

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

held on 31 January 2018 at 6.00 pm

in the Council Chamber, Malvern Town Council, Belle Vue Terrace, Malvern.

Councillors

Present

M Campbell (Chairman)
J Campbell
B Regimbeau
J Thomas
P Tuthill
Cllr L Lambeth (substitute for Cllr Cain)

In attendance

Cllr I Hopwood
Cllr D Watkins
Cllr C Palmer

Linda Blake – Town Clerk
Louise Wall – Minute Clerk

Absent

J Cain (apologies)
J O'Donnell (apologies)

52. APOLOGIES FOR ABSENCE

Apologies were received and accepted from Cllr J Cain and Cllr J O'Donnell. Cllr Cain had substituted Cllr L Lambeth.

53. DECLARATIONS OF INTEREST

None.

54. ELECTION OF VICE CHAIRMAN OF POLICY AND RESOURCES COMMITTEE

Cllr J Thomas was elected Vice-chairman of the Policy and Resources committee for the remainder of 2017/2018 Council year.

PUBLIC PARTICIPATION

None.

55. QUARTERLY ACCOUNTS – THIRD QUARTER

Report PRC01/18 was received and the Quarterly Accounts were presented by the Town Clerk.

Committee received the management accounts. The Town Clerk outlined the major variances for the quarter and it was noted that there was an underspend against budget of £14,684 for the third quarter of the 2017/18 financial year.

It was **RECOMMENDED** that Council notes and approves the Management Accounts for the third quarter ending 31 December 2017.

Cash report CR1 October, November and December 2017

Committee **NOTED** the cash report for October, November and December 2017.

Bank Payments Schedule October, November and December 2017

Committee **NOTED** the Bank Payment Schedule for October, November and December 2017.

Members of the committee thanked the Town Clerk for her hard work in putting together the quarterly accounts.

56. MALVERN TOWN COUNCIL PUBLICITY POLICY

Report PRC02/18 was received and accepted.

The Town Clerk presented the draft Town Council Communication and Publicity Policy and explained that there has not been such a policy at the Town Council for a number of years and to bring the Council up to date, a policy should be in place to help guide Councillors and Officers in dealing with the press and media, to ensure that the correct information was reaching the residents of Malvern and the wider public in a timely fashion. The Town Clerk then asked the committee for their comments.

Whilst some members of the committee felt that the draft policy was fairly comprehensive, others felt that it needed a lot more work and expressed doubts as to whether it would bring significant improvement.

After further discussion, it was **AGREED** to set up a Task and Finish group to review, moderate and finalise the document. Cllr Matt Campbell agreed to set up an online group so that all members can input their ideas and thoughts before a meeting is held in February.

It was **AGREED** to hold a meeting of the Policy and Resources Committee on Thursday 22 February at 6.30pm to act as a Task and Finish group for this policy document.

Committee then considered the second recommendation in the report and it was **AGREED** to amend the recommendation.

Committee **RECOMMENDED** that the Town Clerk should appoint a current member of staff to act as the Council's Press Officer.

57. REVIEW OF SECTION 3 OF STANDING ORDERS – MEETINGS GENERALLY

Section 3 of the Standing Orders was discussed.

It was agreed that clause 'n' was unclear and open to interpretation due to the use of the phrase 'Chairman of the Council'. Therefore, it was **RECOMMENDED** that clause 'n' should read:

Unless Standing Orders say otherwise, the Deputy Mayor will substitute for the Mayor as necessary.

Cllr Palmer left the meeting at 7.10pm.

58. REVIEW OF SHORT-TERM AIMS AND OBJECTIVES, AND STRATEGY TO ENSURE THESE ARE ACHIEVED

Report PRC03/18 was received and considered.

Policy and Resources Committee **AGREED** to accept the strategy to ensure short-term aims and objectives are reviewed and achieved as presented to the meeting.

It was **NOTED** that this should be reviewed every six months to ensure that the aims and objectives are being achieved as far as possible.

59. ASSESSMENT OF MALVERN TOWN COUNCIL'S SIGNIFICANT RISKS IN ACHIEVING ITS LONG-TERM OBJECTIVES

Report PRC04/18 was received and considered.

It was **RECOMMENDED** that Council accept and adopt the assessment of significant risks to achieving its objectives as detailed in Appendix A to these minutes.

