

SUDBURY TOWN COUNCIL
MINUTES OF THE MONTHLY MEETING OF SUDBURY TOWN COUNCIL
HELD IN THE TOWN HALL ON TUESDAY 11TH FEBRUARY 2025 AT 7.00PM

Present: Miss A Owen – Mayor of Sudbury, in the CHAIR
Mrs M Barrett Mr A Osborne
Mr P Beer (until 8:21pm) Mrs J Osborne
Mr N Bennett Mr T Register
Mr K Graham Mr A Stohr
Mr S Hall Mr A Welsh
Mr J Jeagar Mr N Younger
Ms E Murphy

In attendance: Mr C Griffin – Town Clerk
Mrs D Deeks – Administration Manager and RFO
Ms R Price – Business Manager
Ms L Smith – Babergh District Councillor

1. APOLOGIES AND APPROVAL OF ABSENCES

Apologies for absence were received from Councillor Ms J Carter and County Councillor Mr P Faircloth-Mutton.

2. DECLARATIONS OF INTERESTS

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

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

Councillor Mr K Graham declared that he was also a Great Cornard Parish Councillor.

3. DECLARATIONS OF GIFTS AND HOSPITALITY

No declarations of gifts or hospitality were received.

4. REQUESTS FOR DISPENSATION

No requests for dispensations had been received.

5. MINUTES

Members asked for a short additional text to be added to item 16 in the confidential annex to the minutes, so approval of the accuracy of the minutes was postponed until the private section.

RESOLVED

That the minutes of the Full Council meeting held on the 14th January 2025, with the additional text in item 16, be confirmed and signed as an accurate record.

The Mayor moved item 12 forward so that those attending to deliver reports could be released as early as possible.

12. REPORTS

a) County Councillor's Reports – Neither county councillor was present. Councillor J Carter had sent in her report, which had been circulated with the agenda, and is included at pages 125 to 127. Councillor P Faircloth-Mutton had sent in his report immediately before the meeting and it had not been seen by members. It is included at page 128. Members were asked to email any questions to the county councillor concerned.

RESOLVED

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

b) Babergh District Council (BDC) Report – District Councillor Mrs L Smith had sent in her report, which had been circulated with the agenda, and is included at pages 129 to 130. The following points were raised;

- Why was Babergh District Council (BDC) spending money on Roys car park? What was contractual relationship between BDC and Roys?
- The Kingfisher swimming pool report was noted.
- The parent parking permits to drop children at St Joseph's School were working well.
- That a contractor had been appointed to repair the Belle View Park wall along Bures Road as this was an essential precondition of building the new toilet block.
- That there might be 3-phase electrical cabling under this wall.
- That rebuilding this wall in the same location would exclude the option of a footpath along this section of Bures Road.
- That BDC would send further details of a COVID memorial tree planting on 9th March 2025.
- That the paper on a possible move to a unitary authority had made little mention of the role of town and parish councils. That with the introduction of a strategic mayor, there would still be 3 tiers in the new structure.
- That any additional powers or duties passed down to town and parish councils would need additional funding to go with them.

RESOLVED

That District Councillor Ms L Smith be thanked for her report.

c) Policing report – Sgt Olly Williams, from the Community Police Team for Sudbury, attended the meeting to give a verbal report on current policing issues. He introduced PC Lloyd Shelley who had recently joined the Sudbury team.

RESOLVED

That SGT Williams be thanked for his report.

d) Mayor's Announcements – The Mayor reminded member that there would be a Working Together meeting on 6th March 2025 and all members were requested to attend.

e) Public Forum – No members of the public were present.

6. TO AGREE FRIDAY 2ND MAY 2025 AS THE DATE FOR THE ANNUAL TOWN MEETING

RESOLVED

That the Annual Town Meeting will be held on Friday 2nd May 2025.

7. TO RECEIVE AN UPDATE ON THE REPAIRS REQUIRED FOR THE CEMETERY CHAPEL

The Town Clerk briefed members on the report from the builder who had refurbished the Town Hall on his estimates for the repair of the cemetery chapel. The maintenance of the cemetery chapel had been neglected for many years and it appeared that former staff had made their own temporary repairs, often resulting in further damage. The issues included;

- Roof in a poor state allowing rainwater to penetrate and cause internal damage.
- Vandal damage to many of the traditional diamond leaded glass windows.
- Partially boarding up broken windows which had led to water ingress and serious damage to the internal walls.
- Replacing loose flints using modern cement which was not compatible with the original lime mortar.

