

HAILSHAM TOWN COUNCIL

NOTICE IS HEREBY GIVEN OF a meeting of the HAILSHAM TOWN COUNCIL to be held REMOTELY VIA THE INTERNET* (access details can be obtained from the Town Clerk on request, email john.harrison@hailsham-tc.gov.uk)

**In accordance with The Local Authorities and Police and Crime Panel (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020*

Wednesday, 25th November 2020 at 7.00 p.m.

1. **PUBLIC QUESTIONS:** To deal with any questions or representations from members of the public, relevant to the remit of the council, in accordance with Standing Order 1. and Hailsham Town Council policy. (15 Minutes)
2. **APOLOGIES FOR ABSENCE:** To receive apologies for absence of council members
3. **DECLARATIONS OF INTEREST:** To receive declarations of disclosable pecuniary interests and any personal and prejudicial interest in respect of items on this agenda.
4. **CHAIRMAN'S UPDATE**
To receive a verbal update from the Chairman of Hailsham Town Council
5. **CONFIRMATION OF MINUTES**
To resolve that the Minutes of the Meetings of Hailsham Town Council held on 23rd September 2020 may be confirmed as correct records and signed by the Chairman
6. **WEALDEN WORKS**
To consider a proposal and request for funding from Wealden Works
7. **TWINNING**
To receive an update on a request from Uganda to enter into a twinning arrangement
8. **URBAN GRASS CUTTING**
To consider a request from East Sussex County Council to fund urban grass cutting for 2020
9. **RISK ASSESSMENTS POLICY**
To receive and adopt the revised Risk Assessment Policy and Risk Log
10. **MEETING DATES FOR 2021**
To receive and adopt the meeting timetable for 2021
11. **CONFIDENTIAL BUSINESS**
To resolve that the next three items of the agenda (**12, 13 & 14**) are conducted under confidential business as they concern the terms of tenders and proposals and counter proposals in negotiation for contracts

(In accordance with the Council's Standing Orders No. 1E).

12. CIL – HAILSHAM MEANINGFUL PROPORTION - CONFIDENTIAL

To consider a proposal from Wealden District Council

13. HAILSHAM ASPIRES - CONFIDENTIAL

To receive an update on the Hailsham Aspires Project

14. COMMITTEE RECOMMENDATION TO COUNCIL - CONFIDENTIAL

To consider the recommendation made by the Assets Management Committee meeting on 21.10.2020 to the council: – James West Centre CCTV

A handwritten signature in black ink, appearing to read 'John H.', with a stylized flourish at the end.

