

Tredegar Town Council is committed to the effective management of risk at every level within the Council.

The purpose of this Risk Management Policy is to state the Identification of various Risk types, the Approach to each Risk and the Management of them.

## **1. Risk Identification**

This involves identifying the specific risks that face Tredegar Town Council. These include physical risks, environmental risks, risk relating to technology and damage to the Council's reputation.

## **2. Risk Assessment**

This is examining the potential for any risk happening and categorising that as high, medium, or low, based upon best practice and available advice.

## **3. Risk Management**

This is managing the identified risk to:

- a) Minimise the impact
- b) Have contingency plans in place
- c) Take steps to protect vulnerable items / assets (such items were secured in a heavy-duty fireproof safe, located on the ground floor of Bedwellty House)
- d) Ensure adequate insurance to cover the Asset Register, which should be updated to include new purchases (such as furniture items in the Mayor's Parlour) and public and employee liability.

These areas will be covered in detail as follows:

### **1. Risk Identification**

Usually seen as fire, financial liability, security, and health & safety have been considered as the risks to be identified, assessed, and then managed. Other risks have been identified that impinge upon Tredegar Town Council: these include political risks, economic risks, social risks, technological risk, legislative / regulatory risk, environmental risk, customer / citizen risk, professional / managerial risk, and partnership/contractual risk (*Zurich Management Services 2003*).

All these factors have a greater or lesser relevance to Tredegar Town Council, but all are real factors that must be regarded. They will be looked at in turn as they relate to Tredegar Town Council.

## **Physical Risks**

*Fire.* The threat of *fire* is always present, be it accidental or deliberate. Much of Tredegar Town Council's Asset List is held in Bedwellty House and destruction by fire is a real risk, but also is the loss of accommodation if there is extensive damage to the building. The refurbishment of Bedwellty House has resulted in the upgrading and renewal of electrical wiring and an effective smoke detection and alarm system.

Tredegar Town Council also manages the operation of the public conveniences in the town centre. These too present a real fire risk, due to being open to potential acts of arson. The risk does not just relate to the loss of the furnishing and fixings of the facilities that would need to be replaced, it could also result in the temporary / permanent loss of the facility if the building is extensively damaged, as again, that property is not owned by Council and may be restrictions imposed by the landlord. (Council was operating on current arrangements, as no contact had been made by the new owners of the shopping precinct in respect of any change in expectation or responsibility for repairs to the previous owners.)

*Flooding.* As Landowners, responsibility for the allotments, Deighton playing field and Sirhowy Community Garden.

*Financial matters* are another area of risk, since Tredegar Town Council is the custodian of public money, with a budget of approximately £200,000 p.a.

Tredegar Town Council benefits from Financial Regulations that are rigorously imposed by the RFO. Quarterly meetings are held to discuss Budget and expenditure, and full reports are provided relating to any variances. Monthly (or quarterly depending on the bank account) bank reconciliations on accounts held by Town Council are prepared and available for Members to inspect. Monthly expenditure is both listed and assigned to the correct legislation, e.g. grants to churches and chapels, for Council approval at the Ordinary Meeting of Council. The invoices / statements are reconciled by Members prior to the Ordinary Meeting.

*Security* of Bedwellty House is the responsibility of the Aneurin Leisure Trust, who are the Trustees of Bedwellty House. There are risks of penetration of the building when it is unmanned and also when members of the public are on site because of an event taking place e.g. the Summer Concerts. Since the refurbishment, additional CCTV cameras have been installed and a regular security patrol is undertaken, but it must be recognised that even this cannot deter vandalism and wanton damage.

*Security* of the public conveniences will always be a risk due to the fact they are unmanned and open to the public. However, this is mitigated by the CCTV provision.

*Health & Safety* risks cover both the everyday tripping and falling hazards and other more complex issues. Access to the House in winter or during stormy weather could be compromised by icy surfaces, falling branches, or even trees. The flooring at the entrance to the Atrium and the wooden staircase to the upper floors may pose a hazard when wet. The health issues associated with computer use (eyesight and back problems) is well-documented.

