



MALVERN TOWN COUNCIL

POLICY AND RESOURCES COMMITTEE

REPORTS

10 March 2022

6.00 PM

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

**held in the Council Chamber, Belle Vue Terrace, Malvern
on Wednesday 8 December 2021 at 6.00 pm**

Councillors

C Hooper (Chairman)
J Satterthwaite (Vice Chairman)
N Mills
R McLaverty-Head
P Tuthill

In attendance

Linda Blake - Town Clerk
Louise Wall - Minute Clerk
Cllr N Houghton - Mayor
Kate Walton, Community Action

Absent

J Ashington-Carter (apologies)
L Lowton (apologies)
A Stitt (apologies)
J O'Donnell

29. APOLOGIES FOR ABSENCE

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

- J Ashington-Carter
- L Lowton
- A Stitt

30. DECLARATIONS OF INTEREST

None.

31. 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 4 November 2021.

PUBLIC PARTICIPATION

None.

32. MALVERN TOWN COMMUNITY SUPPORT GRANT 2022/23 – COMMUNITY ACTION AND DISTRICT

Report PR01/21 was received and accepted and the Chairman introduced Kate Walton, Chief Officer at Community Action, who had attended the meeting to speak in support of the Community Support grant application and to answer any questions from members of the committee.

The Town Council has provided Community Action with an annual grant, historically set to equal the level of rent chargeable for their offices, with both the rental income and grant awarded being shown in the Town Council's accounts.

Kate explained that she had joined Community Action in August this year, having worked in a similar capacity in Pershore and was enjoying getting to know

UNADOPTED

Malvern. She told members that during the Covid pandemic, Community Action staff were equipped to work from home so that they could continue providing support to residents, keeping in touch by telephone. Because Community Action's volunteers tend to be of retirement age, many of them were also required to self-isolate; extra drivers were recruited from WCC's Here2Help scheme and people who were furloughed from their usual jobs also volunteered.

Community Action have found that since restrictions have eased, there has been increased interest from people wishing to go out on trips in the minibus, but numbers have to be limited to ensure social distancing. There has been a marked drop in the number of trips to medical appointments.

Malvern Town Council had awarded an emergency grant of £10,000 to Community Action in April 2020 and members asked how this had been used. Kate Walton said that she did not have the specific information to hand but that the grant had been allocated against a general deficit caused by a drop in income..

Members asked for a breakdown of expenditure for the emergency grant to be provided, if possible before the Full Council meeting later in December.

Members discussed the effects on the Community Support grant given that the Town Council had decided to sell the building at Belle Vue Terrace and a sale might proceed and/or Community Action may terminate their lease. Members suggested that rather than paying the grant twice yearly as in previous years, it should be paid monthly to allow greater flexibility should the current situation change.

It was **AGREED** to amend the recommendation to take into consideration the uncertainty surrounding the building and occupancy.

It was **RECOMMENDED** that Community Action be awarded a Malvern Town Community Support grant of £10,900 for the year 2022/23 and that it be included in the 2022/23 annual budget. However, the grant would be paid in monthly instalments until either the building was sold or Community Action chose to terminate their lease.

33. EMERGENCY GRANT APPLICATION – MALVERN HILLS FOOD BANK

Report PR02/21 was received and accepted.

The Town Clerk explained that the Food Bank had applied for an emergency grant rather than the usual grants scheme on account of timing, but that committee members needed to consider the merits, benefits and nature of the stated emergency to determine whether the grant should be awarded or not.

Members discussed the details within the application form. They felt that as the monies would be spent between now and Easter 2022, it could not be classed as an emergency requirement. Furthermore, the Food Bank has approximately £65,000 in reserves and therefore £1,000 would make little difference.

It was **AGREED** that the application for a grant of £1,000 be referred to Full Council for consideration with a request for further information regarding the levels of reserves and the nature of the emergency.

34. BUDGET 2022/23

Report PR03/21 was received and accepted. The Town Clerk explained that producing the budget had again been difficult, because of the many variables that had needed to be factored in and with recent Town Council resolutions causing uncertainty in the timing of expenditure and income.

Members of the Budget Working Party had expressed a wish to keep the precept between 1% and 2%, but this had not been possible because it had been necessary to include various assumptions regarding the sale of Belle Vue Terrace and the new building at Victoria Park, the associated financing of the project, as well as recommendations from the Budget Working Party, Operations and Planning Committee and Council resolutions throughout the year. The first draft of the budget included an increase in the precept of 2.73%.

The re-forecast for 2021/22 had resulted in a small underspend being put into reserves.

The tax base was not known at the time of the meeting, but it was anticipated that a figure would be known ahead of Full Council.

Members acknowledged that it was once again a very sound preparation of the budget and raised the following points:

- *Expenses associated with the project to build a new building at Victoria Park are not in the budget* – the budget of £1.5 million for the new building includes demolition, build, planning, surveys and other associated costs.
- *Only a small amount of income from basketball courts has been included* – this is because the facility must be mainly free to use as a condition of the Section 106 funding.
- Three months of income from the areas currently leased at Belle Vue had been included in the budget. In addition, a prudent sum had been included for the last three months of the financial year to cover income from the meeting room and café at Victoria Park.

Some members were concerned that the budget had relied on assumptions and speculative figures and that costs may increase in the future. However, the Town Clerk said that with such a large number of variable factors affecting both income and expenditure, assumptions were inevitable and in general officers had erred on the side of caution to give the worst-case scenario.

Other members agreed that the Town Clerk could only work with figures that were available at the time and had managed this very well.

The Town Clerk suggested that if councillors were concerned about budget robustness, then the contingency could be increased to take into account any unforeseen expenses associated with the move to Victoria Park.

It was **AGREED** that £5,000 would be taken from the small grants budget and £5,000 from the large grants budget to increase the contingency figure from £10,000 to £20,000.

UNADOPTED

It was **AGREED** that the budget for 2022/23 as laid out in report PR03/21 would be presented to Full Council as a recommendation from Policy and Resources Committee, with the precept to be set at £701,500.

35. CALC EMPLOYMENT AWARD SCHEME

Report PR04/21 was received and accepted.

The Town Clerk explained that the council already follows many of the practices listed in the information provided by CALC and that if the process to gain the award was very time consuming, then it may not be worth it financially as the discount was relatively small. However, the scheme could provide benefits when recruiting staff and would demonstrate that good practice is followed.

It was **RECOMMENDED** that the Town Council adopts and enters the CALC Employment Award Scheme.

36. DATE AND TIME OF NEXT MEETING

It was **AGREED** that the date of the next meeting would be Wednesday 26 January 2022.

The meeting finished at 7.45 pm.

(Chairman)

A REPORT OF THE TOWN CLERK TO
A MEETING OF THE POLICY AND RESOURCES COMMITTEE
MALVERN TOWN COUNCIL
to be held in the Council Chamber, Belle Vue Terrace, Malvern
on Thursday 10 March 2022 at 6.00 pm

MANAGEMENT ACCOUNTS FOR THE 3RD QUARTER
ENDING 31 DECEMBER 2021

1. Purpose of Report

- 1.1. The purpose of this report is to present to Policy and Resources Committee a summary of the Council's financial activities for the third quarter (October to December) of the financial year which ends on 31 March 2022. Explanations of the significant variances for the quarter ending 31 December 2021 are set out within the main Management Account figures; some comments are also included on the position for the financial year as a whole.
- 1.2. Included within the Quarterly Papers at Appendix B is a schedule detailing cash movements and debtor and creditor statistics for October, November and December 2021 and Internet banking payment schedules for the same period.

2. Recommendation

- 2.1. Policy and Resources Committee is recommended to consider, note and approve the Quarterly Accounts for the quarter ending 31 December 2021 and make a recommendation that Full Council should approve the accounts at its next meeting.

3. Background

- 3.1. Council approved the budget for 2021/22 in December 2020.
- 3.2. Actual accounts for the quarter ending 31 December 2021 are now submitted to enable the Committee and Council to review the actual outturn of income and expenditure against the budget for the third quarter of the 2021/22 financial year.

4. Financial Implications

4.1. Third quarter ending 31 December 2021

For the third quarter ended 31 December 2021, the deficit balance being taken from General Reserves is £9,144. This is ahead of the budgeted deficit for the quarter of £17,289 by £8,145 after taking account of any transfers to or from Earmarked Reserves. In summary, there is an underspend against budget of £8,145 for the third quarter of the 2021/22 financial year.

The Council's budget is allocated over the four quarters of the year and there can be either budgeted surpluses or deficits in each quarter which combine to make up the overall balanced budget.

The Management Accounts for the third quarter show variances of approximately £4,700 over budget against Administration and £4,200 over budget against Operational Costs. There is an underspend of £14,650 against Asset Refurbishment/Renewal and a small deficit in interest received of £154. The budget contingency fund has not been utilised during this quarter.

There have been no releases from Earmarked Reserves during the quarter but, there has also been the quarterly addition of £3,750 into the Vehicle and Machinery Replacement Fund as included in the budget.

4.2. The Administration variance of £4,724 over budget is made up of a number of underspends and overspends, the main points of which are outlined below:

- i. Income has been lower than expected in the third quarter. This is due to the middle flat at the rear of Belle Vue Terrace being vacant throughout the period. The ground floor annexe also remains vacant whilst the Council decide on the future of the Belle Vue Building.
- ii. Utility costs in respect of both gas and electricity have been high during the third quarter.
- iii. Building Maintenance costs have been very low. This is due both to a lack of essential works required and the uncertainty relating to the future purpose of the building on Belle Vue Terrace.
- iv. Expenditure on grants has been well below budget in the third quarter. This is due to very few applications being received for the first round of the 2021/22 grants scheme. A budget of £14,000 was allocated for small and large grants during the third quarter, but awards were only made of £3,890 due to a low number of applications.
- v. Lower than anticipated expenditure on events has occurred in the third quarter. The cancellation of the usual Saturday Christmas Light Switch On Event due to extreme weather conditions led to reduced expenditure and budget savings being made.
- vi. £15,000 of funds have been accrued to cover the costs of three by-elections. This was not anticipated and therefore appears as an overspend against budget.
- vii. There has been an overspend against professional costs because of a planned maintenance survey commissioned for Belle Vue Terrace as part of a financial viability assessment.
- viii. Minimal costs have also been incurred in respect of the Mayoral Allowance during the third quarter and year to date. There have been fewer Mayoral engagements this year and the mayor has not submitted many expense claims.

4.3. The Operational variance of £4,153 over budget includes the following main variances:

- i. Cemetery income has been 15% lower than budgeted levels during the third quarter, with the level of funeral bookings remaining very low. Clearly it is difficult to predict cemetery income levels which can fluctuate considerably throughout the year.
- ii. There have been savings against operational salaries following a staffing restructure and reallocation of certain duties and roles.
- iii. Operational overtime levels have been approximately two thirds of the budgeted level for the third quarter. This is because operational staff usually work at both the Christmas Light Switch On and due to the downscaling of this event, only a very small amount of overtime was required.

- iv. Both NNDR and utility costs have been higher than expected at Victoria Park during the quarter. The original budget for 2021/22 assumed that costs would only be incurred at this site for part of the year as a new building is planned to replace the current pavilion. Delays with the project have meant that the current pavilion is still in place and costs are still being incurred.
 - v. Grounds Maintenance Costs have been 16% under budget during the third quarter. This is due to a number of underspends and overspends against various headings including: higher expenditure on bedding to purchase perennials and shrubs as part of longer-term planting, low costs in respect of tree maintenance, play area maintenance and bus shelter maintenance as well as lower than expected usage of red diesel in machinery.
 - vi. Finally, there has been a slight timing delay in completing play area inspections resulting in a temporary underspend in this quarter.
- 4.4. Asset Refurbishment and Renewal is £14,650 under budget for the third quarter; however, there were several items making up this variance:
- i. Fencing Works at Lower Howsell were completed with savings made against budget as a result of some changes to project specifications based on operational needs.
 - ii. The project to replace the pavilion doors at Lower Howsell has been delayed due to difficulties in finding a competitive supplier. Costs will now be seen later than expected in the final quarter.
 - iii. Fencing works at Townsend Way has been delayed into the final quarter due to issues with the contractor completing the works, as extra panels were required.
 - iv. The project to install the new Jenny Lind fountain in Rose Bank Gardens has also been subject to delays due to the availability of the chosen contractor, alongside weather issues. Works will commence in the fourth quarter.
 - v. Further costs have been seen in respect of ground investigation works for the land slippage in Rose Bank Gardens. These unforeseen costs have been agreed by Full Council.
- 4.5. Year to Date to 31 December 2021
- For the **Year to Date**, there is a surplus balance of £40,978 being placed into reserves. This is £33,177 ahead of the budgeted year to date surplus of £7,801. For the year-to-date, Administration is approximately £14,000 under budget, Operational areas are £553 under budget and Asset Renewal is £20,981 under budget.
- Releases from Earmarked Reserves amount to £5,229 with a net gain of £1,500 being placed into the Vehicle and Machinery Replacement Reserve.
- In summary there is an underspend against budget of £33,177 for the year to date.
- 4.6. The variances for the quarter ending 31 December 2021 are all explained and are considered acceptable in the circumstances.
- 4.7. A “project” summary sheet has been included at QUA 5aii. This attempts to explain the movements and completion of scheduled projects as they progress during the year.

- 4.8. At present, the Council has sufficient cash resources including that required to support the Earmarked Reserves. The total cash balance at **31 December was £969,564**. The second half of the precept was credited to the Council's bank account during December 2021.
- 4.9. The total cash balance should be considered as allocated into four parts as at 31 December 2021 subject to end of year movements on Earmarked Reserves.

Supporting specific funds: Townsend Way & Cemetery	£66,484
Supporting Capital Receipt Reserves	£98,250
Supporting other earmarked funds	<u>£134,436</u>
Total allocated to supporting specific purpose funds	£299,170
Available to support general activities	<u>£670,394</u>
Total bank balances as detailed on attached schedules	<u>£969,564</u>

5. Legal Implications

- 5.1. The Council is required to make arrangements for the proper administration of its financial affairs. This includes regular financial reporting.

End

Linda Blake
Town Clerk

MALVERN TOWN COUNCIL - MANAGEMENT ACCOUNTS

QUARTER ENDED 31 DECEMBER 2021

Actual / Budget Comparison		Schedule
Variance Report (within Summary Figures)	Quarter and YTD Ending 31 December 2021	
Summary of Key figures & Ratios	Quarter and YTD Ending 31 December 2021	QUA 1
Summary	Quarter and YTD Ending 31 December 2021	QUA 2
Administration: Summary	Quarter and YTD Ending 31 December 2021	QUA 3
Operations: Summary	Quarter and YTD Ending 31 December 20201	QUA 4
Operations: Analysis By Service – re-stated with Paycost Allocated by Department	Quarter and YTD Ending 31 December 2021	QUA 4a
Asset Refurbishment & Renewal	Quarter and YTD Ending 31 December 2021	QUA 5
Analysis of Transfers to Earmarked Reserves	Quarter and YTD Ending 31 December 2021	QUA5Ai
Asset Project Programme	Quarter and YTD Ending 31 December 2021	QUA5Aii
<u>APPENDIX A</u> Time Analysis Pie chart	October to December 2021	
<u>APPENDIX B</u> Cash Report & Movement in Bank Accounts. Monthly Statistics on Debtor & Supplier Days Internet Banking Payments Schedules	October to December 2021 October to December 2021 October to December 2021	CR 1

SUMMARY OF KEY FIGURES AND RATIOS

Quarter to:
31-Dec-21

	Half Year to 30-Sep-21	Quarter to 31-Dec-21	Quarter to 31-Mar-22	Total year	Prior year
Income					
Budget	71,297	37,261	39,344	147,902	146,621
Actual	65,128	30,594		95,722	132,601
Revenue Costs (Gross)					
Budget	369,352	195,122	192,330	756,804	744,845
Actual	339,807	197,332		537,139	703,290
Asset Programme					
Budget	28,000	22,750	18,000	68,750	71,000
Actual	21,669	8,100		29,769	138,221
(Surplus) / Deficit					
Budget	(25,091)	17,289	7,662	(140)	(191)
Actual	(50,122)	9,144		(40,978)	6,252
Total Manning					
Budget	13.25	12.75	12.75	13.1	13.1
Actual/Forecast	12.25	12.75		12.4	13.1
Overtime Hours					
Administration Staff					
Budget	20.0	0.0	0.0	20.0	12.0
Actual/Forecast	14.6	0.0		14.6	5.7
Operating Staff					
Budget	277.2	156.3	77.3	510.8	577.0
Actual/Forecast	292.8	102.8		395.6	164.0
Absenteesm - Days					
Administration Staff	8.0	12.5		20.5	22.5
Operating Staff	54.0	20.0		74.0	324.0
Bank Balances					
Actual	720,949	969,564			
Debtor Days					
Budget	30.0	30.0	30.0	30.0	30.0
Actual/Forecast	14.7	18.7		16.0	28.2
Creditor Days					
Budget	30.0	30.0	30.0	30.0	30.0
Actual/Forecast	19.7	17.9		19.1	15.5

MALVERN TOWN COUNCIL

DECEMBER 2021

QUARTER ENDED 31 DECEMBER 2021

SUMMARY

	Quarter to 31 December 2021			Year to Date 31 December 2021			Budget Year 2021-2022
	Actual Quarter Dec.2021	Budget Quarter Dec.2021	Under/ (Over) spend	Actual Year Dec.2021	Budget Year Dec.2021	Under/ (Over) spend	
EXPENDITURE							
Ongoing revenue costs							
Administration (net)							
Operations (net)							
QUA 3.	102,867	98,143	(4,724)	253,970	267,916	13,946	364,853
QUA 4.	63,871	59,718	(4,153)	187,447	188,000	553	244,048
Asset Refurbishment / Renewal	8,100	22,750	14,650	29,769	50,750	20,981	68,750
QUA 5.	-	2,500	2,500	-	7,500	7,500	10,000
Budget Contingency	1,874	1,900	26	5,621	5,700	79	7,599
Special Pensions / Employment Costs							
TOTAL EXPENDITURE	176,712	185,011	8,299	476,807	519,866	43,059	695,250
FINANCING							
Interest received	(596)	(750)	(154)	(1,889)	(2,250)	(361)	(3,000)
TOTAL FINANCING EXPENSES	(596)	(750)	(154)	(1,889)	(2,250)	(361)	(3,000)
TOTAL EXPENDITURE after financing	176,116	184,261	8,145	474,918	517,616	42,698	692,250
TRANSFER FROM EARMARKED RESERVES	QUA 5ai						
Interest received	-	-	-	(5,229)	(12,500)	(7,271)	(12,500)
TRANSFER INTO RESERVES - Vehicle / Machinery Replacement Fund	3,750	3,750	-	11,250	11,250	-	15,000
TRANSFER FROM RESERVES - Vehicle / Machinery Replacement Fund	-	-	-	(9,750)	(12,000)	(2,250)	(12,000)
PRECEPT	(170,722)	(170,722)	-	(512,167)	(512,167)	-	(682,890)
BALANCE (TO) FROM RESERVES	9,144	17,289	8,145	(40,978)	(7,801)	33,177	(140)

