

LAUNTON PARISH COUNCIL

Risk Assessment 2023 / 2024

Previous Review Date:

7 April 2022

Updated, Reviewed, Resolved and adopted by Council on:

X April 2023

Next Review Date:

April 2024

Risk assessment is a systematic general examination of working conditions, workplace activities and environmental factors that will enable the Parish Council to identify any and all potential inherent risks. The Parish Council, based on a recorded assessment, will take all practical and necessary steps to reduce or eliminate the risks, insofar as is practically possible.

This document has been produced to enable Launton Parish Council to assess the risks that it faces and satisfy itself that it has taken adequate steps to minimise them.

FINANCIAL AND MANAGEMENT					
Subject	Area of Risk	Likelihood (1-3) x Impact (1-3)	Management / Control of Risk	Review / Assess / Revise	Responsibility
1. Insurance	a. General adequacy	(1 x 1) = 1	The insurance arrangements are reviewed fully on a three-year basis with interim annual checking. Review of risk and adequacy of cover (loss / damage, public liability, consequential loss and fidelity guarantee) should be conducted annually. Full review of renewal costs currently annual.	Check limits annually and review full policy every three years	Clerk and Councillors
	b. Cost	(1 x 1) = 1			
	c. Compliance	(1 x 1) = 1			
	d. Public Liability (statutory)	(1 x 1) = 1	Insurance at £12,000,000		Clerk and Councillors

FINANCIAL AND MANAGEMENT					
Subject	Area of Risk	Likelihood (1-3) x Impact (1-3)	Management / Control of Risk	Review / Assess / Revise	Responsibility
	e. Employers Liability (statutory)	(1 x 1) = 1	Insurance at £10,000,000		Clerk and Councillors
	f. Money	(1 x 1) = 1	Insurance at £250,000 In transit £5,000 Private residence of member or employee £500 In custody or under supervision £5,000 In locked safe or strongroom £5,000 In locked receptacle other than strongroom £250		Clerk and Councillors
	g. Fidelity Guarantee	(1 x 2) = 2	Insurance at £250,000		Clerk and Councillors
	h. Property	(1 x 2) = 2	Wall: £9,271.15 Mowers and Machinery: £2,387.49 War Memorials: £9,728.89 Gates & Fences: £4,993.44 Street Furniture: £29,754.66 Outside equipment: £1,422.09 Allotment composting toilet: £tbc		Clerk and Councillors
	i. Libel and Slander	(1 x 2) = 2	Insurance at £250,000 (excess greater – 10% of claim or £1,000 whichever is lower).	Consider an Excess Reserve	Clerk and Councillors
	j. Personal Accident	(1 x 2) = 2	Insurance at £50,000 (capital sum), £200 (weekly sum).		Clerk and Councillors
	k. Excess	(1 x 1) = 1	£250 to be set aside as a Reserve in case of claim.		Clerk and Councillors

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Subject	Area of Risk	Likelihood (1-3) x Impact (1-3)	Management / Control of Risk	Review / Assess / Revise	Responsibility
2. Precept	a. Adequacy of precept in order for the Council to carry out its statutory duties	(1 x 2) = 2	To determine the precept amount required, the Council regularly receives budget update information. At the precept meeting Council receives a budget report, including actual position and projected position to the end of year and indicative figures or costings obtained by the Clerk. With this information the Council maps out the required monies for standing costs and projects for the following year and applies specific figures to budget headings. Taking into account the reserves, income and expenditure, the Council resolves to agree the precept amount to be requested from Cherwell District Council. The figure is submitted by the Clerk in writing. The Clerk informs the Council when the monies are received.	Review starting in December with budget process. Confirm precept requirement in January	Clerk and Councillors
	3. Budget Provision and Reserves	b. Insufficient available funds	(1 x 2) = 2	A full budget needs to be submitted prior to the Precept request. This should include funds placed in reserve for future projects, a Existing procedure adequate	