The risk to Council posed by staff illness has been highlighted. There are similar risks for users and the cleaner of the public conveniences during wet weather or when the facilities are being cleaned.

## **Political Risks**

Tredegar Town Council is a local council with Members elected periodically by the electors of Tredegar. Many of the decisions taken by the Council are *political* in that they are debated in Council - which is a public arena - and having taken a decision ensuring that action will follow. The usual motivating factors are a desire to help groups and organisations and to present the image of Tredegar town in the best possible light. As a group, the Members also work to improve the quality of life for all the residents. One of the political risks is a change in the political structure of Tredegar Town Council. An alternative political party may have a fundamentally different agenda with consequences for the services that Tredegar Town Council supplies to the public *free of charge*. Another potential risk that could impact upon town and community councils would be a change in the political composition of the relevant unitary authority, as the agendas may not necessarily align.

## **Economic Risks**

The Council holds no shares, nor has any loans - at present. It is, therefore, largely insulated against economic risks, except when it makes application for grants to undertake major works to major assets such as the Town Clock or the War Memorial. Undertaking the management of the public conveniences in the town brings in the factor relating to unpredictable acts of vandalism or emergency repairs, both of which can be costly. Council have been fortunate and been able to mitigate these costs to date by the fact that minor works have been completed by a suitably qualified Councillor, although Council should not rely on this being the case for the foreseeable future. This, together with possible future devolution of services to the Town Council, such as the agreed lease and maintenance of Deighton playing fields and Sirhowy Community Garden, may pose a substantial risk.

## **Social Risks**

These are factors in relation to how Tredegar Town Council applies its policies. The demographic situation in Tredegar indicates that the town has an ageing population and this needs to be reflected in the services / activities that Tredegar Town Council offers to the residents. Whilst in the past this may have impacted more on the Principal Council, again with the possible future devolution of services to Town Councils, this may be considered a risk. Council should consider what policies it has in place, against what it needs, and correct the balance.

## Technological Risk

The risk to Town Council could be caused by the failure or theft of its computer system. This could be caused by a power surge or spike, theft, or removal of the equipment. The risk is to the Council's ability to respond to this challenge by ensuring that essential files are protected or at least backed up. Other risks are viruses and worms that can devastate a system. The installation of suitable anti-virus technology has helped to lessen this problem, but the need to keep this up to date is vital.

## Legislative / Regulatory Risk

Tredegar Town Council was set up under the terms of the Local Government Act of 1972. In common with other areas of local government in England and Wales, Tredegar Town Council can only do those things that it is legally empowered to do.

Unless an action is specifically permitted it may not be done.

Acting against the law would be seen as an *ultra vires* action. The risk is that Members may wish to do something that they are not empowered to do and choose not to either seek or accept the Clerk's advice. Under the terms of the Code of Conduct, Members may be suspended or even disbarred.

The number of legislations impinging upon local councils, their Members and Officers grow each year. More and more legal tasks are being placed upon local councils, who have limited resources to be able to respond, for example:

- Data Protection – there could be a potential need to appoint a Data Protection Officer in the future in line with the Data Protection Bill [however, a recent amendment in Clause 7 within this Legislation states that “(2A)(b) a community council in Wales” is excluded]. *This continued to potentially be a high risk for Town and Community Councils.*
- The Local Government and Elections (Wales) Act 2021 – this Act delivers an array of reforms to strengthen / extend powers within local government. The new measures directly affect community councils, e.g. the General Power of Competence for those that meet eligibility, as set out in Legislation. Also, there are new duties to be placed on community councils, and Council need to be aware of important dates for the discharge and implementation of these new duties, i.e.
  - Access meetings from multiple locations (permanent provision for hybrid attendance)
  - Provide opportunity for public participation at open Council meetings – this came into force from 5<sup>th</sup> May, 2022
  - Requirement to publish electronically key details of Council meetings, no later than seven working days of a meeting of Council being held
  - Prepare / publish an annual report and a training plan (jointly or separately) – this came into force from 1<sup>st</sup> April, 2022, and Council published their first Annual Report, inclusive of a training plan, in November 2022

Council's decision to take on the public conveniences, Deighton playing fields and Sirhowy Community Garden, means that there will be a need for regular inspection to comply with the requirements of Council's Public Liability Insurance, which will be the only insurance that the Council will hold in relation to this facility. Also, there are Regulations that require the safe removal and disposal of sanitary waste from the facilities to which Council must adhere; therefore, suitable contractors must be used. (Agreed: that a risk assessment proforma be compiled outlining inspection requirements in respect of facilities, e.g. Deighton playing field, Sirhowy Community Garden, Town Clock, public conveniences, etc.)

