

SUDBURY TOWN COUNCIL
MINUTES OF THE MONTHLY MEETING OF SUDBURY TOWN COUNCIL
HELD IN THE TOWN HALL ON TUESDAY 10TH MARCH 2026 AT 7.00PM

Present: Mr A Welsh – Mayor of Sudbury, in the CHAIR
Mrs M Barrett Ms E Murphy
Mr P Beer Miss A Owen
Mr N Bennett Mr A Stohr
Mr S Hall Mr N Younger
Mr J Jeager

In attendance: Mr C Griffin – Town Clerk
Mrs C Morgan – Deputy Clerk
Ms L Smith – Babergh District Councillor

1. APOLOGIES AND APPROVAL OF ABSENCES

Apologies were received from Councillors Mr J Collier, Mr K Graham, Mr A Osborne, Mrs A Osborne and Mr T Regester.

2. DECLARATIONS OF INTERESTS

Councillors Mr P Beer and Miss A Owen declared that they were also Babergh District Councillors.

Councillor Mr P Beer declared that he was also a Suffolk County Councillor.

3. DECLARATIONS OF GIFTS AND HOSPITALITY

No declarations of gifts or hospitality were made.

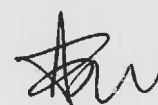
4. REQUESTS FOR DISPENSATION

No requests for dispensations had been received.

5. TO CONFIRM THE PREVIOUS MINUTES

RESOLVED

That the minutes of the council meeting held on 10th February 2026 are an accurate record and are to signed by the Chairman.



6. QUESTIONS AND REPORTS

- a. **Public Forum** – Three members of the public were present.
- A member of the public expressed his concern that the area of the wall of the brick storage shed behind the Town Hall that was going to be painted with a mural included the area to the left and above the existing sign promoting the Talbot Trail. He was worried that this would detract from the impact of both the mural and the sign. The Chair of the Leisure and Environment Committee offered to look into this at their next meeting.
 - A member of the public asked if a new roundabout could be built on the site of the redundant swimming pool at the edge of Belle Vue Park to allow traffic from Cornard Road to turn up onto Newton Road.
 - A member of the public expressed his concern that the footpath on the north side of Newton Road, as it passed the entrance to **St Leonard's Cottage**, had too steep a slope towards the road. He asked if the gradient could be reduced to make it easier for people with reduced mobility to pass along the path. Members agreed that this could be discussed by the Highways Committee.
- b. **Policing Report** – The police had attended an earlier meeting with some councillors to discuss local issues. Anti-social behaviour (ASB) was a major concern, especially the repeated vandalism in the public toilets.
- c. **Mayor's Announcement** – The Mayor confirmed that he would be holding a charity wine and cheese tasting event on the evening of 17th March, and he hoped that as many people as possible would be able to attend. Tickets were available from the Tourist Information Centre (TIC). He would also be walking a 26-mile route on the St Edmundsbury Way from the Abbey at Bury St Edmunds to Sudbury Town Hall on 8th April and was asking for sponsorship to raise as much money as possible for his charities.
- d. **County Councillors' Reports** – Councillor Ms J Carter had sent in her report, which had been circulated before the meeting. Councillor Mr P Faircloth-Mutton had sent in his report at the start of the meeting, with his apologies that he was unable to attend. Both reports are included at pages 208 to 210. The following points were raised for discussion.
- Members welcomed the news that the cycle path from Bakers Mill to Kingfisher would be resurfaced across Friars Meadow to link it to the Valley Trail but questioned whether there would be a new bridge to take the path across the ditch and what type of new all-weather surface would be used.

RESOLVED

That County Councillors Ms J Carter and Mr P Faircloth-Mutton be thanked for their reports.

- e. **District Councillor's Report** – Councillor T Register had sent in his report, which had been circulated with the agenda, and is included in pages 211 to 212. No points were raised for discussion.

RESOLVED

That District Councillor Mr T Register be thanked for his report.

7. TO NOTE THE MINUTES OF THE FOLLOWING COMMITTEES

Planning, Development and Highways Committee on 23rd February and 9th March 2026 – The Chair summarised the minutes.

Finance Committee on 3rd March 2026 – The Chair summarised the minutes. He informed members that £350,000 had been re-invested with Cambridge and Counties Bank in a one-year bond and that another £50,000 would be invested with Cambridge and Counties Bank in another one-year bond as soon as the precept payment was received in early April. This would then bring the total invested to £400,000 as agreed by the Finance Committee.

