part of tenancy agreement. *Section 1 Property Damage Cover & Clear Cyber for Councils Insurance Policy  Allotment manager on site	L	M	M	Allotment contracts are in place with allotment holders. Regular checks by Parish Handyman. Allotment Manager on site to advise	Clerk	
4	Pest control	Health risk	Record keeping	Regular checks Allotment holders to advise if any issues. Allotment manager on site	L	M	M	Allotment contracts are in place with allotment holders. Regular checks by Parish Handyman. Allotment Manager on site to advise	Clerk	



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5	Injury to tenants, members of public, personnel from insecure fencing, sheds, loose rubbish & poor storage of materials	Financial cost (overtime) or lack of delivery of other services	People management	Regular checks Allotment holders to advise if any issues	L	M	M	Allotment contracts are in place with allotment holders. Regular checks by Parish Handyman. Allotment Manager on site to advise	Clerk	
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## Play Areas & Sensory Garden

Likelihood		Severity	
<b>Low</b>	Unlikely to occur within the next ten years	<b>Low</b>	Limited inconvenience, no impact on reserves, no legal challenge
<b>Medium</b>	Likely to occur within the next ten years	<b>Medium</b>	Some public censure or small impact on reserves (<10%), no legal challenge
<b>High</b>	Likely to occur within the next two years	<b>High</b>	Impact on reserves of > 10% or legal challenge or severe public censure

	Low	Medium	High	
Severity				High
				Medium
				Low
	Likelihood			

Ref	Risk	Hazard/Consequence	Process	Current Control Measures	Current Risk Rating			Revised/further actions	Resp.	Date completed
1	Injury or damage caused by trees	Falling trees, branches caused by storms, winds or disease	Record keeping; Contingency	Bi-annual safety inspection by qualified arboreal specialist Implement required actions based on risk. Annual inspection by tree warden/contractors Regular weekly checks by parish handyman. Reporting by members of public	L	S	RAG	Tree safety reports every two years. Regular checks by Parish Handyman and contractors responsible for maintenance of play areas. Monthly checks by contractor that completed ROSPA training; three monthly checks by same contractor; annual safety check by ROSPA. Implement high risk actions identified.	Clerk	
2	Tripping hazards	Injury to members of public and damage to property of members of public	Record keeping	Section 1 Property Damage Cover - Insurance	L	M	M	Annual safety check Regular checks by Parish Handyman. Monthly checks by contractor that completed ROSPA training; three monthly checks by same contractor; annual safety check by ROSPA. Implement high risk actions identified.	Clerk	
3	Safety of play equipment, seats, bins, fencing and other assets	Injury to members of public and damage to property of members of public	Record keeping	Section 1 Property Damage Cover & Clear Cyber for Councils Insurance Policy Bi-annual safety inspection by play inspection company - ROSPA. Implement required actions based on risk.	L	M	M	Annual safety check Regular checks by Parish Handyman. Monthly checks by contractor that completed ROSPA training; three monthly checks by same contractor; annual safety check by ROSPA. Implement high risk actions identified.	Clerk	



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				Regular weekly checks by parish handyman. Reporting by members of public						
4	Litter & Rubbish	Health risk	Record keeping	*Clear Cyber for Councils Insurance Policy	L	M	M	Regular checks by parish handyman	Clerk	
5	Injury to members of public, personnel, etc.	Financial cost (overtime) or lack of delivery of other services	People management	Public liability insurance in place. Monthly checks by contractor that completed ROSPA training; three monthly checks by same contractor; annual safety check by ROSPA. Implement high risk actions identified. Warning signs in place at play areas advise members of public on use and risks	L	M	M	Insurance in place Appropriate policies, procedures and safety checks in place Monthly checks by contractor that completed ROSPA training; three monthly checks by same contractor; annual safety check by ROSPA. Implement high risk actions identified.	Clerk	



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## Ponds

Likelihood		Severity	
<b>Low</b>	Unlikely to occur within the next ten years	<b>Low</b>	Limited inconvenience, no impact on reserves, no legal challenge
<b>Medium</b>	Likely to occur within the next ten years	<b>Medium</b>	Some public censure or small impact on reserves (<10%), no legal challenge
<b>High</b>	Likely to occur within the next two years	<b>High</b>	Impact on reserves of > 10% or legal challenge or severe public censure