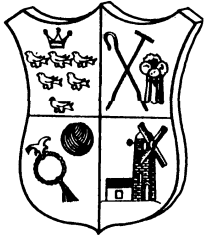
JOHN HARRISON
Town Clerk

Hailsham Town Council Meetings Calendar 2021

January	February	March	April	May	June	July	August	September	October	November	December
1 Fr <small>New Year's Day</small>	1 Mo CC 5	1 Mo CC 9	1 Th	1 Sa	1 Tu PDC	1 Th	1 Su	1 We	1 Fr	1 Mo CC 44	1 We
2 Sa	2 Tu	2 Tu	2 Fr <small>Good Friday</small>	2 Su	2 We	2 Fr	2 Mo 31	2 Th	2 Sa	2 Tu	2 Th
3 Su	3 We	3 We ATM	3 Sa	3 Mo <small>Early May Bank Hol.</small>	3 Th	3 Sa	3 Tu PDC	3 Fr	3 Su	3 We	3 Fr
4 Mo	4 Th	4 Th	4 Su	4 Tu	4 Fr	4 Su	4 We	4 Sa	4 Mo CC 40	4 Th	4 Sa
5 Tu	5 Fr	5 Fr	5 Mo <small>Easter Monday</small> 14	5 We	5 Sa	5 Mo CC 27	5 Th	5 Su	5 Tu PDC	5 Fr	5 Su
6 We AMC	6 Sa	6 Sa	6 Tu	6 Th	6 Su	6 Tu	6 Fr	6 Mo CC 36	6 We	6 Sa	6 Mo 49
7 Th	7 Su	7 Su	7 We	7 Fr	7 Mo CC 23	7 We FBRC	7 Sa	7 Tu	7 Th	7 Su	7 Tu
8 Fr	8 Mo	8 Mo 10	8 Th	8 Sa	8 Tu	8 Th	8 Su	8 We	8 Fr	8 Mo 45	8 We FBRC
9 Sa	9 Tu	9 Tu PDC	9 Fr	9 Su	9 We	9 Fr	9 Mo 32	9 Th	9 Sa	9 Tu PDC	9 Th
10 Su	10 We AMC	10 We	10 Sa	10 Mo CC 19	10 Th	10 Sa	10 Tu	10 Fr	10 Su	10 We	10 Fr
11 Mo CC 2	11 Th	11 Th	11 Su	11 Tu PDC	11 Fr	11 Su	11 We	11 Sa	11 Mo STC 41	11 Th	11 Sa
12 Tu PDC	12 Fr	12 Fr	12 Mo CC 15	12 We	12 Sa	12 Mo STC 28	12 Th	12 Su	12 Tu	12 Fr	12 Su
13 We FBRC	13 Sa	13 Sa	13 Tu	13 Th	13 Su	13 Tu PDC	13 Fr	13 Mo 37	13 We	13 Sa	13 Mo 50
14 Th	14 Su	14 Su	14 We	14 Fr	14 Mo 24	14 We HTC	14 Sa	14 Tu PDC	14 Th	14 Su	14 Tu
15 Fr	15 Mo 7	15 Mo 11	15 Th	15 Sa	15 Tu	15 Th	15 Su	15 We AMC	15 Fr	15 Mo 46	15 We AMC
16 Sa	16 Tu PDC	16 Tu	16 Fr	16 Su	16 We	16 Fr	16 Mo 39	16 Th	16 Sa	16 Tu	16 Th
17 Su	17 We	17 We AMC	17 Sa	17 Mo 20	17 Th	17 Sa	17 Tu	17 Fr	17 Su	17 We AMC	17 Fr
18 Mo STC 3	18 Th	18 Th	18 Su	18 Tu	18 Fr	18 Su	18 We	18 Sa	18 Mo 42	18 Th	18 Sa
19 Tu	19 Fr	19 Fr	19 Mo 16	19 We ACM	19 Sa	19 Mo 29	19 Th	19 Su	19 Tu	19 Fr	19 Su
20 We FBRC	20 Sa	20 Sa	20 Tu PDC	20 Th	20 Su	20 Tu	20 Fr	20 Mo 38	20 We FBRC	20 Sa	20 Mo 51
21 Th	21 Su	21 Su	21 We FBRC	21 Fr	21 Mo 25	21 We FBRC	21 Sa	21 Tu	21 Th	21 Su	21 Tu PDC
22 Fr	22 Mo 8	22 Mo 12	22 Th	22 Sa	22 Tu PDC	22 Th	22 Su	22 We HTC	22 Fr	22 Mo 47	22 We
23 Sa	23 Tu	23 Tu	23 Fr	23 Su	23 We AMC	23 Fr	23 Mo 34	23 Th	23 Sa	23 Tu	23 Th
24 Su	24 We	24 We HTC	24 Sa	24 Mo 21	24 Th	24 Sa	24 Tu PDC	24 Fr	24 Su	24 We HTC	24 Fr
25 Mo 4	25 Th	25 Th	25 Su	25 Tu	25 Fr	25 Su	25 We	25 Sa	25 Mo 43	25 Th	25 Sa <small>Christmas Day</small>
26 Tu PDC	26 Fr	26 Fr	26 Mo 17	26 We AMC	26 Sa	26 Mo 30	26 Th	26 Su	26 Tu PDC	26 Fr	26 Su <small>Boxing Day</small>
27 We HTC	27 Sa	27 Sa	27 Tu	27 Th	27 Su	27 Tu	27 Fr	27 Mo 39	27 We AMC	27 Sa	27 Mo <small>Substitute day</small>
28 Th	28 Su	28 Su	28 We AMC	28 Fr	28 Mo 26	28 We AMC	28 Sa	28 Tu	28 Th	28 Su	28 Tu <small>Substitute day</small>
29 Fr		29 Mo STC 13	29 Th	29 Sa	29 Tu	29 Th	29 Su	29 We	29 Fr	29 Mo 48	29 We
30 Sa		30 Tu PDC	30 Fr	30 Su	30 We	30 Fr	30 Mo <small>August Bank Hol.</small>	30 Th	30 Sa	30 Tu PDC	30 Th
31 Su		31 We		31 Mo <small>Spring Bank Hol.</small>		31 Sa	31 Tu		31 Su		31 Fr