Leisure and Environment Committee on 24th February 2026 – The Chair summarised the minutes. Members asked for confirmation that the new benches on the Valley Trail would be near bins so that they did not create an additional litter problem. Members also expressed their concern that the new public toilets due to be built in Belle Vue Park would be resistant to vandalism. The police 'design out crime' team were due to be involved to ensure best practice.

Human Resources Committee on 25th February 2026 – The Chair was not present, but members agreed to discuss his written summary of the HR minutes during the private and confidential section.

8. TO APPOINT JAMES BIRD AS A REPRESENTATIVE TRUSTEE OF THE SUDBURY MUNICIPAL CHARITIES

The Mayor declared that he was related by marriage to Mr Bird and that he would not take part in this item. The Deputy Mayor chaired this item.

RESOLVED

That James Bird be appointed as a Representative Trustee of the Sudbury Municipal Charities.

9. TO AUTHORISE THE EXPENDITURE OF UP TO £9,500 ON THE GENERAL INSURANCE POLICY FOR FY 2026/27

The Town Clerk confirmed that the council's general insurance policy was due for renewal on 1st April 2026 and so the expenditure needed to be authorised at this meeting. The final proposal from the brokers had not yet been received, but the Town Clerk asked members to authorise expenditure up to the amount in the budget so that he could have a new policy in place by 1st April.

RESOLVED

That, under the power of the Local Government Act 1972, s.111, members agreed to approve the expenditure of up to £9,500 for the general insurance policy for FY 2026/27.

10. TO AUTHORISE THE EXPENDITURE OF UP TO £12,000 ON THE ROAD BARRIER FOR MARKET HILL

The Town Clerk explained that Babergh District Council had provided grant funding to fit a road barrier that could be secured across the entrance to Market Hill on days when the road was closed for a market. Authorised market traders would be issued with a combination to open the barrier to drive their vehicles onto the market and then lock the barrier behind themselves. On other days, when the road was a public highway, the barrier would be locked open.

RESOLVED

That, under the power of the Local Government Act 1972, s.111, members agreed to approve the expenditure of up to £12,000 for the road barrier on Market Hill.

11. TO AUTHORISE THE WRITE-OFF OF ITEMS VALUED AT OVER £5,000

The Finance Committee had reviewed the list of proposed write-offs but, as some items were over £5,000, they had recommended that the full council authorise the write-off of the whole list. Members asked what the total value of all the items on the list was and the Town Clerk did a quick mental calculation that showed it as over £30,000 (after meeting note, the figure is £32,291.31). The Town Clerk explained that this represented the original purchase cost of these items and not their current value, which was very low. The Town Council's accounting rules did not allow depreciation, so all items had to be written off at their purchase cost. Where any items had residual value, they would be offered for sale and the maximum value recovered.

RESOLVED

To write off all the items on the list attached at page 213.

12. TO REVIEW AND ADOPT THE RISK MANAGEMENT STRATEGY FOR 2026

The revised risk management strategy for 2026 had been reviewed and amended by the Finance Committee but needed to be reviewed and adopted by the full council.

RESOLVED

To adopt the risk management strategy for 2026 as shown on pages 214 to 224.

EXCLUSION OF PUBLIC (WHICH TERM INCLUDES THE PRESS)

That pursuant to the Public Bodies (Admission to Meetings) Act 1960 s.1(2), the public be excluded from the meeting for the business specified in item 13 as the publicity would be prejudicial to the public interest by reason of the confidential nature of the business to be transacted.

13. TO RECEIVE AN UPDATE ON PRIVATE AND CONFIDENTIAL LEGAL, CONTRACTUAL AND HR MATTERS

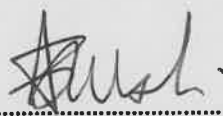
RESOLVED

To extend the meeting by an extra 15 minutes so that it could continue until 9:15pm.

RESOLVED

See CONFIDENTIAL Annex A, minute pages 225 to 229.

The business of the meeting was concluded at 9:09 pm.

Chairman 

Report for March 2026 to Sudbury Town Council
From Jessie Carter SCC Councillor



Date: 05/03/2026

Email: jessie.carter@suffolk.gov.uk

Phone: 07955 434411

Active Travel

After successfully stopping the Melford Junction Active Travel Scheme, Cllr Regester and I had a meeting and have been informed that instead the Kingfisher to Bakers Mill route will be resurfaced. I want to take this opportunity to thank Cllr Regester for his Active Travel knowledge in this area, I am confident it will be a success.

