

**MINUTES OF A MEETING OF
THE POLICY AND RESOURCES COMMITTEE
MALVERN TOWN COUNCIL**

**held in the Council Chamber, Belle Vue Terrace, Malvern
on Thursday 10 March 2022 at 6.00 pm**

Councillors

C Hooper (Chairman)
C Fletcher
S Taylor (substitute for A Stitt)
P Tuthill
D Watkins (substitute for N Mills)

In attendance

Linda Blake - Town Clerk
Louise Wall - Minute Clerk

Absent

J Ashington-Carter (apologies)
R McLaverty-Head (apologies)
N Mills (apologies) – substituted Cllr D Watkins
J O'Donnell (apologies)
J Satterthwaite (apologies)
A Stitt (apologies) – substituted Cllr S Taylor

37. APOLOGIES FOR ABSENCE

Apologies for absence from the following councillors were **NOTED**:

- J Ashington-Carter
- R McLaverty-Head
- N Mills – had substituted Cllr D Watkins
- J O'Donnell
- J Satterthwaite
- A Stitt – had substituted Cllr S Taylor

38. DECLARATIONS OF INTEREST

None.

39. MINUTES OF PREVIOUS MEETING

It was **RESOLVED** that the minutes of the following meeting be approved and adopted as a correct record of the proceedings, to be signed by the Chairman:

- Policy and Resources Committee meeting 8 December 2021.

PUBLIC PARTICIPATION

None.

40. QUARTERLY ACCOUNTS – THIRD QUARTER, OCTOBER TO DECEMBER 2021

Report PR01/21 was received and accepted and the Town Clerk presented the quarterly accounts for the third quarter of the 2021/22 financial year.

Committee received the management accounts.

UNADOPTED

The third quarter, ending 31 December 2021, showed a deficit balance being taken from General Reserves of £9,144. As there had been a budgeted deficit for the quarter of £17,289, this meant an underspend of £8,145 for the third quarter of the 2021/22 financial year.

Administration and Operational costs were over budget for the third quarter by £4,724 and £4,153 respectively, whilst Asset Refurbishment and Renewal was £14,650 under budget. The Town Clerk outlined the main variances as detailed in the report and answered questions from members of the committee.

In summary, for the year to date there was an underspend against budget of £33,177 but this was expected to decrease during the final quarter as some projects had been delayed and would be completed in the final quarter.

Attention was drawn to the signed payment schedules which are included in the financial reports and show that all payments are checked by two councillors before being approved.

The Chairman thanked the Town Clerk for preparation of the accounts.

It was **RECOMMENDED** that Full Council approves the Quarterly Accounts for the third quarter ending 31 December 2021.

The Chairman announced that he would be altering the order of business so that agenda item 9 Policy Review Task and Finish Group would be brought forward and discussed.

41. **POLICY REVIEW TASK AND FINISH GROUP**

Report PR06/22 was received and accepted.

The Town Clerk explained that all policies should be reviewed at least once during each four-year term, with some requiring more frequent review. A task and finish group formed in July 2021 had not been able to meet to carry out the task of reviewing policies to present to Policy and Resources Committee. Furthermore, at the November meeting of Policy and Resources Committee, three policies for review had been referred back to the Town Clerk for her input.

It was therefore **AGREED** that, in line with the Policy and Resources budget working party which reviews budget matters, a Policies Review task and finish group be set up to concentrate solely on the review of Town Council policies, with meetings held on separate dates to the Policy and Resources Committee, and with a quorum of three in line with other task and finish groups.

The Chairman then reverted to the original order of the agenda.

42. **TOWN COUNCIL OBJECTIVES – SHORT AND LONG TERM**

Report PR02/22 was received and accepted.

The Town Clerk explained that the short and long term aims and objectives had already been discussed at the November meeting of this committee and some minor amendments had now been included for approval. A request had also been

UNADOPTED

made that the aims and objectives would be put into a tabled format so that there was a provision to monitor how and when each objective was achieved.

A couple of minor amendments were made and the final document is attached to these minutes at Appendix A.

It was **RECOMMENDED** that the Town Council's short term and long term aims and objectives 1 April 2022 – 31 March 2023 as attached at Appendix A to these minutes are accepted.

43. **ASSESSMENT OF MALVERN TOWN COUNCIL'S SIGNIFICANT RISKS IN ACHIEVING ITS OBJECTIVES, SHORT TERM AND LONG TERM**

Report PR03/22 was received and accepted.

The Town Clerk reminded members that this task was completed by Policy and Resources Committee each year. It is also an essential part of the council's annual audit process and serves the purpose of identifying any risks or threats which may prevent the Town Council from achieving its stated aims and objectives.

It was **RECOMMENDED** that the significant risks to achieving the Town Council's objectives, both short term and long term as attached to these minutes at Appendix B are accepted.

44. **ANTI-FRAUD AND CORRUPTION POLICY**

Report PR04/22 was received and accepted, and thanks were extended to the Town Clerk for the work she had undertaken in producing this..

There was one minor change to the draft policy – to change 'standards committee' to 'monitoring officer' under the 'Deterrence' section.

It was **RECOMMENDED** that the revised Anti-fraud and Corruption Policy within report PR04/22 be approved and adopted subject to the minor change above being made.

45. **BULLYING AND HARASSMENT POLICY**

Report PR05/22 was received and accepted.

The Town Clerk explained that the draft included more definitions for clarity and it was noted that the policy related specifically to bullying and harassment of staff, with a separate policy available in respect of zero tolerance on harassment and abuse of councillors. Thanks were extended to the Town Clerk for all her work on this draft policy.

It was **RECOMMENDED** that the revised Bullying and Harassment Policy within report PR05/22 be approved and adopted.

46. **STAFFING MATTERS**

The Town Clerk updated members that the National Joint Council for Local Government Services had agreed the new rates of pay applicable from 1 April 2021 applicable to all pay scales.

UNADOPTED

This increase will be applied to all March 2022 salaries with backdated pay paid as appropriate.

47. DATE AND TIME OF NEXT MEETING

It was **AGREED** that the date of the next meeting would be Wednesday 30 March 2022.

The meeting finished at 7.45 pm.