MALVERN TOWN COUNCIL

QUA 3

DECEMBER 2021

QUARTER ENDED 31 DECEMBER 2021

SUMMARY: ADMINISTRATION COSTS

	Quarter to 31 December 2021			Year to Date 31 December 2021			Budget Year 2021-2022
	Actual Quarter Dec.2021	Budget Quarter Dec.2021	Under/ (Over) spend	Actual Year Dec.2021	Budget Year Dec.2021	Under/ (Over) spend	
	INCOME	12,163	15,194	3,031	41,715	48,833	7,118
EXPENDITURE							
Salaries	39,116	39,150	34	117,537	117,450	(87)	156,600
Overtime	-	-	-	214	300	86	300
Employment related	13,777	13,916	139	41,410	41,748	338	55,664
Temporary staff	-	-	-	-	-	-	-
Recruitment	500	-	(500)	500	-	(500)	1,450
OCCUPANCY							
Electricity, gas & water	2,337	1,547	(790)	5,236	5,844	608	8,501
Cleaning	2,272	2,668	396	6,011	7,929	1,918	10,722
Rates	2,751	2,246	(505)	7,155	6,737	(418)	8,983
Maintenance of Buildings	503	1,420	917	1,589	3,260	1,671	4,180
COMMUNICATION COSTS							
Telephones	130	954	824	1,667	2,862	1,195	3,816
P & S, Postage	731	877	146	2,237	2,654	417	3,555
Publicity / Displays	1,396	1,542	146	3,717	4,625	908	5,450
INSURANCE	4,345	5,000	655	13,168	15,000	1,832	20,000
GRANTS & DONATIONS	3,909	14,325	10,416	17,659	27,525	9,866	55,050
CIVIC EVENTS	18,239	20,975	2,736	34,892	53,525	18,633	58,325
OTHER COSTS							
Election costs	15,000	-	(15,000)	15,000	-	(15,000)	-
Training	120	375	255	334	750	416	1,000
Professional fees	3,683	1,937	(1,746)	7,567	6,187	(1,380)	8,500
Consultancy Fees	-	-	-	-	250	250	750
Leasing	350	350	-	1,050	1,050	-	1,400
IT expenses	1,998	1,705	(293)	6,087	5,115	(972)	6,820
Office equipment	126	412	286	377	862	485	1,100
Other costs	3,374	2,438	(936)	11,361	8,826	(2,535)	11,215
Chairman & Councillors' expenses	373	1,500	1,127	917	4,250	3,333	5,500
TOTAL ADMINISTRATION COSTS	115,030	113,337	(1,693)	295,685	316,749	21,064	428,880
NET COSTS OF ADMINISTRATION	102,867	98,143	(4,724)	253,970	267,916	13,946	364,853

MALVERN TOWN COUNCIL

ACCOUNTS: QUARTER ENDED 31 DECEMBER 2021

REVIEW OF VARIANCES BETWEEN ACTUAL & BUDGET

Under/(Over)
budget

DETAIL	TOTAL
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FIGURES IN BRACKETS REPRESENT AN OVERSPEND OR SURPLUS INCOME

FIGURES WITHOUT BRACKETS REPRESENT AN UNDERSPEND.

The major factors contributing to the variance of actual from budget for the QUARTER, are as follows:

ADMINISTRATION / EVENTS

Income:

After a refurbishment project, the middle flat to the rear of Belle Vue Terrace was successfully let in February 2021. The tenant then moved out in July 2021 and the flat has been unoccupied since this time whilst decisions are made as to the future of the Council's ownership of Belle Vue Terrace. Income is therefore under the amount anticipated in the budget. The monthly rental received for the top flat has slightly exceeded the amount included in the budget for 2021/22
The tenant of the rear ground floor annexe submitted notice in September 2020 and therefore there has been no income received during this quarter or the financial year to date whilst decisions are made relating to the future use of this part of the building.

Other Minor Variances

3,031

Paycost (budget assumed all posts filled)

(327)

Salaries

34

Minor underspend against administration salaries with expenditure being very close to budgeted levels.

Employment Related

139

There is a small underspend against employment related costs.

(500)

Staff Recruitment

An amount is included in the budget each year for the recruitment of one staff member. Following the departure of a member of the Operations Team, a new employee was recruited in November 2021. This employee was selected after interview but had been previously working as a temporary member of staff and therefore an agency recruitment fee was payable.

Other Minor Variances

-

Occupancy:

18

Utility Charges

880

Electricity Charges have been over budget during the third quarter and are higher than expected for the year as a whole. A renewal of contract took place in September and as a result costs have increased by more than the amount included in the budget. In addition there have been costs incurred for electricity in the middle flat whilst it is empty

Gas charges have also been higher than expected for the third quarter. This is due to slightly higher usage than anticipated.

Water charges are below budget for the third quarter. This is due to a delay in billing whilst an issue with a water meter is resolved.

390

Cleaning

387

There has been an underspend against cleaning contract costs in the third quarter and also for the year to date. Cleaning hours have been reduced due to the fact that the building is not being fully occupied every day.

Rates

387

The middle flat at the rear of Belle Vue Terrace was vacated in July 2021 and have remained empty. Council tax has been paid throughout the third quarter resulting in expenditure over the budgeted level.

(550)

Maintenance of Buildings

909

Property repairs of £1,000 were budgeted for the third quarter but limited works have been required during the quarter.

61

Other Minor Variances

-

Communication Costs:

1,116

Telephones

675

There have been no charges incurred with respect of the landlines and usage at Belle Vue Terrace whilst a billing error / query is resolved. Costs will be seen in the final quarter.

Photocopy Charge

169

The switch to paperless Council dispatches continues to result in low photocopying charges and savings against budget.

281

Stationery

Expenditure on stationery has been lower than expected in the third quarter and also for the financial year as a whole.

Supplies are purchased as and when necessary.

-

Website Costs

146

An underspend has occurred against website related costs as less website support has been required than anticipated during the third quarter.

-

Other Minor Variances

(155)

MALVERN TOWN COUNCIL

ACCOUNTS: QUARTER ENDED 31 DECEMBER 2021

REVIEW OF VARIANCES BETWEEN ACTUAL & BUDGET

	Under/(Over) budget	
	DETAIL	TOTAL
Insurance:		655
The Council's Insurance contract renewed in August 2021 with very little change to the premium. There have been no claims requiring an excess payment and a loyalty rebate has also been received.	655	
Grants and Donations:		10,416
The budget for small grants in 2021/22 is £10,000, split into two halves. Grants awarded during the first half of the scheme totalled £1,390, leaving savings against budget. These could be utilised during the final quarter if the next round of the grants scheme receives a large number of applicants.	3,610	
The budget for large grants in 2021/22 is £18,000, split into two halves. Grants awarded during the first round of the scheme totalled £2,500 leaving an underspend against budget for the quarter. Again this may be utilised in the final quarter if the second round receives a large number of applicants.	6,500	
The grant advert was placed earlier than anticipated, with expenditure already seen in the second quarter.	325	
Other Minor Variances	(19)	
Civic Events:		2,736
Christmas Light Switch on Event	2,190	
The costs for the Christmas Event were lower than anticipated as a result of the last minute need to cancel the Christmas Festival due to high winds. Although a Christmas grotto was held along with events in the library and grants to traders in both Barnards Green and Malvern Link were made, many of the activities were cancelled.		
New Christmas Lights	600	
New permanent Christmas lights were purchased and installed at Link Top and in Barnards Green with savings made against budget.		
Repairs to Christmas Lights	240	
It is difficult to accurately anticipate the annual requirement for repairs, but this year's expenditure has been below budget. This may be linked to the recent programme to replace permanent lighting each year, preventing lighting equipment from deteriorating and requiring repairs.		
Malvern in Bloom	(426)	
There has been an overspend in the third quarter as the result of a decision to purchase additional self watering hanging baskets ready for summer 2022. This utilises budget savings from earlier in the year.		
Other Minor Variances	132	
Other costs:		(16,307)
Election Costs		(15,000)
An accrual has been made to cover the costs of three by-elections not yet invoiced. These were managed by MHDC in Chas Ward, Dyson Perrins Ward and Pickersleigh Ward and not anticipated within the original budget.		
Staff and Councillor Training	255	
There has been an underspend against training in the third quarter. The Town Council is committed to full training being made available to all staff and councillors, but other than chairmanship training, there have been no costs in the third quarter. Administrative staff training has also not been required during the third quarter.		
Professional Fees	(1,746)	
Additional professional fees were incurred during the third quarter due to a 'Planned maintenance survey' carried out on Belle Vue Terrace as part of the financial viability review into whether the Town Council should retain or sell Belle Vue building.		
IT Expenses	(297)	
An overspend against IT expenses has been caused both by the switch to a new IT contractor and to update IT systems in early 2021. These exact costs were not known when the budget was set and therefore the quarterly overspend will occur throughout this financial year.		
Office Equipment	200	
No requirement for office furniture during the third quarter.		
Other Costs		(265)
Costs have been incurred to hire meeting rooms to allow adequate social distancing space at Council meetings. These costs were not anticipated in the original budget and so appear as an overspend against budget.		
The Operations Team received their allocation of health and safety protective clothing in the third quarter, one quarter later than expected. This is a timing difference of expenditure against budget.	(481)	
New union jack flags were purchased for Council flag poles during the third quarter	(188)	
Mayoral Allowance	927	
The Mayoral allowance was increased to £5,000 as part of the 2018/19 budget. There has been little expenditure in the current quarter and very little expenditure for the year as a whole. This is due to a limited amount of Mayoral engagements and during this financial year as well as a low level of claims being submitted by the current mayor.		
Councillor Expenses	200	
A small amount of expenses have been claimed in the final quarter.		
Other Minor Variances	88	
Net Overspend: Administration		(4,724)

MALVERN TOWN COUNCIL

QUA 4

DECEMBER 2021

QUARTER ENDED 31 DECEMBER 2021

OPERATIONS: SUMMARY

	Quarter to 31 December 2021			Year to Date 31 December 2021			Budget Year 2021-2022
	Actual Quarter Dec.2021	Budget Quarter Dec.2021	Under/ (Over) spend	Actual Year Dec.2021	Budget Year Dec.2021	Under/ (Over) spend	
	INCOME	18,431	22,067	3,636	54,007	59,725	5,718
EXPENDITURE							
PAYROLL							
Basic pay	45,897	47,176	1,279	136,371	142,086	5,715	189,262
Overtime	1,610	2,448	838	6,196	6,790	594	8,000
Temporary staff	-	-	-	4,511	1,500	(3,011)	1,500
Employment related	11,561	11,235	(326)	33,943	33,690	(253)	44,759
Staff Travelling	326	400	74	1,163	1,200	37	1,600
OCCUPANCY							
Rates	2,839	1,955	(884)	8,514	5,867	(2,647)	7,823
Utilities	6,432	2,114	(4,318)	8,682	6,294	(2,388)	8,946
Cleaning	30	30	-	89	91	2	122
Maintenance of buildings	102	500	398	442	1,725	1,283	2,200
COMMUNICATIONS							
Telephone/radios	364	550	186	1,264	1,650	386	2,200
Printing & Stationery	-	-	-	-	-	-	-
GROUNDS MAINTENANCE							
	9,017	10,728	1,711	23,033	30,965	7,932	41,450
EQUIPMENT RUNNING COSTS							
	2,715	2,340	(375)	9,932	8,460	(1,472)	10,800
VEHICLE RUNNING COSTS							
	1,334	1,075	(259)	6,169	4,725	(1,444)	6,030
OTHER COSTS							
Training costs	-	-	-	730	750	20	1,000
Risk Assessment	-	935	935	-	935	935	935
Other Expenses	75	299	224	415	997	582	1,296
TOTAL OPERATING COSTS	82,302	81,785	(517)	241,454	247,725	6,271	327,923
NET OPERATING COSTS	63,871	59,718	(4,153)	187,447	188,000	553	244,048

MALVERN TOWN COUNCIL

ACCOUNTS: QUARTER ENDED 31 DECEMBER 2021

REVIEW OF VARIANCES BETWEEN ACTUAL & BUDGET

OPERATIONS:

	Under/(Over) budget	
	DETAIL	TOTAL
Income:		3,636
Cemetery Income		2,310
There is a deficit against income expected for the cemetery in the third quarter with income received being only 85% of the budgeted level. It is difficult to accurately predict the level of income in each year and the timing of when it will be received but income for the year to date is also below budget.		2,310
Lengthsman Income		408
The ability to carry out Lengthsman scheme work has been impacted by staffing issues and government covid-19 guidelines. As a result income has been very low for the third quarter.		408
Football Income		660
Football income has been very low in both the third quarter and year to date. There has been a limited demand for football pitches and changing rooms in the 2021/22 season, with neither Victoria Park, nor Dukes Meadow being required.		660
Other Minor Variances		258
Paycost:		1,865
Basic Paycost		1,279
There is an underspend against operational salaries as the result of changes made within the operational staffing structure. When the head gardener left, it was agreed that this position would not be replaced, but that a general grounds maintenance operative would be employed and the remaining gardening duties allocated to two other members of staff. This new staffing structure has resulted in savings against budget which will continue throughout the financial year.		1,279
Overtime		838
The cancellation of the Christmas Festival and Christmas Light Switch on, resulted in significant savings against overtime requirements during the third quarter. Operational staff are normally required to work all day on road closures, but this was not needed when the event was cancelled.		838
Employment Related		(326)
The new member of operational staff who replaced the head gardener opted to join the pension scheme and thus employer pension payments are now due. This has not been foreseen in the budget as other members of staff had chosen to opt out.		(326)
Staff Travelling		74
Costs have been lower than anticipated due to staff absence in the third quarter.		74
Other Minor Variances		-
Occupancy:		(4,804)
Rates		(908)
The 2021/22 budget had anticipated that NNDR would only be payable for a small part of the year at Victoria Park due to the new pavilion project. This project has been delayed, with a public consultation currently being undertaken. As a result payments are still due and an overspend against budget has occurred.		(908)
Utilities		
Cemetery		301
Both gas charges and electricity charges are below the budgeted amount at the cemetery following a switch to a new energy supplier.		301
Water charges have been higher than anticipated in the period. This is linked to bills being delayed whilst an issue with a water meter was resolved.		(144)
Victoria Park		(4,391)
The 2021/22 budget had anticipated that utility costs at Victoria Park would be at a minimum level whilst the pavilion was being rebuilt, however the project has been subject to delays and therefore charges are still applicable and being billed.		(4,391)
The gas supply to the pavilion is now due to be cut off in preparation for the new build.		
Maintenance of Buildings / Property		
No maintenance works required at cemetery buildings during the period.		175
There have been minimal maintenance works required at any of the sports pavilions during the quarter. This is partly because only one of three pavilions is currently being used.		196
Other Minor Variances		(33)
Communication Costs:		186
Telephones		
There have been no charges in the final quarter whilst the resolution of a billing query is awaited.		200
Other Minor Variances		(14)

MALVERN TOWN COUNCIL

ACCOUNTS: QUARTER ENDED 31 DECEMBER 2021

REVIEW OF VARIANCES BETWEEN ACTUAL & BUDGET

	Under/(Over) budget	
	DETAIL	TOTAL
Grounds Maintenance:		
Allotment Maintenance	275	1,711
None required in the third quarter.		
Bedding Plants	(2,158)	
There has been an overspend against the cost of bedding plants for Town Council sites due to the need to purchase perennials and shrubs as part of a council policy to move towards more permanent bedding displays and have less annual planting. This appears as an overspend, but will lead to long term savings on bedding plants.		
General Cemetery Maintenance / Materials	237	
Costs have been generally low in the third quarter		
Fuel and Oil	676	
There has been no requirement to purchase any fuel for machinery in the third quarter. This will now take place in the final quarter but savings against budget should still be achieved during the year as less fuel has been purchased overall.		
Tree Works	875	
Tree works have been limited in the third quarter. A budget exists to carry out works as and when required but expenditure in the third quarter has been low		
Play Areas	1,132	
Expenditure has been below budget in the third quarter. Regular inspections of all play areas take place to identify any works that are required and these are then actioned. Costs may be being reduced by ongoing asset refurbishment programme which is scheduled annually and ensures that equipment is regularly updated at Town Council play areas.		
Bus Shelter Maintenance	500	
Works to bus shelters were carried out in the third quarter but as works could be completed by Town Council staff with only a small amount of consumables being required, costs have been limited.		
Other Minor Variances	174	
Equipment / Vehicle Running Costs		(634)
Repairs to Machinery		(432)
There has been an overspend on the cost of machinery repairs due to essential repairs required to two John Deere Mowers		
Machinery has been serviced and repaired as necessary throughout the year, but costs are often reduced as operational staff are able to undertake some general maintenance themselves.		
Fuel for Operational Vehicles		(260)
Fuel costs for operational vehicles have been above budget in the third quarter. This is due to the recent rises in the cost of fuel that have been above the inflationary increase included in the budget.		
Other Minor Variances	58	
Other Costs:		1,159
Risk Assessment		935
The Council's play areas must be inspected by an independent and qualified person at least once a year. This underspend relates to a delay in getting the works completed and costs will be seen in the final quarter.		
Organist Fees		125
The Chapel at Great Malvern Cemetery is now open for funerals, but there were no bookings in the third quarter and therefore there have been no organist fees.		
Minor variance against other costs	99	
Net Overspend: Operations		(4,153)

QUA4a

MALVERN TOWN COUNCIL

DECEMBER 2021

QUARTER ENDED 31 DECEMBER 2021

ACCOUNTS RESTATED WITH PAYCOST ALLOCATED BY DEPARTMENT

	Quarter to 31 December 2021			Year to Date 31 December 2021		
	Actual Quarter Dec.2021	Actual Quarter Dec.2021 Unallocated As per Management Accounts	Difference under (over)	Actual Year Dec.2021 Paycost Allocated by department	Dec.2021 Unallocated As per Management Accounts	Difference under (over)
90,843	102,867	12,024		225,168	253,970	28,802
5,800	89	(5,711)		16,322	173	(16,149)
10,046	(6,232)	(16,278)		37,770	(18,903)	(56,673)
43,051	66,112	23,061		123,192	200,464	77,272
13,322	2,658	(10,664)		29,659	1,997	(27,662)
3,677	1,244	(2,433)		9,307	3,716	(5,591)
75,895	63,871	(12,024)		216,249	187,447	(28,802)
166,738	166,738	0		441,417	441,417	0