Local elections in May 2026 reinstated

At the end of January, the government announced that a number of local elections around the country would be postponed, where councils had written to them saying it would be helpful for delivery of Local Government Reorganization (LGR). This included Suffolk County Council's elections, which were due to be held on Thursday 7 May 2026. However, following legal challenge, the government has reversed its plans and has now announced that county council elections – as well as those due to be held by Ipswich Borough Council – will take place as originally planned. New councillors elected in May will hold office until the new unitary authority/ies are vested in 2028, with councillors for the new unitary authority/ies elected in 2027 and 'shadowing' the existing councillors for a year.

The government is due to make an announcement by the end of March on how many unitary councils will be set up in Suffolk.

Energy, Water, Transport, Commercial and Adaptive Infrastructure Policy

At Cabinet on Tuesday 24 February, revisions to the council's Energy and Climate Adaptive Infrastructure Policy were approved, including a change in the name of the policy to the Energy, Water, Transport, Commercial and Adaptive Infrastructure Policy. This policy details how the council will respond to large developments such as Nationally Significant Infrastructure Projects (NSIPs), solar farms and data centres that may be attached to them, and changes to road systems in the county that may be needed following the projects. Suffolk County Council is a consultee on NSIP proposals, but it is not the decision-maker, and the policy sets out how the council will respond to such consultations, such as protecting best and most versatile agricultural land for food production, wellbeing of local communities where projects are disruptive and especially where there is cumulative impact of multiple projects, such as the coastal area around Sizewell C. The policy notes that solar farms may soon have data centres attached, so the council needs to have an agreed approach for developments that are large scale and energy-intensive. The policy also sets out that Suffolk County Council expects developers proposing projects to fund Planning Performance Agreements – this means that responding to all the proposals for these developments does not come out of the council's budget.

Vehicle Removal Trial for Resurfacing Works

Suffolk Highways have announced that they will trial removing vehicles that have not been removed for planned resurfacing works. The council plans to make sure that residents are made aware at least two weeks in advance of any works, with cards placed under windscreens and put through residents' doors. Two days before the works are due to begin, cones will be put out along with signage to say when the works are due to be begin. If there are still cars parked on the road on the day works are due to start, officers will knock on doors to try and find the owner to move it, but as a last resort, vehicles will be moved, ideally nearby where they are still in sight, but if this is not possible, they may be moved to a facility in Bury St Edmunds with a £70 fine issued. As with other Penalty Charge Notices, the amount payable is halved if the fine is paid promptly. Although it has long had the power to remove vehicles for planned works, until now Suffolk County Council has not exercised it – compared to Essex County Council, for example, who have been doing this for about a decade. This approach will be adopted by the council for a period between March to June 2026 initially, with a report prepared on the trial and making recommendations for the future.

Changes at the Top

On 13 February, it was announced that Nicola Beach, the Chief Executive of Suffolk County Council, would be leaving her role. Nicola has been Chief Executive since 2018 when she replaced Deborah Cadman, and will be stepping down at the end of March 2026. The council proposes to appoint two existing directors – Andrew Cook and Mark Ash – into new joint chief executive roles for the remaining two years of the council's existence. As these directors' existing posts would not be recruited into, the number of senior staff at the council will reduce by one, saving up to £92k a year. This decision must be ratified by councillors at the next meeting of full council on 19 March 2026.

Suffolk Sustainability Initiatives Nominated for Awards

Suffolk County Council has been nominated for a national award for its work on energy and sustainability. Only 24 local authorities in the UK have been shortlisted for the first APSE Energy Awards, which are held in partnership with the Department for Energy Security and Net Zero.

The awards celebrate innovation and the role local authorities play in responding to the challenges of energy transition, climate change and long-term sustainability. The 'Accessing & Managing Finance' category recognises Suffolk County Council's Warm Homes Suffolk Loan Scheme (administered by Lendology CIC), and the Suffolk Public Sector Leaders group's Home Energy Efficiency Assessment Scheme (administered by Reed In Partnership). The loan scheme offers an interest-free loan to make energy efficient improvements, such as insulation, solar panels or heat pumps. Through countywide Sustainable Suffolk initiatives, the county is also up for a second award, in the 'Working in Collaboration' category which involves a range of projects such as a study into supporting taxi drivers to move to electric vehicles, and launching the Suffolk Sustainable Schools Network.