.....(Chairman)

DRAFT

	Short Term Aims and Objectives – 1 April 2022 until 31 March 2023	Action taken, aim or objective achieved, additional comments
1.	<u>Performance of statutory powers and duties</u>	
a)	to enhance the current good working relationship with Malvern Hills District Council (MHDC), Worcestershire County Council (WCC) and other appropriate bodies to provide efficient and effective services in Malvern.	Liaison meetings. Invitations of WCC and MHDC councillors to town council meetings. Regular communication.
b)	to carry out benchmarking to ensure services provided under Council contracts are as efficient as possible.	Procedure in place to carry out regularly. Financial regulations to be reviewed.
c)	to regularly review suppliers and expenditure by supplier to ensure that the Town Council continues to obtain the best value for money on its purchases, this to be carried out by the Policy and Resources Committee.	Management accounts. Regular reports to council. Compliance with Financial Regulations.
d)	to establish a Community Engagement Strategy setting out how Malvern Town Council can better engage with the local community to ensure issues of concern are communicated and addressed.	Not yet actioned.
2.	<u>Improvement of operational standards</u>	
a)	to encourage the improvement and better maintenance of pavements, highways, footpaths and PROWs within the town through liaison with WCC and to encourage the public to report any issues to the Town Council so that these can be forwarded to the appropriate County or District Councillor for action to be taken.	Communication with WCC councillors but no official strategy.
b)	to improve the amenities at Victoria Park including leisure facilities, public toilets, pavilion and take appropriate action to reduce anti-social behaviour.	New community hub project and public consultation. Planned skateboard park relocation.

	Short Term Aims and Objectives – 1 April 2022 until 31 March 2023	Action taken, aim or objective achieved, additional comments
c)	to ensure that all Town Council operations and practices are carried out in a Covid-safe manner and in accordance with the government guidelines current at that time.	Risk assessments carried out and agreed working practices in place. May not be relevant into the future.
3.	<u>Promotion of Malvern and its events</u>	
a)	to continue to investigate ways of making certain events more cost-effective through increased involvement of volunteers and exploring sponsorship links.	Ongoing.
b)	to continue to promote the Town Council's work through the production and distribution of at least three newsletters per year.	Budget agreed and schedule in place.
c)	to continue the following annual events as agreed at Full Council on 3 February 2022, government guidelines permitting: <u>2022</u> Civic Service 9 April Peaky Blinders Charity Casino Night 22 April Health & Wellbeing Fair/Mayor's Peaks Challenge 30 April Queen's Jubilee Celebrations 5 June Bands in the Park programme 8 May - 18 Sep Armed Forces Day 26 June Heart of England in Bloom June/July The Mayor's Bonanza 28 August Field of Remembrance 10-17 November Armistice Day 11 November Remembrance Sunday 13 November	Budgets agreed for 2022/23 and planning commenced for most events.

	Short Term Aims and Objectives – 1 April 2022 until 31 March 2023	Action taken, aim or objective achieved, additional comments
	<p>Christmas Festival 26 November</p> <p>Christmas Charity Concert 17 December</p> <p>Festive Cheer Bags 19 December</p>	
4.	<u>Consideration of planning and development matters</u>	
a)	to set up a new Task and Finish Group to finish the 'light touch' review of the Neighbourhood Plan, following the SWDP review.	Annual council 2022.
b)	to find ways to encourage councillors to participate in training on planning matters to assist all in understanding planning policy.	Planning training offered through Worcestershire CALC.
c)	to work with MHDC and community groups to take the lead in establishing a community design group that can be involved in the planning process, engaging the wider community.	Not yet actioned.
d)	to strongly encourage MHDC to introduce a simplified process to ensure that properties can be placed on a local list to provide protection for appropriate buildings.	Ongoing through liaison meetings.
e)	to secure the future of Malvern Hills College as a continuing educational and community asset.	MTC have secured the college as an Asset of Community Value and have two councillor representatives on working group.
5.	<u>Training and accessibility</u>	
a)	to continue an annual appraisal process and allow opportunities for officers to speak to the Policy and Resources Committee as necessary.	Undertaken annually as necessary.
b)	to review Whistle-Blowing Policy (last carried out in May 2018).	Scheduled for March 2022.
c)	any councillor taking on the role of Chairman or Vice Chairman of the Council or one of its Committees should undertake appropriate training as soon as is reasonable.	Will be actioned annually and monitored.

	Short Term Aims and Objectives – 1 April 2022 until 31 March 2023	Action taken, aim or objective achieved, additional comments
d)	whilst training for all councillors should not be mandatory, all councillors should be given the opportunity and encouraged to undertake training on how the Council works (e.g. Standing Orders, Code of Conduct etc) as soon as is reasonable.	Regular training offered through Worcestershire CALC.
e)	to continue to update and develop the Member's Handbook, focusing on useful information for new members and a useful synopsis of all the main information points.	Ongoing.
f)	to use the new council website to help support provision of clear and timely information to all councillors.	Website continually reviewed to update and improve.
6.	<u>Environmental impact on Town Council operations</u>	
a)	to uphold the Town Council's declaration of a climate emergency and consider the environmental impact of Town Council operations by taking action to reduce carbon emissions where practical.	Ongoing.
b)	to work to provide recycling bins in suitable locations throughout the town where practical and to encourage use of these recycling bins.	Five recycling bins to be installed in pilot scheme.
c)	to provide new bike racks in suitable locations to encourage increased use of bikes.	Bike racks installed in Barnards Green with three more sites under discussion.
d)	to consider, and use wherever possible, energy saving and efficient practices in the development of new Town Council buildings and the refurbishment of current buildings.	Environmental panel are undertaking calculation of carbon footprint as part of environmental audit. More works to be done.
e)	to continue to rewild suitable areas of Town Council-owned land with appropriate planting – including trees - and encourage other landowners to do the same.	Wilding areas agreed but influence on other landowners limited.
f)	to use, wherever possible, green energy suppliers for Town Council contracts.	Ongoing but switches already made to Octopus Energy.

	Long Term Aims and Objectives – 1 April 2022 until 31 March 2027	Action taken, aim or objective achieved, additional comments
1.	<u>Performance of statutory powers and duties</u>	
	The Town Council will:	
a)	maintain and aim to improve, year on year, the delivery of Town Council services.	Ongoing.
b)	commit to the Malvern council taxpayer to provide efficient, effective and best value services for Malvern.	Strong and robust administration procedures. Internal controls.
c)	continue working with other groups and agencies when determining the future roles and responsibilities of the Town Council within the Malvern area.	Ongoing partnership working. Liaison meetings. Invitation of WCC and MHDC councillors to town council meetings.
d)	Review each of the Town Council policies at least every four years.	Scheduling of reviews. Formation of P & R working party. Some outdated policies to catch up on.
2.	<u>Improvement of operational standards</u>	
	The Town Council will:	
a)	ensure all Council-owned and leased land and property is maintained to the highest possible standard.	Regular inspections. Asset management schedule/ programme. Robust budgets.
b)	ensure the Council maintains its visible presence to the highest possible standard.	Regular inspections/good management. Strong and robust policies and procedures.