MALVERN TOWN COUNCIL

DECEMBER 2021

QUARTER ENDED 31 DECEMBER 2021

ASSET REFURBISHMENT / RENEWAL

	Quarter to 31 December 2021			Year to Date 31 December 2021			Budget Year 2021-2022
	Actual Quarter Dec.2021	Budget Quarter Dec.2021	Under/ (Over) spend	Actual Year Dec.2021	Budget Year Dec.2021	Under/ (Over) spend	
LITTER BINS	-	-	-	-	-	-	3,000
LEISURE & RECREATION - PLAY AREAS							
Victoria Park - Replacement of two springers	4,095	8,000	3,905	4,095	2,000	2,000	2,000
Fencing at Lower Howsell	-	-	-	-	8,000	3,905	8,000
Lower Howsell - Replacement of two springers	-	-	-	-	2,000	2,000	2,000
Replacement of pavilion doors at Lower Howsell	-	5,000	5,000	-	5,000	5,000	5,000
Replacement fencing at Townsend Way	-	6,000	6,000	-	6,000	6,000	6,000
Refurbishment of Jamaica Crescent Play Area	-	-	-	-	8,000	8,000	8,000
Victoria Park - Project to install New Basketball Courts	-	-	-	2,323	-	(2,323)	#
Victoria Park - Pavilion Project	-	-	-	-	-	-	#
GROUNDS MAINTENANCE PROJECTS							
Fountain in Rose Bank Gardens	3,750	3,750	-	-	3,750	3,750	3,750
Refurbishment of Bus Shelter Outside Rose Bank Gardens	-	-	-	-	2,906	-	15,000
Path Edging Works in Rose Bank Gardens	-	-	(4,005)	-	9,695	(2,906)	(9,695)
Works to investigate land slippage	-	-	-	-	-	-	-
Refurbishment of Barnards Green Bus Shelter	-	-	-	-	-	-	-
CEMETERY							
Repairs to roof at cemetery lodge	-	-	-	-	-	-	-
BELLE VUE - Overhaul of drainage top floor	-	-	-	-	-	-	-
Refurbishment of rear flats	-	-	-	-	-	-	-
New IT Equipment	-	-	-	-	-	-	-
CHRISTMAS LIGHTS							
CAPITAL EQUIPMENT:							
Purchase of Wood Chipper	-	-	-	-	-	-	-
New Kawasaki Pro Buggy	-	-	-	-	-	-	-
Replacement Mowers	-	-	-	-	-	-	-
TOTAL ASSET RENEWAL	8,100	22,750	14,650	29,769	50,750	20,981	68,750

MALVERN TOWN COUNCIL

ACCOUNTS: QUARTER ENDED 31 DECEMBER 2021

REVIEW OF VARIANCES BETWEEN ACTUAL & BUDGET

Under/(Over)
budget

ASSET REFURBISHMENT:

Fencing at Lower Howsell	3,905
Fencing works were completed at Lower Howsell during the third quarter with budget savings being achieved due to a slight amendment in the project specification based on operational needs.	
Replacement of Pavilion Doors at Lower Howsell	5,000
This project was scheduled for the third quarter, but has been delayed due to problems finding a competitive contractor. An order has now been placed and expenditure will be seen in the final quarter.	
Replacement Fencing at Townsend Way	6,000
Fencing works at Townsend Way has been delayed into the final quarter. The contractor was not able to complete the works as extra panels were required.	
Rose Bank Gardens Fountain	3,750
Works were due to be carried out in the third quarter of the year, but due to a number of factors including contractor availability and staff absence, the project commenced later than anticipated in the fourth and final quarter. Costs will therefore been seen in the next set of accounts.	
Rose Bank Gardens Land Slippage	(4,005)
Further investigatory grounds works took place in the third quarter. Although Council have noted and approved this necessary expenditure, it appears as an overspend as it was not included in the original budget.	
Asset Refurbishment: net underspend & total variances explained	14,650
Budget Contingency - no specific allocation in the third quarter	2,500

EARMARKED RESERVES:

None in the third quarter	-
Giving a Variance against Budget of	-
SPECIAL PENSIONS / EMPLOYMENT COSTS:	-
Minor Underspend against other pension costs	26
Interest Received :	-
Interest received has been below budget in the third quarter and also for the year to date due to the negative impact of the global pandemic on the Council's investments with the CCLA.	(154)
Net deficit from financing	(154)
Net Surplus / (Deficit)	8,145
Before Earmarked Movements	8,145
After Earmarked Transfers	8,145
Original budget for the Quarter	Balance (TO) / From Reserves
Actual for the quarter, net of earmarked transfers	Balance (TO) / From Reserves
	17,289
	9,144

MALVERN TOWN COUNCIL

DECEMBER 2021

QUARTER ENDED 31 DECEMBER 2021

ANALYSIS OF TRANSFERS TO / (FROM) EARMARKED RESERVES

	Quarter to 31 December 2021			Year to Date 31 December 2021			Budget Year 2020-21
	Actual Quarter Dec. 2021	Budget Quarter Dec. 2021	Under/ (Over) spend	Actual Year Dec. 2021	Budget Year Dec. 2021	Under/ (Over) spend	
ADMINISTRATION							
Town Council Elections	-	-	-	-	-	-	(12,500)
Town Council Events	-	-	-	-	-	-	-
Special Grants Reserve	-	-	-	-	-	-	-
Belle Vue Building Works	-	-	-	-	-	-	-
Lower Howsell - Works to complete Car Park	-	-	-	-	-	-	#
Victoria Park Works to Install Basketball Courts	-	-	-	-	-	-	#
Victoria Park Pavilion Planning	-	-	-	-	-	-	#
ASSET REFURBISHMENT / RENEWAL							
LITTER BINS	-	-	-	-	-	-	-
ROSE BANK GARDENS	-	-	-	-	-	-	-
BARNARDS GREEN BUS SHELTER	-	-	-	-	-	-	-
GREAT MALVERN CEMETERY	-	-	-	-	-	-	-
PLAY AREAS	-	-	-	-	-	-	-
VEHICLE / MACHINERY REPLACEMENT FUND Additions Releases	3,750	3,750	-	11,250 (9,750)	11,250 (12,000)	(2,250)	15,000 (12,000)
Release of Surplus Earmarked Reserves	-	-	-	-	-	-	-
	3,750	3,750	-	(3,729)	(13,250)	(9,521)	(9,500)

Although there were certain Earmarked reserves agreed as part of the original budget, other funds were Earmarked by Full Council at Year End to utilise under spends. Other Earmarked Reserves may be longstanding funds which are now being utilised.

ASSET PROJECT PROGRAMME

EXPENDITURE FOR THE PERIOD ENDED 31 DECEMBER 2021

Programme Description	Accounts Code	Asset Programme	Earmark / Budget or Reserves	Budgeted / Earmark Cost	Latest Estimate of Cost	Planned Start date	Planned Finish Date	Actual Finish Date	Actual Expenditure to 31/12/2021	Comments:
Litter Bins	5-3103	Asset Programme	b	3,000	2,200	01/02/2021	31/03/2021	31/03/2021	-	Five new recycling bins have been ordered as part of a pilot project to trial recycling bins outside schools and community centres. Malvern Hills District Council have agreed to work in partnership with the Town Council and will empty the bins. Costs will be seen in the final quarter.
LEISURE AND RECREATION										
Victoria Park Play Area Replacement of two springers	5-3671	Asset Programme	b	2,000	2,000	01/10/2021	31/10/2021	-	-	This project originally scheduled for the second quarter has been slightly delayed due to supply issues and works will be carried out in the final quarter.
Fencing at Lower Howsell	5-0662	Asset Programme	b	8,000	4,095	01/10/2020	30/11/2021	20/12/2021	4,095	Fencing works at Lower Howsell were completed in December 2021 with savings achieved against the original budget, as a result of some changes to project specifications based on operational needs.
Lower Howsell Replacement of two springers	5-3631	Asset Programme	b	2,000	2,000	01/10/2021	31/10/2021	-	-	This project originally scheduled for the second quarter has been slightly delayed due to supply issues and works will be carried out in the final quarter.
Replacement Pavilion Doors Lower Howsell	5-0662	Asset Programme	b	5,000	5,000	01/10/2021	31/10/2021	-	-	Difficulties in finding a competitive contractor have led to delays with this project. An order has now been placed and the new pavilion doors are scheduled to be fitted in February 2022.
Replacement Fencing at Townsend Way	5-0602	Asset Programme	b	6,000	6,000	01/10/2020	30/11/2021	-	-	This project was scheduled for the third quarter but was delayed due to extra panels being needed. Works will be completed in the final quarter.

ASSET PROJECT PROGRAMME

EXPENDITURE FOR THE PERIOD ENDED 31 DECEMBER 2021

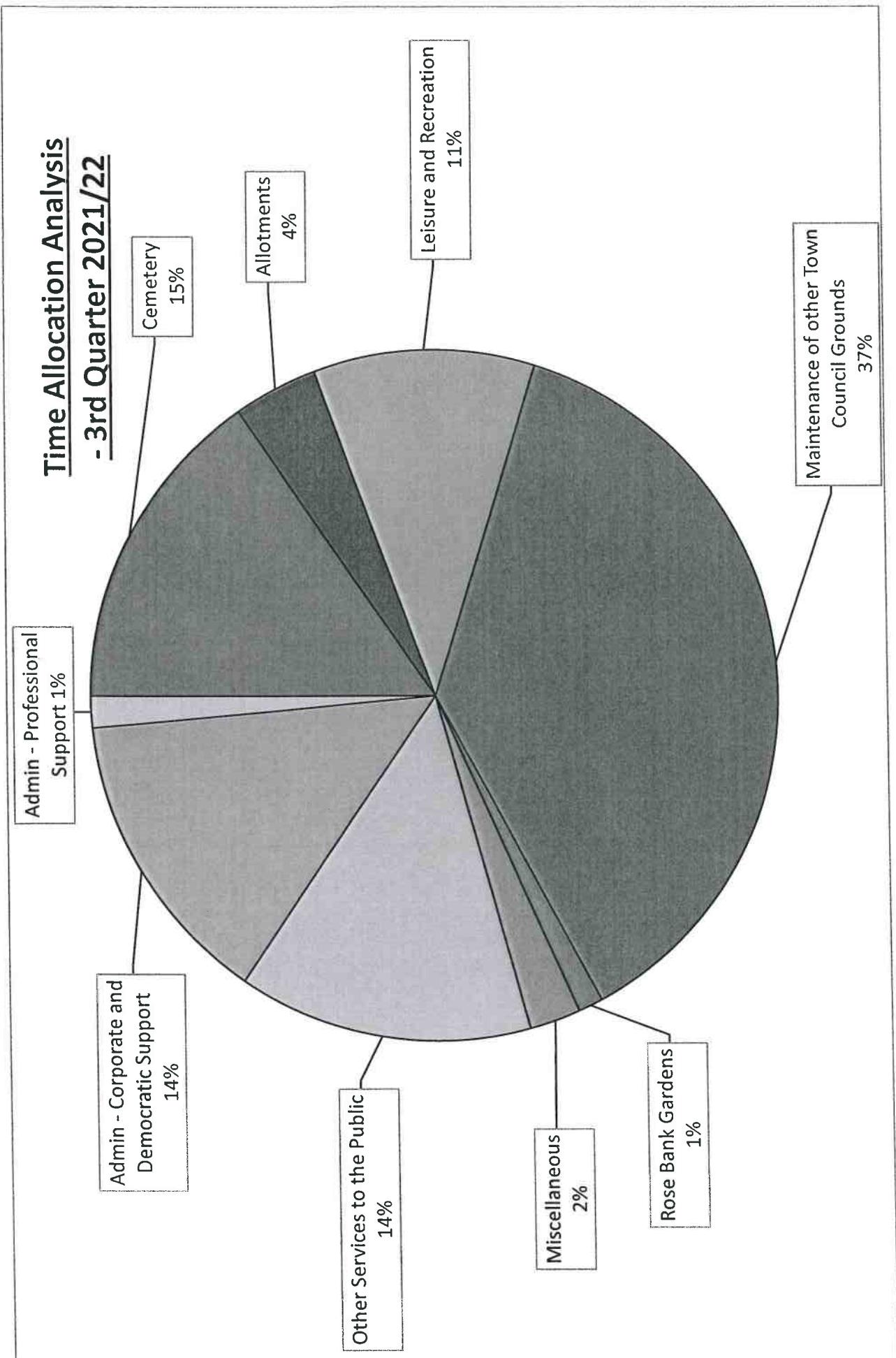
Programme Description	Accounts Code	Asset Programme	Earmark / Budget or Reserves	Budgeted / Earmark Cost	Latest Estimate of Cost	Planned Start date	Planned Finish Date	Actual Finish Date	Actual Expenditure to 31/12/2021	Comments:
Refurbishment of Jamaica Crescent Play Area	5-3531	Asset Programme	b	8,000	8,000	01/02/2021	28/02/2021	-	-	Works to refurbish the play area at Jamaica Crescent are scheduled for the fourth and final quarter.
Installation of New Basketball Courts at Victoria Park	5-1703	Asset Programme	e	50,000	50,000	01/04/2020	30/06/2020	unknown	2,323	The long awaited project to install two basketball courts finally began in July 2020 and the groundworks, concrete pad and surrounding fencing have now been completed. The surfacing was provided by a Belgian supplier and travel restrictions in relation to Covid-19 meant that there were delays with the installation of the flex court surfacing. The surface was shipped and stored in Worcester before being fitted in August 2021 and costs here relate to storage costs during the year. The final invoice is awaited whilst an issue with goal specifications is resolved.
Pavilion Project at Victoria Park	5-1703	Asset Programme	e / r	unknown	unknown	01/04/2020	31/12/2022	-	-	Full Council have now agreed to build a new two storey community hub at Victoria Park, to sell the Belle Vue Terrace premises and to move the Council offices and administration base to Victoria Park. A public consultation is currently underway after which planning permission will be sought
GROUNDS MAINTENANCE PROJECTS										
Jenny Lind Fountain, Rose Bank Gardens	5-0905	Asset Programme	b	3,750	3,750	01/06/2021	30/09/2021	-	-	This project has had a number of setbacks surrounding the covid-19 pandemic and availability of the contractor. Works are now scheduled to begin in the fourth quarter of 2021/22 and are hoped to be finished by the end of April 2022.
Refurbishment of Bus Shelter Outside of Rose Bank Gardens	5-4052	Asset Programme	b	15,000	15,000	01/06/2021	30/09/2021	-	-	Due to the specialised nature of the work involved in this project, finding a suitable contractor, who was available proved to be difficult. A contractor has now been selected and works are due to commence on 21 March. It may therefore be necessary to earmark some funding for the 2022/23 financial year as works will go into the next year.

ASSET PROJECT PROGRAMME

EXPENDITURE FOR THE PERIOD ENDED 31 DECEMBER 2021

Programme Description	Accounts Code	Asset Programme	Earmark / Budget or Reserves	Budgeted / Earmark Cost	Latest Estimate of Cost	Planned Start date	Planned Finish Date	Actual Finish Date	Actual Expenditure to 31/12/2021	Comments:
Path Edging Works at Rose Bank Gardens	5-0905	Asset Programme	e	7,000	3,000	1/4/21	30/06/2021	30/09/2021	2,906	The original project scope resulted in costs that far exceeded budget and therefore a new specification was developed. This delayed the start date and funds needed to be earmarked and carried into the 2021/22 financial year. Works commenced in May 2021 and were completed in September 2021 after some supply issues with oak sleepers. Savings have been achieved against this budget.
Works to investigate Land Slippage in Rose Bank Gardens	5-0905	Emergency Project from reserves	r	unknown	unknown	01/04/2021	Unknown	Unknown	9,695	Following a land slippage in Rose Bank Gardens, it has been necessary to commission ground investigation works. This work was not included in the original budget, but Full Council have considered the matter and agreed expenditure.
CEMETERY										
Repairs to roof at cemetery lodge	5-0057	Asset Programme	b	4,000	1,000	01/07/2021	31/08/2022	25/08/2022	1,000	This project was completed during the second quarter with savings against budget being achieved.
CAPITAL EXPENDITURE										
Purchase of Wood Chipper	9-0515	Machinery Replacement Fund	b	12,000	9,750	01/04/2021	30/04/2021	27/04/2021	9,750	A new wood chipper was purchased in April 2021 with savings made against the budgeted cost.
									£29,769	
									£111,795	
									£125,750	

APPENDIX A



APPENDIX B

FINANCIAL REPORTS

CR1 – OCTOBER, NOVEMBER AND DECEMBER 2021

Cash Movements

1. Total bank balances at the end of December 2021 amounted to £969,564. This is approximately £138,808 higher than at the same period last year. The second half of the precept was received in December 2021.
2. The Council opened an account with The Public Sector Deposit Fund in January 2017 in order to obtain better rates of interest on deposit:
 - The balance on account at the end of December 2021 was £258,516
3. The Council has also invested £66,484 of funds with the Local Authorities Property Fund. This is a long-term investment of funds and the latest dividend payments for the period October to December totalled £576.86.

Debtor Days Outstanding

Debtor days rose from 19.12 in October to 22.43 days in November due to some issues with payments from funeral directors. Debtor days then fell again to 14.54 days at the end of December 2021 which is well within the Council's target of 30 days. The outstanding debts at 31 December relate to funeral directors and a tenant who paid slightly late due to the Christmas period, all debts have now been cleared.

Creditor Days Outstanding

Creditor days were 19.65 days in October 2021, falling to 13.13 in November. Creditor days rose again to 20.82 at the end of December 2021 due to several larger invoices being received in the period. This remains within the Council's payment terms of 30 days and reflects the Council's commitment to paying suppliers within their stated payment terms where possible.

SCHEDULE OF CHEQUE PAYMENTS AND ONLINE PAYMENTS: OCTOBER, NOVEMBER AND DECEMBER 2021

Scheduled Payments (excluding Non-Cheque Payments and other payments) for this period totalled:

ONLINE – OCTOBER 2021	£13,448.22
ONLINE – NOVEMBER 2021	£21,392.58
ONLINE – DECEMBER 2021	£22,045.10

Total	£56,885.90
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October 2021

CASH REPORT

MOVEMENT IN BANK ACCOUNTS

The position as at 31 October 2021 is set out below. All balances have been confirmed by reconciliation with bank statements.

Transaction	Unity Trust Bank Account	Public Sector Deposit Account	Local Authorities Property Fund	Total
	£		£	£
Balance:				
30 September 2021	395,949	258,516	66,484	720,949
Receipts				
Interest	582			582
Precept	-			-
Grants or VAT refunds				-
Other	8,598			8,598
Cancelled / (Bounced Cheque)				-
External payments				
Cheque / Online Payments	(13,448)			(13,448)
Non - Cheque Payments	(41,952)			(41,952)
Transfers between accounts:				
Inwards				-
Outwards				-
Balances:				
31 October 2021	349,728	258,516	66,484	674,728
Balances at start of financial year	389,507	258,516	66,484	714,507

DEBTOR AGEING

	Oct-21	Sep-21	Aug-21	Pre-Aug	Prepaid amounts	Total debtors
Value	4,879.00	1,103.00	1,037.27	-	118.00	-

MONTHLY STATISTICS ON DEBTOR DAYS AND SUPPLIER DAYS OUTSTANDING

	Debtors		Suppliers	
	Value	Days	Value	Days
March 2021	7,011.68	17.99	11,306.31	13.85
April 2021	10,640.14	30.75	42,771.47	12.89
May 2021	3,148.60	9.05	53,277.78	27.40
June 2021	7,940.00	15.67	31,975.25	23.50
July 2021	1,667.70	6.89	28,296.82	19.32
August 2021	3,735.00	12.50	28,029.97	17.05
September 2021	4,882.27	13.20	18,475.36	18.25
October 2021	6,901.27	19.12	19,686.66	19.65
November 2021				
December 2021				
January 2022				
February 2022				
March 2022				

November 2021

CASH REPORT

MOVEMENT IN BANK ACCOUNTS

The position as at 30 November 2021 is set out below. All balances have been confirmed by reconciliation with bank statements.