Many members believed that the cemetery chapel ought to be a grade 2 listed building. It had been built at the same time, and in the same style, as the cemetery lodge, and both buildings had been designed by the same famous Victorian architect. However, the Town Clerk had checked the Babergh District Council listed building records and, although the cemetery lodge was grade 2 listed, the cemetery chapel was not.

RESOLVED

To note that the rough order of magnitude costs for the repair of the cemetery chapel would be £125,000.

To ask the Town Clerk to investigate external sources of funding that might be available to assist with the repair of the cemetery chapel.

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 items 8 and 9 as the publicity would be prejudicial to the public interest by reason of the confidential nature of the business to be transacted.

8. TO RECEIVE AN UPDATE ON ANY PRIVATE AND CONFIDENTIAL MATTERS

See **CONFIDENTIAL Annex A at minute page 141.**

9. TO APPROVE THE ACTION PLAN FOR FLINT LODGE

See **CONFIDENTIAL Annex A at minute page 142.**

10. TO APPROVE EXPENDITURE OF UP TO £4,240 EXCLUDING VAT FOR THE ANNUAL MICROSOFT 365 SOFTWARE CONTRACT

The Town Clerk explained that the council paid for annual licences to use Microsoft 365 software through the council's IT provider.

RESOLVED

That, under the power of the Local Government Act 1972, s.111, members agreed to approve expenditure of up to £4,240 excluding VAT for the annual Microsoft 365 software contract.

11. TO APPROVE THE ANNUAL REVIEW OF THE RISK MANAGEMENT STRATEGY

Members considered the revised risk management strategy which had been recommended by the Finance Committee. This included a new risk on the general governance of the council which was mitigated by regular meetings, standing orders, financial regulations, other written policies and procedures.

RESOLVED

To approve the annual review of the risk management strategy which is shown on pages 131 to 140.

13. TO NOTE THE MINUTES OF THE FOLLOWING COMMITTEES:

Planning, Development & Highways Committees on 13th and 27th January and 10th February 2025

– The Chairman recommended noting the minutes

It was RESOLVED to note the minutes.

Finance Committees on 4th February 2025– The Chairman recommended noting the minutes.

It was RESOLVED to note the minutes.

Policy and Resources Committees on 30th January 2025 – The Chairman recommended noting the minutes.

It was RESOLVED to note the minutes.

Leisure and Environment Committees on 28th January 2025 – The Chairman recommended noting the minutes.

It was RESOLVED to note the minutes.

HR Committees on 28th January 2025 – The Chairman gave a brief summary of the minutes during the private section.

It was RESOLVED to note the briefing.

The business of the meeting was concluded at 8:37pm.

Chairman

Report for February 2025 to Sudbury Town Council - From Jessie Carter (SCC Councillor)

Date: 06/02/2025

Email: jessie.carter@suffolk.gov.uk

Phone: 07955 434411

**Devolution and Local Government Reorganization**

Following the publication of the government's White Paper on devolution in December, the council held an extraordinary meeting on Thursday 9 January to decide whether to pursue inclusion in the Devolution Priority Programme. Councils had to submit an application for this 'fast-track' devolution by Friday 10 January, including a request for local elections in May to be cancelled if this would assist them to prepare for an accelerated process including mayoral elections in May 2026. The result of these changes is likely to be a joint mayor for Norfolk and Suffolk, and amalgamation of the county council, districts and borough council in Suffolk into one unitary council, or possibly two unitary councils. Unitary councils undertake all local services and replace a 'two tier' system of county and district/borough councils. The government have now decided on which areas will be in the Devolution Priority Programme, Suffolk is included within the list and the May 2025 local elections will be cancelled, the next set of elections will be for the new unitary council. I have attached a briefing on this which gives more detail.

Suffolk's SEND Needs Assessment

At Health and Wellbeing Board on Thursday 16 January, the council's Public Health & Communities attended to provide insights into the county's SEND needs and how they are being met. The report states that SEND needs in the county are rising and expected to rise further, and that delays in EHCP assessment, ADHD and autism assessment and support, and access to mental health services for young people were unsatisfactory and in some cases getting worse, like speech and language therapy. The report recommends engagement with families and young people, address inequalities in service provision and improve planning for future services. The report also noted that national data on SEND need was poor and lobbying the government to improve this would also help councils and health partners to better plan and support families.