	Long Term Aims and Objectives – 1 April 2022 until 31 March 2027	Action taken, aim or objective achieved, additional comments
c)	when appropriate, negotiate with relevant local authorities and other bodies regarding potential transfer of assets, services and accompanying funding.	Ongoing.
d)	ensure, where possible, that the management of public realm ¹ in Malvern remains in public ownership and is managed to the highest possible standard.	Items placed on agenda for discussion as needed – ongoing.
e)	lobby for the improvement of publicly-owned areas and other areas of public interest.	Ongoing.
3.	<u>Promotion of Malvern and its events</u>	
	The Town Council will:	
a)	ensure that its role and achievements in Malvern are well promoted by utilising the full range of promotional media.	Website regularly updated, use of social media, press releases and regular newsletters.
b)	raise the profile of Malvern by the development of new events (both Town Council-managed and in partnership) and support and enhance the annual events calendar.	Operations and planning committee review events annually. Ongoing.
c)	be a democratic voice for the people of Malvern to address important issues as and when they arise.	Ongoing.
4.	<u>Consideration of planning and development matters</u>	
	The Town Council will:	
a)	continue to assume a greater role in planning matters and consider and comment on both minor and major planning applications.	Weekly planning list, monthly planning meeting, more engagement of councillors required.

¹ Public realm is any space in the built environment that is free and open to everyone, including streets, squares, forecourts, parks and open spaces, and space between and within buildings that is publicly accessible.

	Long Term Aims and Objectives – 1 April 2022 until 31 March 2027	Action taken, aim or objective achieved, additional comments
b)	make relevant representations at all stages of the planning process where it is considered appropriate, especially at local planning authority meetings.	Ongoing but more engagement required.
c)	review the Neighbourhood Plan as required and in line with the timetable for the emerging South Worcestershire Development Plan Review (SWDPR).	Not yet fully actioned.
d)	review developments in the South Worcestershire Development Plan Review (SWDPR) and other government proposals which may relate to planning, and respond as appropriate.	Ongoing but there have been delays with SWDPR consultation process.
e)	continue to contribute towards, and where appropriate engage and comment on, local transport policy and services in Malvern, through Worcestershire County Council (WCC).	Not yet actioned.
f)	utilise important contributions from residents as part of the Neighbourhood Plan and work with partner organisations to address important non-land based issues and develop and action plans accordingly.	Not yet actioned.
5.	<u>Training and accessibility</u>	
	The Town Council will:	
a)	seek to improve its accessibility and responsiveness to the public, as far as is reasonably practicable.	Ongoing actions.
b)	provide an induction session for new councillors and deliver an ongoing programme of training – specifically in financial and planning matters - for all councillors to attend and to keep up to date with any changes in the law and to ensure good working practices are followed.	Covid-19 pandemic has limited inductions. Engagement with training is difficult.
c)	provide appropriate training for any councillor taking on the role of Chairman or Vice Chairman of the Council or one of its Committees, and this should be undertaken as soon as is reasonable.	Training offered as available. Chairman removed if reasonable time exceeded.
d)	provide the opportunity for, and encourage, all councillors to undertake training on how the Council works (e.g. Standing Orders, Code of Conduct etc) as soon as is reasonable. This training	Training offered as available. Not all councillors engage with training opportunities.

	Long Term Aims and Objectives – 1 April 2022 until 31 March 2027	Action taken, aim or objective achieved, additional comments
	is not mandatory.	
e)	provide continuing development of Town Council staff through a reasonable programme of training to ensure good working practices are followed.	Annual budget allocated – ongoing.
f)	deliver an ongoing commitment to ensure the welfare of staff.	Ongoing and reviewed.
6.	<u>Environmental impact on Town Council operations</u>	
	The Town Council will:	
a)	uphold the Town Council's declaration of a climate emergency and consider the environmental impact of Town Council operations by taking action to reduce carbon emissions where practical.	In initial stages but ongoing.
b)	respond positively to new initiatives regarding combatting climate change and incorporate these into day to day operations where practical.	In initial stages but ongoing.
c)	join with other groups and agencies to maximise the effectiveness of current and new environmental initiatives.	Not yet actioned.
d)	aim to provide recycling bins in suitable locations throughout the town and encourage the use of these.	Partnership working with MHDC and plans for trial in place.
e)	encourage green transportation by investigating the viability of and implementing, where possible, improved cycle lanes within the town and within any new housing developments.	Not yet actioned.
f)	consider, and use wherever possible, energy saving and efficient practices in the development of new Town Council buildings and the refurbishment of current buildings.	New community hub. Carbon footprint audit. More work to be done.
g)	continue to rewild suitable areas of Town Council-owned land with appropriate planting – including trees – and encourage other landowners to do the same.	MTC wilding sites in operation. Not as easy to encourage other landowners.

	Long Term Aims and Objectives – 1 April 2022 until 31 March 2027	Action taken, aim or objective achieved, additional comments
h)	use, wherever possible, green energy suppliers for Town Council contracts.	Switches to green suppliers have already started.
7.	<u>Efficient working practices</u>	
	The Town Council will:	
a)	continue to investigate ways in which technology can be used to produce and develop efficient working practices.	Ongoing and constantly reviewed.
b)	maintain and enhance its digital presence through its website and social media.	Website and social media regularly reviewed and updated.
c)	Ensure its meetings continue to focus on matters of importance to Malvern.	Chairmanship training. Application of standing orders.

	Short Term Objective	Threats to achieving objective	Level of risk	Consequences of failing to achieve objective	Management procedures to achieve objective	Procedure in place?
1.	Performance of Statutory Powers and Duties					
a)	To enhance the current good working relationship with Malvern Hills District Council (MHDC), Worcestershire County Council (WCC) and other appropriate bodies to provide efficient and effective services in Malvern.	Lack of co-ordinated partnership working. Inability of partners to agree desired outcomes. Poor communication. Lack of clear information. Lack of commitment from other bodies. Pressure on staff resources.	Medium	Negative public opinion. Inefficient service delivery for the taxpayer of Malvern. Resource wastage. Breakdown in stakeholder/partner relationships. Increase in complaints.	Regular liaison meetings. Effective communication with partnership organisations. Invitation to MHDC/WCC councillors to attend town council meetings. Foster good officer contacts and working relationships with MHDC and WCC.	Yes
b)	To carry out benchmarking to ensure services provided under Council contracts are as efficient as possible.	Lack of resources. Lack of staff knowledge/time. Current policies/ procedures being weak or unclear. Poor management.	Low	Inefficient service delivery and failure to achieve best value. Resource wastage. Unnecessary increases in council tax. Negative public opinion. Increase in complaints.	Regular contract reviews reported to the appropriate committee. Staff training. Annual timetable for contract review. Strong budgeting/ correct procurement/tendering procedures.	Yes
c)	To regularly review suppliers and expenditure by supplier to ensure that the Town Council continues to obtain the best value for money on its purchases, this to be carried out by the Policy and Resources	Lack of resources. Lack of staff knowledge/expertise. Poor management. Poor reporting procedures.	Low	Inefficient service delivery and failure to achieve best value. Resource wastage. Unnecessary increases in council tax.	Regular reporting to Policy and Resources committee as part of annual timetable. Management of staff to ensure regular reviews take place. Robust budgeting and	Yes