**Report for 10th March 2026 to Sudbury Town Council
From SCC Councillor Philip Faircloth-Mutton)**



Please find below the latest news from the County Council:

Council Elections to take place on 7 May 2026

Following the legal challenge by Reform UK, HM Government has now confirmed elections for the County Council will take place in May, and there will be no postponement for capacity reasons, as requested by the Conservative Administration at Suffolk County Council.

Arrangements for the election will be announced in March and April in respect of polling stations and other matters of election management.

County Council Tax to Rise by 4.99%

On Thursday, Full Council voted to raise the County Council's share of council tax by This decision raises the tax for a Band D property by £82.26 per annum, bringing the annual payment to £1,731.69 from £1,649.43 with a 2.99% increase in the base and 2.00% in the Adult Social Care Precept. This is the maximum permitted under law without a referendum. This was supported by the Conservatives and all Lib Dems, Greens and Independents. Reform UK voted against and Labour abstained.

Reform UK proposed an alternative budget of a 4.00%, with a 2.00% increase in the base and 2.00% in the Adult Social Care Precept. This would have pumped £4.66 million back into the **Suffolk high street, residents' savings accounts, helped residents to pay down debt or make contributions to our voluntary sector.** Efficiency savings, confirmed by the Monitoring Officer and Responsible Finance Officer as legal, would have been made by reducing non-frontline personnel and reducing long levels of sick leave, where possible. This was unsuccessful with all other parties voting against.

Kind regards,

Philip

Philip Faircloth-Mutton

Suffolk County Councillor - Sudbury East & Waldingfield Division

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Babergh District Councillor report for Sudbury Town Council Full Council on Tuesday 10th March 2026

By Councillor Tim Regester

General Fund Budget for 2026/27

The full council passed the General fund budget for the next financial year. It reflected a change in funding from Central Government with a multi-year funding settlement. Councillors agreed a 2.99% increase to its share of council tax bills. It means a Band D household will pay Babergh £199.52 per year, a total annual increase of £5.79 - or 11p a week.

The net cost of providing Babergh's services in 2026/27 will be £13.7m, down £1.3m from £15m in the current financial year. Cllr Ward said "difficult decisions" had been made to identify savings and additional income. Which sadly included increasing car parking charges. The fair funding settlement from the Government turns out to be a reduction over three years from the previous funding settlements. Which means more of the same in 2027/28

Pylons project would 'devastate' special Suffolk landscapes, councils warn

National Grid's plan for more pylons in the Suffolk countryside should be halted, leading councillors from Babergh and Mid Suffolk District Councils have told a public hearing today.

National Grid proposes 159km of new overhead lines between Norwich to Tilbury, with the route cutting through the Suffolk countryside.

It includes 21km of underground cabling, including some through the Dedham Vale national landscape, and up to seven new compounds to connect underground sections to overhead lines.

At a hearing in Ipswich, both councils called for a delay to the project so other options can be considered and costed – such as an undersea route or undergrounding of the entire length of the project.

They cite serious concerns about the impact on the environment, communities and businesses.

Babergh District Council leader, Cllr John Ward, told the hearing: "The landscape of the district is highly valued, with the National Landscape designation, many cultural and historic associations, and sensitive views that contribute to the unique character of Babergh district and the wider region. These are views that have been immortalised by Constable and Gainsborough.

"The applicant states the project will have significant adverse landscape and visual impacts which are not considered to be adequately mitigated or compensated."

He said the impact on the Dedham Vale National Landscape will be particularly devastating with a wide swathe cut through one of the most beautiful and historic parts of the region.

Cllr Ward said: "Of course, grid reinforcement is necessary and all options have impacts – residents do understand that. But we have never had a proper national debate about the trade-offs between costs and impacts of all the new energy projects."

Cllr Andrew Stringer, Mid Suffolk's cabinet member for heritage, planning and infrastructure, told the hearing that the transmission network is likely to be sufficient until 2035 – so there was time to explore other options.

He said: “This project, in its current form, will threaten food production, devastate biodiversity, and will decimate local tourism and impoverish our unique heritage.”

There are particular concerns regarding the cumulative effects of energy infrastructure development around the Bramford substation, he added.

Cllr Stringer said: “Mid Suffolk has a unique character, and already has a north to south national grid pylon route, that was more than doubled in capacity in recent years.