Council Budget 2025-26

One Tuesday 28 January, SCC Cabinet voted to approve the proposed budget for 2025-26. This included approving a maximum rise in council tax this year of 4.99%, including the 2% social care precept for adult care. The budget this year does not include borrowing from the council's reserves, which was a concern last year. Instead, the budget relies on delivering £28.4m of savings and mitigations across council services. Cost pressures for the council include care purchasing for adult social care, Special Education Needs and Disabilities (SEND) and placements for children in care. The level of debt the council is carrying from the Designated Schools Grant is still extremely worrying – this is due to increase by £62.175m over the course of the year, with the council DSG deficit forecast to be £358.7m overall by March 2028. Currently this 'negative reserve' is allowed by the government, but this statutory override is due to end in March 2026. The government is yet to come up with a solution for this issue, which affects many local authorities, not just Suffolk. The DSG debt is largely down to the cost of services for Special Educational Needs and Disabilities (SEND).

Aside from the financial risk of the DSG debt if it is called in by the government, the council is projecting significant budget 'gaps' in future: £33.1m for 2026-27 and £96.2m in 2028-29. This means that in the next few years, additional government funding or more savings or cuts to services will be needed to balance the books.

SCC Carbon Net Zero

At Cabinet on Tuesday 28 January, the annual report was presented which details the council's progress towards its target of net zero carbon by 2030. The council is not on track to achieve this target. It has achieved a 2% reduction in emissions overall during 2023-24, but Scope 3 – the largest scope and the one the council has least control over, as it includes the emissions of council suppliers (for example home to school transport) – has increased by 2% this year due to an increase in the standard conversion factor for bus travel emissions, and a rise in staff travel due to increased demand for care services. The council is trying to reduce Scope 3 emissions, and currently 40% of the council's top 100 suppliers have a carbon reduction plan for their businesses. It is unlikely the council would be able to be completely carbon free in future as large vehicles like fire engines would require fossil fuels, but it is possible that the council could offset remaining carbon emissions by planting trees in the county.

Never Stop Trying: New Stop Smoking Campaign

Suffolk County Council has joined with Ipswich Town Football Club to launch a new stop smoking campaign to encourage people to '*never stop trying*' on their journey to quit smoking. The campaign directs people who are thinking about quitting to Feel Good Suffolk, the county's stop smoking service. NHS figures show that smokers are up to three times more likely to quit with support from their local service. In Suffolk, smoking contributes to nearly 1,000 deaths a year and tobacco presents the single greatest risk for early death, more than other issues such as high blood pressure, obesity or alcohol. In 2024, smoking cost Suffolk an estimated £703m in health and social care costs, lost productivity and smoking related fires.

The service offers various methods designed to assist people at every stage, including one-on-one coaching, phone support, or digital tools. Those seeking support on their quitting journey should visit <https://feelgoodsuffolk.co.uk/stop-smoking/>

Sudbury Library Condition Update (as requested)

Sudbury Library serves a catchment population of nearly 20,000 people (10th largest catchment population in Suffolk) has approx. 3,500 active users (7th most in Suffolk) -so it is relatively well used for the population size.

The building's freehold is owned by Suffolk County Council, which is leased to Suffolk Libraries IPS.

A condition survey was completed on the building on 26th January 2022. These surveys are updated regularly.

During October there was a one-day closure to remove some Buddleia growing on the building's exterior. Subsequently to this work, the contractors informed SCC Corporate Property of the render condition. As a result, a full survey of the condition of the render/external decorations is being scheduled. Subject to budget considerations at that time, the plan would be to complete any works required over the coming summer.

Any specific known damages should be reported to SCC.

Other information relating the library-

- My most recent visit to the library was in November 2024 where staff enthusiastically shared their aspiration to develop the children's area and courtyard garden.
- Ground floor lights have been replaced by Suffolk Libraries to improve lighting quality.
- In 2022, Suffolk County Council Climate Emergency paid for some draught reduction on the roof lanterns (as this was a temporary reversible measure, it did not need planning permission/listed building consent). They are also considering replacing the remaining lighting which would include controls. There is a lot of ambient light in the building, so smarter controls would reduce electric light use and make the most of natural light.

- Projects being considered for internal improvements include development of the children's library and improving flexible use of the floorspace by having shelves on wheels.