	Short Term Objective	Threats to achieving objective	Level of risk	Consequences of failing to achieve objective	Management procedures to achieve objective	Procedure in place?
	Committee.			Negative public opinion.	management accounting procedures. Financial regulations in place and reviewed as required	
d)	To establish a Community Engagement Strategy setting out how Malvern Town Council can better engage with the local community to ensure issues of concern are communicated and addressed.	Lack of resources/staff time. Lack of councillor commitment/engagement. Lack of knowledge/expertise.	Medium	Negative public opinion. Failure to represent electorate in a competent and effective manner.	Research into engagement strategies used in other areas. Strategy document to be considered and adopted by council. Public consultations carried out as necessary.	Public consultation and engagement are carried out but no formal strategy yet adopted
2.	Improvement of operations standards					
a)	To encourage the improvement and better maintenance of pavements, highways, footpaths and PROWs within the town through liaison with WCC and to encourage the public to report any issues to the Town Council so that these can be forwarded to the appropriate County or District Councillor for action to be taken.	Ineffective administration and poor reporting structure. Lack of co-ordinated partnership working. Lack of resources. Lack of clear information. Poor communication.	Low	Negative public opinion. Increase in complaints. Inefficient service delivery and failure to achieve best value.	Adoption of work policies and procedures to report issues using the correct channels. Effective communication with MHDC and WCC. Invitation to MHDC/WCC councillors to attend town council meetings and make reports. Town council staff easily accessible via telephone and email.	Yes

	Short Term Objective	Threats to achieving objective	Level of risk	Consequences of failing to achieve objective	Management procedures to achieve objective	Procedure in place?
b)	To improve the amenities at Victoria Park including leisure facilities, public toilets, pavilion and take appropriate action to reduce anti-social behaviour.	Lack of resources. Weak planning/poor budgeting Lack of council commitment/agreement Funding issues. Failure to identify and action a workable concept.	Low	Negative public opinion. Vandalism and anti-social behaviour. Increase in repair and maintenance costs. Increase in complaints. Poor service delivery for park users	New community hub building planned with works to commence in 2021. New basketball courts completed in 2021. Public consultations for new hub and for skateboard relocation. Effective liaison with police. Employment of a park keeper during the summer months. CCTV agreed for basketball courts and to be included as part of new building project.	Yes
c)	To ensure that all Town Council operations and practices are carried out in a Covid-safe manner and in accordance with the government guidelines current at that time.	Lack of resources. Lack of staff training/knowledge/ support services. Poor management.	Low	Legal proceedings. Fines. Negative public opinion. Low staff morale. Spread of Covid-19/staff absences.	Regular engagement with CALC/NALC/other bodies to ensure information is up to date. Completion of risk assessments. Staff training and briefings. Social distancing measures. Appropriate PPE and hygiene available at all times.	Yes
3.	Promotion of Malvern and its Events					
a)	To continue to investigate ways	Lack of staffing resources/	Medium	Reduced sponsorship income.	Annual review of sponsorship	Yes

	Short Term Objective	Threats to achieving objective	Level of risk	Consequences of failing to achieve objective	Management procedures to achieve objective	Procedure in place?
	of making certain events more cost-effective through increased involvement of volunteers and exploring sponsorship links.	expertise. Lack of commitment. Lack of public interest/financial economic pressure on businesses.		Increased costs. Need to scale down events due to lack of volunteers.	and active engagement with potential new sponsors. Use of various engagement methods to involve and retain volunteers for events.	
b)	To continue to promote the Town Council's work through the production and distribution of at least three newsletters per year.	Lack of staff resources. Lack of creativity and input. Poor planning. Inadequate IT systems.	Low	Lack of effective community engagement. Lack of public awareness of town council achievements/ events.	Timetable put in place for newsletter dispatch. Staffing resources allocated for production of newsletter. Budget agreed for three newsletters per year and distribution. IT systems assessed as required	Yes
c)	To continue the following annual events as agreed at Full Council on 3 February 2022, government guidelines permitting: 2022 Civic Service 9 April Peaky Blinders Charity Casino Night - 22 April Health & Wellbeing Fair/ Mayor's Peaks Challenge - 30 April Queen's Jubilee Celebrations - 5	Lack of resources. Poor budgeting. Changes in government regulations in relation to Covid-19 or other health matters. Failure to plan adequately or respond to changes. Extreme weather conditions eg winds/snow/floods.	Low	Possible negative public opinion. Loss of popular public events. Loss of charity fundraising opportunities.	Regular review of Government regulations with advice taken from CALC/NALC. Close monitoring of weather conditions and changes made as necessary. Robust risk assessment procedure for all events. Briefing of staff and volunteers ahead of all events. Events officers employed as part of staffing structure at MTC.	Yes

	Short Term Objective	Threats to achieving objective	Level of risk	Consequences of failing to achieve objective	Management procedures to achieve objective	Procedure in place?
	<p>June</p> <p>Bands in the Park programme - 8 May - 18 Sep</p> <p>Armed Forces Day - 26 June</p> <p>Heart of England in Bloom - June/July</p> <p>The Mayor's Bonanza - 28 August</p> <p>Field of Remembrance - 10-17 November</p> <p>Armistice Day - 11 November</p> <p>Remembrance Sunday - 13 November</p> <p>Christmas Festival - 26 November</p> <p>Christmas Charity Concert - 17 December</p> <p>Festive Cheer Bags - 19 December</p>				Annual budgets agreed by council and regularly reviewed.	
4.	Consideration of planning and development matters					
a)	To set up a new Task and Finish Group to finish the 'light touch' review of the Neighbourhood Plan, following the SWDP review.	<p>Lack of commitment/engagement.</p> <p>Lack of resources.</p> <p>Lack of available staff time.</p>	Medium	<p>Negative public opinion.</p> <p>Failure to achieve long term commitment to Neighbourhood Plan.</p>	Task and finish group to be set up.	Task and finish group was set up in 2019 but works completed