Whilst Town Council staff currently work part time hours, those legislative bodies who require response and action by Town Council expect that response in the same time constraints as given Councils staffed full-time.

## **Environmental Risk**

Tredegar Town Council has adopted the "Tredegar Live" project which covers several environmental concerns, such as renewable energy. It is noted that this is an ongoing project, as are the environmental risks present and will be addressed as they are highlighted.

The sanitary waste from the public conveniences could cause pollution implications, hence the onus on Council to use suitable contractors for its safe removal and disposal.

## **Customer / Citizen Risk**

The residents of Tredegar are Tredegar Town Council's customers, and they are all citizens with rights, rights of access, rights of inspection of documents and rights to challenge Members at local elections, and the right to dissolve Tredegar Town Council. The risk of a failure to provide comprehensive, up-to-date coverage of Tredegar Town Council's actions and informing the public at large of those actions has been alleviated by the information provided on the Town Council's website. Tredegar Town Council has identified publicity and distribution in its budget and will continue to keep the website updated and, as required, produce newsletters and town guides for general distribution.

## **Professional / Managerial Risk**

This relates to the professionalism of the Council's staff. Legislative changes, increased activity both by Tredegar Town Council and its involvement via the principal authority, increase possible risk. The risks include giving incorrect advice, laying the Council open to public censure, failure to carry out properly authorised resolutions, failure to keep abreast of legislative changes that have or could have, an impact on the Members or the activities of Tredegar Town Council. The failure to keep the accounts of the organisation in the proper fashion, which is mitigated by the strong Financial Regulations and the robust regime imposed by the RFO.

## Partnership / Contractual Risk

Tredegar Town Council procures supplies and services to carry out its main aim of service to the public in Tredegar. The main risk is that supplies required may not be delivered on time, are not fit for purpose, are damaged, or defective. The Council's main partnership exists with the principal authority.

The decisions to take over the public conveniences in the town centre, Deighton playing fields and Sirhowy Community Garden, has meant that the Council has entered into a series of contractual responsibilities dealing with the many facets of supply / cleaning and maintenance. There is also an annual contract for Christmas lighting in respect of installation and maintenance, which is subject to tender every three-five years to ensure continued value for money.

It is the Clerk's responsibility to ensure that all contracts meet the requirements of Tredegar Town Council. The risk is that this is simply not done.

These then consist of the main risks, so far identified for Tredegar Town Council.

## 2. Risk Assessment

Not all risk is present or imminent. They simply must be addressed and assessed accordingly. All the relevant literature suggests that risks can be categorised as high, medium, or low dependent upon:

- a. History - has this risk ever happened?
- b. The potential for it happening - or happening again; or
- c. Has not happened - yet.

**Physical Risks** are tangible and, although precautions are taken, accidents will always happen.

### Fire Risk

The risk of a fire breaking out either through accident or deliberately is an ever-present risk, but policies are in place that mitigates those risks.

**Level:** Medium

**Justification:** *Bedwellty House* - Fire alarm system in place, smoke alarms in all rooms, smoking forbidden within the House, new electrical supply installed - accidental fires are unlikely at the present time.

*Public Conveniences* – no smoking zone.

## Financial Risk

The professional press frequently carries stories of Clerks and other staff who have ‘spirited away’ sums of public money, ranging from a few pounds to thousands of pounds.