State of Library Contract Negotiations

SCC is currently in the process of deciding the future of its library services contract, which is due to be renewed in 2025. However, negotiations have stalled, leading to uncertainty about the future provider of library services in the county. Suffolk Libraries, the charity that has run the service since 2012, has warned of potential financial instability and service disruptions if a new deal is not agreed upon soon.

A key concern is that the county council has delayed its decision on awarding the new contract. This raises questions about how libraries, including Sudbury Library, will be funded and operated beyond May 2025. The delay is particularly worrying given that Suffolk Libraries has already faced financial challenges, requiring emergency funding from the county council in 2023 to avoid cuts.

Potential Risks to Sudbury Library

1. **Funding Uncertainty** – If negotiations continue to stall, there is a risk that library services will face funding cuts. This could impact staff levels, opening hours, and the range of services offered at Sudbury Library.
2. **Service Disruptions** – Without a confirmed contract in place, there is the possibility of disruption to operations beyond 2025. The lack of clarity makes it difficult to plan long-term community engagement and library activities.
3. **Privatisation or Alternative Providers** – If Suffolk Libraries is not awarded the contract, there is a possibility that another provider, potentially a private organisation, could take over. This could change the way the library is run, with concerns over whether a new provider would prioritise community-focused services.
4. **Community Impact** – Sudbury Library plays a key role in providing access to books, digital resources, and social programmes, particularly for vulnerable residents. Any reduction in services could negatively impact literacy, wellbeing, and social inclusion in the town.

Recommendations for Sudbury Town Council

- **Engage with Suffolk County Council** – Request clarity on the timeline for awarding the new contract and advocate for continued support for Sudbury Library.
- **Monitor Funding Developments** – Keep track of county-level budget decisions that may impact library funding.
- **Support Community Involvement** – Encourage local residents to participate in discussions about the future of library services to ensure their voices are heard.
- **Plan for Potential Outcomes** – Consider strategies to support Sudbury Library in case of reduced funding or operational changes.

Sudbury Library is a vital community asset, but the uncertainty surrounding Suffolk Libraries' contract poses a risk to its future. The town council should remain proactive in seeking assurances from the county council to ensure that Sudbury's residents continue to benefit from a well-funded and accessible library service.

Sudbury In Bloom

A small update regarding the signage issues with Sudbury In Bloom, an in person meeting was held and following on from that SIB and SCC and having discussions to come to a compromise on their signage to help support their services. I wanted to thank STC for their support on this.

Report for February 2025 to Sudbury Town Council From SCC Councillor Philip Faircloth-Mutton

I am unable to join this evening, so please kindly accept my apologies for absence.

I wish to report the following matters:

1. **Suffolk accepted onto the Government's Devolution Priority Programme.**
 - As advised in January, Suffolk applied to join the aforementioned, and has been successful. We will now be required to submit a draft business case by March and a full business case in the summer, with a period of public engagement.
 - Suffolk and Norfolk will elect a Mayor of a new Combined Authority in May 2026, initially comprising of Suffolk and Norfolk County Councils.
 - New unitary councils for Norfolk and Suffolk will be created once the Secretary of State for Local Government has granted approval.

2. **Landsdown Road Residents welcome recent resurfacing works**
 - The recent resurfacing, which I commissioned, has now been in place for a full month and resolved residents' longstanding concerns over the quality of the road, particularly during periods of icy weather.

3. **Sudbury Library Frontage Renovation Secured**
 - I was deeply grateful to Councillor Melanie Barrett for her reporting to me of the decay of our heritage building's front decoration and need for maintenance. Thankfully, this forms part of my cabinet member portfolio, and I am pleased to report an inspection will take place over the summer with remedial works taking place afterwards.

Kind regards,

Philip



Thursday February 6th 2025**Babergh Report**

By Cllr Laura Smith

Kingfisher

After 5 months of various repairs, it is looking likely that Kingfisher Leisure Centre pool will be able to re-open to swimmers this month. At time of writing the opening date has not been confirmed, but we all have our fingers crossed.

FAO Cllr Stohr especially, I have had a meeting with the Director of Assets and Investments who has looked carefully through the annual structural surveys of the building over the last decade and has assured me that the glass roof panels had all been sound at the last inspection. It is thought the delamination damage was caused by high winds during last year's storms.

Parking

Legal agreements with Roys have taken longer than wished but are almost complete. A deed of variation to an existing section 106 agreement has been sealed. The car park should be charging users at some point next week, with Roys shoppers being able to claim a £1 refund for 2 hours parking when shopping in store.