	Short Term Objective	Threats to achieving objective	Level of risk	Consequences of failing to achieve objective	Management procedures to achieve objective	Procedure in place?
						were limited. New group needs to be set up.
b)	To find ways to encourage councillors to participate in training on planning matters to assist all in understanding planning policy.	Lack of councillor commitment. Inability to enforce councillor training. Availability of suitable training courses.	Medium	Lack of councillor engagement/resignations. Poor decision making and representation due to lack of knowledge. Negative public opinion due to lack of appropriate comments.	Training available from CALC. Subscription to relevant outside bodies. Scheduling of training. Available training dates put on weekly memo to councillors.	Yes
c)	To work with MHDC and community groups to take the lead in establishing a community design group that can be involved in the planning process, engaging the wider community.	Lack of interest/ commitment. Lack of resources/staff availability. Inability to agree desired outcome.	Medium	Possible negative public opinion. Failure to represent local electorate in the planning process.	Discussions with possible stakeholder groups. Research into similar design groups.	Partly. Time/ resource pressures have meant this has not been done.
d)	To strongly encourage MHDC to introduce a simplified process to ensure that properties can be placed on a local list to provide protection for appropriate buildings.	Lack of resources/ commitment/ engagement from MHDC.	Medium	Lack of acceptable procedures for listing of local buildings so buildings remain unprotected.	Lobbying of MHDC through liaison meetings.	Yes, still awaiting final response
e)	To secure the future of Malvern Hills College as a continuing educational and community	Lack of resources. Lack of co-ordinated	High	Loss of local education facility. Possible negative public	Asset successfully listed as an Asset of Community Value by the Town Council.	Yes

	Short Term Objective	Threats to achieving objective	Level of risk	Consequences of failing to achieve objective	Management procedures to achieve objective	Procedure in place?
	asset.	partnership working. Lack of funding. Inability to have big impact on the final decision.		opinion.	Town councillors working as part of the pressure group. Lobbying of appropriate bodies.	
5.	Training and accessibility					
a)	To continue an annual appraisal process and allow opportunities for officers to speak to the Policy and Resources Committee as necessary.	Lack of resources. Lack of engagement. Weak policies/procedures.	Low	Performance related failures. Low staff morale. Higher turnover of staff.	Delegations for staffing issues to be considered by P&R committee. Appropriate policies and procedures agreed and regularly reviewed. Management training.	Yes
b)	To review Whistle-Blowing Policy (last carried out in May 2018).	Lack of staff resources.	Low	Outdated policy. Low staff morale.	Set up of task and finish group to review Town Council policies. Management plan to regularly review policies. Policy review schedule with whistleblowing to be reviewed March 2022.	Yes
c)	Any councillor taking on the role of Chairman or Vice Chairman of the Council or one of its Committees should undertake appropriate training as soon as is reasonable.	Unwillingness to undertake training. Lack of resources/ funding. Availability of appropriate training courses.	Low	Poor decision making/ chairmanship due to lack of knowledge. Low morale. Ineffective meetings.	Training policy adopted and regularly reviewed. Membership of Worcestershire CALC and engagement with their training programmes. Annual training budget.	Yes

	Short Term Objective	Threats to achieving objective	Level of risk	Consequences of failing to achieve objective	Management procedures to achieve objective	Procedure in place?
				Cancellation of meetings.		
d)	Whilst training for all councillors should not be mandatory, all councillors should be given the opportunity and encouraged to undertake training on how the Council works (e.g. Standing Orders, Code of Conduct etc) as soon as is reasonable.	Lack of councillor commitment to training. Lack of resources. Inability to enforce councillor training. Availability of appropriate training courses.	Low	Lack of councillor engagement. Lack of awareness of changes in the law. Poor decision making. Ineffective meetings. Poor representation of the electorate.	Member's handbook provided to all councillors. Availability of relevant training communicated on weekly memo. Annual training budget to fund courses. Membership of Worcs CALC. Officer support.	Yes
e)	To continue to update and develop the Member's Handbook, focusing on useful information for new members and a useful synopsis of all the main information points.	Lack of resources/staff time. Poor planning.	Low	Failure to provide useful and up to date information to councillors. Poor decision making. Lack of councillor knowledge/engagement.	Member's handbook provided and regularly reviewed. Effective communication with councillors via email and weekly memo.	Yes
f)	To use the new council website to help support provision of clear and timely information to all councillors.	Lack of knowledge. Absence of appropriate IT skills/training. Poor planning/resource management. Inadequate IT systems.	Low	Failure to engage with public adequately. Lack of councillor engagement. Poor attendance at meetings. Poor decision making.	New user friendly and more accessible website. Trained staff to manage website. Support contract with website contractor. Regular website reviews.	Yes
6.	Environmental impact on Town Council operations					

	Short Term Objective	Threats to achieving objective	Level of risk	Consequences of failing to achieve objective	Management procedures to achieve objective	Procedure in place?
a)	To uphold the Town Council's declaration of a climate emergency and consider the environmental impact of Town Council operations by taking action to reduce carbon emissions where practical.	Lack of commitment/engagement. Lack of expertise/training. Inappropriate targets/ineffective strategy. Lack of resources/budget	Low	Negative public opinion. Failure to fulfil agreed council policy.	Town council environmental policy and strategy agreed by council. Active environmental panel. Staff training/use of consultants where appropriate.	Yes
b)	To work to provide recycling bins in suitable locations throughout the town where practical and to encourage use of these recycling bins.	Lack of funding. Lack of partnership working, required for emptying bins. Lack of public engagement.	Medium	Low levels of recycling within the town/lack of public engagement. Negative public opinion. Negative environmental impact.	Liaison with MHDC to facilitate partnership working. Review of litter bin locations in Malvern. Agreement to trial five recycling bins in sites around Malvern to monitor success of scheme.	Yes
c)	To provide new bike racks in suitable locations to encourage increased use of bikes.	Lack of public interest. Availability of suitable sites. Funding. Lack of partnership with WCC and other partnership bodies.	Low	Negative environmental impact. Negative public opinion. Loss of public facilities.	Funding secured. Use of 'Park that bike' scheme. Engagement with local businesses and interest groups. Town council to take responsibility for new bike racks. New sites agreed with Malvern Hills Trust and WCC.	Yes
d)	To consider, and use wherever possible, energy saving and efficient practices in the	Suitability of town council sites. Funding.	Low	Negative environmental impact. Failure to fulfil agreed council	Environmental policy and strategy agreed by council. Staff training/ use of	Yes