FINANCIAL AND MANAGEMENT					
Subject	Area of Risk	Likelihood (1-3) x Impact (1-3)	Management / Control of Risk	Review / Assess / Revise	Responsibility
			contingency fund and three months' running costs - £7,000.		
4. Best Value Accountability	c. Work awarded incorrectly	(1 x 2) = 2	Normal Parish Council practice would be to seek, if possible, more than one quotation for any substantial work undertaken. For major work competitive tenders must be sought. If problems encountered with a contract, the Clerk would investigate the situation and report to the Council.	Procedure in Financial Regulations	Clerk and Councillors
	d. Overspend on services	(1 x 2) = 2		Procedure in Financial Regulations	Clerk and Councillors
5. Contracts and contractors	a. Maintenance contractors	(1 x 2) = 2	Standing orders for award of contracts and capital expenditure. Initial contracts awarded for 12 months. Subject to satisfactory performance, subsequent contracts are for three years.	Report on performance and review when appropriate	Clerk and Councillors
6. Payroll and Salary	a. HMRC RTI Information – submit within time limits	(1 x 1) = 1	The Clerk's salary payment should be entered on the HMRC PAYE Tools software and uploaded to HMRC on a monthly basis. Clerk adds submission date on salary sheet for inspection at monthly PC meeting.	Current procedure adequate	Clerk / Councillor responsible for Internal Control
	b. HMRC End of Year Submission / P60 – submit within time limits	(1 x 1) = 1	The Council must complete the End of Year Submission online within the HMRC timeframe.	Current procedure adequate	Clerk / Councillor responsible for Internal Control

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Subject	Area of Risk	Likelihood (1-3) x Impact (1-3)	Management / Control of Risk	Review / Assess / Revise	Responsibility
	c. Salary paid incorrectly	(1 x 1) = 1	Salary agreed once NALC briefing has been published; paid by Standing Order. Councillors who authorise payments to sign salary sheet.		Councillor signatories
	d. Unpaid tax to HMRC	(1 x 2) = 2	Current Clerk is under the threshold, but additional payments would be monitored using the HMRC PAYE RTI Tools software.		Clerk / Councillor responsible for Internal Control
7. Employees	a. Fraud by staff	(1 x 2) = 2	Requirements of Fidelity Guarantee Insurance adhered to with regards to fraud.	Existing procedures adequate	Clerk and Councillors
	b. Health and safety	(1 x 2) = 2	All employees (currently the Clerk) to be provided adequate direction and safety equipment needed to undertake their role.	Monitor health and safety requirements and insurance annually	Clerk and Councillors
	c. Clerk resignation / sickness	(1 x 2) = 2	Councillors may act in a temporary capacity at nil pay. Contingency required for advertising, sickness cover etc.	Review contingency in budget annually	Clerk and Councillors
8. Bank and Banking	a. Inadequate checks	(1 x 2) = 2	The Council has Financial Regulations which set out banking requirements.	Financial Regulations up to date	Clerk
	b. Bank mistakes	(1 x 1) = 1	Reconciliation is monthly to pick up on any mistakes.	Existing procedure adequate	Clerk
	c. Payment mistakes	(1 x 1) = 1	Cheques to be written by the Clerk following inspection of the invoices and signed by two Councillors on production of the Payment	Existing procedure adequate Online Payment	Clerk and bank signatories

FINANCIAL AND MANAGEMENT					
Subject	Area of Risk	Likelihood (1-3) x Impact (1-3)	Management / Control of Risk	Review / Assess / Revise	Responsibility
			Schedule agreed at the PC Meeting. Cheque, cheque counterfoil, invoice and schedule to be signed or initialled. Online payments should follow the agreed online payment procedure. The Clerk to provide hard copies of all invoices together with a payment schedule for the meeting. Councillor authorisers to check all details prior to authorising payments.	Procedure reviewed on a bi-annual basis	
	d. Signatories	(1 x 1) = 1	To ensure that payments can be made in a timely manner, Council to confirm bank signatories and electronic banking authorisers (cheque signatories do not necessarily have to be authorisers) are up to date. There should be at least three Councillors capable of authorising online payments.	Review Annually in May	Clerk and Council
	e. Credit references	(1 x 1) = 1	The Bank performs credit references on signatories.	Existing procedure adequate	Bank
	f. Debit Card Use	(1 x 1) = 1	Debit Card Use Policy adopted.	Review every two years.	Clerk and Council