The technical issue with three day parking charging on Mi Permit has been resolved.

Local Government Reorganization and Devolution

The Home Secretary announced on Wednesday that Suffolk is one of the counties that has been successful in joining the Devolution Priority Programme.

The ambition is to elect a Mayor of the new Strategic Authority in May 2026.

County council elections in Suffolk will therefore be postponed for a minimum of one year from May 2025.

Government have said they will be consulting across the area in February and March on what devolution will look like.

The cancellation of the elections is contentious; many feel that the current County Councillors will not be mandated to continue beyond May 2025 at all, let alone making decisions that will affect all of us for at least the next half century.

Jim McMahon, Minister of State for Local Government and English Devolution, has written to District Councils and expressed the need to work together with SCC to come up with an interim plan for a Unitary Authority by 21st March, with a full proposal to be submitted by 26th September. This timeline is incredibly tight by any standards.

The size of a Unitary is still expected to be around a population of 500,000. The Districts and Boroughs will have to work alongside the County Council to negotiate proposals.

In the meantime, the council is expected to continue with 'business as usual'. It will be challenging to keep our eye on the ball when the budget is so limited and officer time at a premium. Another challenge will be that valued staff may feel their jobs are under threat and may start heading for greener pastures.

Budget & Finance

Babergh's budget is going to cabinet on 11th February and Full Council on 26th February for final approval. Like most councils, there are increasing pressures on our budget as funding doesn't keep step with inflation and the demand on our services.

Council tax will be increased by the maximum allowed, 2.99%, which will mean Babergh's council tax will rise by £5.63 to £193.73 a year, or £3.73 a week.

BDC will also be increasing fees and charges where possible and are looking to achieve yet more cost savings, but still need to dip into reserves to fund the forecast deficit of £633k for the year. Within our Housing Revenue Account, housing and garage rents are increasing by 2.7%. Sheltered housing service charges will be increased by 9% to reduce their subsidy from housing rent.

We have a new 30 year HRA business plan to ensure that we can meet all future commitments for renovating and installing energy efficiency measures in our housing stock. Building and acquiring new properties remains a challenge.

Government funding this year is £1.33m, down from £1.51m last year - but this includes the partial compensation for the ENIC increase. Without this, funding would only be £1.21m.

The £308k Rural Services Delivery Grant has been removed.

The largest element of govt funding, New Homes Bonus, is also set to be removed entirely next year.

Again there is only a one year settlement from the government, with a full review and three year settlement promised this year. (This has been promised for the past 6 or 7 years).

We have identified £2.56m of further savings, cost efficiencies and income, including £1.4m additional income from services and £700k of staff savings.

The Medium Term Financial Plan is showing an increasing deficit over the next five years and a complete depletion of our reserves, so much further work is required in the next year or two to address this.

Covid Memorial Planting

The Government has announced a Day of Reflection on 9th March to remember the losses and acts of kindness and honour those who lost their lives in the Covid crisis.

Babergh is putting plans in place to enable towns and parishes to plant a memorial tree; more details to follow.

SUDBURY TOWN COUNCIL RISK MANAGEMENT POLICY 2025

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 Administration Manager, 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. Operations and processes.
- c. Financial operations.

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 Administration Manager, then members receive an updated list.
- Regular maintenance for physical assets by the Operations Manager.
- Security for vulnerable buildings, amenities or equipment monitored by the Operations Manager.
- Annual Review of risk and the adequacy and robustness of insurance cover by the Clerk and the Administration Manager.

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

2. OPERATIONS 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 OPERATIONS

Risk mitigation factors and approaches:

3.1. Insurance cover:

- Loss of cash: Insured up to the sum of £10,000 for cash in transit or in the Council's premises during business hours. Limited to £5,000 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

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 operations:

Financial records and operations 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	Operations Manager	Daily	2 x 3 = 6
A2	Equipment	Poor performance	2	5	10	Equipment contractors	Operations Manager to report problem	When required	1 x 5 = 5
A3	STC building	Fire	2	5	10	Regular checks of fire alarms	Operations Manager	Monthly	1 x 5 = 5
A4	STC building	Electric failure	2	5	10	Regular checks By electric contractors	Operations Manager	Monthly	1 x 5 = 5
A5	Allotments	Vandalism	2	3	6	Regular checks of sites	Operations Team	Weekly	1 x 3 = 3
A6	Cemetery	Loss	3	4	12	Strong doors and locks, with visits	Operations Manager	Daily	2 x 4 = 8
A7	Cemetery	Damage	3	3	9	Regular visits and inspection	Operations Manager	Daily	2 x 3 = 6
A8	Cemetery	Failure to fulfil contractual responsibilities by service subcontractors	2	3	6	Supervision and approval of work done. Authorisation of invoices before payment	Operations Manager	Monthly	1 x 3 = 3