60. GRANT TO MARIÁNSKÉ LÁZNĚ

Report PRC05/18 was received and accepted.

It was **AGREED** to award a grant of up to £75.00 to the Mariánské Lázně Twinning Association/Community Partnership towards the framing of a jigsaw puzzle picture of Great Malvern Station, to be presented to the town library of Mariánské Lázně.

61. DATE AND TIME OF NEXT MEETING

It was **AGREED** that the next meeting of the Policy and Resources Committee will be held on Thursday 22 February 2018 at 6.30 pm.

The meeting closed at 7.20 pm.

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(Chairman)

DRAFT

UNADOPTED

	<u>OBJECTIVE</u>	<u>POSSIBLE HAZARD / PROBLEM WHICH MAY STOP OBJECTIVE BEING ACHIEVED</u>	<u>LEVEL OF RISK</u>	<u>CONSEQUENCE OF FAILING TO ACHIEVE OBJECTIVE</u>	<u>MANAGEMENT PROCEDURES TO ACHIEVE OBJECTIVE</u>	<u>PROCEDURE IN PLACE</u>
1.	Performance of Statutory Powers and Duties					
1.a.	Strive for continual improvement year on year in the delivery of Town Council services.	Possible changes in government funding. Legislative changes. Turnover of staff/available staff resources. Exceptional weather conditions.	LOW	Negative public opinion. Fines. Rise in council tax. Low staff morale.	Adequate staffing structure and policies. Continual professional development of management staff. Strong budgeting / correct procurement procedures. Staff training for both operational and administration staff.	YES
1.b.	Commitment to the Malvern council tax payer to provide efficient, effective and best value services for Malvern.	Inadequate procurement policy. Inadequate administration. Weak financial controls. Poor budgeting strategy. Departure from standing orders or financial regulations.	LOW	Qualified Audit opinion. Report published in the public interest. Fines. Negative public opinion.	Maintain up to date accounting system. Regular reviews of accounting records and monitoring of budgets on a quarterly basis. Supplier relationship management. Adoption of work policies and procedures. Training of staff to understand policies and procedures. Effective tendering and procurement to obtain best value for money. Internal and external audit.	YES

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					Regular review of suppliers.	
1.c.	As the framework of statutory powers and duties changes over time for relevant authorities in the area, the value of working with other groups and agencies must be considered when determining the future roles and responsibilities of the Town Council within the Malvern area.	Lack of available funding. Insufficient staffing resources. Legal restrictions. Changes in government policy outside of Town Council control. Council policy. Lack of community/ partnership working. Lack of communication.	LOW / MEDIUM	Negative public opinion. Lack of resources. Failure of intended projects. Rise in council tax. Breakdown in Partnership relations.	Good communication. Regular liaison meetings with relevant partners. Formation and review of council policies and strategies. Regular review of Town Council grants policy. Continued search for new stakeholders. Regular and effective reporting to Council and its committees.	YES
1.d.	Regular review and monitoring of all policies and procedures that affect the Town Council.	Lack of plan/process for review. Staff and councillor knowledge base. Failure to take into account and implement	LOW	Fines. Legal proceedings. Prohibition notices. Special measures. Staff turnover.	Regular review of policies and procedures by committees and working parties. Staff and Councillor Training. Effective procedures / legal advice. Membership of Worcestershire CALC.	YES

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		new legislation. Staff resources. Lack of proper governance procedure.		Weak administration.	Good communication with other bodies.	
2.	Improvement of Operational Standards					
2.a.	Ensure all Council-owned and leased land and property is maintained to the highest possible standards.	Lack of funding. Lack of resources. Insufficient consultation. Extreme weather conditions. Vandalism / crime. Council policy. Poor delegation structure.	LOW	Negative publicity for Town Council. Failure to comply with regulatory standards. Low staff morale.	Continual assessment of all areas. Robust budgets in place which are regularly reviewed. Adequate staff training. Forward planning and outlook. Scheme of delegations in place.	YES
2.b.	Ensure the Council maintains its visible presence to the highest possible standard.	Lack of public relations. Lack of resources. Lack of public awareness. Lack of knowledge/ expertise.	LOW	Negative publicity.	Continuous assessment. Good staff morale. Pride of place.	YES