FINANCIAL AND MANAGEMENT					
Subject	Area of Risk	Likelihood (1-3) x Impact (1-3)	Management / Control of Risk	Review / Assess / Revise	Responsibility
	g. Non-performance / delivery of third parties	(1 x 1) = 1	Avoid pre-payments wherever possible. Vet suppliers thoroughly.	Existing procedure adequate	Clerk and Councillors
9. Financial reporting	a. Information communication	(1 x 1) = 1	Financial information is a regular, monthly, agenda item (Finance Report) and discussed / reviewed and approved at each meeting.	Existing procedure adequate	Clerk and Councillors
	b. Annual accounts	(1 x 1) = 1	Accounts to be closed at Council Year End 31 March and final Statement submitted to April / May Parish Council meeting for scrutiny and agreement. Clerk / RFO and Chairman to sign off.	Existing procedure adequate	Clerk and Councillors
10. Financial Records	a. Inadequate records	(1 x 1) = 1	The Council has Financial Regulations which set out the requirements.	Existing procedure adequate	Clerk and Councillors
	b. Financial irregularities	(1 x 1) = 1	The Council should have a Councillor responsible for Internal Control who inspects the finance records regularly. Any irregularities should be identified on inspection.	Existing procedure adequate	Councillors
11. Grants	a. Receipt of grant	(1 x 1) = 1	Clerk to ensure that the Grass Cutting Grant is received by BACS by August and to chase OCC if not received.	Review annually	Clerk
	b. Payment of Grants and Power to pay using S137	(1 x 1) = 1	Ensure that grants are acceptable to pay under General Power of Competence. All such expenditure	Existing procedure adequate	Clerk and Councillors

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Subject	Area of Risk	Likelihood (1-3) x Impact (1-3)	Management / Control of Risk	Review / Assess / Revise	Responsibility
			goes through the required Council process of approval, minuting and listing accordingly.		
12. Charges – rents receivable	a. Payment of rents	(1 x 1) = 1	The Parish Council receives no rents, but does receive a contribution to the insurance from the Allotments. Ensure that the invoice is sent out annually.	Existing procedure adequate	Clerk
13. VAT	a. Reclaiming	(1 x 1) = 1	The Council will make at least one reclaim using the 126 form annually after the close of the year end. Provided the reclaim is for more than one calendar month and is over £100 interim claims may be made. The order must have been placed by the Council, the invoice made out to the Council and the payment made from Council funds.	Existing procedure adequate	Clerk
	b. Charging	(1 x 1) = 1	The Council is not currently registered for VAT.	Existing procedure adequate	
14. Audit	a. Annual Return - complete and publish within time limits	(1 x 1) = 1	External Audit Annual Governance and Accountability Return (AGAR) completed and signed by the Internal Auditor and then completed and signed by the Chairman and Clerk / RFO before 30 June and published on the website.	Existing procedure adequate	Clerk and Chairman

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Subject	Area of Risk	Likelihood (1-3) x Impact (1-3)	Management / Control of Risk	Review / Assess / Revise	Responsibility
			If the PC payments and receipts fall below £25,000 the PC may agree that there is no need for a Limited Assurance Review and that Exemption is acceptable; the Certificate of Exemption must be completed and sent to the External Auditor by 30 June. All paperwork must still be completed and published whether or not it is sent to the External Auditor. The PC may still have a Limited Assurance Review and the paperwork must be completed and sent to the External Auditor and published on the website in the usual way.		
	b. Public inspection of documents	(1 x 1) = 1	By appointment only, at the Parish Hall or other convenient public place. For the safety of the Clerk, the public are welcome to inspect documents, but with a Councillor present. Annual Inspection Notice must cover the first 10 working days of July.	Existing procedure adequate	Clerk and Councillors
	c. Internal Audit	(1 x 1) = 1	Appoint an independent Internal Auditor.	Existing procedure adequate	Council (with advice from Clerk)

FINANCIAL AND MANAGEMENT					
Subject	Area of Risk	Likelihood (1-3) x Impact (1-3)	Management / Control of Risk	Review / Assess / Revise	Responsibility
	d. Review of Effectiveness of Audit	(1 x 1) = 1	The Council must review its requirements of the internal Audit including scope, independence, competence, relationships and planning following the completion of the Internal Audit.	Existing procedure adequate	Council
15. Legal Powers	a. Illegal activity or payments	(1 x 1) = 1	All activity and payments within the powers of the Parish Council to be resolved at full Council Meetings, including reference to the power used under the Finance section of Agenda and Finance Report.	Existing procedure adequate	Clerk and Councillors
16. Minutes / agenda / Notices and Statutory Documents	a. Accuracy and legality	(1 x 1) = 1	Minutes and agenda are produced in the prescribed manner by the Clerk and adhere to the legal requirements including publishing on the Agenda and Minutes section of the Parish Council website (www.launton-pc.gov.uk). While not a requirement of Councils over £25,000, draft Minutes are published within 28 days of the meeting, circulated in advance of the next meeting, and approved and signed by the Chair of the meeting at the full Council meeting.	Existing procedure adequate	Clerk