HTC	Hailsham Town Council, Wed 7.00pm
ATM	Annual Town Meeting, Wed 7.00pm
ACM	Annual Council Meeting, Wed 7.00pm
STC	Strategy Committee, Mon 7.00pm
FBRC	Finance, Budget, Resources and Staffing Committee, Wed 7.00pm
PDC	Planning and Development Committee, Tues 6.30pm
AMC	Assets Management Committee, Wed, 7.00pm
CC	Communities Committee, Mon 6.00pm

All Meetings are held at the *Fleur de Lys Meeting Rooms*, unless Council resolves otherwise and are open to the Press & Public, unless otherwise stated. Physical Meetings are dependent on ongoing Covid restrictions and may therefore be held online if required. All dates are subject to potential change dependent on agreement by the specific committees.



HAILSHAM TOWN COUNCIL

Risk Management Strategy and Policy Statement 2020/2021

Background

Hailsham Town Council first adopted The Risk Management Strategy and Policy Statement 2009/2010 in March 2009 (Minute Ref FPR/08/4/267.1). The Council agreed to adopt the revised plan in March 2010, in December 2011, in March 2014, March 2016, November 2017 and again in February 2019. This Revised Strategy and Policy Statement together with the detailed action plan and record of risks should be reviewed annually and the following statement provides an update for the Council to agree and adopt; to meet this requirement.

Introduction to Risk Management

In all types of undertaking, there is the potential for events and consequences that may either be opportunities for benefit or threats to success. Local councils are no different and risk management is increasingly recognised as being central to their strategic management.

Risk management is the process whereby local councils methodically address the risks associated with what they do and the services which they provide. The focus of good risk management is to identify what can go wrong and take proportionate steps to avoid this and successfully manage the consequences.

The Council faces risks to people, property and continued operations. The systematic management of risks therefore assists the Council in achieving its objectives by enabling the provision of a diverse range of services to the community and visitors to the area.

Not all risks the Council faces can be insured against, and is not just about financial management: it is about ensuring the achievement of objectives set by the Council to deliver high quality public services. The failure to manage risks effectively can be expensive in terms of litigation and reputation, the ability to achieve desired targets, and eventually, on the local community's Council Tax Bills.

The importance of looking afresh at risks comes in the wake of a more demanding society, bold initiatives and more challenge when things go wrong. It also arises because of the significant changes taking place as a result of the Government's localism agenda, which will result in more delegation of service delivery from principal authorities. Local Councils also face pressures, including those associated with attaining and

retaining Quality Status, the General Power of Competence, that potentially give rise to a range of new and complex risks and which suggest that risk management is more important now than at any other time.

The first stage in the risk management process is to identify the risks to the Council's objectives (inherent risks). The Council classifies these risks as either strategic (risks that relate to doing the wrong thing) or operational (risks that relate to doing the right things in the wrong way). The risks are further sub-divided into political, reputation, information, financial, people and regulatory categories.

All the risks identified are evaluated in terms of their impact, likelihood of occurrence and proximity. Following the identification and evaluation process, the most appropriate and cost-effective solution is found in order to control the risks. The solutions will fall into one of four categories: tolerate; transfer; terminate; and treat. The risks are then re-evaluated in light of the suggested mitigation (re-evaluated risks are called residual risks).

Risk Management in Service and Financial Plans

In providing the diverse services of the Council, officers and members manage risk continuously. In order to secure these services, many risk management techniques are employed. These include – and are not limited to – the co-ordination of insurable risks, techniques to address health and safety matters, threats to the environment, planning issues, management of social issues and financial management methods.