Transaction	Unity Trust Bank Account	Public Sector Deposit Account	Local Authorities Property Fund	Total
	£		£	£
Balance:				
31 October 2021	349,728	258,516	66,484	674,728
Receipts				
Interest	6			6
Precept	-			-
Grants or VAT refunds	5,899			5,899
Other	60,509			60,509
Cancelled / (Bounced Cheque)				-
External payments				
Cheque / Online Payments	(21,393)			(21,393)
Non - Cheque Payments	(42,634)			(42,634)
Transfers between accounts:				
Inwards				-
Outwards				-
Balances:				
30 November 2021	352,115	258,516	66,484	677,115
Balances at start of financial year	389,507	258,516	66,484	714,507

DEBTOR AGEING

	Nov-21	Oct-21	Sep-21	Pre-Sep	Prepaid amounts	Total debtors
Value	3,384.00	2,879.00	-	-	-	6,263.00

MONTHLY STATISTICS ON DEBTOR DAYS AND SUPPLIER DAYS OUTSTANDING

	Debtors		Suppliers	
	Value	Days	Value	Days
March 2021	7,011.68	17.99	11,306.31	13.85
April 2021	10,640.14	30.75	42,771.47	12.89
May 2021	3,148.60	9.05	53,277.78	27.40
June 2021	7,940.00	15.67	31,975.25	23.50
July 2021	1,667.70	6.89	28,296.82	19.32
August 2021	3,735.00	12.50	28,029.97	17.05
September 2021	4,882.27	13.20	18,475.36	18.25
October 2021	6,901.27	19.12	19,686.66	19.65
November 2021	6,263.00	22.43	13,469.57	13.13
December 2021				
January 2022				
February 2022				
March 2022				

December 2021

CASH REPORT

MOVEMENT IN BANK ACCOUNTS

The position as at 31 December 2021 is set out below. All balances have been confirmed by reconciliation with bank statements.

Transaction	Unity Trust Bank Account	Public Sector Deposit Account	Local Authorities Property Fund	Total
	£		£	£
Balance:				
30 November 2021	352,115	258,516	66,484	677,115
Receipts				
Interest	9		-	9
Precept	341,445			341,445
Grants or VAT refunds				-
Other	15,896			15,896
Cancelled / (Bounced Cheque)				-
External payments				
Cheque / Online Payments	(22,045)			(22,045)
Non - Cheque Payments	(42,855)			(42,855)
Transfers between accounts:				
Inwards				-
Outwards				-
Balances:				
31 December 2021	644,564	258,516	66,484	969,564
Balances at start of financial year	389,507	258,516	66,484	714,507

DEBTOR AGEING

	Dec-21	Nov-21	Oct-21	Pre-Oct	Prepaid amounts	Total debtors
Value	1,898.00	2,237.27	58.00	-	-	4,193.27

MONTHLY STATISTICS ON DEBTOR DAYS AND SUPPLIER DAYS OUTSTANDING

	Debtors		Suppliers	
	Value	Days	Value	Days
March 2021	7,011.68	17.99	11,306.31	13.85
April 2021	10,640.14	30.75	42,771.47	12.89
May 2021	3,148.60	9.05	53,277.78	27.40
June 2021	7,940.00	15.67	31,975.25	23.50
July 2021	1,667.70	6.89	28,296.82	19.32
August 2021	3,735.00	12.50	28,029.97	17.05
September 2021	4,882.27	13.20	18,475.36	18.25
October 2021	6,901.27	19.12	19,686.66	19.65
November 2021	6,263.00	22.43	13,469.57	13.13
December 2021	4,193.27	14.54	26,402.60	20.82
January 2022				
February 2022				
March 2022				

Malvern Town Council
Online Banking Payment Schedule

8 October 2021

IB No.	Date	Supplier Name	Payments	Description	Record of Invoices Checked Cllr 1	Record of Invoices Checked Cllr 2	Payment Posted (initials)	Authorisation Given (initials)
1230	08/10/2021	ALLIANCE PAYROLL SERVICES LTD.	110.11	Payroll charges September 2021	✓	✓	D	KTB
1231	08/10/2021	B C PARTRIDGE	787.64	Service, mot and fit new front brakes on Isuzu VU17 JKY and service, mot and fit brake pads to the Mitsubishi VN15 JKX	✓	✓	D	KTB
1232	08/10/2021	CHARLES PORTER	103.95	Mileage claim Operations Manager July, August and September 2021	✓	✓	D	KTB
1233	08/10/2021	EDEN CHURCH	72.00	Hire of auditorium for Full Council Meeting 9/9/21	✓	✓	D	KTB
1234	08/10/2021	EDF ENERGY	51.60	Electricity charges North Malvern Clock 26/6/21 - 23/9/21	✓	✓	D	KTB
1235	08/10/2021	EE	155.86	Mobile phone charges Operations Team and Events/admin phone September 2021	✓	✓	D	KTB
1236	08/10/2021	EON NEXT	30.37	Electricity charges cemetery stores 1/6/21 - 31/7/21	✓	✓	D	KTB
1237	08/10/2021	FUELGENIE BUSINESS ACCOUNT	523.07	Fuel account August 2021	✓	✓	D	KTB
1238	08/10/2021	HOUSEKEEPERS OF MALVERN	1104.00	Cleaning contract 19/7/21 - 13/9/21	✓	✓	D	KTB
1239	08/10/2021	LINK TOOLS	17.99	30 x piece screwdriver bit set	✓	✓	D	KTB
1240	08/10/2021	MALVERN HILLS DISTRICT COUNCIL	1056.64	Wheelie bin hire cemetery and 28-30 Belle Vue Terrace October, November and December 2021	✓	✓	D	KTB
1241	08/10/2021	MHDC-NNDR	183.66	Council tax October 2021 - middle flat (unoccupied)	✓	✓	D	KTB
1242	08/10/2021	PETER SMITH	50.00	Members annual printing allowance 2021/22	✓	✓	D	KTB
1243	08/10/2021	PKF LITTLEJOHN LLP	1920.00	External Auditor Limited Assurance Review for the financial year ended 31/3/21	✓	✓	D	KTB
1244	08/10/2021	PRINTED BANNERS AND SIGNS	152.76	2 banners for the Mayor's Bonanza	✓	✓	D	KTB
1245	08/10/2021	R D HORNE	740.00	Hire of a digger and operator to assist with digging of test holes in Rose Bank Gardens to investigate landslip	✓	✓	D	KTB
1246	08/10/2021	WATER PLUS LTD	185.91	Water charges Knapp Way Allotments 29/6/21 - 29/9/21	✓	✓	D	KTB
1247	08/10/2021	TUDOR ENVIRONMENTAL	133.25	8 x long litter pickers	✓	✓	D	KTB

IB No.	Date	Supplier Name	Payments	Description	Record of Invoices Checked Cllr 1	Record of Invoices Checked Cllr 2	Payment Posted (initials)	Authorisation Given (initials)
					✓	✓	DP	RJS
1248	08/10/2021	V8 MEDIA	162.00	Website support August 2021				
1249	08/10/2021	WORCESTERSHIRE CALC	175.00	GDPR training for 3 Councillors and Staff and Chairmanship training for 4 Councillors	✓	✓	DP	RJS
1250	08/10/2021	BRITISH TELECOMMUNICATIONS LTD	1142.49	Telephone, internet and line charges 17/6/21 - 16/9/21	✓	✓	DP	RJS

Total Payments:

8,858.30 Councilor Authorisation for Payment

1) J.S. Hillman
2) J.S. Hillman

Malvern Town Council
Online Banking Payment Schedule

25 October 2021

IB No.	Date	Supplier Name	Payments	Description	Record of Invoices Checked Cllr 1	Record of Invoices Checked Cllr 2	Payment Posted (initials)	Authorisation Given (initials)
1251	25/10/2021	A J ROBERTS FARM & GARDEN SERVICES	486.00	Hedge cutting at Victoria Park Bowling Green, Townsend Way, Cemetery, Craig Lea and Lower Howsell	✓	✓	DP	ROB
1252	25/10/2021	BRITISH GAS	25.56	Electricity charges Link Church Clock 22/8/21 - 6/10/21	✓	✓	DP	ROB
1253	25/10/2021	BRITISH GAS	6.97	Electricity charges Lower Howsell 2/9/21 - 1/10/21 (net of credit for over payment)	✓	✓	DP	ROB
1254	25/10/2021	BWT UK LTD	38.81	6 large bottles of water for MTC offices	✓	✓	DP	ROB
1255	25/10/2021	ELLIS DAWE & SON LTD	487.71	14 Oak sleepers to finish Rose Bank Gardens wall project	✓	✓	DP	ROB
1256	25/10/2021	EON NEXT	19.36	Electricity charges Lytton Well Clock 1/9/21 - 30/9/21	✓	✓	DP	ROB
1257	25/10/2021	FUELGENIE BUSINESS ACCOUNT	493.52	Fuel account September 2021	✓	✓	DP	ROB
1258	25/10/2021	IP SKIPP AGRICULTURAL ENGINEERS LTD	1193.78	Repairs to the John Deere mower and Kubota tractor	✓	✓	DP	ROB
1259	25/10/2021	LYNDSEY DAVIES	25.00	Reimbursement of money paid for book voucher for Malvern in Bloom prize (Tallest Sunflower)	✓	✓	DP	ROB
1260	25/10/2021	MALVERN HILLS DISTRICT COUNCIL	144.00	Hire of Council Chamber for Victoria Park Pavilion meeting and Full Council 7/10/21 - 3 hours	✓	✓	DP	ROB
1261	25/10/2021	MIDSHIRE COMMUNICATIONS LTD	28.24	Photocopy charges 14/9/21 - 12/10/21	✓	✓	DP	ROB
1262	25/10/2021	MILLERS TYRE CENTRE LTD	341.40	4 tyres and puncture repair on the Ford Transit WF16 ZHN	✓	✓	DP	ROB
1263	25/10/2021	PAPERSTATION LTD	495.92	Stationery September 2021	✓	✓	DP	ROB
1264	25/10/2021	ROYAL BRITISH LEGION POPPY APPEAL	18.50	1 type C Wreath for Remembrance Sunday	✓	✓	DP	ROB
1265	25/10/2021	PRINTED BANNERS AND SIGNS	110.40	2 banners - Heart of England in Bloom Gold Award	✓	✓	DP	ROB
1266	25/10/2021	PURPLE TOOL AND PLANT HIRE	114.00	Hire of a tower to take down hanging baskets from bandstand in Priory Park and hire of a rotavator for flower beds	✓	✓	DP	ROB
1267	25/10/2021	RON SMITH & CO LTD	64.98	Telescopic handle and branch hook	✓	✓	DP	ROB

IB No.	Date	Supplier Name	Payments		Description	Record of Invoices Checked Cllr 1	Record of Invoices Checked Cllr 2	Payment Posted (initials)	Authorisation Given (initials)
			Ck	Chq					
1268	25/10/2021	WATER PLUS LTD		19.62	Water charges Dukes Meadow 3/7/21 - 3/10/21			DP	PB
1269	25/10/2021	WATER PLUS LTD	Ck	36.00	Water/drainage charges rear stores 28-30 Belle Vue Terrace 4/7/21 - 4/10/21			DP	PB
1270	25/10/2021	WATER PLUS LTD	Ck	99.24	Water/drainage charges 28-30 Belle Vue Terrace 26/6/21 - 26/9/21			DP	PB
1271	25/10/2021	TRAVIS PERKINS TRADING COMPANY LTD	Ck	42.11	(£42.55 - £0.45 = £42.11) 1 board for repairs to Victoria Park Pavilion following vandalism			DP	PB
1272	25/10/2021	V8 MEDIA	Ck	298.80	(£162.00 + £136.80) Website support September 2021 and quarterly Umbraco hosting			DP	PB

Total Payments:

4,589.92

Councillor Authorisation for Payment

1) John Cooper
2) John Cooper

22 Oct. 2021

Malvern Town Council
Online Banking Payment Schedule

16 November 2021

IB No.	Date	Supplier Name	Payments	Description	Record of Invoices Checked Ctr 1	Record of Invoices Checked Ctr 2	Payment Posted (initials)	Authorisation Given (initials)
1273	16/11/2021	KIM PHILPOTTS	150.00	Refund of money paid for Peaky Blinders Event - cancelled	✓	✓	PF	RJS
1274	16/11/2021	STEPHEN HODGSON (MAYOR OF WORCESTER)	50.00	Refund of money paid for Peaky Blinders Event - cancelled	✓	✓	PF	RJB
1275	16/11/2021	NICK HOUGHTON	50.00	Refund of money paid for Peaky Blinders Event - cancelled	✓	✓	PF	RJB
1276	16/11/2021	SHARON TAYLOR	100.00	Refund of money paid for Peaky Blinders Event - cancelled	✓	✓	PF	RJB
1277	16/11/2021	TRACY KELLY-FREER	50.00	Refund of money paid for Peaky Blinders Event - cancelled	✓	✓	PF	RJB
1278	16/11/2021	HANNAH CAMPBELL	50.00	Refund of money paid for Peaky Blinders Event - cancelled	✓	✓	PF	RJB
1279	16/11/2021	JASON LYNAS	150.00	Refund of money paid for Peaky Blinders Event - cancelled	✓	✓	PF	RJB
1280	16/11/2021	LOUISE ANTHONY (MHDC)	75.00	Refund of money paid for Peaky Blinders Event - cancelled	✓	✓	PF	RJB
1281	16/11/2021	LEDBURY TOWN COUNCIL	25.00	Refund of money paid for Peaky Blinders Event - cancelled	✓	✓	PF	RJB
1282	16/11/2021	STEVEN EGGINTON	50.00	Refund of money paid for Peaky Blinders Event - cancelled	✓	✓	PF	RJB

Total Payments:

150.00 Councillor Authorisation for Payment

Malvern 16/11/21
 1) John Hooper
 2) John Hooper
 16 November 2021

Malvern Town Council
Online Banking Payment Schedule

17 November 2021

IB No.	Date	Supplier Name	Payments	Description	Record of Invoices Checked Cllr 1	Record of Invoices Checked Cllr 2	Payment Posted (initials)	Authorisation Given (initials)
1283	17/11/2021	AIDEN STITT	£50.00	Members annual printing allowance 2021/22	✓	✓	DJ	RJS
1284	17/11/2021	A J GAMMOND LTD	£37.79	Manhole drain cover for the cemetery	✓	✓	DJ	RJS
1285	17/11/2021	ALLIANCE PAYROLL SERVICES LTD	£110.11	Payroll charges October 2021	✓	✓	DJ	RJS
1286	17/11/2021	BARNARDS GREEN TRADERS ASSOCIATION	£1000.00	Grant for the Christmas Extravaganza 4/12/21	✓	✓	DJ	RJS
1287	17/11/2021	MARK BARRETT-MOORE	£291.50	Cleaning of windows inside and out at 28-30 Belle Vue Terrace	✓	✓	DJ	RJS
1288	17/11/2021	BRADFORDS BUILDING SUPPLIES	£14.40	12 pairs of gloves for the Operations Team	✓	✓	DJ	RJS
1289	17/11/2021	BRITISH GAS TRADING	£457.38	Gas charges Gas Lamps 17/7/21 - 30/9/21	✓	✓	DJ	RJS
130	17/11/2021	BRITISH GAS	£25.22	Electricity charges Lower Howsell 2/10/21 - 1/11/21	✓	✓	DJ	RJS
1291	17/11/2021	COLCARDS	£486.00	250 Christmas cards for the Mayor (Mayoral allowance) and 50 Calanders and 50 packs of cards to sell in aid of Mayoral Charities (covered by sponsorship)	✓	✓	DJ	RJS
1292	17/11/2021	EE	£155.28	Mobile phone charges October 2021 - Operations Team and Admin/events phone	✓	✓	DJ	RJS
1293	17/11/2021	HOUSEKEEPERS OF MALVERN	£592.00	Cleaning contract 20/9/21 - 18/10/21	✓	✓	DJ	RJS
1294	17/11/2021	KEEL TOYS LTD	£628.99	252 toys for the Grotto at the Christmas Festival 27/11/21	✓	✓	DJ	RJS
1295	17/11/2021	LINK ALARMS	£102.00	Replacement of broken intercom in MTC offices	✓	✓	DJ	RJS
1296	17/11/2021	LINK TOOLS	£15.78	100 piece screwdriver set for general use	✓	✓	DJ	RJS
1297	17/11/2021	LITE	£2700.00	200 lengths of white Christmas lights to be installed in trees at Link Top and Barnards Green	✓	✓	DJ	RJS
1298	17/11/2021	NEWSQUEST MEDIA GROUP	£312.00	Adverts in the Malvern Gazette 24/9/21 and 15/10/21 - Councillor vacancies in Dyson Perrins and Chase Wards	✓	✓	DJ	RJS
1299	17/11/2021	P & R ALARMS LTD	£29.90	Intruder alarm monitoring at Victoria Park 7/10/21 - 6/11/21	✓	✓	DJ	RJS
1300	17/11/2021	WATER PLUS LTD	£24.12	Water/drainage 28-30 Belle Vue Terrace 15/7/21 - 15/10/21	✓	✓	DJ	RJS

IB No.	Date	Supplier Name	Payments	Description	Record of Invoices Checked Cllr 1	Record of Invoices Checked Cllr 2	Payment Posted (initials)	Authorisation Given (initials)
1301	17/11/2021	WATER PLUS LTD	119.06	Water/drainage cemetery office 19/3/21 - 9/9/21	✓	✓	DP	ROB
1302	17/11/2021	TRAVAIL EMPLOYMENT GROUP	58.68	Fee for employment of new grounds operative £600 less credit for duplicate payment for temporary Operations staff	✓	✓	DP	ROB
1303	17/11/2021	TRAVIS PERKINS TRADING COMPANY LTD	14.55	Multi purpose tarpaulin and hacksaw blades	✓	✓	DP	ROB
1304	17/11/2021	V8 MEDIA	162.00	Website support October 2021	✓	✓	DP	ROB
1305	17/11/2021	EON NEXT	6.62	Electricity charges Lyttelton Well Clock October 2021	-	✓	DP	ROB
1306	17/11/2021	L H SERVICES AND FARM SUPPLIES	109.20	Hire of a digger bucket for the cemetery 2 weeks and 3 days	✓	✓	DP	ROB
1307	17/11/2021	GOWN ENGINEERS LTD	4806.00	Works following land slippage in Rose Bank Gardens - trial pitting, lab fees, topographic survey, drainage investigations and report of findings with recommendations	✓	✓	DP	ROB

Total Payments:

12,308.58

Councillor Authorisation for Payment

1) John Barnes 16/11/21
 2) Benjamin Hooper
 16 November 2021.