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Subject	Area of Risk	Likelihood (1-3) x Impact (1-3)	Management / Control of Risk	Review / Assess / Revise	Responsibility
	b. Standing Orders	(1 x 1) = 1	Originally adopted in June 2018 Reviewed and updated in September 2022	Review September 2024 if no legislation changes	Council
	c. Financial Regulations	(1 x 1) = 1	Adopted in December 2019, Reviewed in December 2022	Review December 2024	Council
	d. Business conduct	(1 x 1) = 1	Agenda displayed according to legal requirements. Business conducted at Council meetings should be managed by the Chairman.	Existing procedure adequate	Clerk and Chairman
17. Council Records	a. Paper	(1 x 2) = 2	Loss through, fire, theft, damage. The Parish Council records are stored at the home of the Clerk, in the filing cabinets in the Parish Hall and at the Oxfordshire Records Office. Records include historical correspondences, minutes, insurance, bank records.	Damage (apart from fire or flood) and theft is unlikely and so provision is adequate. Further archiving of papers in Parish Hall necessary.	Clerk and Council
	a. Electronic	(1 x 2) = 2	The Parish Council electronic records are stored on the Council's laptop in a Dropbox Cloud held with the Clerk at her home. The data is constantly backed up to Drobox in the Cloud and a physical backup is taken monthly. Sophos antivirus to be kept up-to- date.	Existing procedure adequate	Clerk

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Subject	Area of Risk	Likelihood (1-3) x Impact (1-3)	Management / Control of Risk	Review / Assess / Revise	Responsibility
18. Data Protection	a. Policy provision	(1 x 1) = 1	The Parish Council is registered with the Information Commissioner.	Existing procedure adequate	Clerk and Council
	b. Data Protection Officer		Is not currently necessary.	Review if necessary	
	c. GDPR	(1 x 1) = 1	Policies for Data Protection, Document Retention, Freedom of Information, Disclosure Log and Privacy Notice have been adopted and published.	Review bi-annually or sooner should legislation dictate	Council
19. Freedom of Information and Environmental Information Regulations	a. Policy	(1 x 1) = 1	The Council has a model publication scheme in place. To date there have been no requests under FOI or EIR.	Existing procedure adequate	Clerk
	b. Provision	(1 x 2) = 2	The Parish Council is aware that if a substantial request came in it could create a number of additional hours' work.		Clerk / Council
20. Councillors	a. Losing a Councillor	(1 x 1) = 1	When a vacancy arises there is a legal process to follow which leads to either a by-election or a co-option process. The more usual is a co-option which starts with an advert, acceptance of applications, consideration of applicants and co-option vote at a Council meeting. The Council tries to draw members from around the Parish to make sure each area is represented.	Existing Vacancy Procedure adequate	Clerk / Council

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Subject	Area of Risk	Likelihood (1-3) x Impact (1-3)	Management / Control of Risk	Review / Assess / Revise	Responsibility
	b. Losing more than five Councillors to make the Council inquorate	(1 x 3) = 3	If there are more than four vacancies at any one time, the Council becomes inquorate and the District Council will take over the running of the Council (at the Village's expense).	Procedures of Cherwell District Council are adequate	
21. Election Costs	a. Risk of an election cost	(1 x 2) = 2	Risk is higher in an election year. The Council sets aside a sum each year to a maximum of £1,600 in case of an election.	Existing procedure is adequate for the four-yearly elections but inadequate in the unlikely event of a by-election.	
22. Members' Interests and Code of Conduct	a. Conflict of interests	(1 x 1) = 1	Declarations of interest by members at Council meetings. Legally Councillors need only declare 'pecuniary interests', but many choose to declare other interests and withdraw from discussion if necessary. All interests are recorded.	Existing procedure adequate	
	b. Code of Conduct	(1 x 1) = 1	Code issued by CDC and adopted in March 2023. It is issued to each Councillor on election to Office.	Existing procedure adequate.	CDC
	c. Register of members' interests	(1 x 1) = 1	Councillors must complete a form on election which must be sent to CDC for publication on their website. Councillors are responsible for ensuring that their own register	Review Annually	Councillors