There is a need, however, to incorporate the management of risk in a Council Strategic Plan. A Strategic Plan could identify the Council's services, aims and objectives and is the most effective way of confirming the inherent risks and management of those risks associated with each service, aim or objective. The Plan can also identify the "risk owners" and how risks are to be reviewed and reported.

The management of risk must also be applied to all projects carried out by the Council, to ensure the objectives of the project are met.

Risk Management and Decision Making

Members are ultimately responsible for risk management because risks threaten the achievement of policy objectives, once established, and must consider all risks when making policy decisions, and review risks affecting all services on an annual basis.

The Council's Risk Management Policy ensures that it has a well-defined framework to support better decision making at a strategic level, once a business plan is established that incorporates a risk management approach. This will provide better decision making, through good understanding of risks and threats and their likely impact.

The Benefits of Risk Management

Risk management is regarded as an essential element of good governance and as an integral part of internal control. It provides the foundation for effective management throughout the Council and focuses attention on the achievement of corporate objectives together with a consistent and structured approach to risk. Managing risk in this way delivers many other benefits to the Council as set out below:

The process provides a fully documented record of all major risks and opportunities.

The risk of positive initiatives not taking place is reduced and fewer opportunities will be missed. There is also greater innovation in seizing opportunities

Services are able to communicate their prioritised risks with members therefore enabling focus on those risks and properly evaluated risk decisions. There is also an enhanced ability to justify actions taken.

Services are able to anticipate emerging issues in an ongoing and organised manner before they reach unmanageable proportions.

To be effective risk management requires input and ideas from all the staff and members. This creates a culture of risk ownership.

Embedded risk management satisfies Corporate Governance requirements and enhances the Council's Corporate Governance regime.
The Council's reputation is protected and enhanced.

The Council will receive fewer complaints and will have more satisfied customers.

Income can be maximized and expenditure reduced.

Summary of Risk Management Roles

Effective risk management can only be achieved when ownership of risks is allocated to appropriate risk owners within the Council. Without this, responsibility and authority for implementing control actions will not be clear.

The Role of Council Members

To consider and if appropriate approve the Risk Management Strategy and Policy Statement;

To consider the risk motivators and risk priorities;

To consider and if appropriate approve the action in response to risks proposed by officers;

To oversee the management of risk by Council officers.

The Role of the Town Clerk

To promote the Council's Risk Management Strategy, Policy Statement and framework.

To be responsible for managing the Council's key risks including the assessment of risks.

To encourage a culture of shared responsibility and open communication of risks.

The Role of Council Officers

To consider risk as part of every day activities and provide input to the risk management process.

To manage risk effectively in their work in accordance with the Risk Management Strategy, Policy Statement and framework and report any threats or risks identified to the Town Clerk.

The Role of Internal Audit

To assist with the development and review of a Risk Management Strategy, Policy Statement and framework.

To support the Council in developing and implementing risk management.

To provide independent assurance on the way risks are managed.

Conclusion

The Council faces a number of challenges because of the range of services it provides and because of the changes being faced by Local Councils. Risk management is therefore at the centre of the Council's management process. It provides a mechanism to identify, evaluate and control threats and risks to the Council's objectives and is the responsibility of every Council member and officer. Risk management is vital to the Council's efforts to deliver good governance and best value.

Risk Management Policy Statement

Hailsham Town Council provides a range of services to the community and visitors to the area. In order to secure these services, some amount of risk-taking is inevitable. However, the Council recognises that effective risk management will improve strategic, operational and financial management by helping to maximise opportunities, minimise losses and maximise resources for the services it provides.

It is the policy of the Council to adopt a risk process that supports better decision making through understanding of risks, whether a positive opportunity or negative threat and their likely impact.

The policy seeks to confirm the commitment of the Council to a risk managed culture by ensuring that every member and employee has regard for the management of risks in the decision making process and everyday work situations. The Council is committed to the management of risks in order to:

- Achieve its Aims and Objectives;

- Ensure compliance with statutory obligations:
- Safeguard its employees, members, service users and all other persons to whom the Council has a duty of care;
- Protect its assets, including property, equipment, vehicles, other resources and reduce associated losses and claims;
- Maintain effective control of public funds;
- Improve performance and service delivery;
- Minimise waste, fraud and poor value for money;
- Support better project management;
- Promote the reputation of the Council.