Malvern Town Council
Online Banking Payment Schedule

30 November 2021

IB No.	Date	Supplier Name	Payments	Description	Record of Invoices Checked Cllr 1	Record of Invoices Checked Cllr 2	Payment Posted (initials)	Authorisation Given (initials)
1308	30/11/2021	CARRIER BAG SHOP	249.18	100 x natural jute bags for the Festive Cheer Campaign (payment in advance)	✓	✓	D	RJS
1309	30/11/2021	CLARE LAWRENCE	50.80	Reimbursement of money paid for curtains and wire to decorate the Christmas Grotto at Great Malvern Library	✓	✓	D	RJS
1310	30/11/2021	E W COMMERCIAL PUBLICATIONS	487.00	Printing of 11,244 copies of the MTC Winter Newsletter	✓	✓	D	RJS
1311	30/11/2021	FLAGS4SALE.COM	225.00	3 x 2 yard Union Jack Flags for MTC offices and Great Malvern Library	✓	✓	D	RJS
1312	30/11/2021	FUELGENIE BUSINESS ACCOUNT	377.36	Fuel account October 2021	✓	✓	D	RJS
1313	30/11/2021	HOUSEKEEPERS OF MALVERN	560.00	Cleaning contract 20/10/21 - 17/11/21	✓	✓	D	RJS
1314	30/11/2021	LINK TOOLS	36.39	Eyelets and socket set for general use and nuts and bolts for repairs to bus shelter at Elgar Avenue	✓	✓	D	RJS
1315	30/11/2021	LYNDESEY DAVIES	37.50	Reimbursement of money paid for snow blankets, snow spray and batteries to decorate the Christmas Grotto and sugar for MTC offices	✓	✓	D	RJS
1317	30/11/2021	MALVERN HILLS DISTRICT BRASS BAND	150.00	Performance on Remembrance Sunday at Great Malvern Library	✓	✓	D	RJS
1318	30/11/2021	MCL LTD	42.90	Photocopy charges 12/10/21 - 11/11/21	✓	✓	D	RJS
1319	30/11/2021	MHDC-NNDR	183.00	Council tax middle flat at rear 28-30 Belle Vue Terrace - November 2021 (currently unoccupied)	✓	✓	D	RJS
1320	30/11/2021	P & R ALARMS LTD	29.90	Intruder alarm monitoring at Victoria Park 7/11/21 - 6/12/21	✓	✓	D	RJS
1321	30/11/2021	PAPERSTATION LTD	244.13	Stationery October 2021 and 2022 diaries for office use	✓	✓	D	RJS
1322	30/11/2021	MALVERN PARTY BALLOONS	29.99	1 x Elf Costume for The Christmas Grotto	✓	✓	D	RJS
1323	30/11/2021	SCREWFIX (TRADE UK)	159.96	4 pairs of safety boots for the Operations Team	✓	✓	D	RJS
1324	30/11/2021	WATER PLUS LTD	4772.30	Water/drainage charges Victoria Park 5/3/20 - 9/9/21	✓	✓	D	RJS
1325	30/11/2021	SIGN RIGHT	45.60	Road sign for road closures at the Christmas Festival - "no left turn"	✓	✓	D	RJS
				Provision of full PA sound requirements and technician for Remembrance Sunday	✓	✓	D	RJS
				240.00				
				2021 REMEMBRANCE EVENT PRODUCTION				

IB No.	Date	Supplier Name	Payments	Record or Invoices		Payment Posted (initials)	Authorisation Given (initials)
				Checked Cllr 1	Checked Cllr 2		
1327	30/11/2021	TREVOR BROOKE GRAB SERVICES LTD	228.00	Removal of 1 x load of green waste from the Cemetery	JW	BP	KOB
1328	30/11/2021	LEIGH SINTON FARM & NURSERIES LTD	184.99	Large Christmas tree for Malvern Link and 5ft tree for Great Malvern Library (Great Malvern tree donated)	JW	DP	KOB

Total Payments:

8,334.00

Councillor Authorisation for Payment

1) Malvern 30/11/21
 2) Leigh Sinton 30/11/21

Malvern Town Council
Online Banking Payment Schedule

13 DECEMBER 2021

IB No.	Date	Supplier Name	Payments	Description	Record of Invoices Checked Cllr 1	Record of Invoices Checked Cllr 2	Payment Posted (initials)	Authorisation Given (initials)
1329	13/12/2021	ALL ABOUT MAGAZINES	468.00	Distribution of 11,144 copies of the MTC winter newsletter	A	A	A	RJS
1330	13/12/2021	ALLIANCE PAYROLL SERVICES LTD	126.14	Payroll charges November 2021	A	A	A	RJS
1331	13/12/2021	B C PARTRIDGE	208.99	Supply and fit rear light and battery on Mitsubishi Pickup VN15 JZK	A	A	A	RJS
1332	13/12/2021	BRITISH GAS	25.27	Electricity charges Link Church Clock 7/10/21 - 20/11/21	A	A	A	RJS
1333	13/12/2021	EE	155.28	Mobile phone charges Operations Team and Events/admin phone - November 2021	A	A	A	RJS checkee RJS
1334	13/12/2021	FLEET LINE MARKERS LTD	11.10	5 x blue nozzles for the line marker	A	A	A	RJS checkee RJS
1335	13/12/2021	HEIDI'S TREASURE TROVE LTD	450.00	100 x board games for the Festive Cheer Bag Campaign	A	A	A	RJS checkee RJS
35	13/12/2021	KR PROMOTIONS (MISS K MAIN)	150.00	Singing performance by Krescendo on Belle Vue Island for the re-arranged Christmas Light Switch on 1/12/21	A	A	A	RJS checkee RJS
1336	13/12/2021	LEDBURY PLANT HIRE	1944.00	Grave digger hire November, December 2021 and January 2022	A	A	A	RJS checkee RJS
1337	13/12/2021	LEIGH SINTON GARDEN MACHINERY LTD	27.00	1 chainsaw helmet	A	A	A	RJS checkee RJS
1338	13/12/2021	LINK UP MALVERN	835.00	Grant funding from the Christmas budget for Malvern Link Traders Christmas Event 3/12/21	A	A	A	RJS checkee RJS
1339	13/12/2021	MALVERN ELECTRICAL WHOLESALE LTD	31.68	Cable ties and tape for the Christmas Festival and Light Switch on	A	A	A	RJS checkee RJS
1340	13/12/2021	MORGAN BLACKSMITHS LTD	51.00	Manufacture of 8 bolts to secure Christmas Tree on Belle Vue Island	A	A	A	RJS checkee RJS
1341	13/12/2021	OTIS LTD	1500.05	Annual lift maintenance contract 1/11/21 - 31/10/22 (last year of 5 year contract)	A	A	A	RJS checkee RJS
1342	13/12/2021	PURCHASE POWER	57.00	£50 credit for the franking machine and £7 transaction fee	A	A	A	RJS checkee RJS
1343	13/12/2021	RNG AGDRIVE LTD	180.00	2 replacement wheels and tyres for the small trailer	A	A	A	RJS checkee RJS
1344	13/12/2021	WATER PLUS LTD	274.89	Water/drainage charges Cemetery Office 11/8/21 - 11/11/21	A	A	A	RJS checkee RJS

IB No.	Date	Supplier Name	Payments	Description	Record of Invoices Checked Cllr 1	Record of Invoices Checked Cllr 2	Payment Posted (initials)	Authorisation Given (initials)
1346	13/12/2021	WATER PLUS LTD	927.50	Water/drainage charges Victoria Park 9/9/21 - 1/12/21	D	D	D	KTS
1347	13/12/2021	SOLO CIRCUS & CO	350.00	Stilt walking and juggling at the re-arranged Christmas Light Switch on Event 1/12/21	D	D	D	KTS
1348	13/12/2021	YARD HOUSE PLANTS	3662.40	Spring bedding	D	D	D	KTS
1349	13/12/2021	TRADE ROOTS HORTICULTURAL SALES LTD	3094.56	Purchase of perennials and shrubs as permanent planting for Town Council bedding displays across the town and in line with new planting policy	D	D	D	KTS
1350	13/12/2021	DANCE IN MOTION	100.00	Donation for 2 dance workshops in Great Malvern Library for the Christmas Festival 27/11/21	D	D	D	KTS
1351	13/12/2021	AMELIA K ACADEMY	50.00	13 dancing/singing performances at Great Malvern Library for the Christmas Festival 27/11/21	D	D	D	KTS
1352	13/12/2021	BEACON CAMERA CLUB	2500.00	Large Grant as agreed by Policy and Resources Committee on 4 November 2021	D	D	D	KTS
-36-	13/12/2021	NEWTOWN SPORTS CP FOOTBALL	500.00	Small Grant as agreed by Policy and Resources Committee on 4 November 2021	D	D	D	KTS
1354	13/12/2021	1ST MALVERN BOYS BRIGADE	500.00	Small Grant as agreed by Policy and Resources Committee on 4 November 2021	D	D	D	KTS
1355	13/12/2021	MALVERN MUSEUM SOCIETY	390.12	Small Grant as agreed by Policy and Resources Committee on 4 November 2021	D	D	D	KTS
Total Payments:					18,569.98	Councillor Authorisation for Payment	<p>1) <u>Noel Smith</u> 2) <u>Matthew</u></p>	

Malvern Town Council
Online Banking Payment Schedule

22 DECEMBER 2021

IB No.	Date	Supplier Name	Payments	Description	Record of Invoices Checked Cllr 1	Record of Invoices Checked Cllr 2	Payment Posted (Initials)	Authorisation Given (Initials)
1356	22/12/2021	BRENDA NICKELS	10.00	Refund of money paid for 2 Christmas Charity Concert tickets as event has been cancelled	H	H	D	RTB <i>Festive cheques cancelled</i>
1357	22/12/2021	BRITISH GAS	41.85	Electricity charges Lower Howsell pavilion 2/11/21 - 1/12/21	H	H	D	RTB
1358	22/12/2021	CLARE LAWRENCE	20.85	Mileage claim and reimbursement of money paid for gift to Councillor for their work as "Santa Claus" in the Christmas Grotto	H	H	D	RTB
1359	22/12/2021	COLCARDS	240.00	50 Christmas Calendars sold to raise money for the Mayors Charities	H	H	D	RTB
1360	22/12/2021	FUELGENIE BUSINESS ACCOUNT	399.44	Fuel account November 2021	V	H	D	RTB
1361	22/12/2021	HOUSEKEEPERS OF MALVERN	464.00	Cleaning contract 22/11/21 - 13/12/21	H	H	D	RTB
-37- 2	22/12/2021	LYNSEY DAVIES	98.98	Reimbursement of money paid for items to go in the 100 Festive Cheer boxes, a hamper prize for the Christmas Wreath competition and mileage claim	H	H	D	RTB
	22/12/2021	MHDCC	96.00	Hire of chamber for full council meeting 25/11/21	H	H	D	RTB
1363	22/12/2021	MCL	25.67	Photocopy charges 11/11/21 - 8/12/21	H	H	D	RTB
1364	22/12/2021	MHDG-NNDR	183.00	Council tax December 2021 - top flat at rear 28-30 Belle Vue Terrace (currently unoccupied)	H	H	D	RTB <i>Festive cheques cancelle</i>
1365	22/12/2021	M LEACH JEWELLERS	17.50	Small trophy with engraving for overall winner of Christmas Wreath competition	H	H	D	RTB <i>Festive cheques cancelle</i>
1366	22/12/2021	NPOWER	110.76	Electricity charges former water feature Hampden Road 29/7/21 - 30/11/21	H	H	D	RTB <i>Festive cheques cancelle</i>
1367	22/12/2021	P & R ALARMS LTD	29.90	Intruder alarm maintenance at Victoria Park 7/12/21 - 6/1/22	H	H	D	RTB <i>Festive cheques cancelle</i>
1368	22/12/2021	PITNEY BOWES LTD	150.85	Lease of the franking machine 1/1/22 - 31/3/22	H	H	D	RTB <i>Festive cheques cancelle</i>
1369	22/12/2021	PRINCIPAL HYGIENE SYSTEMS LTD	398.52	10 x boxes of black sacks, cleaning products, toilet rolls and hand towels	H	H	D	RTB <i>Festive cheques cancelle</i>
1370	22/12/2021			Refund of money paid for 1 Christmas Charity Concert ticket as event has been cancelled	H	H	D	RTB <i>Festive cheques cancelle</i>

IB No.	Date	Supplier Name	Payments		Description	Record of Invoices Checked Cllr 1	Record of Invoices Checked Cllr 2	Payment Posted (initials)	Authorisation Given (initials)
			Payments	Description					
1372	22/12/2021	V8 MEDIA LTD	298.80	Quarterly Umbraco hosting and website support November 2021		H	H	Df	DTB

Total Payments:

3,475.12 Councillor Authorisation for Payment

1) John Doherty
2) John Doherty 22/12/21

A REPORT OF THE TOWN CLERK TO
A MEETING OF THE POLICY AND RESOURCES COMMITTEE
MALVERN TOWN COUNCIL
to be held in the Council Chamber, Belle Vue Terrace, Malvern
on Thursday 10 March 2022 at 6.00 pm

TOWN COUNCIL AIMS AND OBJECTIVES – SHORT AND LONG TERM

1. Purpose of Report

- 1.1. For decision.

2. Recommendation

- 2.1. Policy and Resources Committee is asked to approve the Town Council's short term and long term aims and objectives in tabled format as attached at Appendix A and recommends that this is then forwarded to Full Council for acceptance.

3. Background

- 3.1. As part of the Council's annual review and audit process, short term and long term objectives are agreed and risk assessed every year.
- 3.2. In November 2021, Policy and Resources Committee carried out a review of the Town Council's short term and long term objectives. Some minor amendments were agreed to short term aims and objectives, and it was agreed to present the amended and updated document to the next meeting of Policy and Resources Committee.
- 3.3. Members noted that there was no provision within the objectives to measure when and how each one was delivered. It was agreed that the objectives could be put into a table with space for this as well as any additional comments.
- 3.4. Officers have now formatted the short term and long term objectives into a table and these are attached at Appendix A to this report with some initial comments.
- 3.5. Committee should note that short term now relates to the period 1 April 2022 until 31 March 2023 whilst long term look five years into the future.

4. Financial Implications

- 4.1. None pertaining to this report.

5. Legal Implications

- 5.1. The Accounts and Audit Regulations 2015 require the Town Council to ensure good governance policies are in place and this includes reviewing and risk assessing the council's objectives.

End

Linda Blake
Town Clerk

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.
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.

AGENDA ITEM 5
APPENDIX A

		Planned skateboard park relocation.
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. May not be relevant into the future.	Risk assessments carried out and agreed working practices in place.
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>	Budgets agreed for 2022/23 and planning commenced for most events.
	Civic Service Peaky Blinders Charity Casino Night Health & Wellbeing Fair/Mayor's Peaks Challenge Queen's Jubilee Celebrations Bands in the Park programme Armed Forces Day Heart of England in Bloom The Mayor's Bonanza Field of Remembrance Armistice Day	9 April 22 April 30 April 5 June 8 May - 18 Sep 26 June June/July 28 August 10-17 November 11 November

**AGENDA ITEM 5
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	Remembrance Sunday Christmas Festival Christmas Charity Concert Festive Cheer Bags	13 November 26 November 17 December 19 December	
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.
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

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		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 task and finish group.

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		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.
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 places 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:	

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.

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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.
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.

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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 is not mandatory.	Training offered as available. Not all councillors engage with opportunities.
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:	

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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.
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:	

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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.

SIGNIFICANT RISKS IN ACHIEVING SHORT TERM OBJECTIVES

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.	Medium	Negative public opinion. Inefficient service delivery for the taxpayer of Malvern. Resource wastage. Breakdown in stakeholder/partner relationships. Increase in complaints. Lack of commitment from other bodies. Pressure on staff resources.	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.	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	Low	Inefficient service delivery and failure to achieve best value. Resource wastage. Unnecessary increases in council tax. Negative public opinion.	Regular reporting to Policy and Resources committee as part of annual timetable. Management of staff to ensure regular reviews take place.	Yes

SIGNIFICANT RISKS IN ACHIEVING SHORT TERM OBJECTIVES

Objective	Threats to achieving objective	Level of risk	Consequences of failing to achieve objective	Management procedures to achieve objective	Procedure in place?
by the Policy and Resources Committee.				Robust budgeting and 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.

SIGNIFICANT RISKS IN ACHIEVING SHORT TERM OBJECTIVES

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.	

3. Promotion of Malvern and its Events

SIGNIFICANT RISKS IN ACHIEVING SHORT TERM OBJECTIVES

Objective	Threats to achieving objective	Level of risk	Consequences of failing to achieve objective	Management procedures to achieve objective	Procedure in place?
a) To continue to investigate ways of making certain events more cost-effective through increased involvement of volunteers and exploring sponsorship links.	Lack of staffing resources/expertise. Lack of commitment. Lack of public interest/financial economic pressure on businesses.	Medium	Reduced sponsorship income. Increased costs. Need to scale down events due to lack of volunteers.	Annual review of sponsorship and active engagement with potential new sponsors. Use of various engagement methods to involve and retain volunteers for events.	Yes
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.	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	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.	IT systems assessed as required	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.

SIGNIFICANT RISKS IN ACHIEVING SHORT TERM OBJECTIVES

Objective	Threats to achieving objective	Level of risk	Consequences of failing to achieve objective	Management procedures to achieve objective	Procedure in place?
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 Christmas Festival - 26 November Christmas Charity Concert - 17 December Festive Cheer Bags - 19 December				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.	Lack of commitment/engagement. Lack of resources. Lack of available staff time.	Medium Negative public opinion. Failure to achieve long term commitment to Neighbourhood Plan.	Task and finish group to be set up.	Task and finish group was set up in 2019 but works completed

SIGNIFICANT RISKS IN ACHIEVING SHORT TERM OBJECTIVES

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.	Medium	Lack of councillor commitment. Inability to enforce councillor training. Availability of suitable training courses.	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.
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.	Medium	Lack of interest/ commitment. Lack of resources/staff availability. Inability to agree desired outcome.	Possible negative public opinion. Failure to represent local electorate in the planning process.	Discussions with possible stakeholder groups. Research into similar design groups.
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.	Medium	Lack of resources/ commitment/ engagement from MHDC.	Lack of acceptable procedures for listing of local buildings so buildings remain unprotected.	Lobbying of MHDC through liaison meetings.
e)	To secure the future of Malvern Hills College as a continuing educational and community asset.	High	Lack of resources. Lack of co-ordinated partnership working.	Loss of local education facility. Possible negative public opinion.	Asset successfully listed as an Asset of Community Value by the Town Council.

SIGNIFICANT RISKS IN ACHIEVING SHORT TERM OBJECTIVES

Objective	Threats to achieving objective	Level of risk	Consequences of failing to achieve objective	Management procedures to achieve objective	Procedure in place?
	Lack of funding. Inability to have big impact on the final decision.			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.	Low	Performance related failures. Lack of resources. Lack of engagement. Weak policies/procedures.	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).	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.	Low	Unwillingness to undertake training. Lack of resources/ funding. Availability of appropriate training courses.	Poor decision making/ chairmanship due to lack of knowledge. Low morale. Ineffective meetings. Cancellation of meetings.	Yes Training policy adopted and regularly reviewed. Membership of Worcestershire CALC and engagement with their training programmes. Annual training budget.