A9	Flint Lodge	Fire / Damage	2	5	10	Inspections by Operations Manager	Operations Manager	Annually	1 x 5 = 5
A10	Market	Public liability, income and reputation	2	5	10	Daily Checks, Traders' Insurance	Business Manager	Daily, Yearly	1 x 5 = 5
A11	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	Operations Manager	Monthly	1 x 3 = 3
A12	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	Operations Manager	Monthly	1 x 3 = 3
A13	Croft, Mill Acre, allotments and other open spaces	Injury to the public	2	5	10	Regular Checks, Yearly Asset Check	Operations Manager	Reactive, Yearly	1 x 5 = 5
A14	Vehicles	Loss, Damage, Accident	3	4	12	Trackers, Dashcams, Check sheets	Operations Manager	Daily, Weekly	2 x 4 = 8
A15	Electronic Data	Loss or compromise	3	4	12	Daily back-up / Cloud storage	Administration Manager with Support from 3it	Daily	1 x 4 = 4
A16	Civic Insignia	Loss or damage while in the Town Hall	2	5	10	Locked display cabinets supported by CCTV and alarms	Operations Manager	Annual service / weekly checks	1 x 5 = 5

A17	Museum	Loss or damage to exhibits	2	4	8	Display cabinets supported by CCTV and alarms	Operations manager	Annual service / weekly checks	1 x 4 = 4
A18	Monuments	Damage	2	5	10	Regular checks / cleaning / CCTV	Operations Manager	Monthly	1 x 5 = 5
A19	Street furniture	Damage Theft Injury to the public	4	3	12	Regular Checks, Yearly Asset Check	Operations Manager	Reactive, Yearly	2 x 3 = 6
A20	Public convenience	Damage to toilets	3	4	12	Insurance in place, regular check	Operations Manager	Daily	2 x 3 = 6
A21	Information Office Assets	Theft, damage	2	3	6	Regular stock check	Information Staff	Daily	1 x 3 = 3
A22	Christmas Lights	Damage, faulty, Injury to the public	2	5	10	Checking by operations team and outsourced specialists.	Operations Manager	Daily when the lights are up.	1 x 4 = 8

Annex B - OPERATIONS 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	Operations 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

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	Operations Manager	Annual	1 x 2 = 2
B10	Allotments Services	Neglect of plots	4	2	8	Regular supervision	Operations Manager	Monthly	2 x 2 = 4
B11	Market Services	Risk of injury from moving vehicles	3	5	15	Road closure during Market	Business and Operations 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	Operations 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

Annex C - FINANCIAL OPERATIONS 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 Operations	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 Operations	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 Strategy Statement	RFO	Quarterly	1 x 5 = 5

C8	Borrowing	Adequacy of finance to repay the loan	2	2	4	Financial review	RFO	Monthly	1 x 2 = 2
C9	Direct costs	Incorrect invoice	2	3	6	Order system	RFO	Daily	1 x 3 = 3
C10	Direct costs	Incorrect payment	2	3	6	2 signatories, Invoice check	Clerk and RFO	Daily	1 x 3 = 3
C11	Sales	Uncollected	2	3	6	Cash through the till Trade Debtors	RFO check and report to Fin. committee	Daily Monthly	1 x 3 = 3
C12	Salaries	Incorrect payment	3	2	6	Check to contract and timesheet Timesheet approval	RFO	Monthly	2 x 2 = 4
C13	Grants	Power to pay	2	2	4	Minutes	RFO/Members	Annual	1 x 2 = 2
C14	VAT recoverable	Incorrect claim	3	3	9	Check to bookkeeping records; Staff training	RFO Internal Audit	Quarterly Annual	2 x 3 = 6
C15	Reserves	Adequacy	2	4	8	Set by the Finance Committee	RFO/Members	Annual	1 x 4 = 4
C16	Earmarked reserves	Adequacy	2	4	8	Planned by the Clerk and approved by the Finance Committee	RFO/Members	Annual	1 x 4 = 4