This policy statement has the support of the Council, which recognises that achievement of these identified risk management objectives will benefit the whole community.

Hailsham Town Council Risk Management Strategy - Action Plan

Action	Deadline	Actioned By	Progress	Actual Completion	Review and Comments
Hailsham Town Council to review and adopt the updated Risk Management Strategy and Register.	November 2020	Deputy Town Clerk/Town Councillors	Strategy and Risk Register presented to Council in Nov 2020		For consideration at Council in November 2020
Ongoing Review of all Council services built into budgeting processes	November 2020	Town Clerk/Town Councillors			Review all services/risks annually and report to Meetings as appropriate
Take appropriate action to reduce, transfer, terminate or tolerate risks identified	On-Going	Town Clerk/Officer Team	Action has already taken place where risks have been identified in the past.		
Log all risks and actions taken	On-Going	Town Clerk/Officer Team	log has been set up following all assessment.		
To review the Council Strategic Plan to ensure incorporating the risks associated with each service.	On-Going	Town Clerk/Town Councillors			

Hailsham Town Council Risk Management – Strategic Risk Assessment Log – November 2020

Specific Risk	Actions Taken	Actions Needed	Actioned by
1. Inability to recruit and retain staff may result in the non-delivery of services.	Maintenance of National Terms and Conditions. Regular review of staffing structure and responsibilities.	Staff Development and Training system operated.	Town Clerk
2. Inability to manage during periods of change and with a lack of experienced, qualified managers.	Strategic Plan produced	Update Strategic Plan to include Staff Development and Training system operated.	Town Clerk Councillors
3. Risk of violence to staff.	Panic alarm in reception. Lone working policy implemented.	Lone Working Policy update and refresh	Deputy Town Clerk
4. Lack of Business Continuity and Disaster Recovery Plans, to cover a large scale internal disaster; that may result in prolonged service downtime and loss of reputation. This may not only involve IT technology type scenarios, but also premises and equipment.	Data storage and backup system upgraded and revised.	Establish a Working Party to set up a Disaster Recovery Plan, including off-site data backup.	Town Clerk
5. Contractors responsible for providing major Council services may fail to deliver required standards as determined by the contract conditions.	Only well established contractors used ('Approved Suppliers List', and references and risk assessments checked.	Continue to monitor contractors	Town Clerk
6. Failure to maintain the required standards for the Council's re-accreditation of Quality Status in the future.	Town Clerk needs to be CiLCA qualified.	Review all the criteria and make necessary changes etc to meet the on-going challenges. (Pending	Town Clerk councillors

		publishing of new criteria)	
7. Failure to maintain the required standards for the proper governance of the Council.	Regular meetings between Chairman of Council and Clerk/Deputy Town Clerk of Council. Ensure council receives regular up to date information from NALC etc regarding governance, roles etc	Ensure adequate leadership, training and staff management. Implement training and develop of staff through staff appraisal system.	Town Clerk Council Chairman
8. Failure to comply with relevant legislation.	New policies produced and implemented. Risk Assessments carried out regularly.	Training required. The Town Clerk to implement review processes	Town Clerk
9. Inability to meet increasing demands/expectations within resources available.	Budget review annually to make the best use of resources. The core activities of the council are identified and given precedence in allocation of the council's human resources and annual strategic plan. Council Project Management Log implemented	Council Strategic plan in place and 5 year budget plan included. Adequate financial reserves held to meet unforeseen expenditure (6% of overall budget as required). Committed sums retained on deposit to provide further financial reserves in the case of emergency.	Town Clerk councillors
10. Inability to maintain existing services, as a result of budget cuts and/or introduction of new services	Budget review annually to allocate sufficient resources. The core activities of the council are identified and given precedence in allocation of the council's financial resources.	As part of the appraisal of any potential new services the impact on existing services should be fully understood before any decisions are made.	Town Clerk councillors