	Short Term Objective	Threats to achieving objective	Level of risk	Consequences of failing to achieve objective	Management procedures to achieve objective	Procedure in place?
	development of new Town Council buildings and the refurbishment of current buildings.	Insufficient staff knowledge/expertise. Inappropriate targets/ineffective strategy. Conflict between operational requirements and environmental initiatives.		policy.	consultants. New community hub for Victoria Park to be as carbon neutral as possible. Environmental carbon audit undertaken at all Town Council sites.	
e)	To continue to rewild suitable areas of Town Council-owned land with appropriate planting – including trees - and encourage other landowners to do the same.	Suitability of town council sites. Failure of other landowners to engage and participate in wilding. Vandalism.	Low	Loss of opportunity to reduce carbon emissions impact. Possible negative publicity.	Environmental policy and strategy agreed by council. Active environmental panel to make recommendations as necessary.	Yes
f)	To use, wherever possible, green energy suppliers for Town Council contracts.	Higher costs. Administration issues.	Low	Negative environmental impact. Failure to fulfil council policy.	Regular review of energy suppliers to include “green” suppliers.	Yes

	Long Term Objective	Threats to achieving objective	Level of risk	Consequences of failing to achieve objective	Management procedures to achieve objective	Procedure in place?
1.	Performance of Statutory Powers and Duties					
a)	The Town Council will maintain and aim to improve, year on year, the delivery of Town Council services.	Poor budgeting. Poor or weak planning procedures and practices. Lack of council commitment/focus.	Low	Increase in complaints. Negative public opinion. Fines. Rise in council tax.	Strong budgeting/procurement procedures. Adequate staffing structure. Robust reporting structure to regular committee and council	Yes

	Long Term Objective	Threats to achieving objective	Level of risk	Consequences of failing to achieve objective	Management procedures to achieve objective	Procedure in place?
		<p>Changes in legislation.</p> <p>Turnover of staff/poor staff performance.</p> <p>Exceptional circumstances (eg weather/pandemic).</p>			<p>meetings.</p> <p>Staff and councillor training opportunities.</p> <p>Regular reviews of procedures and controls.</p>	
b)	The Town Council will commit to the Malvern council taxpayer to provide efficient, effective and best value services for Malvern.	<p>Poor budgeting strategy.</p> <p>Ineffective administration and reporting structure.</p> <p>Weak financial and internal controls.</p> <p>Ineffective/untrained staff.</p> <p>Lack of engagement/understanding from councillors.</p> <p>Poor planning.</p>	Low	<p>Negative public opinion.</p> <p>Increase in complaints.</p> <p>Qualified audit opinion.</p> <p>Fines.</p> <p>High turnover of staff/councillors.</p> <p>Report published in the public interest.</p> <p>Ineffective service delivery.</p>	<p>Maintain up to date accounting system and strong internal controls.</p> <p>Strong budgeting process and regular reviews of expenditure against budget.</p> <p>Adoption of strong policies and procedures.</p> <p>Staff/councillor training.</p> <p>Internal and external audit.</p> <p>Effective tendering and procurement procedures.</p> <p>Engagement of committees/council to make decisions and plan for the future.</p>	Yes
c)	The Town Council will continue working with other groups and agencies when determining the future roles and responsibilities of the Town Council within the	<p>Lack of community/partnership working.</p> <p>Lack of communication.</p> <p>Lack of influence.</p>	Low	<p>Negative public opinion.</p> <p>Insufficient resources.</p> <p>Breakdown in partnership relationship.</p>	<p>Regular communication and engagement with other local organisations.</p> <p>Regular liaison meetings with relevant partners.</p>	Yes

	Long Term Objective	Threats to achieving objective	Level of risk	Consequences of failing to achieve objective	Management procedures to achieve objective	Procedure in place?
	Malvern area.	Inability to change policy. Lack of available funding/resources. Changes in government policy.		Failure of projects. Ineffective service delivery for Malvern taxpayers.	Formation and review of council policies and strategies. Regular engagement with consultations.	
d)	The Town Council will review each of the Town Council policies at least every four years.	Lack of planning/scheduling Lack of commitment or knowledge. Inadequate staffing resources. Lack of training. Poor governance procedures.	Low/ medium	Fines Legal proceedings. Special measures. Poor administration. Low morale. Ineffectual governance.	Timetable and schedule for regular review of policies and procedures. Staff and councillor training. Membership of CALC. Delegations to staff/task and finish group.	Work scheduled but group needs to be set up to carry out detailed work.
2.	Improvement of Operational Standards					
a)	The Town Council will ensure all Council-owned and leased land and property is maintained to the highest possible standard.	Lack of funding. Lack of resources. Vandalism/crime. Ineffectual council policy/strategy. Lack of staff/awareness/knowledge. Weak budgeting/forward planning.	Low	Increase in complaints. Negative publicity. Failure to comply with regulatory standards. Possible insurance claims/legal action.	Regular assessment of all land and property. Insurance risk assessments. Robust budgets. Adequate staff resources/training. Forward planning.	Yes
b)	The Town Council will ensure the Council maintains its visible presence to the highest possible	Lack of resources. Lack of staff	Low	Negative publicity. Lack of ability to generate	Effective and customer friendly website.	Yes

	Long Term Objective	Threats to achieving objective	Level of risk	Consequences of failing to achieve objective	Management procedures to achieve objective	Procedure in place?
	standard.	knowledge/expertise. Inadequate IT systems. Lack of vision. Poor planning.		publicity. Lack of public awareness of Town Council work and achievements.	Staff training. Adequate budget for IT provision and publicity. Contracts with effective suppliers/service providers.	
c)	The Town Council will when appropriate, negotiate with relevant local authorities and other bodies regarding potential transfer of assets, services and accompanying funding.	Lack of co-ordinated partnership working. Inability of partners to agree on outcome. Lack of funding. Lack of resources. Poor communication.	Medium	Negative public opinion. Wastage of resources. Ineffectual solutions for taxpayers of Malvern. Deterioration of assets/poor service delivery. Breakdown in partner relationships.	Regular partnership/liaison meetings. Effective communication. Forward planning. Good budgeting/use of grants and other funding.	Yes
d)	The Town Council will ensure, where possible, that the management of public realm ² in Malvern remains in public ownership and is managed to the highest possible standard.	Lack of funding. Lack of resources. Lack of influence. Poor communication. Poor partnership working.	Medium	Negative public opinion. Inefficient service delivery for the taxpayers of Malvern. Loss of assets/resources.	Council strategy in place. Forward planning. Regular meetings and good communication with partnership organisations and other relevant groups. Regular assessment of all Town Council managed areas.	Yes

² Public realm is any space in the built environment that is free and open to everyone, including streets, squares, forecourts, parks and open spaces, and space between and within buildings that is publicly accessible.