FINANCIAL AND MANAGEMENT					
Subject	Area of Risk	Likelihood (1-3) x Impact (1-3)	Management / Control of Risk	Review / Assess / Revise	Responsibility
			of members interests is kept up to date.		
23. Council Meetings	a. Recording of meetings	(1 x 1) = 1	While it is legal for recordings to be made of meetings, out of courtesy, and in accordance with the Recording of Meetings Policy, members of the public are requested to inform the Chairman if they wish to record the meeting. The Parish Council will also make a recording if necessary.	Existing procedure adequate	Chairman

PHYSICAL EQUIPMENT OR AREAS					
Assets					
Subject	Location	Likelihood (1-3) x Impact (1-3)	Management / Control of Risk	Review / Assess / Revise	Responsibility
1. Filing Cabinets	In Parish Council room in the Parish Hall	(1 x 2) = 2	Ensure location is secure with controlled access (Clerk has key)	Check room regularly for water / damp / rodents	Clerk
2. Bus shelters	i. Bicester Road outside The Bull ii. Bicester Road outside the Old Post Office ii. Station Road	(2 x 1) = 2	Physical condition monitored annually and results reported in July / August. Any reports of damage to be included on next agenda.	Responsibility for inspection decided at June meeting.	Clerk Councillors

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Assets					
Subject	Location	Likelihood (1-3) x Impact (1-3)	Management / Control of Risk	Review / Assess / Revise	Responsibility
			Security not possible.		
3. War Memorial	Junction of Bicester Road and The Poplars	(2 x 1) = 2	Security not possible.	Six monthly inspection to be conducted	Councillors
4. Benches	i. Blenheim Drive ii. Bicester Road by War Memorial iii. Sherwood Close iv. Station Road by Chapel v. Sycamore Road	(2 x 1) = 2	All secured by bolts, screws etc. Regular monitoring, annual maintenance and repair or replacement as required using personnel deemed qualified by the Council. Any reports of damage to be included on the next agenda. Annual inspection conducted each June and reported to Council.	Existing procedure adequate	Councillors
5. Bus shelter benches	i. The Bull ii. The Old Post Office iii. Station Road	(2 x 1) = 2	Regular monitoring, annual maintenance and repair or replacement as required using personnel deemed qualified by the Council. Any reports of damage to be included on the next agenda. Annual inspection conducted each June and reported to Council.	Existing procedure adequate	Councillors
6. Wall	At the Poplars	(1 x 1) = 1	Annual inspection.		

PHYSICAL EQUIPMENT OR AREAS					
Assets					
Subject	Location	Likelihood (1-3) x Impact (1-3)	Management / Control of Risk	Review / Assess / Revise	Responsibility
7. Waste bins	i. Sherwood Close ii. Bicester Road Old PO bus shelter iii. Bicester Road by War Memorial iv. Station Road by Chapel v. Blenheim Drive vi. Sherwood Close grass area vii. Sycamore Road viii. West End	(1 x 1) = 1	Annual inspection in June. Regular monitoring, annual maintenance and repair or replacement as required using personnel deemed qualified by the Council. Any reports of damage to be included on next agenda.	Existing procedure adequate	
8. Dog waste bins	i. West End (400) ii. Blenheim Drive opposite duck pond ((401) iii. Sycamore Road (402) iv. Blackthorn Road Garages (403) v. The Glades (404) vi. West end turning area (405)	(1 x 1) = 1	Annual inspection in June. Regular monitoring, annual maintenance and repair or replacement as required using personnel deemed qualified by the Council. Any reports of damage to be included on next agenda.	Existing procedure adequate	

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Assets					
Subject	Location	Likelihood (1-3) x Impact (1-3)	Management / Control of Risk	Review / Assess / Revise	Responsibility
	vii. Bicester Road Sports Ground (406) viii. Bicester Road (Church Walk) (407) ix. West End (408) x. Bicester Road Sports Ground (409) xi. Wyndham Hall Footpath				
9. Grit bins	i. Railway bridge, Bicester Road ii. Old PO bus shelter iii. The Bull iv. Station Road bus shelter	(1 x 1) = 1	Annual inspection conducted in June. Ensure filled with salt by OCC in the autumn and top up from bag stored by Peter Cox if necessary. Check maintenance.	Existing procedure adequate	
10. Noticeboards	i. Bicester Road by War Memorial ii. Parish Hall	(1 x 1) = 1	Full annual inspection. Regular monitoring when Clerk posts notices, annual maintenance and repair or replacement as required using personnel deemed qualified by the Council. Any reports of damage to be included on next agenda.		