“In the transition to cleaner energy Mid Suffolk will more than play its part, but as with all transitions if the changes are not seen to be just, this essential transition could be delayed, or even fail.”

Babergh District Council has renewed its commitment to protect, restore, and enhance the district's biodiversity

At their cabinet meeting on 10 February the council approved its updated Biodiversity Action Plan (BAP) for 2026–2030 – developed by a cross-party working group.

The plan reaffirms its long term commitment to protect, restore, and enhance the district's natural environment for generations to come.

It also sets out how the council will continue to improve biodiversity on their own land, as well as the steps it will take to support communities, landowners and partners into the future with:

- creating healthier habitats and reversing habitat loss
- enhancing tree, hedgerow and wildflower planting
- expanding wildlife corridors and networks
- supporting wildlife recovery
- helping the district adapt to climate change
- increasing engagement and awareness of biodiversity and its importance – encouraging residents and businesses to take action
- **New national requirements around Biodiversity Net Gain and Suffolk's Local Nature Recovery Strategy aims are also reflected.**

It also builds on the council's previous successes and initiatives, including:

- mapping existing and potential wildlife corridors, helping identify areas for future habitat enhancement
- a rural UK first of its kind tree canopy survey – identifying opportunities for expansion based on current coverage
- the creation of new wildflower areas on council-managed land
- the launch of a community landowner planting scheme (including town and parish councils) – which has seen 314 trees and 5,295 hedgerow plants planted to date, as well as 1,470m² of wildflower seed spread in Babergh
- supporting landowners with advice including awareness of available grants
- gifting almost 3,000 trees, jointly with Mid Suffolk District Council, to new parents through the council's Tree for Life scheme

Items proposed for write offs - Finance Committee 03.03.2026

Equipment

Christmas Lights

The team have separated the Christmas lights into x2 storage areas. Anything bought after 2023 is in very good condition and is worth holding onto or selling. We still have the drapes for the Town hall windows too. The Christmas lights listed below are recommended for write offs, most LED lights normally have 5-7 good years before needing replacement. We will check in with neighbouring Parishes to see if they'd like any of the lights. Because they are at the end of their life, they would be difficult to value.

Christmas Green Lights	Over 7 years	£	2,052.00	£	2,052.00	38	Already disposed of (Gainsborough St, Friars Street and Gaol Lane)
Christmas Lights icicles (239+2+4-36)		£	12,431.91	£	12,431.91	209	Propose write off Finance 03.03.2026
Christmas Lights Memory tree (8 sets)	9/10/2019	£	272.86	£	272.86	8	Propose write off Finance 03.03.2026
Christmas lights for Library (4&c drapes)	4/1/2019	£	1,252.90	£	1,252.90	4	Propose write off Finance 03.03.2026
Christmas lights icicles Blachere (20)	7/17/2020	£	1,352.00	£	1,352.00	20	Propose write off Finance 03.03.2026
Christmas lights MK Illumination(7&c drapes)	7/17/2020	£	2,161.30	£	2,161.30	7	rape written off November 2023 / Propose write off Finance 03.03.2026

Infrastructure Assets

Hanging baskets were removed from our floral contract in 2023 due to being unsustainable and costly to manage. We counted 125 hanging baskets in storage taking up space that needs to be cleared. The hanging baskets are in a poor to fair condition (over 15 years old) but still function. If recommended for disposal I would suggest they are used in Community Projects or as part of events like the Plant and Flower Fair in May and members of the public can plant them up and take them home.

Flower brackets (111) new	5/24/2016	£	1,384.49	£	1,384.49	111
Hanging Baskets (134) & Flower Towers (4)	15+ years	£	8,406.00	£	8,406.00	134

The cigarette and gum bins have been gradually damaged and disposed of over the past few years. As the bins have integral ashtrays, the pole hung cigarette and gum bins only serve a purpose in about 5 locations.