	Long Term Objective	Threats to achieving objective	Level of risk	Consequences of failing to achieve objective	Management procedures to achieve objective	Procedure in place?
e)	The Town Council will lobby for the improvement of publicly-owned areas and other areas of public interest.	Lack of councillor engagement. Poor communication. Lack of awareness.	Medium	Poor service delivery for the taxpayers of Malvern. Negative public opinion.	Regular communication with partnership organisations and other local groups. Items placed on Town Council agendas for discussion/action.	Yes
3.	Promotion of Malvern and its Events					
a)	The Town Council will ensure that its role and achievements in Malvern are well promoted by utilising the full range of promotional media.	Lack of staffing resources/knowledge. Poor relationship with local media / other partners. Lack of adequate and versatile technology. Complexity of different demographic needs in Malvern.	Low	Lack of awareness of Town Council work. Negative public opinion.	Employ and train appropriate staff. Regular press releases. Good communication with local media. Use of variety of publicity methods. User-friendly website. Social media/newsletters. Regular review of technology and procedures.	Yes
b)	The Town Council will raise the profile of Malvern by the development of new events (both Town Council-managed and in partnership) and support and enhance the annual events calendar.	Lack of funding. Lack of resources. Lack of council support and commitment. Poor planning. Lack of vision.	Low	Negative public opinion. Poor service delivery for the taxpayer of Malvern. Resource wastage.	Regular review of events at OAP committee. Employment of events staff. Realistic budgets which are reviewed annually. Good use of council website and social media.	Yes

	Long Term Objective	Threats to achieving objective	Level of risk	Consequences of failing to achieve objective	Management procedures to achieve objective	Procedure in place?
					Regular press releases. Forward planning.	
c)	The Town Council will be a democratic voice for the people of Malvern to address important issues as and when they arise.	Lack of commitment/public engagement. Poor communication. Poor reporting and decision making procedures. Lack of influence.	Low	Negative public opinion.	Councillor contact details available to public. Open and transparent meetings. Annual town meeting for electorate of Malvern. Public consultations undertaken as required.	Yes
4.	Consideration of Planning and Development Matters					
a)	The Town Council will continue to assume a greater role in planning matters and consider and comment on both minor and major planning applications.	Lack of commitment/engagement. Insufficient resources. Lack of training/knowledge. Perceived issues of conflict for councillors representing both MTC and MHDC. Large number of applications to read and consider.	Medium	Failure to represent electorate on planning matters. Negative public opinion.	Circulation of weekly planning list to all councillors. Availability of training. Planning applications considered at OPA meetings. Representatives selected to speak at MHDC planning meetings.	Yes
b)	The Town Council will make relevant representations at all stages of the planning process where it is considered appropriate, especially at local	Lack of councillor commitment/engagement. Lack of knowledge/training. Conflict for councillors already	Medium	Negative publicity. Failure to adequately represent the electorate.	Planning applications considered at OAP meetings. Training available. Planning policy in place.	Yes

	Long Term Objective	Threats to achieving objective	Level of risk	Consequences of failing to achieve objective	Management procedures to achieve objective	Procedure in place?
	planning authority meetings.	on southern area planning committee at MHDC.			Good communication with MHDC about representation at planning meeting.	
c)	The Town Council will review the Neighbourhood Plan as required and in line with the timetable for the emerging South Worcestershire Development Plan Review (SWDPR).	Lack of commitment/ engagement. Lack of resources. Lack of support.	Medium	Neighbourhood Plan becomes outdated and insignificant. Waste of resources already used.	Task and finish group formed to look at issues.	A task and finish group was formed but works were limited. More work still to be done.
d)	The Town Council will review developments in the South Worcestershire Development Plan Review (SWDPR) and other government proposals which may relate to planning, and respond as appropriate.	Lack of resources. Lack of council engagement. Lack of information/awareness. Delays in consultation feedback caused by Covid pandemic.	Low	Negative public opinion. Failure to adequately represent the electorate.	Attendance at relevant meetings. Public consultations included on agendas as appropriate to allow responses to be submitted. Regular email bulletin from CALC/MHDC to identify important and upcoming consultations. Liaison with MHDC about SWDPR.	Yes
e)	The Town Council will continue to contribute towards, and where appropriate engage and comment on, local transport policy and services in Malvern, through Worcestershire County	Lack of resources. Lack of commitment. Lack of technical knowledge.	Low	Negative public opinion. Failure to adequately represent the electorate.	Regular communication with partnership organisations. Responses made to consultations as appropriate. Links and communication with	Yes

	Long Term Objective	Threats to achieving objective	Level of risk	Consequences of failing to achieve objective	Management procedures to achieve objective	Procedure in place?
	Council (WCC).				WCC councillors.	
f)	The Town Council will utilise important contributions from residents as part of the Neighbourhood Plan and work with partner organisations to address important non-land based issues and develop and action plans accordingly.	Lack of engagement/commitment. Insufficient resources. Lack of specialised/expert knowledge.	Medium	Negative public opinion. Wastage of resources. Residents feel contributions not valued.	Task and finish group were formed to review issues. Availability of consultation if required.	A task and finish group was formed but works were limited.
5.	Training and Accessibility					
a)	The Town Council will seek to improve its accessibility and responsiveness to the public, as far as is reasonably practicable.	Lack of resources/funding. Lack of commitment from staff/councillors. Poorly accessible premises. Ineffective IT or telephone systems.	Low	Poor service delivery to taxpayers. Negative public opinion. Poor communication. Lack of public awareness of Town Council services/events.	Robust annual budgeting process. Motivated staff. IT maintenance contract. Plans to relocate the town council offices. Wide range of communication channels available eg website/newsletters/social media/press releases.	Yes
b)	The Town Council will provide an induction session for new councillors and deliver an ongoing programme of training – specifically in financial and planning matters - for all councillors to attend and to	Lack of councillor interest/commitment. Lack of funding. Availability of training courses. Difficulty of enforcing training.	Low	Lack of councillor engagement/resignations. Poor decision making. Lack of awareness of policy and law changes.	Members' handbook. Induction session. Trained officers (CILCA). Training made available for all councillors.	Yes