	Regular reports are submitted to Council/relevant committee comparing actual expenditure to date to budget. Budgets are set with due regard to previous expenditure levels, inflationary pressures and foreseeable variations in service levels, costs and other factors.		
11. That the council's finances are run effectively and efficiently	In addition to internal management checks and controls, the council's internal auditor carries out annual financial and systems audit through the agreed internal audit programme. External audit is carried out by Council's Auditors	Ensure Internal Auditor appointed and internal audit programme agreed. Ensure relevant documents and returns made to external auditor in accordance with their requirements.	Town Clerk
12. Protection of council against theft by officers or former officers of the council	Council has fidelity insurance		
13. Loss of computerized financial records and other records	The council has an approved back-up system for its computerised records.		Town Clerk
14. Council's business is protected against loss, damage and claims made upon it	Council has a combined insurance policy for buildings, property, employers and public liability	Continuous review of insurance cover, terms and valuations of insured buildings.	Town Clerk
15. Failure to comply with Health and Safety legislation	Council has a comprehensive Health and Safety Risk Assessment Process for its activities and	Continuous review and updating of Risk assessments	Deputy Town Clerk

	processes		
16. Central Administration: Council has in place sufficient qualified or experienced staff to operate and manage its activities and structures are in place to protect operations against loss of a key member of staff	<p>Town Clerk is supported by Deputy Town Clerk to deputise in their absence.</p> <p>Key administrative staff have assigned duties but are multi-skilled and there is shared knowledge of roles to ensure continuation of operation in the event of a member of staff being unavailable to carry out their duties.</p> <p>Written procedure notes produced for key duties.</p> <p>Staff Structures are incorporated into the remit of a council committee to ensure effective review and approval of recruitment as required.</p> <p>Budget Allocation is made to staff (and member) training each year to ensure training needs can be met.</p>		Town Clerk
17. Grounds Maintenance/Grass Cutting – contractor goes into liquidation or tender	Renewal of contracts to be undertaken in sufficient time for budgets to be		Town Clerk Deputy Town Clerk

price on contracts rises significantly	amended if necessary – this process to be built into ongoing budgeting processes.		
18. Land – loss of land or public open space through encroachment, adverse possession etc	Boundaries of area are known and recorded/mapped. Ongoing programme of inspection of council owned POS	Mapping programme ongoing.	Town Clerk
19. Litigation against council	Council has Public Liability and Employer’s Liability Insurance. Council has ongoing relationship with local law Firm that has knowledge of the council’s services and processes.		Town Clerk
20.Pandemic	Scheme of delegation established	Review the need for a specific reserve fund to manage through a national crisis such as a pandemic	Town Clerk

Report to	Hailsham Town Council
Date	25.11.2020
By	John Harrison, Town Clerk
Title of Report	URBAN GRASS CUTTING

Purpose

To consider a request from East Sussex County Council to fund urban grass cutting for 2020

Background

Email received 28th September 2020

East Sussex County Council (ESCC) is continuing to offer the same options as last year and would be grateful if you could let us know which option your Council would like to choose for next year:

Option 1 - Standard: Two cuts over the course of a year to be carried out by ESCC at no cost to the Parish/Town Council. Urban grass will be managed for safety purposes only.

Option 2 – Extra cuts: Parish/Town Councils may fund an additional four cuts to be carried out by ESCC, totalling six cuts (two standard and four extra) over the course of the year. This would cost the Parish/Town Council a total of £9,262 for the year.

Option 3 – Self delivery: Parish/Town Councils take on responsibility to deliver all urban grass cutting in their area. This must include a minimum of two cuts over the course of the year. ESCC will not carry out any urban grass cutting in the area. ESCC would pay the Parish/Town Council the sum of £4,631 to do this.

It should be noted that any contractor employed must be suitably competent and qualified to work safely on the highway. We also request an agreement to be signed between ESCC and the Parish/Town Council if you opt to self-deliver. Further details are available in the attached document.

I would be grateful if you could indicate which option your Council would like to choose by **31st December**. Please be aware that if we have not heard back by this date, we will default to Option 1 – two standard cuts.

If you require any further information you can contact me at contracts.managementgroup@eastsussex.gov.uk.

Considerations

In previous years the town council has resolved to accept Option 2, to fund an additional four cuts carried out by ESCC.