

HEATHFIELD AND WALDRON PARISH COUNCIL

Risk Management Policy Statement



Heathfield and Waldron Parish Council is aware that some risks cannot be eliminated fully and has in place a strategy that provides a structured, systematic and focused approach to managing risk.

The Council recognises that it has a responsibility to manage various risks and associated hazards and support a structured and focused approach to managing them by means of an approved risk management strategy. It needs to take all reasonable and practical measures to safeguard its employees, assets, liabilities, the people it works with and provides services for, and to protect the natural and built environments for which it is responsible. By doing this it will protect against potential losses, minimize uncertainty in achieving its aims and objectives and will maximise the opportunities to achieve its vision.

The Council's risk management strategy objectives are as follows:

- Integrate risk management into the culture of the council
- Embed risk management through the ownership and management of risk as part of all decision-making processes;
- Manage risk in accordance with best practice and legislative requirements
- Anticipate and respond to changing social, environmental, financial and legislative requirements
- Inform policy and operational decisions by identifying risks and their likely impact
- Prevent injury, damage and other losses and reduce the cost of risk
- Raise awareness of the need for risk management by all those connected with the delivery of the Council's services

These objectives will be achieved by:

- Establishing clear roles, responsibilities and reporting lines for the delivery of risk management
- Ensuring that all involved receive proper training in the understanding and delivery of risk management
- Identifying risk and providing resources to identified priority risk areas
- Undertaking risk assessments
- Managing the risk and recording actions

- Effective communication with, and active involvement of employees
- Reinforcing as appropriate the importance of effective risk management in the everyday culture and delivery of the Council's services
- Establishing and continuing appropriate and effective monitoring arrangements on an on-going basis
- Ensuring that the Council approves a risk list covering both joint areas of activity as well as ones specific to particular committees, that this is reviewed annually and updated as necessary
- Ensuring that all Committees of the Council consider risk management as an integral part of their decision-making processes

Fiona Hensher July 2023

L Hurst Reviewed July 2024

H Johnson reviewed January 2025

Risk Register 2025

General, financial and associated committee risks

Area	Risk	Factors	Mitigating Actions	Early warnings	Impact	Probability
IT associated risks	Loss of reputation, loss or damage to data, assets or property, financial theft or loss, and breach of legal requirements	<ul style="list-style-type: none"> • Security – vulnerability to external and internal unauthorised access or usage 	<ul style="list-style-type: none"> • Regularly review all aspects of IT security, technical, procedural and physical 	Unexpected data loss or corruption, "Scam" emails within HWPC, any unusual system behaviour	H	M
		<ul style="list-style-type: none"> • Availability – impact of natural or technical disasters preventing access to, or loss of data and systems 	<ul style="list-style-type: none"> • Periodically review, test and document system backups and disaster recovery planning 	Short periods of systems loss "Backup server went down.". Slow recoveries	H	M
		<ul style="list-style-type: none"> • Performance – reduced productivity due to slow systems or access 	<ul style="list-style-type: none"> • Regularly review systems and software performance, capacity & expected growth 	Difficulty retrieving data, slow performance with large files. System messages	M	H
		<ul style="list-style-type: none"> • Compliance – inability to deliver legal requirements due to poor regulation or policies 	<ul style="list-style-type: none"> • Periodically review policies and processes against regulations 	Queries from correspondents about data or services –" I wasn't expecting. ."	H	L

General	Loss of reputation through poor actions of the Council	<ul style="list-style-type: none"> • Lack of regulated operational procedures for council business • Failure to take account of public opinion of various issues of importance • Lack of public consultation by council • Decisions not based on evidence • Councils decisions not implemented 	<ul style="list-style-type: none"> • Standing Orders for business of council and training sessions with members • All meetings have provision for the public to have time to make comments and all meetings are open to the public with few exceptions • Surveys undertaken to obtain members of the public's opinions • Committee structure retains ability to address all activities and delegated power to act. • Clerk and members involved in various external groups and bodies to retain awareness of new developments and opportunities and current practice 	<ul style="list-style-type: none"> • Lack of knowledge by members of correct procedures • Complaints from public that they do not have a place to speak at meetings or communicate with members • Complaints on social media and direct to the Parish Council • Monitoring of Committee activity and reporting at regular intervals to full council • Disinterest by members in attending or joining external groups – non-awareness of new initiatives 	M H H M	L L L L
General	Loss of resources and reputation through claims under Health and Safety legislation	<ul style="list-style-type: none"> • Inadequate documentation of risk exposure in H & S areas • Lack of formal training and procedures being set up • Inability to be aware of or take account of new legislation Inadequate documentation of risk exposure in H & S areas • Lack of formal training and procedures being set up • Inability to be aware of or take account of new 	<ul style="list-style-type: none"> • Documented risk assessments for the various operational activities of the Council undertaken by staff and contractors as well as exposure of public to various potential risks • Taking part in H & S training initiatives when they become available and documenting activity 	<ul style="list-style-type: none"> • Becoming aware of shortcomings and incidents of claims or accidents arising which were not anticipated as a potential risk or threat • Staff having accidents or not able to cope when someone has been hurt 	H M M	M M M