PHYSICAL EQUIPMENT OR AREAS					
Assets					
Subject	Location	Likelihood (1-3) x Impact (1-3)	Management / Control of Risk	Review / Assess / Revise	Responsibility
11. Defibrillator	The Bull Pub Car Park	(1 x 1) = 1	Monthly inspection. Replacement of battery every five years and pads every two years if unused – budget required. If used, SCAS will replace.	Existing procedure adequate	Cllr Dowman
12. Roadside gates	i. Blackthorn Road north side ii. Blackthorn Road south side iii. Station Road south side	(1 x 1) = 1	Full annual inspection, cleaning and painting may be necessary. Budget required.	Existing procedure adequate	
13. Land	i. The Glades ii. The Poplars iii. Yew Tree Close iv. Sherwood Close	(1 x 1) = 1	Full annual inspection.	Existing procedure adequate	
14. Village Pump	Station Road	(1 x 1) = 1	Full annual inspection, cleaning and painting may be necessary. Budget required.	Existing procedure adequate	Cllr Sanders
15. Maintenance of land and assets	Village-Wide Grass cutting Verge cutting Tree pruning Shrubbery maintenance	(1 x 1) = 1	Take copies of all contractors' Public Liability Certificates or obtain written confirmation of cover. Ensure terms of all new undertakings include indemnity of the Council by the Contractor Schedule review of contracts including responsibility and performance.	Existing procedure adequate	Clerk
		(1 x 1) = 1			
		(1 x 1) = 1			

Risk Prioritisation

The table below is recommended in the Joint Panel on Accountability and Governance (JPAG) Practitioners' Guide

Risk prioritisation is an assessment of the severity of impact if something were to happen and how likely it is to happen

Likelihood x Impact = Risk Priority

How Likely	Highly likely	3	6	9
	Possible	2	4	6
	Unlikely	1	2	3
		Negligible	Moderate	Severe
	Impact			

Taken from the JPAG 2021 from Section 5.97

Addressing risks:

Risk is unavoidable, and every organisation needs to take action to manage risk in a way which it can justify to a level which is tolerable. The response to risk, which is initiated within the organisation, is called 'internal control' and may involve one or more of the following standard responses:

- Tolerate the risk - for risks where the downside is containable with appropriate contingency plans; for some where the possible controls cannot be justified (e.g. because they would be disproportionate); and for unavoidable risks, e.g. terrorism.
- Treat the risk - a common response which can mean imposing controls so that the organisation can continue to operate; or setting up prevention techniques.
- Transfer the risk – buying in a service from a specialist external body or taking out insurance. Some risks cannot be transferred, especially reputational risk.
- Terminate the activity giving rise to the risk - it may be best to stop (or not to start) activities which involve intolerable risks or those where no response can bring the risk to a tolerable level.

Areas where there may be scope to use insurance to help manage risk include the following:

- The protection of physical assets owned by the authority – buildings, furniture, equipment, etc. (loss or damage).
- The risk of damage to third party property or individuals as a consequence of the authority providing services or amenities to the public (public liability).
- The risk of consequential loss of income or the need to provide essential services following critical damage, loss or non-performance by a third party (consequential loss).
- Loss of cash through theft or dishonesty (fidelity guarantee).
- Legal liability as a consequence of asset ownership (public liability).

The limited nature of internal resources in most authorities means that those wishing to provide services often buy them in from specialist external bodies. Areas where there may be scope to work with others to help manage risk include the following:

- Security for vulnerable buildings, amenities or equipment.
- Maintenance for vulnerable buildings, amenities or equipment.
- The provision of services being carried out under agency/partnership agreements with principal authorities.
- Banking arrangements, including borrowing or lending.
- Ad hoc provision of amenities/ facilities for events to local community groups.
- Markets management.
- Vehicle or equipment lease or hire.
- Trading units (leisure centres, playing fields, burial grounds, etc.).
- Professional services (planning, architects, accountancy, design, etc.).

This risk assessment was reviewed and adopted on 7 April 2022 – Minute Reference 7/4/22 9. a.

For review April 2023