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2.c.	When appropriate, negotiations should proceed with relevant local authorities regarding potential transfer of assets / services and accompanying funding.	Lack of due diligence. Lack of coordinated partnership working. Failure to agree desired outcome. Lack of resources. Lack of clear information.	MEDIUM	Negative public opinion. Resource wastage. Breakdown in partnership relationship. Deterioration of Town's Assets.	Regular liaison meetings. Realistic budgeting. Forward planning. Use of appropriate consultants as necessary. Regular reporting to council.	YES
2.d.	Work to ensure that the management of public parks, public realms and open spaces in Malvern should remain in public ownership and be managed to the highest possible standard.	Lack of funding. Lack of resources. Insufficient commitment. Lack of communication. Poor partnership working. Failure to agree desired outcome.	MEDIUM	Negative public opinion. Failure to comply with regulatory standards.	Continual assessment of all areas. Council policies and strategy agreed and in place. Forward planning and adapting to future changes. Staff training and management. Regular meetings held with partnership organisations.	YES
2.e.	Lobby for improvement of publicly-owned areas.	No hazards to Malvern Town Council.	NONE	NONE	Regular liaison with local bodies.	YES

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3.	Promotion of Malvern and its Events					
3.a.	The Town Council should ensure that its role and achievements in Malvern are well promoted and should make full use of social media for this purpose.	Staffing Resources. Lack of procedure. Poor relationship with local media and other partners. Lack of training. Quality of website social media.	LOW	Negative public opinion. Lack of public awareness. Resource wastage.	Employment of Events Coordinator. Regular contact with local media. Use of variety of publicity methods e.g. Newsletter / Banners / Website / leaflets. Appropriate policy and procedures in place and regularly reviewed. Staff training.	PARTLY
3.b.	To raise the profile of Malvern by the development of new events (both Town Council managed and in Partnership) and to support and enhance the annual events calendar.	Lack of clarity of promotion. Lack of funding. Lack of resources. Incorrect timing of events. Inadequate planning. Council/ committee decisions.	LOW	Lack of support. Negative publicity. Resource wastage. Low staff morale.	Formation of Events Committee. Employment of Events Coordinator. Competent staff. Regular use of social media. Press releases updated and user-friendly. Staff training. Adequate budgets. Forward planning and actively seeking new opportunities.	YES

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3.c.	Be a democratic voice for the people of Malvern to address important issues as and when they arise.	Poor communication. Lack of commitment. Lack of engagement with the public.	LOW	Negative public opinion.	Ensure effective communication methods. Open and transparent meetings. Councillor engagement with their electorate.	YES
4.	Consideration of Planning and Development Matters					
4.a.	The Town Council should assume a greater role in planning matters and should commit to consider and comment on both minor and major planning applications.	Lack of commitment. Inadequate information provision. Insufficient resources. Lack of councillor engagement with planning matters/ planning meetings.	MEDIUM	Negative public opinion.	Circulation of weekly planning list. Monthly Strategic Planning meeting. Regularly reviewed planning policy. Adequate training. Representatives sent to MHDC Planning meetings	YES
4.b.	Town Council representatives should represent the electorate's views at relevant local planning authority meetings.	Lack of commitment. Failure to observe correct procedure. Lack of Town Councillor engagement with planning matters.	MEDIUM	Negative publicity.	Planning policy in place. Good communication and circulation of information. Liaison with MHDC/WCC. Representatives sent to MHDC Planning meetings.	YES

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4.c.	Complete the Neighbourhood Plan.	Lack of resources / money. Non-compliance with NPPF. Insufficient consultation. Lack of support. Legislation changes. Lack of clarity.	LOW	Negative public opinion. Non-adoption of Plan. Reduction in CIL claimable. Waste of reserves already used.	Appointed consultant to co-ordinate the process. Funding application/budget available. Clear specification and timetable for submission of Plan. Appointed Neighbourhood Plan officer on Town Council staff.	YES
4.d.	Review developments in the South Worcestershire Development Plan (SWDP) and supporting documents and respond as appropriate.	Lack of information. Lack of available land. Delays in consultation feedback. Effective monitoring difficult.	LOW	Town Council unable to fully consider and respond effectively.	Attendance at relevant meetings. Regular working groups. Lobby District Council over plans. Feedback any precept payers' concerns with regard to SWDP to MHDC on a regular basis. Provide council response to consultations where relevant.	YES
4.e.	Where appropriate, engage and comment on local transport plans.	Lack of commitment for a trial. Lack of information. Lack of councillor	LOW	No system implemented or ineffective scheme put in place. Negative public opinion.	Lobby MHDC and WCC Highways. Lobby Police for parking enforcement. Regular communication with MHDC through liaison meetings.	YES