		legislation	<ul style="list-style-type: none"> Regular contact with advisory bodies and information flow to Council and Committee about needs and actions 			
General and Assets	Loss or serious damage to office buildings and or equipment resulting in inability to deliver council administration	<ul style="list-style-type: none"> Fire or other disaster resulting in total or partial destruction Theft or breakdown of key equipment 	<ul style="list-style-type: none"> Adequate fire insurance maintained – ability to rent other premises short term, access and fire detection systems in place Disaster Recovery Plan Insurance of major equipment and ability to replace at short notice when required Business interruption insurance considered 	<ul style="list-style-type: none"> Disaster strikes 	H	L
				<ul style="list-style-type: none"> Recurring problems with operational efficiency of major items of equipment 	L	L
Finance	Loss of reputation and risk of failed external audit through poor accounting	<ul style="list-style-type: none"> Lack of proper accounting procedures and lack of information reporting to committee on financial issues Inability to change procedures in line with new requirements 	<ul style="list-style-type: none"> Documented procedures for accounting arrangements and internal control procedures checked at regular intervals by members Regular budget monitoring reports of full activity to Committee and full Council Regular contact with external auditors and other representative bodies to identify new requirements Financial training given 	<ul style="list-style-type: none"> Absent or incomplete information being issued to FGP committee 	M	L
				<ul style="list-style-type: none"> Lack of awareness by Councillors of council's financial position. 	M	L
				<ul style="list-style-type: none"> Comments from internal and external auditors about poor practice or operation Councillors not understanding financial paperwork given to them 	M	L

			to new members			
Finance	Loss of reputation and resources due to inadequate control and application of funds	<ul style="list-style-type: none"> • Lack of planning for annual precept • Lack of forward planning for initiatives • Insufficient reserved funds to meet unexpected problems or requirements to fulfil the council's ambitions • Loss of cash through theft 	<ul style="list-style-type: none"> • Properly timed and formatted process for budgeting and raising precept • Budget takes account of forward planning initiative • 3-year budget plan produced • Committee assess levels of reserves to maintain security for the future • Regular checking of bank balances against accounts and internal audit and internal control systems; multiple cheque signing procedures and separation of duties and fidelity insurance cover • Members audit 	<ul style="list-style-type: none"> • Evidence that Committees not forwarding precept needs to RFO. • Instances of developments/ problems arising that could not be funded when necessary • As above • Unbalanced accounts at the end of a calendar month, concerns over purchases or unreconciled bank accounts • Councillors not being aware of issues with accounts 	H H H L	L L L L
General	Identity fraud	<ul style="list-style-type: none"> • Loss of security, confidentiality breach • Access to confidential information • Loss of reputation • Unauthorised access to website 	<ul style="list-style-type: none"> • Regular review and update passwords and protocols 	<ul style="list-style-type: none"> • Unexpected restricted access to IT equipment 	L	L
General	Children attending meetings	<ul style="list-style-type: none"> • Disturbance and confidential items • Losing child by running from building • Interrupting meeting and progress of discussions 	<ul style="list-style-type: none"> • Parent or carer responsible for child at all times • Child to leave with parent or carer whilst confidential items 	<ul style="list-style-type: none"> • Interruptions to meetings 	L	L