SIGNIFICANT RISKS IN ACHIEVING SHORT TERM OBJECTIVES

Objective	Threats to achieving objective	Level of risk	Consequences of failing to achieve objective	Management procedures to achieve objective	Procedure in place?
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.	Low	Lack of councillor commitment to training. Lack of resources. Inability to enforce councillor training. Availability of appropriate training courses.	Lack of councillor engagement. Lack of awareness of changes in the law. Poor decision making. Ineffective meetings. Poor representation of the electorate. Membership of Worcs CALC. Officer support.	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.
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.	Low	Lack of resources/staff time. Poor planning.	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.
f)	To use the new council website to help support provision of clear and timely information to all councillors.	Low	Lack of knowledge. Absence of appropriate IT skills/training. Poor planning/resource management. Inadequate IT systems.	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.
6.	Environmental impact on Town Council operations				

SIGNIFICANT RISKS IN ACHIEVING SHORT TERM OBJECTIVES

	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.	Yes
d)	To consider, and use wherever possible, energy saving and efficient practices in the development of new Town	Suitability of town council sites. Funding.	Low	Negative environmental impact. Failure to fulfil agreed council policy.	Environmental policy and strategy agreed by council.	Yes

SIGNIFICANT RISKS IN ACHIEVING SHORT TERM OBJECTIVES

Objective	Threats to achieving objective	Level of risk	Consequences of failing to achieve objective	Management procedures to achieve objective	Procedure in place?
Council buildings and the refurbishment of current buildings.	Insufficient staff knowledge/expertise. Inappropriate targets/ineffective strategy. Conflict between operational requirements and environmental initiatives.			Staff training/ use of 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.	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

SIGNIFICANT RISKS IN ACHIEVING LONG TERM OBJECTIVES

	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. Changes in legislation. Turnover of staff/poor staff performance. Exceptional circumstances (eg weather/pandemic).	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 meetings. Staff and councillor training opportunities. Regular reviews of procedures and controls.	Yes
b)	The Town Council will commit to the Malvern council taxpayer to provide efficient, effective and best value services for Malvern.	Poor budgeting strategy. Ineffective administration and reporting structure. Weak financial and internal controls. Ineffective/untrained staff. Lack of engagement/understanding from councillors. Poor planning.	Low	Negative public opinion. Increase in complaints. Qualified audit opinion. Fines. High turnover of staff/councillors. Report published in the public interest. Ineffective service delivery.	Maintain up to date accounting system and strong internal controls. Strong budgeting process and regular reviews of expenditure against budget. Adoption of strong policies and procedures. Staff/councillor training. Internal and external audit. Effective tendering and procurement procedures. Engagement of committees/council to make decisions and plan for the	Yes

SIGNIFICANT RISKS IN ACHIEVING LONG TERM OBJECTIVES

Objective	Threats to achieving objective	Level of risk	Consequences of failing to achieve objective	Management procedures to achieve objective	Procedure in place?
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 Malvern area.	Lack of community/partnership working. Lack of communication. Lack of influence. Inability to change policy. Lack of available funding/resources. Changes in government policy.	Low Negative public opinion. Insufficient resources. Breakdown in partnership relationship. Failure of projects. Ineffective service delivery for Malvern taxpayers.	Regular communication and engagement with other local organisations. Regular liaison meetings with relevant partners. Formation and review of council policies and strategies. Regular engagement with consultations.	Yes
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	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.	Yes

SIGNIFICANT RISKS IN ACHIEVING LONG TERM OBJECTIVES

Objective	Threats to achieving objective	Level of risk	Consequences of failing to achieve objective	Management procedures to achieve objective	Procedure in place?
	staff/awareness/knowledge. Weak budgeting/forward planning.			Forward planning.	
b)	The Town Council will ensure the Council maintains its visible presence to the highest possible standard.	Low	Negative publicity. Lack of ability to generate publicity. Lack of public awareness of Town Council work and achievements.	Effective and customer friendly website. Staff training. Adequate budget for IT provision and publicity. Contracts with effective suppliers/service providers.	Yes
c)	The Town Council will when appropriate, negotiate with relevant local authorities and other bodies regarding potential transfer of assets, services and accompanying funding.	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 ¹ in Malvern remains in public ownership and is managed to the highest possible standard.	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	Yes

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.

SIGNIFICANT RISKS IN ACHIEVING LONG TERM OBJECTIVES

Objective	Threats to achieving objective	Level of risk	Consequences of failing to achieve objective	Management procedures to achieve objective	Procedure in place?
				other relevant groups.	
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 assessment of all Town Council managed areas. 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	Lack of funding. Lack of resources. Lack of council support and commitment. Poor planning.	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.	Yes

SIGNIFICANT RISKS IN ACHIEVING LONG TERM OBJECTIVES

Objective	Threats to achieving objective	Level of risk	Consequences of failing to achieve objective	Management procedures to achieve objective	Procedure in place?
calendar.	Lack of vision.			Good use of council website and social media. 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.	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	Medium	Negative publicity. Failure to adequately represent the electorate.	Planning applications considered at OAP meetings. Training available.	Yes

SIGNIFICANT RISKS IN ACHIEVING LONG TERM OBJECTIVES

Objective	Threats to achieving objective	Level of risk	Consequences of failing to achieve objective	Management procedures to achieve objective	Procedure in place?
appropriate, especially at local planning authority meetings.	Conflict for councillors already on southern area planning committee at MHDC.			Planning policy in place. 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

SIGNIFICANT RISKS IN ACHIEVING LONG TERM OBJECTIVES

	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 keep up to date with any	Lack of councillor interest/commitment. Lack of funding. Availability of training courses. Difficulty of enforcing training. Social distancing rules/	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. Membership of Worcestershire	Yes

SIGNIFICANT RISKS IN ACHIEVING LONG TERM OBJECTIVES

Objective	Threats to achieving objective	Level of risk	Consequences of failing to achieve objective	Management procedures to achieve objective	Procedure in place?
changes in the law and to ensure good working practices are followed.	preferences.			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. Officer support.	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 ongoing commitment to ensure the welfare of staff.	Lack of funding. Lack of awareness/knowledge. Poor/weak policies and	Low	High turnover of staff. Legal proceedings. Low staff morale.	Staffing issues considered by Policy and Resources committee.	Yes

SIGNIFICANT RISKS IN ACHIEVING LONG TERM OBJECTIVES

Objective	Threats to achieving objective	Level of risk	Consequences of failing to achieve objective	Management procedures to achieve objective	Procedure in place?
	procedures. Insufficient welfare facilities. Lack of communication.			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.
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.
c)	The Town Council will join with other groups and agencies to maximise the effectiveness of current and new environmental initiatives.	Lack of funding/resources. Poor communication. Lack of partnership working. Conflict between operational requirements and	Medium	Breakdown in partnership relations. Negative publicity. Failure to uphold climate emergency declaration.	Environmental Strategy and Policy agreed by Full Council. Regular communication with partnership organisations and other groups. Engagement with

SIGNIFICANT RISKS IN ACHIEVING LONG TERM OBJECTIVES

Objective	Threats to achieving objective	Level of risk	Consequences of failing to achieve objective	Management procedures to achieve objective	Procedure in place?
	environmental initiatives.			Budget allocated for recycling bins. Pilot scheme outside schools agreed. Partnership working established with MHDC.	Yes
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.		
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.	Medium	Negative public opinion. Lack of funding/resources.	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.	Yes
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.	Low	Inability to fulfil council policy. Possible negative publicity.	Yes

SIGNIFICANT RISKS IN ACHIEVING LONG TERM OBJECTIVES

Objective	Threats to achieving objective	Level of risk	Consequences of failing to achieve objective	Management procedures to achieve objective	Procedure in place?
	Availability of land.			make recommendations.	
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.
b)	maintain and enhance its digital presence through its website and social media.	Lack of resources. Lack of staff knowledge/expertise. Inadequate IT systems. Lack of vision. Lack of engagement.	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. Adequate budgets.
c)	ensure its meetings continue to focus on matters of importance to Malvern.	Poor chairmanship. Lack of training. Lack of councillor	Low	Negative publicity. Increase in complaints.	Robust standing orders applied. Chairmanship training mandatory.

SIGNIFICANT RISKS IN ACHIEVING LONG TERM OBJECTIVES

Objective	Threats to achieving objective	Level of risk	Consequences of failing to achieve objective	Management procedures to achieve objective	Procedure in place?
	engagement/focus.		Poor decision making. Ineffectual meetings. Failure to represent electorate of Malvern.	Councillor training made available. Clear agendas and reports made available. Trained officers (CilCA)/	

**A REPORT OF THE TOWN CLERK TO
A MEETING OF THE POLICY AND RESOURCES COMMITTEE
MALVERN TOWN COUNCIL
to be held in the Council Chamber, Belle Vue Terrace, Malvern
on Thursday 10 March 2022 at 6.00 pm**

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

1. Purpose of Report

1.1. For decision.

2. Recommendation

2.1. The Committee considers the assessment of significant risks to achieving its objectives both short term and long term, as detailed in Appendices A and B to this report and recommends that this is forwarded to Full Council for acceptance.

3. Background

3.1. The Accounts and Audit Regulations 2015 state that a council with income or expenditure over £200,000 but less than £6.5 million per annum be subjected to an Intermediate Assurance Audit Review.

3.2. Malvern Town Council is required to complete the Annual Return which comprises:

- Section 1 – Annual Governance Statement
- Section 2 – Accounting Statements
- Section 3 – External Auditor's Report and Certificate
- Annual Internal Audit Report

3.3. The final page of the Annual Return is completed by the Internal Auditor based on his findings and one of the specific requirements is that the Council should assess the significant risks to achieving its objectives and review the adequacy of arrangements to manage these.

3.4. The Council's aims and objectives are reviewed annually. In 2020/21 a more in-depth review was undertaken by a task and finish group specially set up for the task. These were then agreed by Policy and Resources Committee before final ratification at Full Council on 9 March 2021.

3.5. In November 2021, Policy and Resources Committee undertook a light touch review of the Council's objectives with some minor amendments made to short term aims and objectives, and no changes to long term aims and objectives.

3.6. Officers have now completed a review of the risks that the Council faces in trying to achieve its aims and objectives. This is an important exercise in reviewing strategy and control but is also an essential part of the Council's annual audit process. This process includes

- a) Identification of the hazards/problems which may prevent these objectives being achieved.

- b) Assessment of the level of risk.
 - c) Review of the consequences of failing to achieve these objectives.
 - d) Identification of the ways that these risks can be managed.
 - e) Assessment of whether adequate procedures are in place to ensure these objectives are achieved.
- 3.7. Appendix A to this report covers short term aims and objectives, and Appendix B covers long term aims and objectives.

4. Financial Implications

- 4.1. None pertaining to this report.

5. Legal Implications

- 5.1. The Town Council is subject to an Intermediate Assurance Audit Review which is carried out annually by the External Auditor.
- 5.2. Every smaller authority in England where the higher of gross income or gross expenditure exceeds £25,000 but did not exceed £6.5 million must complete an Annual Governance and Accountability Return part 3 at the end of each financial year in accordance with proper practices summarising its activities.
- 5.3. As part of Section 1 of the Annual Return, the Annual Governance statement asks the Town Council to confirm that it has carried out an assessment of the risks facing the authority and to take appropriate steps to manage these risks including the introduction of internal controls and/or external insurance cover where necessary.
- 5.4. As part of the final page of the Annual Return, the Internal Auditor will confirm whether the Council has assessed the significant risks to achieving its objectives and reviewed the adequacy of arrangements to manage these.

End

Linda Blake
Town Clerk

SIGNIFICANT RISKS IN ACHIEVING SHORT TERM OBJECTIVES

AGENDA ITEM 6 APPENDIX A

	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	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.	Yes

SIGNIFICANT RISKS IN ACHIEVING SHORT TERM OBJECTIVES

AGENDA ITEM 6 APPENDIX A

Objective	Threats to achieving objective	Level of risk	Consequences of failing to achieve objective	Management procedures to achieve objective	Procedure in place?
by the Policy and Resources Committee.			Negative public opinion.	Robust budgeting and 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.

SIGNIFICANT RISKS IN ACHIEVING SHORT TERM OBJECTIVES

AGENDA ITEM 6 APPENDIX A

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

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3. Promotion of Malvern and its Events		Medium	Reduced sponsorship income. Increased costs. Need to scale down events due to lack of volunteers.	Annual review of sponsorship and active engagement with potential new sponsors. Use of various engagement methods to involve and retain volunteers for events.	Yes
a)	To continue to investigate ways of making certain events more cost-effective through increased involvement of volunteers and exploring sponsorship links.	Lack of staffing resources/ expertise. Lack of commitment. Lack of public interest/financial economic pressure on businesses.			
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. Budget agreed for three newsletters per year and distribution.	Timetable put in place for newsletter dispatch. Staffing resources allocated for production of newsletter. IT systems assessed as required
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	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.

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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	Christmas Festival - 26 November	Christmas Charity Concert - 17 December
Festive Cheer Bags - 19 December				
4. Consideration of planning and development matters	Lack of commitment/engagement.	Medium	Negative public opinion. Failure to achieve long term commitment to Neighbourhood Plan.	Task and finish group to be set up.
a) To set up a new Task and Finish Group to finish the 'light touch' review of the Neighbourhood Plan, following the SWDP review.	Lack of resources. Lack of available staff time.			Task and finish group was set up in 2019 but works completed were limited. New group

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					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.
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.
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.
e)	To secure the future of Malvern Hills College as a continuing educational and community asset.	Lack of resources. Lack of co-ordinated partnership working. Lack of funding. Inability to have big impact on the final decision.	High	Loss of local education facility. Possible negative public opinion.	Asset successfully listed as an Asset of Community Value by the Town Council. Town councillors working as part of the pressure group. Lobbying of appropriate bodies.

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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.
b)	To review Whistle-Blowing Policy (last carried out in May 2018).	Lack of staff resources.	Low	Outdated policy. Low staff morale.
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. 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	Lack of councillor commitment to training. Lack of resources. Inability to enforce councillor training.	Low	Lack of councillor engagement. Lack of awareness of changes in the law. Poor decision making. Ineffective meetings.

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	Orders, Code of Conduct etc) as soon as is reasonable.	Availability of appropriate training courses.	Poor representation of the electorate.	Annual training budget to fund courses. Membership of Worcs CALC. Officer support.
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.
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.
6. Environmental impact on Town Council operations				
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	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.

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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.
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.
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.	Suitability of town council sites. Funding. Insufficient staff knowledge/expertise. Inappropriate targets/ineffective strategy. Conflict between operational requirements and environmental initiatives.	Low	Negative environmental impact. Failure to fulfil agreed council policy.	Environmental policy and strategy agreed by council. Staff training/ use of 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 –	Suitability of town council sites.	Low	Loss of opportunity to reduce carbon emissions impact.	Environmental policy and strategy agreed by council.

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	including trees - and encourage other landowners to do the same.	Failure of other landowners to engage and participate in wilding. Vandalism.	Possible negative publicity.	Active environmental panel to make recommendations as necessary.
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

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	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. Changes in legislation. Turnover of staff/poor staff performance. Exceptional circumstances (eg weather/pandemic).	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 meetings. Staff and councillor training opportunities. Regular reviews of procedures and controls.	Yes
b)	The Town Council will commit to the Malvern council taxpayer to provide efficient, effective and best value services for Malvern.	Poor budgeting strategy. Ineffective administration and reporting structure. Weak financial and internal controls. Ineffective/untrained staff. Lack of engagement/understanding from councillors. Poor planning.	Low	Negative public opinion. Increase in complaints. Qualified audit opinion. Fines. High turnover of staff/councillors. Report published in the public interest. Ineffective service delivery.	Maintain up to date accounting system and strong internal controls. Strong budgeting process and regular reviews of expenditure against budget. Adoption of strong policies and procedures. Staff/councillor training. Internal and external audit. Effective tendering and procurement procedures. Engagement of committees/council to make	Yes

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Objective	Threats to achieving objective	Level of risk	Consequences of failing to achieve objective	Management procedures to achieve objective	Procedure in place?
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 Malvern area.	Low	Negative public opinion. Insufficient resources. Breakdown in partnership relationship. Failure of projects. Ineffective service delivery for Malvern taxpayers.	Regular communication and engagement with other local organisations. Regular liaison meetings with relevant partners. Formation and review of council policies and strategies. Regular engagement with consultations.	Yes
d)	The Town Council will review each of the Town Council policies at least every four years.	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.	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.	Yes

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Objective	Threats to achieving objective	Level of risk	Consequences of failing to achieve objective	Management procedures to achieve objective	Procedure in place?
	Lack of staff/awareness/knowledge. Weak budgeting/forward planning.			Forward planning.	
b)	The Town Council will ensure the Council maintains its visible presence to the highest possible standard.	Low	Negative publicity. Lack of ability to generate publicity. Lack of public awareness of Town Council work and achievements.	Effective and customer friendly website. Staff training. Adequate budget for IT provision and publicity. Contracts with effective suppliers/service providers.	Yes
c)	The Town Council will when appropriate, negotiate with relevant local authorities and other bodies regarding potential transfer of assets, services and accompanying funding.	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 ¹ in Malvern remains in public	Medium	Negative public opinion. Inefficient service delivery for the taxpayers of Malvern.	Council strategy in place. Forward planning. Regular meetings and good communication with	Yes

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.