	Low	Medium	High	
Severity				High
				Medium
				Low
	Likelihood			

Ref	Risk	Hazard/Consequence	Process	Current Control Measures	Current Risk Rating			Revised/further actions	Resp.	Date completed
1	Injury or damage caused by trees	Falling trees, branches caused by storms, winds or disease	Record keeping; Contingency	Bi-annual safety inspection by qualified arboreal specialist Implement required actions based on risk. Annual inspection by tree warden/contractors Reporting by members of public	L	S	RAG	Tree safety reports every three years. Regular checks by Parish Handyman and contractors responsible for maintenance of allotments	Clerk	
2	Tripping hazards	Injury to members of public and damage to property of members of public	Record keeping	Section 1 Property Damage Cover - Insurance	L	M	M	Regular checks by Parish Handyman. Checks by contractor responsible for maintenance Insurance in place	Clerk	
3	Drowning members of public, personnel	Injury to members of public or employees	Policies	Appropriate signage in place to warn about deep water.  Limes Pond fenced off and locked maintenance gate  Life belts in prominent positions  Insurance in place	L	M	M	Regular checks by Parish Handyman. Checks by contractor responsible for maintenance Check lifebelts weekly. Insurance in place	Clerk	
4	Maintenance of assets	Disrepair Loss of assets	Policies	Annual checks and maintenance	L	M	M	Regular checks by Parish Handyman. Checks by contractor responsible for maintenance Insurance in place	Clerk	



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5	Litter, Rubbish and anti-social behaviour	Environmental health and nuisance	Policies	Regular checks by Parish Handyman. Checks by contractor responsible for maintenance Insurance in place	L	M	M	Regular checks by Parish Handyman. Checks by contractor responsible for maintenance	Clerk	
6	Vermin infestation	Environmental health and nuisance	Policies	Warning signs not to feed birds/ wildlife Regular checks and if issue will appoint contractor to deal with problem	L	M	M	Regular checks by Parish Handyman. Checks by contractor responsible for maintenance	Clerk	
7	Flooding from blocked outlet	Injury to members of public and damage to property of members of public	Policies	Contract in place to deal with this	L	M	M	Regular checks by Parish Handyman. Checks by contractor responsible for maintenance Insurance in place	Clerk	



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## Rewilding Areas and Open spaces

Likelihood		Severity	
<b>Low</b>	Unlikely to occur within the next ten years	<b>Low</b>	Limited inconvenience, no impact on reserves, no legal challenge
<b>Medium</b>	Likely to occur within the next ten years	<b>Medium</b>	Some public censure or small impact on reserves (<10%), no legal challenge
<b>High</b>	Likely to occur within the next two years	<b>High</b>	Impact on reserves of > 10% or legal challenge or severe public censure

	Low	Medium	High	
Severity				High
				Medium
				Low
Likelihood				

Ref	Risk	Hazard/Consequence	Process	Current Control Measures	Current Risk Rating			Revised/further actions	Resp.	Date completed
1	Injury or damage caused by trees	Falling trees, branches caused by storms, winds or disease	Record keeping; Contingency	Bi-annual safety inspection by qualified arboreal specialist Implement required actions based on risk. Annual inspection by tree warden/contractors Reporting by members of public Regular checks by Parish Handyman	L	S	RAG	Tree safety reports every two years. Regular checks by Parish Handyman and contractors responsible for maintenance of allotments	Clerk	
2	Tripping hazards & condition of paths	Injury to members of public and damage to property of members of public	Record keeping	Section 1 Property Damage Cover - Insurance	L	M	M	Regular checks by Parish Handyman. Checks by contractor responsible for maintenance Insurance in place	Clerk	
3	Fires	Injury to members of public or employees	Policies	No fires allowed	L	M	M	Regular checks by Parish Handyman. Checks by contractor responsible for maintenance	Clerk	
4	Maintenance of assets such as seats, bins, etc.	Disrepair Loss of assets	Policies	Annual checks and maintenance	L	M	M	Regular checks by Parish Handyman. Checks by contractor responsible for maintenance Insurance in place	Clerk	
5	Litter, Rubbish and anti-social behaviour	Environmental health and nuisance	Policies	Regular checks by Parish Handyman. Checks by contractor responsible for maintenance Insurance in place	L	M	M	Regular checks by Parish Handyman. Checks by contractor responsible for maintenance	Clerk	



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4	Vermin infestation	Environmental health and nuisance	Policies	Regular checks and if issue will appoint contractor to deal with problems	L	M	M	Regular checks by Parish Handyman. Checks by contractor responsible for maintenance	Clerk	
5	Injury members of public, volunteers & personnel	Injury to members of public and damage to property of members of public	Policies	Public liability insurance in place. Regular checks.	L	M	M	Regular checks by Parish Handyman. Checks by contractor responsible for maintenance Insurance in place	Clerk	