			<ul style="list-style-type: none"> being discussed Doors to be closed to reduce risk 			
General	Members of the public using inappropriate behaviour at meetings	<ul style="list-style-type: none"> Disturbance and transaction of business unable to proceed 	<ul style="list-style-type: none"> Explain unacceptable behaviour will not be tolerated Stop the meeting for a brief period Police called 	<ul style="list-style-type: none"> Controversial topics being discussed Sensitive topics being discussed Previous communication 	M L L	L L L
General	Confidential breach by members of the council and staff	<ul style="list-style-type: none"> Loss of reputation Loss of contracts 	<ul style="list-style-type: none"> Data or policy breach Councillor training Staff induction training Councillor and employee Code of Conduct 	<ul style="list-style-type: none"> Previous incidents Email communications 	L	L
Asset	Loss or serious damage of other property owned by the Council resulting in -	<ul style="list-style-type: none"> Fire or other disaster Actions of third parties resulting in loss of use of premises 	<ul style="list-style-type: none"> Adequate arrangements for insurance cover, adequate access and fire detection systems and fire warden appointed by people hiring buildings. Contact with users and operators of premises to ensure proper guidance on use and security 	<ul style="list-style-type: none"> Disaster or minor incidents Lack of assurance that other joint users or clients have adequate insurance cover or follow proper procedures 	M M	L L
General	Loss of staff resulting in inability to undertake administrative functions and enact the business of the council	<ul style="list-style-type: none"> Poor pay arrangements Unhappy or disaffected staff Poor working conditions External competition Lack of succession planning High levels of pressure and 	<ul style="list-style-type: none"> Use of national pay scales and regular review of pay arrangements and responsibilities Good exchange process between staff and key members, freedom to express views; opportunities for initiative taking and reward Regular discussions 	<ul style="list-style-type: none"> Staff leaving and exit interview information received; comment /criticism received from staff about pay, workload and conditions Indications of significant variance between other similar employers and ourselves 	M M M L	L L L L

		<p>stress</p> <ul style="list-style-type: none"> Bullying of staff 	<p>with Clerk about needs of staff in the work place; taking account of legislative requirements</p> <ul style="list-style-type: none"> Monitoring of similar work and pay/conditions that apply at the time elsewhere Monitoring of staff issues and age profile Flexible working requests 		<p>L</p> <p>M</p> <p>M</p>	<p>L</p> <p>M</p> <p>M</p>
General	Staff, councillors and public illness and loss of reputations due to inadequate measures put in place and recommended controls are not undertaken to reduce the risk of a virus.	<ul style="list-style-type: none"> Staff, Councillor and public illness Unable to hold meetings and open Parish Council office due to illness Can lead to long term issues for staff, councillors and public attendees 	<ul style="list-style-type: none"> Follow government guidelines and recommendations and implement them, update when necessary. Regularly monitor guidance Agendas have been amended to highlight to members of the public and councillors to take lateral flow test prior to meetings and not to attend if they feel unwell. 	<ul style="list-style-type: none"> Follow recommendations from government. All staff and councillors advised to take lateral flow test before meetings with the aim of reducing the spread of the virus. 	H	M
CBD-Community and Business Development committee	Loss of reputation and risk of failed business venture or enterprise	<ul style="list-style-type: none"> Lack of proper control or inadequate policies and procedures in place for setting up and running venture. Lack of support for initiatives from local community Lack of internal and 	<ul style="list-style-type: none"> Regular reporting of initiatives to full Council. Plan presented to committee to include financial implications, risk and impact assessments Adequate advice sought regarding legal and other processes 	<ul style="list-style-type: none"> Incomplete or inadequate information being issued to committee Complaints by members of the public about lack of information or controls Comments from internal and external auditors about poor practice or 	<p>H</p> <p>H</p> <p>H</p>	<p>L</p> <p>L</p> <p>L</p>

		external audit control	<ul style="list-style-type: none"> and implications Public support demonstrated through proper consultation and ongoing publication of information Regular contact with internal auditors and other representative bodies to identify new requirements 	operation		
CBD-Community and Business Development committee	Loss of reputation through lack of awareness of community issues and activities of hub	<ul style="list-style-type: none"> Community initiatives not investigated or implemented 	<ul style="list-style-type: none"> Methods of identifying community needs put in place, including surveys when appropriate Adequate provision in the Council's budget to implement initiatives Establishment of regular consultation with the community Community Hub activities raised CBD Working together with Hub users 	<ul style="list-style-type: none"> Complaints by members of the public at lack of facilities within the parish Actions by Council not supported through community engagement Initiatives not shown to be supported by the community Complaints by members of the public about unsuitable activities or lack of community engagement Complaints by hub users to the Council and others 	M M L L H	L L L L M
CBD-Community and Business Development committee	Loss of reputation due to failed event	<ul style="list-style-type: none"> Lack of planning Lack of proper control for the setting up, running and taking down of the event Lack of feedback that can be used for future events Failure to consider target audience and their needs If outside alternative plan for bad weather Permissions and licences not obtained 	<ul style="list-style-type: none"> Proper planning in place including timescales, research, action plans, marketing etc Risk assessments, insurance, use of experienced people, allocation of tasks, action plan and timelines Obtain feedback from attendees, follow-up 	<ul style="list-style-type: none"> Inadequate information available Accidents, no-one knowing what is required to be done Same mistakes made in other years Low attendance, people not staying long Event ruined by rain or other weather conditions. People 	M M M M H	L L L L M