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Objective	Threats to achieving objective	Level of risk	Consequences of failing to achieve objective	Management procedures to achieve objective	Procedure in place?
ownership and is managed to the highest possible standard.	Poor communication. Poor partnership working.		Loss of assets/resources.	partnership organisations and other relevant groups. Regular assessment of all Town Council managed areas.	
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.	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	Low	Negative public opinion. Poor service delivery for the taxpayer of Malvern.	Regular review of events at OAP committee. Employment of events staff.	Yes

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Objective	Threats to achieving objective	Level of risk	Consequences of failing to achieve objective	Management procedures to achieve objective	Procedure in place?
and enhance the annual events calendar.	Lack of council support and commitment. Poor planning. Lack of vision.		Resource wastage.	Realistic budgets which are reviewed annually. Good use of council website and social media. 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.	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

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Objective	Threats to achieving objective	Level of risk	Consequences of failing to achieve objective	Management procedures to achieve objective	Procedure in place?
b) The Town Council will make relevant representations at all stages of the planning process where it is considered appropriate, especially at local planning authority meetings.	Lack of councillor commitment/engagement. Lack of knowledge/training. Conflict for councillors already on southern area planning committee at MHDC.	Medium	Negative publicity. Failure to adequately represent the electorate.	Planning applications considered at OAP meetings. Training available. Planning policy in place. Good communication with MHDC about representation at planning meeting.	Yes
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

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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 continue to contribute towards, and where appropriate engage and comment on, local transport policy and services in Malvern, through Worcestershire County Council (WCC).	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 WCC councillors.	Yes
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.	
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

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Objective	Threats to achieving objective	Level of risk	Consequences of failing to achieve objective	Management procedures to achieve objective	Procedure in place?
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 keep up to date with any changes in the law and to ensure good working practices are followed.	Lack of councillor interest/commitment. Lack of funding. Availability of training courses. Difficulty of enforcing training. Social distancing rules/ preferences.	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. Membership of Worcestershire CALC.	Yes
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	Lack of funding.	Low	Poor performance.	Staff training budget allocated annually.	Yes

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Objective	Threats to achieving objective	Level of risk	Consequences of failing to achieve objective	Management procedures to achieve objective	Procedure in place?
Town Council staff through a reasonable programme of training to ensure good working practices are followed.	Lack of engagement/apathy. Availability of appropriate training courses.		Lack of knowledge/expertise. Lack of awareness of changes in policy/legislation. Inefficiencies in council services.	Membership of Worcestershire CALC. Subscription to appropriate professional bodies.	
f) The Town Council will deliver an ongoing commitment to ensure the welfare of staff.	Lack of funding. Lack of awareness/knowledge. Poor/weak policies and procedures. Insufficient welfare facilities. Lack of communication.	Low	High turnover of staff. Legal proceedings. Low staff morale.	Staffing issues considered by Policy and Resources committee. Staffing policies in place and regularly reviewed. Management training/ performance review as necessary.	Yes
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.	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.	Yes

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Objective	Threats to achieving objective	Level of risk	Consequences of failing to achieve objective	Management procedures to achieve objective	Procedure in place?
	Conflict between operational requirements and environmental initiatives.			Effective communication and monitoring of opportunities and initiatives.	
c)	The Town Council will join with other groups and agencies to maximise the effectiveness of current and new environmental initiatives.	Medium	Lack of funding/resources. Poor communication. Lack of partnership working. Conflict between operational requirements and environmental initiatives.	Breakdown in partnership relations. Negative publicity. Failure to uphold climate emergency declaration. Engagement with environmental initiatives.	Environmental Strategy and 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.	Low	Funding issues. Engagement of public to use bins effectively. Lack of partnership working to ensure bins are emptied regularly.	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.
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.	Medium	Lack of influence. Lack of funding/resources.	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.
f)	The Town Council will consider, and use wherever possible, energy saving and efficient practices in the development of		Suitability of Town Council sites. Funding.	Inability to fulfil council policy. Negative public opinion. Negative environmental impact.	Environmental Policy and Strategy agreed by Full Council.

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Objective	Threats to achieving objective	Level of risk	Consequences of failing to achieve objective	Management procedures to achieve objective	Procedure in place?
new Town Council buildings and the refurbishment of current buildings.	Planning issues eg listed buildings. Lack of knowledge/expertise.			Plans to build new eco-friendly building and relocate town council offices. Environmental audit to review carbon footprint.	
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.

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Objective	Threats to achieving objective	Level of risk	Consequences of failing to achieve objective	Management procedures to achieve objective	Procedure in place?
b) maintain and enhance its digital presence through its website and social media.	Lack of resources. Lack of staff knowledge/expertise. Inadequate IT systems. Lack of vision. Lack of engagement.	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. Adequate budgets. Contracts with effective suppliers/service providers.	Yes
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)/	

MALVERN TOWN COUNCIL ANTI FRAUD, BRIBERY AND CORRUPTION POLICY

Principles

Malvern Town Council (hereafter known as 'the Council') has a duty to protect the public funds under its control against fraud, bribery and corruption, both from within the Council and from external sources. This Policy is part of the Council's commitment to protect public funds.

The Council seeks firstly to prevent fraud, bribery and corruption, but will take all action necessary to identify these acts if suspected and take appropriate action against those responsible.

The Council promotes a culture of honesty, transparency and fairness and is committed to sound corporate governance. It is essential that elected members, employees and volunteers conduct themselves in accordance with the principles laid down by The Relevant Authorities (General Principles) Order 2001, as set out in Appendix 1, during their term of office or employment with the Town Council. Members should also follow the terms of the Code of Conduct.

The Town Council will not tolerate fraud and corruption in the administration of its responsibilities and, as it requires external suppliers, contractors and service providers also to act with integrity, will deal equally with offenders whether from inside or outside the Town Council. The Council takes a 'zero tolerance' stance on any form of fraud, bribery or corruption.

Throughout this policy the term 'Fraud' is used generically and includes bribery, theft and corruption.

Definitions

- **Fraud** is the intentional distortion of financial statements, accounts or other records by persons internal or external to the authority which is carried out to conceal the misappropriation of assets or otherwise for gain or to mislead or misrepresent. The criminal act is the attempt to deceive, and attempted fraud is therefore treated as seriously as accomplished fraud.
- **Theft** is dishonestly acquiring, using or disposing of funds, physical or intellectual property belonging to the Council or to individual members of the organisation. Deliberately misusing materials or equipment belonging to the Council for financial or material benefit.
- **Bribery** is an inducement or reward offered, promised or provided to gain personal, commercial, regulatory or contractual advantage.
- **Corruption** is the offering, soliciting or acceptance of an inducement or reward which may influence the action of any person to act against the interests of an organization. In addition, corruption is hereby defined to also include the deliberate failure to disclose an interest to obtain a financial or other pecuniary gain for oneself or another.

Culture

The Council promotes a culture of integrity, honesty, transparency and fairness which supports its opposition to fraud and corruption. The prevention and detection of fraud and corruption and the protection of the public purse are the responsibility of everyone. The elected members and employees play an important role in creating and maintaining this culture. All are positively encouraged to raise concerns regarding fraud and corruption in the knowledge that such concerns will wherever possible be treated in confidence. Where fraud and corruption has occurred as a result of existing procedures, arrangements will be made to ensure that the appropriate improvements are introduced in order to prevent a reoccurrence.

Prevention

Role of Elected Members

As elected representatives, members of the Council have a duty on behalf of their electorate to protect the Council from all forms of fraud and corruption. This is reflected through the adoption of this Policy and compliance with the Code of Conduct for members, the Council's Standing Orders, Financial Regulations and other relevant legislation. On taking office Members are required to sign to the effect that they have read and understood the Code of Conduct. The Code requires Members, *inter alia*, to declare and register interests and to register receipt of gifts and hospitality.

Role of Employees

The Town Clerk is responsible for the communication and implementation of this Policy and ensuring that employees are aware of the Council's Financial Regulations and Standing Orders, and that the relevant requirements of each are being met in the day-to-day conduct of Council business. The Council is expected to strive to create an environment in which employees feel able to approach them with any concerns they may have regarding suspected irregularities.

Employees are responsible for ensuring that they follow the instructions given to them by their Manager including directions on the safekeeping of the Council's assets. Employees are bound by section 117 of the Local Government Act 1972 regarding the disclosure of pecuniary interests in contracts relating to the Town Council, and the non-acceptance of any fees or rewards whatsoever other than their proper remuneration.

Special arrangements will apply where employees are responsible for cash handling or are responsible for financial systems and systems that generate payments. Checks are carried out on a regular basis to ensure that adequate financial controls are in place and adhered to in order to protect those employees.

The Council recognises that a key preventative measure in dealing with fraud and corruption is ensuring that effective steps are taken at the recruitment stage to establish as far as possible, the honesty and integrity of potential employees whether for permanent, temporary or casual posts.

This includes obtaining written references. In addition, appropriate checks will be made for employees should they be required to work with children or vulnerable people.

Conflicts of Interest

Elected Members and employees must ensure that they avoid situations where there is a potential for a conflict of interest. Effective role separation will ensure that decisions made are seen to be made based on impartial advice and therefore avoid questions regarding improper disclosure of confidential information.

Role of Internal Audit

The Town Clerk and Responsible Financial Officer are responsible for ensuring that there is an adequate and effective system of internal audit of the Council's accounting, financial and other systems in accordance with the relevant Accounts and Audit Regulations. Internal audit plays a significant preventative role in ensuring that the relevant systems deter fraud and will work with management to identify the procedural changes necessary to prevent the Council from exposure to losses. Internal audit will also investigate cases of suspected irregularity or fraud. The actions of the internal audit include the undertaking of a number of specific reviews and tests of the relevant financial systems and other arrangements for the protection and detection of fraud.

Role of External Audit

The external auditor has a responsibility to review the Council's arrangements for preventing and detecting any irregularities, and arrangements designed to limit the opportunity for corrupt practices. The outcome of these reviews is reported each year in the Annual Audit Letter which is presented to elected Members by the external auditor.

Deterrence

Fraud, bribery and corruption are serious offences against the Council and will be regarded as gross misconduct. Employees will face disciplinary action if there is evidence that they have been knowingly or recklessly involved in these activities. Disciplinary action will be taken in addition to, or instead of, criminal proceedings depending on the circumstances of each individual case, but in a consistent manner.

Members will face appropriate action under this Policy if they are found to have been involved in fraud against the Council. Action will be taken in addition to, or instead of, criminal proceedings, depending on the circumstances of each individual case, but in a consistent manner. If the matter is a breach of the Code of Conduct for Members, then it will also be referred to the Standards

Committee, which has the option of referring the matter to the Standards Board for England (a government body established to help maintain high standards in local democracy). The Council will not seek to cover up cases of fraud and corruption and will seek to ensure where appropriate that the results of any external action taken, including prosecutions, are notified to the media. In all proven cases where financial loss has occurred, and it is in the public's interest to do so the Council will seek to recover such loss and will give consideration to publicising the fact.

Investigation and Detection

Systems of internal control have been established together with Financial Regulations and Standing Orders to deter fraud and corruption. These are complemented by the work undertaken by Internal Audit in the review of systems and financial controls.

In addition, it is often the vigilance of employees, elected Members and members of the public that aids detection. Employees are to be encouraged to raise any concerns they may have without fear of recrimination.

If an employee makes an allegation of fraud, corruption or theft in good faith which is not confirmed in an ensuing investigation no action will be taken against that employee. However, if an employee makes malicious or vexatious allegations disciplinary action may follow. Frauds are in some cases discovered by chance or 'tip-off' and the Council's policy is to follow up any such information. The Council recognises that it is essential that there is a consistent treatment of information received suggesting the possibility of fraud, corruption, or theft.

Following the completion of an investigation, the circumstances will be assessed to determine the need for procedural and system changes to ensure that future risks are eliminated. Where necessary, following an investigation, the Council's disciplinary procedures will be applied to any employee found to be guilty of improper behaviour.

Awareness and Training

The Council recognises that the sustained success of this policy and its general credibility will depend upon the effectiveness of its training programmes and awareness on the part of Members and employees throughout the organisation. Employees will be made aware of their responsibilities and the procedures to be followed for the safekeeping of the Council's assets and will be advised that failure to adhere to the specified procedures may lead to disciplinary action being taken.

Approved by Council on xxx

Review on xxx

APPENDIX 1

The General Principles of the Order

Selflessness

Members should serve the public interest and should never improperly confer an advantage or disadvantage on any person.

Honesty and Integrity

Members should not place themselves in situations where their honesty and integrity may be questioned, should not behave improperly and should on all occasions avoid the appearance of such behaviour.

Objectivity

Members should make decisions on merit, including when making appointments, awarding contracts, or recommending individuals for rewards or benefits.

Accountability

Members should be accountable to the public for their actions and the manner in which they carry out their responsibilities and should co-operate fully and honestly with any scrutiny appropriate to their particular office.

Openness

Members should be as open as possible about their actions and those of their authority and should be prepared to give reasons for those actions.

Personal Judgement

Members should take account of the views of others but should reach their own conclusions on the issues before them and should act in accordance with those conclusions.

Respect for Others

Members should promote equality by not discriminating unlawfully against any person, and by treating people with respect, regardless of their race, age, religion, gender, sexual orientation, or gender disability. They should respect the impartiality and integrity of the authority's statutory officers and its other employees.

Duty to uphold the law

Members should uphold the law and, on all occasions, act in accordance with the trust that the public is entitled to place in them.

Stewardship

Members should do whatever they are able to do to ensure that their authority uses its resources prudently and in accordance with the law.

Leadership

Members should promote and support these principles by leadership, and by example, and should act in a way that secures or preserves public confidence.

**A REPORT OF THE TOWN CLERK TO
A MEETING OF THE POLICY AND RESOURCES COMMITTEE
MALVERN TOWN COUNCIL
to be held in the Council Chamber, Belle Vue Terrace, Malvern
on Thursday 10 March 2022 at 6.00 pm**

ANTI-FRAUD AND CORRUPTION POLICY REVIEW

1. Purpose of report

- 1.1. For decision.

2. Recommendation

- 2.1. Policy and Resources Committee is asked to consider, review and agree an updated Anti-fraud and Corruption Policy to be forwarded to Full Council for approval.

3. Background

- 3.1. The Council's current Anti-Fraud and Corruption Policy is dated February 2008 and needs updating.
3.2. Policy and Resources Committee reviewed this policy document in November 2021 and requested that the Town Clerk update it, checking whether there had been any changes in laws and regulations relating to this policy.
3.3. The Town Clerk has researched the legal implications of this policy and also looked at similar policies held by other Town Councils. The research has revealed that many Town Councils similar in size and responsibilities to Malvern hold a policy which is the same in style and content. The Town Clerk has therefore drafted an updated policy based on these as models.
3.4. The draft and updated policy is included at Appendix A to this report and committee members are asked to consider the draft policy, review its content and make suggestions for amendments as necessary.

4. Financial Implications

- 4.1. None pertaining to this report.

5. Legal Implications

- 5.1. The Accounts and Audit Regulations as part of the external audit process state that the Council should maintain an adequate system of internal control including measures to prevent and detect fraud and that its effectiveness should be reviewed.
5.2. A robust annual governance system should also be in place.

End

Linda Blake
Town Clerk

MALVERN TOWN COUNCIL ANTI FRAUD, BRIBERY AND CORRUPTION POLICY

Principles

Malvern Town Council (hereafter known as 'the Council') has a duty to protect the public funds under its control against fraud, bribery and corruption, both from within the Council and from external sources. This Policy is part of the Council's commitment to protect public funds.

The Council seeks firstly to prevent fraud, bribery and corruption, but will take all action necessary to identify these acts if suspected and take appropriate action against those responsible.

The Council promotes a culture of honesty, transparency and fairness and is committed to sound corporate governance. It is essential that elected members, employees and volunteers conduct themselves in accordance with the principles laid down by The Relevant Authorities (General Principles) Order 2001, as set out in Appendix 1, during their term of office or employment with the Town Council. Members should also follow the terms of the Code of Conduct.

The Town Council will not tolerate fraud and corruption in the administration of its responsibilities and, as it requires external suppliers, contractors and service providers also to act with integrity, will deal equally with offenders whether from inside or outside the Town Council. The Council takes a 'zero tolerance' stance on any form of fraud, bribery or corruption.

Throughout this policy the term 'Fraud' is used generically and includes bribery, theft and corruption.

Definitions

- **Fraud** is the intentional distortion of financial statements, accounts or other records by persons internal or external to the authority which is carried out to conceal the misappropriation of assets or otherwise for gain or to mislead or misrepresent. The criminal act is the attempt to deceive, and attempted fraud is therefore treated as seriously as accomplished fraud.
- **Theft** is dishonestly acquiring, using or disposing of funds, physical or intellectual property belonging to the Council or to individual members of the organisation.

Deliberately misusing materials or equipment belonging to the Council for financial or material benefit.

- **Bribery** is an inducement or reward offered, promised or provided to gain personal, commercial, regulatory or contractual advantage.
- **Corruption** is the offering, soliciting or acceptance of an inducement or reward which may influence the action of any person to act against the interests of an organization. In addition, corruption is hereby defined to also include the deliberate failure to disclose an interest to obtain a financial or other pecuniary gain for oneself or another.

Culture

The Council promotes a culture of integrity, honesty, transparency and fairness which supports its opposition to fraud and corruption. The prevention and detection of fraud and corruption and the protection of the public purse are the responsibility of everyone. The elected members and employees play an important role in creating and maintaining this culture. All are positively encouraged to raise concerns regarding fraud and corruption in the knowledge that such concerns will wherever possible be treated in confidence. Where fraud and corruption has occurred as a result of existing procedures, arrangements will be made to ensure that the appropriate improvements are introduced in order to prevent a reoccurrence.

Prevention

Role of Elected Members

As elected representatives, members of the Council have a duty on behalf of their electorate to protect the Council from all forms of fraud and corruption. This is reflected through the adoption of this Policy and compliance with the Code of Conduct for members, the Council's Standing Orders, Financial Regulations and other relevant legislation. On taking office Members are required to sign to the effect that they have read and understood the Code of Conduct. The Code requires Members, *inter alia*, to declare and register interests and to register receipt of gifts and hospitality.

Role of Employees

The Town Clerk is responsible for the communication and implementation of this Policy and ensuring that employees are aware of the Council's Financial Regulations and Standing Orders, and that the relevant requirements of each are being met in the day-to-day conduct

of Council business. The Council is expected to strive to create an environment in which employees feel able to approach them with any concerns they may have regarding suspected irregularities.

Employees are responsible for ensuring that they follow the instructions given to them by their Manager including directions on the safekeeping of the Council's assets. Employees are bound by section 117 of the Local Government Act 1972 regarding the disclosure of pecuniary interests in contracts relating to the Town Council, and the non-acceptance of any fees or rewards whatsoever other than their proper remuneration.

Special arrangements will apply where employees are responsible for cash handling or are responsible for financial systems and systems that generate payments. Checks are carried out on a regular basis to ensure that adequate financial controls are in place and adhered to in order to protect those employees.

The Council recognises that a key preventative measure in dealing with fraud and corruption is ensuring that effective steps are taken at the recruitment stage to establish as far as possible, the honesty and integrity of potential employees whether for permanent, temporary or casual posts.

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Conflicts of Interest

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Role of Internal Audit

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specific reviews and tests of the relevant financial systems and other arrangements for the protection and detection of fraud.

The Town Council has an internal audit committee which undertakes an annual programme of work. It also employs an independent and competent person as the “appointed internal auditor” to carry out intern audit duties as part of the Annual Return.

Role of External Audit

The external auditor has a responsibility to review the Council’s arrangements for preventing and detecting any irregularities, and arrangements designed to limit the opportunity for corrupt practices. The outcome of these reviews is reported each year in the Annual Audit Letter which is presented to elected Members by the external auditor.

Deterrence

Fraud, bribery and corruption are serious offences against the Council and will be regarded as gross misconduct. Employees will face disciplinary action if there is evidence that they have been knowingly or recklessly involved in these activities. Disciplinary action will be taken in addition to, or instead of, criminal proceedings depending on the circumstances of each individual case, but in a consistent manner.

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Investigation and Detection

Systems of internal control have been established together with Financial Regulations and Standing Orders to deter fraud and corruption. These are complemented by the work undertaken by Internal Audit in the review of systems and financial controls.

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APPENDIX 1 to Anti-Fraud, Bribery and Corruption Policy

The General Principles of the Order

Selflessness

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Honesty and Integrity

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Objectivity

Members should make decisions on merit, including when making appointments, awarding contracts, or recommending individuals for rewards or benefits.

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Respect for Others

Members should promote equality by not discriminating unlawfully against any person, and by treating people with respect, regardless of their race, age, religion, gender, sexual orientation, or gender disability. They should respect the impartiality and integrity of the authority's statutory officers and its other employees.

Duty to uphold the law

Members should uphold the law and, on all occasions, act in accordance with the trust that the public is entitled to place in them.