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		engagement.			Regular Strategic Planning Committee meetings. Regular review of WCC Transport policies through strategic planning meetings.	
4.f.	Where appropriate engage with local transport providers to ensure that Malvern is well served with a range of suitable transport options.	Lack of communication. Lack of partnership working. Lack of councillor engagement.	LOW	Negative publicity.	Good communication. Good use of local knowledge. Regular Strategic Planning Committee meetings. Regular review of WCC Transport policies through strategic planning meetings.	YES
5.	Training and Accessibility					
5.a.	The Town Council will be accessible and responsive to the public through a range of communication methods.	Breakdown in communications. Lack of resources. Lack of training. Legal issues.	LOW	Negative publicity. Inability to be accessible to the complete range of user's needs. Fines.	Good communication. Training procedures in place. Good use of multi-media resources. Use of social media. Town Council offices on Belle Vue and own telephone lines. Out of hours number in place. Plans in place to update the council's website to be more user-friendly and accessible.	YES

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5.b.	Regular training will be provided for both Officers and Councillors to keep up to date with any changes in the law and to ensure good working practices are followed.	Lack of commitment. Lack of resources. Lack of timeliness in training. Lack of awareness of changes in legislation.	LOW / MEDIUM	Fines. Enforcement notices. Legal proceedings. Prohibition notices. Incorrect policies and procedure.	Training plans / matrix. Regularly reviewed budget. Scheduling of training. Subscriptions to relevant outside bodies. Membership of Worcestershire CALC.	YES
5.c.	There will be an ongoing commitment to ensure the welfare of staff.	Lack of commitment. Lack of communication. Health and Safety procedures. Breach of policies. Insufficient welfare facilities. Breach of confidentiality.	LOW	Fines. Legal proceedings. Low staff morale. Higher turnover of staff.	Staffing Committee in place. Appropriate policies and procedures agreed and in place. Annual Appraisals for all staff. Management training. Maintain confidentiality.	YES
6.	Efficient Working Practices					
6.a.	Investigate ways in which innovative technology can be	Lack of knowledge. Lack of skills set.	LOW	Technology not used to its full potential.	Regular training and refresher courses. Technology demonstrated fully before purchases.	PARTLY

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	used to produce efficient working practice within the authority.	High cost of technology.		Higher initial installation costs. Poor customer service and lack of contact with the public. Organisation seen as less dynamic and less responsive.	Officers keep abreast of new developments and report to council accordingly.	
6.b.	Improve the Council's digital presence through its website and social media.	Non-user friendly. Not promoted correctly. Lack of updating information.	LOW	Negative publicity. Lack of ability to interact with and reach all of the electorate. Lack of support for events and campaigns.	Training. Ability to update information as necessary. Continued monitoring. Plans in place to update current website to be more user-friendly and accessible. Events co-ordinator to manage social media. Structure of council and its committees to be regularly reviewed. Use of councillor expertise where possible.	YES
6.c.	Improve the productivity of Council	Lack of communication. Lack of understanding of	LOW/ MEDIUM	Long Council meetings. Negative publicity.	Training. Good procedural instructions.	IMPROVING

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	meetings by focussing on matters of importance to Malvern rather than on procedural issues.	standing orders. Lengthy agendas. Lack of Councillor commitment/ attendance.		Items deferred to future agenda. Missing deadlines. Councillor resignations.	Strong chairmanship. Regular governance reviews to include reviews of Standing Orders. Delegation to Committees.	
6.d.	Develop the practice of thinking strategically before a decision is taken and apply best practice to policies whilst preserving the Council's role as a service provider.	Lack of knowledge/ understanding of council procedures. Lack of councillor commitment. Lack of clear and supported decision making.	LOW	Negative publicity. Low staff morale. Lower service standards.	Robust system of audit to review systems in place. Strong policies and procedures which are regularly reviewed. Training. Fully reasoned reports submitted to council and its committees.	PARTLY