Cigarette&Gum Bins (10)	10/24/2016	£	782.50	£	782.50	10
Cigarette&Gum Bins (20)	3/2/2016	£	1,398.00	£	1,398.00	20
Cigarette&Gum Bins (10)	11/24/2017	£	797.35	£	797.35	10

Additional Infrastructure not listed on Asset Register - for write off

Amberol trough planters / window boxes(22)

<https://www.amberol.co.uk/planters/barrier-baskets-and-window-boxes/full-barrier-basket>

We also have 22 trough planters that have been removed from our floral scheme for a number of reasons (Town Hall refurbishment etc). The trough planters were bought over 15 years ago and if recommended for write off they could be offered to neighbouring parishes. They are a decent condition so I would recommend selling them at approx



SUDBURY TOWN COUNCIL RISK MANAGEMENT POLICY 2026

1. Sudbury Town Council is committed to a proactive approach to risk management. The Council recognises the value of maintaining an effective risk management culture and will seek to identify, analyse, manage and control the risks it faces. The Council acknowledges that risk cannot be totally eliminated and may sometimes need to be embraced as part of an innovative approach to problem solving.

Objectives of the Risk Management Strategy:

2. To ensure that statutory obligations and policy objectives are met.
3. To prioritise areas for improvement in service provision and encourage meeting or exceeding customer and stakeholder expectations.
4. To safeguard its members, employees, clients or service users and all other stakeholders to whom the Council has a duty of care.
5. To protect its property including buildings, equipment, vehicles, knowledge and all other assets and resources.
6. To identify and manage potential liabilities.
7. To maintain effective control of public funds and efficient deployment and use of resources achieving value for money.
8. To preserve and promote the good reputation of the Council.
9. To support the quality of the environment.
10. To learn from previous threats, opportunities, successes and failures to inform future management of risks.
11. The Clerk, jointly with the RFO, will review risks on a regular basis, including any newly identified risks, and will report to the Council. The review will include identification of any unacceptable levels of risk.

Risk identification and mitigation

12. Members should, therefore:
 - a. Take steps to identify key risks facing the Council.
 - b. Evaluate the potential consequences to the Council if an event identified as a risk takes place.
 - c. Decide upon appropriate mitigation measures to avoid, reduce or control the risk or its consequences.
 - d. Record any conclusions or decisions reached.

13. To identify the risks facing the council, activities are grouped into the following areas:

- a. Assets and facilities.
- b. Projects and processes.
- c. Financial projects.

14. The risk mitigation approach is to use management checks to reduce the likelihood and insurance cover to reduce the impact of risks.

1. ASSETS AND FACILITIES

1.1. Assets management:

- The Asset Register is reviewed annually by the Town Clerk and the RFO, then members receive an updated list.
- Regular maintenance for physical assets by the Projects Manager.
- Security for vulnerable buildings, amenities or equipment monitored by the Projects Manager.
- Annual Review of risk and the adequacy and robustness of insurance cover by the Clerk and the RFO.

1.2. Risks identification, assessment and mitigation: See Annex A

2. PROJECTS AND PROCESSES

Risk mitigation factors and approaches:

2.1. Insurance cover:

- Public Liability: The Council has a Public Liability Insurance of £10,000,000. It has also personal accident liability cover for employees, members and volunteers under the above policy.
- Employers Liability: The Council has an Employers Liability Insurance of £10,000,000.
- Libel and Slander: Insured to the sum of £250,000
- Personal Accident: Insured to standard contingencies

2.2. Risks identification, assessment and mitigation: See Annex B

3. FINANCIAL PROJECTS

Risk mitigation factors and approaches:

3.1. Insurance cover:

- Loss of cash: Insured up to the sum of £5,000 for cash in transit or in the Council's premises during business hours. Limited to £1,500 for cash in a locked safe at the Council's premises out of business hours.
- Fidelity guarantee: Insured to the sum of £1,000,000

Adopted by Full Council on 10 March 2026

3.2. Internal control

Internal control procedures are approved by the Full Council, maintained in a regular basis and reviewed annually.

3.3 Internal Audit

Independent internal auditors appointed by the Finance Committee. The internal audit procedures are conducted at least once per year. All Audit reports and recommendations are submitted to Council.

3.4. Management of financial records and Projects:

Financial records and Projects are conducted in accordance with the statutory requirements, Standing Orders, Financial Regulations and other regulations adopted by the Council which are reviewed at least annually.

3.5. Risks identification, assessment and mitigation: See Annex C

4. RISK MATRIX

Risks to Sudbury Town Council will be assessed using the matrix below where their likelihood and impact in the three areas of physical injury, financial loss and reputational damage, will be scored.

4.1. Probability and Impact Matrix:

Any risk scoring medium, high or very high, must have a mitigation plan to reduce the residual risk to low, very low or minimal.