		<ul style="list-style-type: none"> Inadequate insurance cover 	<ul style="list-style-type: none"> meeting Speak to target audience prior to planning event, consider accessibility needs Have an alternative plan in case required Permissions and licences applied for well in advance 	<ul style="list-style-type: none"> not attending or leaving early 	H H	L L
Planning and Highways	Loss of reputation through poor actions of PH – Planning Applications	<ul style="list-style-type: none"> Lack of regulated operational procedures for considering applications Failure to take account of public opinion – particularly views of neighbours Lack of impartiality when considering applications Lack of consistency when considering applications Failure to meet deadlines for consultation process set by Planning Authority 	<ul style="list-style-type: none"> Standing Orders for business of council and training sessions with members All meetings have provision for the public to make comments and all meetings are open to the public with few exceptions. Comments taken into account by Committee Adherence to Code of Conduct particularly relating to applications which could be seen to directly or indirectly affect Members. Treating all applications on their own merit Awareness of need to treat similar applications in a like manner Previous comments available to members when considering amended applications 	<ul style="list-style-type: none"> Lack of knowledge by members of correct procedures Complaints from public that they do not have a place to speak at meetings or communicate with members Failure of members to disclose interests Lack of awareness of appropriate procedures by members and possible accusation of partiality Inconsistent comments or recommendations being made No account taken of Parish Council's views by Planning Authority 	M H H M M H	L L L L L L

			<ul style="list-style-type: none"> • Timetable of meetings set in advance to ensure deadlines can be met • Additional meetings held when required 			
Planning and Highways	Loss of reputation through poor actions of PH – Street Lighting matters	<ul style="list-style-type: none"> • Lack of awareness and proper procedures when responding to street lighting replacements and repairs • Inappropriate or unwelcome new street lighting scheme implemented • Lack of financial resources to meet requirements 	<ul style="list-style-type: none"> • Appropriate reporting procedures through contractors employed by the Council • Awareness of appropriate requirements for lighting columns in each instance • Appropriate consultation with affected residents regarding proposals for new lighting schemes • Regard given to siting of columns and impact of lighting in each instance • Adequate budget provision through annual precept setting exercise 	<ul style="list-style-type: none"> • Absent or incomplete information being issued to PH committee • Complaints from members of the public • Lack of implementation of new schemes and resulting safety implications for poorly lit residential areas 	L M M	L L L
Planning and Highways	Loss of reputation through poor actions of PH – Highway matters	<ul style="list-style-type: none"> • Lack of awareness of highways issues • Lack of action by appropriate authority 	<ul style="list-style-type: none"> • Quarterly Liaison meetings with ESCC at which highway matters can be raised • Information given to local residents emphasising Council's role as consultee only 	<ul style="list-style-type: none"> • Complaints from members of the public about particular problems • Lack of action by ESCC perceived to be Parish Council's inability to act 	L L	L L
Planning and Highways	Loss of reputation through poor actions of PH in relation to rural transport	<ul style="list-style-type: none"> • Lack of awareness of rural transport issues 	<ul style="list-style-type: none"> • Utilising information from members of the public and others to bring attention to lack of 	<ul style="list-style-type: none"> • Complaints from members of the public • Greater rural isolation due 	L	L