	Long Term Objective	Threats to achieving objective	Level of risk	Consequences of failing to achieve objective	Management procedures to achieve objective	Procedure in place?
	keep up to date with any changes in the law and to ensure good working practices are followed.	Social distancing rules/ preferences.			Membership of Worcestershire CALC.	
c)	The Town Council will provide appropriate training for any councillor taking on the role of Chairman or Vice Chairman of the Council or one of its Committees, and this should be undertaken as soon as is reasonable.	Lack of funding. Unwillingness to undertake training. Lack of training course availability.	Low	Poor chairmanship of meetings. Cancellation of meetings. Inability to make timely decisions.	Membership of Worcestershire CALC. Weekly memo to detail training dates. Officer support.	Yes
d)	The Town Council will provide the opportunity for, and encourage, all councillors to undertake training on how the Council works (e.g. Standing Orders, Code of Conduct etc) as soon as is reasonable. This training is not mandatory.	Lack of funding. Unwillingness to undertake training. Lack of availability of training courses.	Low	Lack of knowledge/awareness of council procedures. Poor decision making. Contravention of standing orders/disruption to meetings. Poor representation of the electorate.	Membership of Worcestershire CALC. Weekly memo to detail training availability. Officer support.	Yes
e)	The Town Council will provide continuing development of Town Council staff through a reasonable programme of training to ensure good working practices are followed.	Lack of funding. Lack of engagement/apathy. Availability of appropriate training courses.	Low	Poor performance. Lack of knowledge/expertise. Lack of awareness of changes in policy/legislation. Inefficiencies in council services.	Staff training budget allocated annually. Membership of Worcestershire CALC. Subscription to appropriate professional bodies.	Yes
f)	The Town Council will deliver an	Lack of funding.	Low	High turnover of staff.	Staffing issues considered by	Yes

	Long Term Objective	Threats to achieving objective	Level of risk	Consequences of failing to achieve objective	Management procedures to achieve objective	Procedure in place?
	ongoing commitment to ensure the welfare of staff.	Lack of awareness/knowledge. Poor/weak policies and procedures. Insufficient welfare facilities. Lack of communication.		Legal proceedings. Low staff morale.	Policy and Resources committee. Staffing policies in place and regularly reviewed. Management training/ performance review as necessary.	
6.	Environmental impact on Town Council operations					
a)	The Town Council will uphold the Town Council's declaration of a climate emergency and consider the environmental impact of Town Council operations by taking action to reduce carbon emissions where practical.	Lack of funding/resources. Lack of expert knowledge. Lack of commitment/engagement.	Low	Negative public opinion. Failure to uphold/achieve council policy.	Environmental Strategy and Policy agreed by Council. Formation of Environmental Panel with terms of reference. Trained staff.	Yes
b)	The Town Council will respond positively to new initiatives regarding combatting climate change and incorporate these into day to day operations where practical.	Lack of funding/resources. Lack of knowledge/expertise. Lack of commitment/engagement. Conflict between operational requirements and environmental initiatives.	Low	Failure to meet town council policy. Public perception may be negative.	Environmental Strategy and Policy agreed by Full Council. Scheduled meetings of Environmental Panel to review initiatives and make recommendations. Effective communication and monitoring of opportunities and initiatives.	Yes
c)	The Town Council will join with other groups and agencies to	Lack of funding/resources.	Medium	Breakdown in partnership	Environmental Strategy and	Yes

	Long Term Objective	Threats to achieving objective	Level of risk	Consequences of failing to achieve objective	Management procedures to achieve objective	Procedure in place?
	maximise the effectiveness of current and new environmental initiatives.	Poor communication. Lack of partnership working. Conflict between operational requirements and environmental initiatives.		relations. Negative publicity. Failure to uphold climate emergency declaration.	Policy agreed by Full Council. Regular communication with partnership organisations and other groups. Engagement with environmental initiatives.	
d)	The Town Council will aim to provide recycling bins in suitable locations throughout the town and encourage the use of these.	Funding issues. Engagement of public to use bins effectively. Lack of partnership working to ensure bins are emptied regularly.	Low	Impact of lost recycling opportunities/negative environmental impact. Inability to deliver services for the taxpayer of Malvern. Negative public opinion.	Budget allocated for recycling bins. Pilot scheme outside schools agreed. Partnership working established with MHDC.	Yes
e)	The Town Council will encourage green transportation by investigating the viability of and implementing, where possible, improved cycle lanes within the town and within any new housing developments.	Lack of influence. Lack of funding/resources.	Medium	Negative public opinion.	Working with partnership organisations such as WCC to lobby for cycle lanes. Engagement with planning applications to lobby for facilities within new housing developments.	Yes
f)	The Town Council will consider, and use wherever possible, energy saving and efficient practices in the development of new Town Council buildings and the refurbishment of current buildings.	Suitability of Town Council sites. Funding. Planning issues eg listed buildings. Lack of knowledge/expertise.	Low	Inability to fulfil council policy. Negative public opinion. Negative environmental impact.	Environmental Policy and Strategy agreed by Full Council. Plans to build new eco-friendly building and relocate town council offices. Environmental audit to review carbon footprint.	Yes

	Long Term Objective	Threats to achieving objective	Level of risk	Consequences of failing to achieve objective	Management procedures to achieve objective	Procedure in place?
g)	The Town Council will continue to rewild suitable areas of Town Council-owned land with appropriate planting – including trees – and encourage other landowners to do the same.	Lack of funding/resources. Conflicts over appropriate sites/suitability of location. Lack of influence over other landowners. Availability of land.	Low	Inability to fulfil council policy. Possible negative publicity.	Budgets allocated to rewilding. Staff knowledge/expertise. Regular reviews of town council land and assets. Environmental Panel in place to make recommendations.	Yes
h)	The Town Council will use, wherever possible, green energy suppliers for Town Council contracts.	Availability of appropriate contracts. Increased costs.	Low	Inability to fulfil council policy. Negative environmental impact.	Regular review of energy suppliers to include “green” suppliers.	Yes
7.	Efficient Working Practices					
a)	continue to investigate ways in which technology can be used to produce and develop efficient working practices.	Funding. Lack of staff knowledge/expertise. Poor or weak planning. Lack of commitment/engagement.	Low	Wastage of resources. Inefficiencies in working practices leading to poor value for Malvern taxpayers. Negative public opinion. Failure of projects.	Regular reviews of technology and systems undertaken by Policy and Resources Committee and Audit Committee. Trained staff and ongoing staff training. Pro-active forward planning and budgets.	Yes
b)	maintain and enhance its digital presence through its website and social media.	Lack of resources. Lack of staff knowledge/expertise. Inadequate IT systems.	Low	Poor engagement with taxpayers of Malvern. Lack of awareness of Town Council services/events.	Effective and user-friendly website. Well-used and effective social media channels. Staff training.	Yes

	Long Term Objective	Threats to achieving objective	Level of risk	Consequences of failing to achieve objective	Management procedures to achieve objective	Procedure in place?
		Lack of vision. Lack of engagement.			Adequate budgets. Contracts with effective suppliers/service providers.	
c)	ensure its meetings continue to focus on matters of importance to Malvern.	Poor chairmanship. Lack of training. Lack of councillor engagement/focus.	Low	Negative publicity. Increase in complaints. Poor decision making. Ineffectual meetings. Failure to represent electorate of Malvern.	Robust standing orders applied. Chairmanship training mandatory. Councillor training made available. Clear agendas and reports made available. Trained officers (CiLCA)/	Yes