Stewardship

Members should do whatever they are able to do to ensure that their authority uses its resources prudently and in accordance with the law.

Leadership

Members should promote and support these principles by leadership, and by example, and should act in a way that secures or preserves public confidence.

Approved by Council on xxx

Review on xxx

MALVERN TOWN COUNCIL ANTI-HARASSMENT AND BULLYING POLICY

Introduction

All staff should be able to work in an environment free from bullying, harassment, discrimination, and victimisation and be treated with dignity and respect regardless of gender, sexual orientation, transgender status, marital or family status, colour, race, nationality, ethnic or national origins, creed, culture religion or belief, age, or disability.

This policy provides guidance on what to do if you are concerned about bullying or harassment and what to expect if you raise concerns. It applies to all staff (whether permanent, fixed term, or casual), contractors and agency staff.

Policy

Malvern Town Council (known hereafter as the Council) does not tolerate bullying or harassment in the workplace. This is the case for work-related events that take place within or outside of normal working hours; on council property or elsewhere, whether the conduct is a one-off act or repeated course of conduct, and whether done purposefully or not. Complaints of bullying, harassment, discrimination, or victimisation will be taken very seriously.

The Council does not tolerate retaliation against, or victimisation of, any person involved in bringing a complaint of harassment or bullying. Retaliation or victimisation will also constitute a disciplinary offence, which may in appropriate circumstances lead to dismissal. You should also be aware that if a court or tribunal finds that you have bullied or harassed someone, in some circumstances the treatment may amount to a crime punishable by a fine or imprisonment.

The Council will take appropriate action if any of our staff are bullied or harassed by staff, councillors, members of the public or suppliers.

What type of treatment amounts to Bullying?

ACAS states that although there is no legal definition of bullying, it can be described as unwanted behaviour from a person or group that is either offensive, intimidating, malicious or insulting and / or an abuse or misuse of power that undermines, humiliates, or causes physical or emotional harm to someone.

Bullying might be a regular pattern of behaviour or a one-off incident. It might happen face to face, on social media, in emails or calls. It might happen at work or in other work-related situations. It may not always be obvious or noticed by others.

Examples of bullying at work could include:

- Spreading malicious rumours about someone
- Consistently putting someone down in meetings

- Deliberately giving someone a heavier workload than everyone else
- Excluding someone from team social events
- Someone consistently undermining their manager's authority
- Putting humiliating, offensive or threatening comments or photos on social media

Bullying does not include appropriate criticism of an employee's behaviour or proper performance management.

What type of treatment amounts to Harassment?

ACAS states that by law, harassment if when bullying or unwanted behaviour is related to any of the following (known as 'protected characteristics' under the Equality Act 2010):

- Age
- Disability
- Gender reassignment
- Race
- Religion or belief
- Sex
- Sexual Orientation

As with bullying, the person being harassed might feel disrespected, frightened, humiliated, insulted, intimidated, threatened and/or undermined.

The unwanted behaviour must have either:

- Violated the person's dignity, whether it was intended or not
- Created an intimidating, hostile, degrading, humiliating or offensive environment for the person, whether it was intended or not.

What is discrimination?

ACAS states that by law, discrimination is when someone is treated unfairly because of any of the following:

- Age
- Disability
- Gender Reassignment
- Marriage or civil partnership
- Pregnancy and maternity
- Race
- Religion of belief
- Sex

- Sexual Orientation

These are known as 'protected characteristics'. It is against the law to treat someone unfairly because of any of them except in very rare circumstances.

What is victimisation?

ACAS states that Victimisation is when someone is treated unfairly because they made or supported a complaint to do with a 'protected characteristic', or someone thinks they did or might do.

It is important to recognise that conduct which one person may find acceptable, another may find totally unacceptable. All employees must, therefore, treat their colleagues with respect and appropriate sensitivity.

Reporting concerns

What you should do if you witness an incident you believe to harassment or bullying

If you witness such behaviour, you should report the incident in confidence to the Town Clerk or the Mayor. Such reports will be taken seriously and will be treated in strict confidence as far as it is possible to do so. If any incidents relate to the Town Clerk and/or to the Mayor, you may report the incident to a councillor who is the chairman of a Council committee.

What you should do if you feel you are being Bullied or Harassed by a member of the public or supplier (as opposed to a colleague)

If you are being bullied or harassed by someone with whom you come into contact at work, please raise this with the Town Clerk or the Mayor in the first instance. They will then decide how best to deal with the situation, in consultation with you. If any incidents relate to the Town Clerk and/or to the Mayor, you may report the incident to a councillor who is the chairman of a Council committee.

What you should do if you feel you are being Bullied or Harassed by a councillor

If you are being bullied or harassed by a councillor, please raise this with the Town Clerk or the Mayor in the first instance. They will then decide how best to deal with the situation, in consultation with you. There are two possible avenues for you, informal or formal. The Informal Resolution is described below. Formal concerns regarding potential breaches of Code of Conduct breaches will be investigated by the Monitoring Officer.

What you should do if you are being Bullied or Harassed by another member of staff

If you are being bullied or harassed by a colleague or contractor, there are two possible avenues for you, informal or formal. These are described below.

Informal resolution

If you are being bullied or harassed you may be able to resolve the situation yourself by explaining clearly to the perpetrator(s) that their behaviour is unacceptable, contrary to our policy and must stop. Alternatively, you may wish to ask a to put this on your behalf or to be with you when confronting the perpetrator(s).

If the above approach does not work or if you do not want to try to resolve the situation in this way, or if you are being bullied by your own manager, you should raise the issue with the Town Clerk/ Deputy Town Clerk or the Mayor/Deputy Mayor.

They will discuss with you the option of trying to resolve the situation informally by:

- Telling the alleged perpetrator(s), without prejudging the matter, that there has been a complaint that their behaviour is having an adverse effect on a member of staff;
- That such behaviour is contrary to our policy
- That for employees, the continuation of such behaviour could amount to a serious disciplinary offence.

It may be possible to have the conversation with the alleged perpetrator without revealing your name, if this is what you want. They will also stress that the conversation is confidential. In certain circumstances we may be able to involve a neutral third party to facilitate a resolution of the problem. If your complaint is resolved informally, the alleged perpetrator(s) will not usually be subject to disciplinary sanctions. However, in exceptional circumstances (such as a serious allegation of harassment or in cases where a problem has happened before) the council may decide to investigate further and take more formal action notwithstanding that you raised the matter informally. We will consult with you before taking this step.

Raising a formal complaint

If informal resolution is unsuccessful or inappropriate, you can make a formal complaint about the harassment or bullying to the Town Clerk or the Mayor. If any incidents relate to the Town Clerk and/or to the Mayor, you may report the incident to a councillor who is the chairman of a Council committee. A formal complaint may ultimately lead to disciplinary action against the perpetrator(s) where they are employed.

Someone will then be appointed to investigate your complaint. You will need to co-operate with the investigation and provide the following details (if not already provided):

- The name of the alleged perpetrator(s),
- The nature of the harassment or bullying,
- The dates and times the harassment or bullying occurred
- The names of any witnesses and
- Any action taken by you to resolve the matter informally

**A REPORT OF THE TOWN CLERK TO
A MEETING OF THE POLICY AND RESOURCES COMMITTEE
MALVERN TOWN COUNCIL
to be held in the Council Chamber, Belle Vue Terrace, Malvern
on Thursday 10 March 2022 at 6.00 pm**

BULLYING AND HARASSMENT POLICY

1. Purpose of report

- 1.1. For decision.

2. Recommendation

- 2.1. Policy and Resources Committee is asked to consider, review and agree an updated Bullying and Harassment Policy to be forwarded to Full Council for approval.

3. Background

- 3.1. The Council's current Bullying and Harassment Policy is dated July 2008 and needs updating.

- 3.2. Policy and Resources Committee reviewed this policy document in November 2021 and requested that the Town Clerk update it using an ACAS template.

- 3.3. The Town Clerk has researched the ACAS website and also looked at policies held by other town councils. There is a wide range of policies held but the main sections of each always contain definitions and processes for dealing with complaints.

- 3.4. A draft updated policy is included at Appendix A to this report. This has been based upon a template produced by NALC (National Association of Local Councils). ACAS do not have a definitive template but definitions and examples from their website have been included within the document.

- 3.5. Committee members are asked to consider the draft policy, review its content and make suggestions for amendments as necessary.

- 3.6. It should be noted that this policy relates specifically to bullying and harassment of staff. Another policy exists in respect of zero tolerance on harassment and abuse of councillors.

4. Financial Implications

- 4.1. None pertaining to this report.

5. Legal Implications

- 5.1. Harassment at work is unlawful under the Equality Act 2010.

- 5.2. Harassment on any grounds is also a criminal offence under the Protection from Harassment Act 1997.

- 5.3. Councils have a duty of care towards their workers under common law arising out of the Employment Rights Act 1996, and Health and Safety at Work Acts.

End

**AGENDA ITEM 8
REPORT PR05/22**

Linda Blake
Town Clerk

MALVERN TOWN COUNCIL ANTI-HARASSMENT AND BULLYING POLICY

Introduction

All staff should be able to work in an environment free from bullying, harassment, discrimination, and victimisation and be treated with dignity and respect regardless of gender, sexual orientation, transgender status, marital or family status, colour, race, nationality, ethnic or national origins, creed, culture religion or belief, age, or disability.

Harassment and bullying can lead to illness, absenteeism, an apparent lack of commitment, poor performance and resignations. While implementing and upholding the policy, it is the duty of all councillors and employees to take full responsibility for ensuring that harassment does not occur at the Town Council.

This policy provides guidance on what to do if you are concerned about bullying or harassment and what to expect if you raise concerns. It applies to all staff (whether permanent, fixed term, or casual), volunteers, contractors and agency staff.

Policy

Malvern Town Council (known hereafter as the Council) does not tolerate bullying or harassment in the workplace. This is the case for work-related events that take place within or outside of normal working hours; on council property or elsewhere, whether the conduct is a one-off act or repeated course of conduct, and whether done purposefully or not. Complaints of bullying, harassment, discrimination, or victimisation will be taken very seriously.

The Council does not tolerate retaliation against, or victimisation of, any person involved in bringing a complaint of harassment or bullying. Retaliation or victimisation will also constitute a disciplinary offence, which may in appropriate circumstances lead to dismissal. You should also be aware that if a court or tribunal finds that you have bullied or harassed someone, in some circumstances the treatment may amount to a crime punishable by a fine or imprisonment.

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Bullying does not include appropriate criticism of an employee's behaviour or proper performance management.

What type of treatment amounts to Harassment?

Harassment at work is unlawful under the Equality Act 2010.

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As with bullying, the person being harassed might feel disrespected, frightened, humiliated, insulted, intimidated, threatened and/or undermined.

The unwanted behaviour must have either:

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What is discrimination?

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These are known as 'protected characteristics'. It is against the law to treat someone unfairly because of any of them except in very rare circumstances.

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ACAS states that Victimisation is when someone is treated unfairly because they made or supported a complaint to do with a 'protected characteristic', or someone thinks they did or might do.

It is important to recognise that conduct which one person may find acceptable, another may find totally unacceptable. All employees must, therefore, treat their colleagues with respect and appropriate sensitivity.

Reporting concerns

What you should do if you witness an incident you believe to harassment or bullying

If you witness such behaviour, you should report the incident in confidence to the Town Clerk or the Mayor. Such reports will be taken seriously and will be treated in strict confidence as far as it is possible to do so. If any incidents relate to the Town Clerk and/or

to the Mayor, you may report the incident to a councillor who is the chairman of a Council committee.

What you should do if you feel you are being Bullied or Harassed by a member of the public or supplier (as opposed to a colleague)

If you are being bullied or harassed by someone with whom you come into contact at work, please raise this with the Town Clerk or the Mayor in the first instance. They will then decide how best to deal with the situation, in consultation with you.

What you should do if you feel you are being Bullied or Harassed by a councillor

If you are being bullied or harassed by a councillor, please raise this with the Town Clerk or the Mayor in the first instance. They will then decide how best to deal with the situation, in consultation with you. If any incidents relate to the Mayor, you may report the incident to the Deputy Mayor instead. There are two possible avenues for you, informal or formal. The Informal Resolution is described below. Formal concerns regarding potential breaches of Code of Conduct breaches will be investigated by the Monitoring Officer.

What you should do if you are being Bullied or Harassed by another member of staff

If you are being bullied or harassed by a colleague or contractor, there are two possible avenues for you, informal or formal. These are described below.

Informal resolution

If you are being bullied or harassed you may be able to resolve the situation yourself by explaining clearly to the perpetrator(s) that their behaviour is unacceptable, contrary to our policy and must stop. Alternatively, you may wish to ask a colleague to put this on your behalf or to be with you when confronting the perpetrator(s).

If the above approach does not work or if you do not want to try to resolve the situation in this way, or if you are being bullied by your own manager, you should raise the issue with the Town Clerk or Mayor. If any incidents relate to the Town Clerk, you may report the incident to the Deputy Town Clerk instead.

They will discuss with you the option of trying to resolve the situation informally by:

- Telling the alleged perpetrator(s), without prejudging the matter, that there has been a complaint that their behaviour is having an adverse effect on a member of staff;
- That such behaviour is contrary to our policy

- That for employees, the continuation of such behaviour could amount to a serious disciplinary offence.

It may be possible to have the conversation with the alleged perpetrator without revealing your name, if this is what you want. They will also stress that the conversation is confidential. In certain circumstances we may be able to involve a neutral third party to facilitate a resolution of the problem. If your complaint is resolved informally, the alleged perpetrator(s) will not usually be subject to disciplinary sanctions. However, in exceptional circumstances (such as a serious allegation of harassment or in cases where a problem has happened before) the council may decide to investigate further and take more formal action notwithstanding that you raised the matter informally. We will consult with you before taking this step.

Raising a formal complaint

If informal resolution is unsuccessful or inappropriate, you can make a formal complaint about the harassment or bullying to the Town Clerk or the Mayor. If any incidents relate to the Town Clerk and/or to the Mayor, you may report the incident to a councillor who is the chairman of a Council committee. A formal complaint may ultimately lead to disciplinary action against the perpetrator(s) where they are employed.

Someone will then be appointed to investigate your complaint. You will need to co-operate with the investigation and provide the following details (if not already provided):

- The name of the alleged perpetrator(s),
- The nature of the harassment or bullying,
- The dates and times the harassment or bullying occurred
- The names of any witnesses and
- Any action taken by you to resolve the matter informally

Against a colleague or contractor

The alleged perpetrator(s) would need to be told your name and the details of your complaint for the issue to be investigated properly. However, the Council will carry out the investigation as confidentially and sensitively as possible. Where you and the alleged perpetrator(s) work in proximity to each other, the Council will consider whether it is appropriate to separate you whilst the matter is being investigated.

Against a member of the public or supplier

The Council will investigate the complaint as far as possible by contacting the member of public or the supplier's employer and asking for a response to the allegations.

Against a councillor

Formal concerns regarding potential breaches of Code of Conduct breaches will be investigated by the Monitoring Officer.

During the investigation

Investigations will be carried out promptly, sensitively and, as far as possible, confidentially. If, after an investigation, we decide that an employee has harassed or bullied another employee, then the employee may be subject to disciplinary action, up to and including dismissal.

The Council will consider how to protect your health and wellbeing whilst the investigation is taking place and discuss this with you. Depending on the nature of the allegations, the Investigator may want to meet with you to better understand your compliant. Whilst there is no Statutory right to be accompanied at investigation meetings, the Investigator will consider your request if you want to have a work colleague or union representative with you at that meeting.

Hearing

After the investigation, a panel will meet with you in a Grievance Hearing (following the Grievance Procedure) to consider the complaint and the findings of the investigation. At the meeting you may be accompanied by a fellow worker or a trade union official. After the meeting the panel will write to you to inform you of the decision and to notify you of your right to appeal if you are dissatisfied with the outcome. You should put your appeal in writing explaining the reasons why you are dissatisfied with the decision. Your appeal will be heard under the appeal process that is described in the Grievance Procedure.

Victimisation

Employees and others who make allegations of bullying or harassment in good faith will not be treated less favourably as a result.

False allegations

False accusations of harassment or bullying can have a serious effect on innocent individuals. Staff and others have a responsibility not to make false allegations. False allegations made in bad faith will be dealt with under our disciplinary procedure.

Disclosure and confidentiality

The Council will treat personal data collected during this process in accordance with the data protection policy. Information about how data is used and the basis for processing data is provided in the employee privacy notice.

Use of the disciplinary procedure

Harassment and bullying constitute serious misconduct. If, at any stage from the point at which a complaint is raised, the Council believe there is a case to answer and a disciplinary offence might have been committed, the disciplinary procedure will be instigated. Any employee found to have harassed or bullied a colleague will be liable to disciplinary action up to and including summary dismissal.

Monitoring

Where harassment or bullying has been found to have occurred and the perpetrator remains in employment or a member of the council, regular checks will be made to ensure that harassment has stopped and that there has been no victimisation or retaliation against the victim. The Town Council will also ensure that the perpetrator who committed the act of bullying or harassment is not victimised in any way.

Policy effective from:

Date for next review:

**A REPORT OF THE TOWN CLERK TO
A MEETING OF THE POLICY AND RESOURCES COMMITTEE
MALVERN TOWN COUNCIL
to be held in the Council Chamber, Belle Vue Terrace, Malvern
on Thursday 10 March 2022 at 6.00 pm**

POLICY REVIEW TASK AND FINISH GROUP

1. Purpose of report

1.1. For decision.

2. Recommendation

2.1. Policy and Resources Committee is asked to consider setting up a task and finish group to carry out a review of Town Council policies which need updating before reporting back to committee with suggested drafts. A task and finish group would need to be between three and five members.

3. Background

3.1. One of the responsibilities of Policy and Resources Committee is to regularly review council policies. Council aims to review and update each policy at least once in every council term of four years, although it may be preferable to review some more frequently.

3.2. It is worth noting that there are some policies which urgently need updating as they have not been reviewed for quite some time.

3.3. Town Council policies should be clear, robust and relevant as this will allow them to be applied consistently, effectively and without any uncertainty.

3.4. In July 2021, it was agreed that a task and finish group of three councillors would be set up to carry out an initial review of policies. Due to work commitments and illness, it proved impossible to schedule a meeting and a number of policies were listed for review on the policy and resources agenda in November 2021. Committee reviewed policies and then referred them back to officers for further work and input.

3.5. Policy reviews can be an important and time consuming task and councillor input should be part of the process. In order to speed up the review process and ease officer workload, it is therefore suggested that a new task and finish group should be set up to continue this work. Short meetings can be scheduled to review a policy with discussions and input from both councillors and officers before recommendations are forwarded to scheduled committee meetings.

4. Financial Implications

4.1. None pertaining to this report.

5. Legal Implications

5.1. The Town Council is required to ensure a robust annual governance system under Accounts and Audit Regulations.

- 5.2. Many town council policies have legal obligations such as health and safety, GDPR, equality and whistleblowing. The legal implications arising from each town council policy must be carefully considered and updated as necessary in each review.

End

Linda Blake
Town Clerk