	matters	<ul style="list-style-type: none"> Reduction in public transport 	<ul style="list-style-type: none"> provision to ESCC and other bodies Assistance with costs of provision where appropriate and affordable 	to reduction in public transport	M	M
Planning and Highways	Claims and/or damage through operation of SID (Speed Indicator Display)	<ul style="list-style-type: none"> Improper or inappropriate use Adverse reaction from motorists Damage or injury to operators 	<ul style="list-style-type: none"> Ensuring adequate training, including awareness of how to deal with motorists Use only by approved operators Use only in safety-assessed locations 	<ul style="list-style-type: none"> Complaints from motorists <ul style="list-style-type: none"> Lack of awareness or implementation of proper procedures 	M	L
General	Virtual meetings	<ul style="list-style-type: none"> Interruptions/inappropriate actions from residents on virtual meetings 	<ul style="list-style-type: none"> Ensuring security measures are in place. Member of the public muted outside the public session 	<ul style="list-style-type: none"> Complaints from members of the public by email. 	L	L
Leisure, Amenities and Burials (LAB)	Financial loss due to problems with a contractor	<ul style="list-style-type: none"> Poorly placed work contracts Poorly researched contractors Lack of expertise to monitor special projects or large contracts Inadequate level of inspection of work undertaken 	<ul style="list-style-type: none"> Financial Regulations to be followed for tendering or obtaining quotations to properly quantify all costs and achieve VFM Process for checking references and work history of potential contractors Assessment made in relevant cases to obtain specialist advice or support to monitor or manage a contract Visual checks carried out by HWPC administration, Councillors or 3rd party when work has been completed, to assess delivery of contract 	<ul style="list-style-type: none"> Complaints from public/Councillors about performance on contracts or work done Contractor problems identified Poor performance against contract specification Complaints about contracted work either not being undertaken or being of poor quality 	M M M M	L L L L
Asset	Financial Loss due to damage of property	<ul style="list-style-type: none"> Inadequate insurance cover Inadequate or inappropriate 	<ul style="list-style-type: none"> Annual assessment of insurance needs and review of policy if 	<ul style="list-style-type: none"> Issues of uninsured losses Instances of break-ins or 	H	L

		<p>security</p> <ul style="list-style-type: none"> Inadequate bookings control in lettings Poor state of repair 	<p>required</p> <ul style="list-style-type: none"> Prompt assessment and implementation of necessary security measures Lettings policies for different buildings with biennial reviews Established process for maintenance and renewal. Grounds maintenance contractor will highlight any issues when inspecting, annual inspection by Rospa and by Councillors and admin. staff 	<p>unauthorised use</p> <ul style="list-style-type: none"> Increase in instances of damage occurring Increasing number of repairs required 	<p>M M M</p>	<p>L L L</p>
Asset	Loss of reputation due to property management problems – hiring disputes, condition of various facilities	<ul style="list-style-type: none"> No established lettings or use policies Lack of written guidance or instructions to cover requirements Lack of knowledge on legal requirements No formal complaints/disputes process Lack of finance to deal with repairs Inability to handle public relations problems 	<ul style="list-style-type: none"> Biennial comprehensive and regularly reviewed lettings policies Written documentation for all users Regular contact with various agencies on requirements from legislation Written process for handling complaints against the Council Comprehensive financial strategy in place to meet needs and review of budget requirement on an annual basis and review of expenditure at committee meeting Regular and timely communication links at all levels to handle and respond to publicity issues 	<ul style="list-style-type: none"> Regulations not meeting issues arising Complaints by users on lack of clarity of user conditions Instances of breaches of legislation Inability to manage easy handling complaints in the same format Inability to carry out repairs etc. Increasing complaints level and poor publicity/complaints about the Council at all levels 	<p>L L M M M H</p>	<p>L L M M L L</p>