Near Certain	5	Low	Medium	High	Very High	Very High
Very Likely	4	Very Low	Low	Medium	High	Very High
Likely	3	Very Low	Very Low	Medium	Medium	High
Possible	2	Minimal	Very Low	Very Low	Low	Medium
Unlikely	1	Minimal	Minimal	Minimal	Very Low	Low
		1	2	3	4	5
Injury		Shock	Minor Injury	RIDDOR	Major Injury	Fatality
Financial		Loss < £10	Loss <£100	Loss <£1,000	Loss < £10,000	Loss > £10,000
Reputation		Insignificant	Minor	Moderate	Major	Severe

Annex A - ASSETS AND FACILITIES RISKS

Risk	Risk Area	Risk identified	Probability 1 to 5	Severity 1 to 5	Original Risk Score	Management of risk	Responsibility of	Frequency of check	Risk Score after Mitigation
A1	Office assets	Loss, damage	3	3	9	Keep security doors closed & locked	Projects Manager	Daily	2 x 3 = 6
A2	Equipment	Poor performance	2	5	10	Equipment contractors	Projects Manager to report problem	When required	1 x 5 = 5
A3	STC building	Fire	2	5	10	Regular checks of fire alarms	Projects Manager	Monthly	1 x 5 = 5
A4	STC building	Electric failure	2	5	10	Regular checks By electric contractors	Projects Manager	Monthly	1 x 5 = 5
A5	STC Building	Building security: keys and codes access control management	3	4	12	Controlled key management procedures, access code management procedures, lost key reporting, staff exit protocols	Clerk, supported by the RFO, Business and Projects Managers	After staff leave but at least annually	2 x 4 = 8
A6	Allotments	Vandalism	2	3	6	Regular checks of sites	Operations Team	Weekly	1 x 3 = 3
A7	Cemetery	Loss	3	4	12	Strong doors and locks, with visits	Projects Manager	Daily	2 x 4 = 8

Adopted by Full Council on 10 March 2026

A8	Cemetery	Damage	3	3	9	Regular visits and inspection	Projects Manager	Daily	2 x 3 = 6
A9	Cemetery	Failure to fulfil contractual responsibilities by service subcontractors	2	3	6	Supervision and approval of work done. Authorisation of invoices before payment	Projects Manager	Monthly	1 x 3 = 3
A10	Flint Lodge	Fire / Damage	2	5	10	Inspections by Projects Manager	Projects Manager	Annually	1 x 5 = 5
A11	Market	Public liability, income and reputation	2	5	10	Daily Checks, Traders' Insurance	Business Manager	Daily, Yearly	1 x 5 = 5
A12	Sudbury Town Council building and outbuildings	Failure to fulfil contractual responsibilities by service subcontractors	2	3	6	Supervision and approval of work done. Authorisation of invoices before payment	Projects Manager	Monthly	1 x 3 = 3
A13	Croft, Mill Acre, allotments and other open spaces	Failure to fulfil contractual responsibilities by service subcontractors	2	3	6	Supervision and approval of work done. Authorisation of invoices before payment	Projects Manager	Monthly	1 x 3 = 3
A14	Croft, Mill Acre, allotments and other open spaces	Injury to the public	2	5	10	Regular Checks, Yearly Asset Check	Projects Manager	Reactive, Yearly	1 x 5 = 5
A15	Vehicles	Loss, Damage, Accident	3	4	12	Trackers, Dashcams, Check sheets	Projects Manager	Daily, Weekly	2 x 4 = 8

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A16	Electronic Data	Loss or compromise	3	4	12	Daily back-up / Cloud storage	RFO with Support from 3it	Daily	1 x 4 = 4
A17	Email Account Security (password controls and account protection)	Weak or unmanaged email passwords leading to unauthorised access, fraud or data breach	3	5	15	Maximum password age of 60 days, password must meet complexity requirements, enforced password history	RFO with Support from 3it	Quarterly password updates	1 x 5 = 5
A18	Civic Insignia	Loss or damage while in the Town Hall	2	5	10	Locked display cabinets supported by CCTV and alarms	Projects Manager	Annual service / weekly checks	1 x 5 = 5
A19	Museum	Loss or damage to exhibits	2	4	8	Display cabinets supported by CCTV and alarms	Projects Manager	Annual service / weekly checks	1 x 4 = 4
A20	Monuments	Damage	2	5	10	Regular checks / cleaning / CCTV	Projects Manager	Monthly	1 x 5 = 5
A21	Street furniture	Damage Theft Injury to the public	4	3	12	Regular Checks, Yearly Asset Check	Projects Manager	Reactive, Yearly	2 x 3 = 6
A22	Public convenience	Damage to toilets, vandalism	3	4	12	Insurance in place, regular checks	Projects Manager	Daily	2 x 3 = 6
A23	Information Office Assets	Theft, damage	2	3	6	Regular stock check	Information Staff	Daily	1 x 3 = 3