Leisure, Amenities and Burials (LAB)	Loss of reputation due to inadequate provision of new facilities of all categories and lack of use by public	<p>Inadequate publicity</p> <p>Lack of progressive identity and image of Council</p> <p>Lack of contact with local bodies</p> <p>Lack of consultation with community on needs</p> <ul style="list-style-type: none"> Failure to respond to identified needs 	<ul style="list-style-type: none"> Arranging publicity for all appropriate ventures, including on website, social media and Parish Magazine Taking opportunities to maintain high profile of the Council at every opportunity Maintaining representative Councillors/others on local bodies and groups Assessment made in each specific case of how to best assess public desires and requirements Community surveys to assess priorities <p>Ensuring all views received are considered by the Council and that specific issues are addressed</p>	<ul style="list-style-type: none"> Public not aware of facilities and services provided Lack of interest in the Council being involved in local activities Lack of invitations to represent Council Complaints from public and elsewhere on Council being insular and disinterested in people's views Complaints that Council doesn't deliver needs of the community. 	M L M M H	L L M M M
Asset/Burial grounds	<ul style="list-style-type: none"> Inability to provide adequate burial facilities 	<p>Insufficient burial space</p> <p>Lack of planning regarding new facilities</p> <p>Lack of adequate control over use of existing space</p> <p>Lack of resources to develop new burial ground</p>	<ul style="list-style-type: none"> Detailed map of available burial plots Burial areas at Theobalds Green will meet future need for foreseeable future Computer system installed to map burial site 	<ul style="list-style-type: none"> Number of remaining spaces becoming critical Lack of appropriate controls or future planning and resources 	H	M
Asset/Burial grounds	Loss of reputation and possible exposure to financial compensation claims by burial ground workers, visitors or public	<p>Inadequate contractual arrangements for gravediggers</p> <p>Inadequate or improper insurance arrangements</p> <p>Collapse of headstones or memorials</p> <p>Inadequate shoring, covering, filling in or protection of graves</p>	<p>Awareness of national guidelines and legislation</p> <p>Annual review of insurance cover</p> <p>Quarterly hand-testing of memorials and headstones by staff and Councillors on a regular basis and in accordance with latest guidance.</p> <p>All stonemasons to be</p>	<p>Unclear procedures</p> <p>Incidence of claims or national position change</p> <p>Changes to guidance on inspections</p> <p>Loose headstones identified during inspection</p> <p>Mis-use or improper use of equipment</p>	H H H H	M L M L

			NAMM/BRAMM registered Shoring equipment available for use by gravediggers and adequate training provided to new gravediggers Headstones need to be anchored			
Asset/Burial grounds	Loss of reputation through incident with friends and relatives of deceased	Lack of clear procedures and regulations Failure to enforce regulations promptly and fairly <ul style="list-style-type: none">Delay in decision being made regarding headstone	<ul style="list-style-type: none">Biennial reviews of all regulations to accommodate possible need for changeRules and regulations enforced fairly and any variances brought to Committee for decisionNew working party set up to decide on requests for memorials and headstones	<ul style="list-style-type: none">Increasing requests for variation to rules and regulationsRepeated changes of regulations to meet individual needsComplaint from family or friends	H M M	L L L
Asset/Burial grounds	Loss of reputation and exposure to financial claims following loss of statutory records	Poor administrative procedures Failure to keep records properly <ul style="list-style-type: none">Inadequate secure storage facilities	<ul style="list-style-type: none">Clear system for handling burials and supporting procedures at all stages including checking of nameplates on coffins at time of burialKnowledge of national and statutory requirementsBiennial review of retention arrangements for critical documents	<ul style="list-style-type: none">Instances of lack of proper trail in recordsUnable to trace past recordsInability to retain documentation satisfactorily	H	L
Asset/Burial grounds	Loss of revenue	Poor control systems Inappropriate fee scales <ul style="list-style-type: none">Theft	<ul style="list-style-type: none">Detailed procedures with solid audit trail and 6 monthly internal auditsAnnual review of fees and charges and comparison with neighbouring authorities Strong internal control systems with independent checking and separation of duties	<ul style="list-style-type: none">Regular balancing of accountsVariations between local and national fee chargesApparent problems identified in reconciliation of burial accounts	M L L	L L L
War	Claims by third	Instability of structures	<ul style="list-style-type: none">Quarterly inspection and	<ul style="list-style-type: none">Lack of inspections and	H	L