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A24	Christmas Lights	Damage, faulty, Injury to the public	2	5	10	Outsourced specialist contractors.	Projects Manager	Daily when the lights are up.	1 x 4 = 8
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Annex B - PROJECTS AND PROCESSES RISKS

Risk	Risk area	Risk identified	Probability 1 to 5	Severity 1 to 5	Original Risk Score	Management of risk	Responsibility of	Frequency of check	Risk Score after Mitigation
B0	Governance	Failure to comply with legislation and procedures	2	5	10	Standing Orders Internal Controls Monthly Meetings	Council	Ongoing	1 x 5 = 5
B1	Staff	Loss of key personnel	3	3	9	Monitoring hours, stress, management, training of councillors	HR Committee	Ongoing	2 x 3 = 6
B2	Minutes	Accurate and legal	2	3	6	Review at the following meeting	Council	Monthly	1 x 3 = 3
B3	Members' Interest	Conflict of interests	3	3	9	Update declaration of interest	Clerk	Annual	2 x 3 = 6
B4	Legal power	Ultra vires activity	3	4	12	Educate councillors as to their legal power	Council	Ongoing	1 x 4 = 4
B5	Environment	Damage	2	4	8	Supervision of the Community Wardens	Projects Manager	Ongoing	1 x 4 = 4
B6	Provision of services at the Information Centre	Poor staff performance	3	3	9	Regular team meetings	Line Managers	Quarterly or as required	1 x 3 = 3

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B7	Provision of services at the Information Centre	Security of staff	3	5	15	New alarm installed. Staff back up support	Business Manager / Clerk	Annual service / weekly/daily checks	1 x 5 = 5
B8	No longer required								
B9	Cemetery Services	Injury to Grave Digger	2	3	6	Own insurance as contractor grave digger	Projects Manager	Annual	1 x 2 = 2
B10	Allotments Services	Neglect of plots	4	2	8	Regular supervision	Projects Manager	Monthly	2 x 2 = 4
B11	Market Services	Risk of injury from moving vehicles	3	5	15	Road closure during Market	Business and Projects Managers	Weekly	1 x 5 = 5
B12	Public convenience services	Poor staff performance Injury to the public	2	3	9	Training and monitoring of staff	Projects Manager	Annual	2 x 2 = 4
B13	STC events	Injury to the public Damage	3	3	9	Supervision by events staff	Business Manager	Ongoing	1 x 3 = 3
B14	Social Media Governance and Account Security	Inappropriate social media use, unauthorised posts, public comments or account hacking leading to reputational, financial or legal damage	3	5	15	Social Media Policy, monitoring, press approval process, review use of two factor authentication on accounts	Business Manager	Ongoing	2 x 4 = 8

Annex C - FINANCIAL PROJECTS RISKS

Risk	Risk area	Risk identified	Probability 1 to 5	Severity 1 to 5	Original Risk Score	Management of risk	Responsibility of	Frequency of check	Risk Score after Mitigation
C1	Financial Projects	Fraud	2	5	10	Fidelity guarantee value	Council	Monthly	2 x 3 = 6
C2	Precept	Claim not submitted	2	5	10	Confirm receipt and minute	RFO check	Annual	1 x 5 = 5
C3	Precept	Not received Not fully received	2	5	10	Check and verify the reason	RFO	Annual	1 x 5 = 5
C4	Financial Projects	Human error	4	3	12	Records checking; staff training	RFO Internal control	Daily monthly	1 x 5 = 5
C5	Cash	Loss through theft, error or dishonesty	3	2	6	Fidelity guarantee value, cash register, records checking.	RFO	daily	2 x 2 = 4
C6	Financial Records	Inadequate records	2	3	6	Reconciliation of all Balance Sheet items, Staff training, Internal control, internal audit	RFO Internal Control Internal Auditor External Auditor	Monthly Monthly Annual	1 x 3 = 3
C7	Financial investments	Security of invested capital	2	5	10	Risk assessment measures as per Treasury Management	RFO	Quarterly	1 x 5 = 5