Memorials	parties as a result of inadequate maintenance or protection of War Memorials	<ul style="list-style-type: none"> Damage by vehicles 	<p>maintenance</p> <p>Physical protection – i.e., bollards</p>	<p>unidentified problems</p> <ul style="list-style-type: none"> Vehicles causing damage to structure 	H	L
Assets	Financial loss due to damage of property	<p>Inadequate insurance cover</p> <p>Inadequate or inappropriate security</p> <p>Poor state of repair</p>	<p>Written documentation for all users</p> <p>Regular review of insurance needs</p> <p>Regular contact with various agencies on requirements from legislation</p> <p>Written process for handling complaints against the Council</p> <p>Comprehensive financial strategy to meet needs</p> <p>Regular and timely communication links to handle and respond to publicity issues</p>	<ul style="list-style-type: none"> Complaints by users on lack of clarity of user conditions Instances of breaches of legislation Inability to manage complaints in same format Inability to carry out repairs, etc <p>Increasing complaints and poor publicity about the Council at all levels</p>	<p>H</p> <p>M</p> <p>M</p>	<p>L</p> <p>L</p> <p>L</p>
General	Loss of reputation due to property management problems	<p>Lack of written guidance or instructions to cover requirements</p> <p>Lack of knowledge of legal requirements</p> <p>No formal complaints/disputes process</p> <p>Lack of finance to deal with repairs</p> <p>Inability to handle public relations problems</p>	<p>Written documentation for all users</p> <p>Regular contact with various agencies on requirements from legislation</p> <p>Written process for handling complaints against the Council</p> <p>Comprehensive financial strategy to meet needs</p> <p>Regular and timely communication links to handle and respond to publicity issues</p>	<p>Complaints by users on lack of clarity of user conditions</p> <p>Instances of breaches of legislation</p> <p>Inability to manage complaints in same format</p> <p>Inability to carry out repairs, etc</p> <p>Increasing complaints and poor publicity about the Council at all levels</p>	<p>L</p> <p>M</p> <p>M</p> <p>M</p> <p>H</p>	<p>L</p> <p>M</p> <p>M</p> <p>L</p> <p>L</p>
General	Loss of reputation due to inadequate provision of new facilities of all categories and lack	<p>Inadequate publicity</p> <p>Lack of progressive identity and image of Council</p>	<ul style="list-style-type: none"> Arranging press releases, publicity on social media and website Taking opportunities to maintain high profile of 	<ul style="list-style-type: none"> Public not aware of facilities and services provided Lack of interest in the Council being involved in local activities 	<p>M</p> <p>L</p>	<p>L</p> <p>L</p>

	of use by public	<p>Lack of contact with local bodies</p> <p>Lack of consultation with community on needs</p> <p>Failure to respond to identified needs</p>	<p>Council at all times</p> <ul style="list-style-type: none"> Maintaining representative Councillors or others on local bodies and groups Assessment made in each case of how to best assess public wishes and requirements Ensuring all views received are considered by the Council and specific issues are addressed 	<ul style="list-style-type: none"> Lack of invitations to represent Council Complaints from public and elsewhere about Council being disinterested in public views Complaints that the Council does not deliver needs of the Community 	<p>M</p> <p>M</p> <p>H</p>	<p>M</p> <p>M</p> <p>M</p>
Allotments	Loss of reputation due to inadequate provision or mismanagement of allotments	<p>Numbers on waiting lists to be monitored</p> <p>Complaints by allotment holders relating to management of the allotments</p> <p>Policies by Council considered to be unfair or unreasonable</p> <p>Allotments handed back in unsatisfactory condition</p>	<p>Allotments at Theobalds Green to be monitored to ensure continued take up</p> <p>Allotment Association set up to deal with day to day management in consultation with plot holders</p> <p>Representation by Parish Council at AGM</p> <p>Terms and conditions and policies made in consultation with Allotment Association and having regard to national guidelines and those imposed by neighbouring Councils</p> <p>Deposit taken at beginning of rental and regular inspections undertaken and letters sent where required</p>	<p>Complaints about lack of provision</p> <p>Complaints about management issues not satisfactorily resolved</p> <p>Insufficient regard being paid to terms and conditions elsewhere</p> <p>Cost to Council to clear site ready for reallocation</p>	<p>H</p> <p>M</p> <p>M</p> <p>M</p>	<p>L</p> <p>L</p> <p>L</p> <p>L</p>
Trees	Falling trees/branches and debris	Injury to pedestrians, pets and vehicles	<ul style="list-style-type: none"> Regular inspections and tree surveys 	<ul style="list-style-type: none"> Complaints regarding the trees Visual inspection 	L	L
Bus shelters	Impact damage/age and weather	Injury to pedestrians, pets and surrounding area	<ul style="list-style-type: none"> Regular inspections and cleaning Relevant insurance 	<ul style="list-style-type: none"> Complaints from members of the public Regular vandalism Dangerous traffic reports 	L	L
	Vandalism				L	L

	Accident damage					
Council meetings	Failure to achieve quorum at meetings	Business not transacted Decisions not made	<ul style="list-style-type: none"> • Issue annual meeting calendar to all members • Issue meeting agendas promptly • Record attendance • Contact members who fail to attend meetings 	<ul style="list-style-type: none"> • Ask members to give advance warning of absence • Reschedule meetings if required 	L L	L L