**Level:** Low

**Justification:** Tredegar Town Council has a number of regulations and security checks in place based upon its own Financial Regulations. The first is no cash payments are made. All cash income is banked intact. Secondly, payment is by cheque drawn on the Council's account at the local bank against invoice. All cheques have two signatories from the seven people empowered to do so (Mayor and Deputy Mayor, the Leader and Deputy Leader of Council, Chair of the Finance Sub-Committee, with the Clerk and RFO also able to sign in cases of emergency). The Members also initial the cheque counterfoil and certify that they have reconciled the payment with the relevant invoice. The actual day-to-day accounts work is done by the RFO. The balance at bank and the bank statement are reconciled on a monthly basis and reported to the Council. Council also receives a quarterly Budget Against Actual expenditure report at the Performance Review meeting of Council. The Internal Auditor visits on a half-yearly basis and reports his findings to the Council. These are tight, robust, and effective controls.

## Liability

As a public body, Tredegar Town Council is liable to be sued if anyone is injured by actions - or inactions - of the staff or Members of Tredegar Town Council. In fact, it may be argued that inaction, which can, in extreme cases, amount to negligence - is more likely than any actions undertaken by staff or Members. The principle occasions when such liability might occur is at functions organised by the Town Council, such as Armed Forces / Aneurin Bevan Day, the opening of the Town Clock and presentation evenings. The staffing of such events can be carried out by volunteers on behalf of the Council, providing the following conditions are met: -

Councillor / Volunteer – must be nominated as being responsible for the event.

- 1) Councillor / Volunteer – must complete the event risk assessment and sign the document.
- 2) A second Councillor / Volunteer must approve the risk assessment and sign on behalf of Council.

N.B. There would be a need to ascertain on an individual basis who was the responsible party, based on the location of the site used for each event, e.g. Christmas Lights switch-on event held on a public highway; therefore an injury due to a pothole would be the responsibility of the Local Authority.

Events organised by Town Council are fully risk-assessed by staff.

**Level:** Medium

**Justification:** The opening of the Town Clock is covered by Town Council's insurance liability and any event in the Park would be covered by both Town Council and Aneurin Leisure Trust policies.

*Public conveniences* – There are inherent risks attached to this type of facility, such as wet floors not only due to weather but as a result of cleaning, leaks, or spillage from basins. Actions, such as the cleaner attending site during the final opening hours when the facilities are quieter, reduces the risk to the public whilst the facilities are being cleaned - notices displayed within the facilities, informing the public that floors can be slippery when wet, will promote care to be taken. The cleaner inspects the facilities daily and submits a weekly report to the Council office and / or contacts delegated Members if there are damage / leaks that could be a potential risk to the public.

**Level:** Medium

**Justification:** There are limited controls that can be applied but what Council are using at present are adequately working to mitigate risks to the public.

## Security

*Bedwellty House* - This is now the sole responsibility of the Aneurin Leisure Trust and the security staff that are employed by them. However, the ownership and insurance of the artefacts in the House and the War Memorial remain the responsibility of the Town Council. Since the refurbishment of the House, the pictures and portraits that have to be re-hung have all been made secure – the security of fixings should be revised regularly.

**Level:** High

**Justification:** Since renovation, despite frequent security patrols, the Park and the Bandstand, including the Memorial gates under the remit of Town Council, have been the subject of vandalism. In the past, during public events, items have gone missing. The increased level of CCTV coverage and Bedwellty House staff should help to lessen these risks.

*Public conveniences* – As stated earlier, security will always be a risk due to the fact the toilets are unmanned and open to the public, therefore, all combustibles must be stored securely. To help deter acts of vandalism, wanton damage or theft of property, Council have installed CCTV but are mindful of the fact that privacy of users is paramount.

**Level:** High

**Justification:** Public and high usage of an unmanned facility leaves it vulnerable acts of vandalism and in fact, since the re-opening by Council, there has been several cases of minor damage to the furniture and fixings within plus graffiti.



## Health and Safety

Health and Safety legislation places a responsibility upon Tredegar Town Council as employers to ensure a good working environment for their staff. The employees have a duty of care, both to themselves and their colleagues, which means not putting themselves at risk of harm. Health and Safety considerations also apply when members of the public visit the office within the House.

**Level:** Medium

**Justification:** Health and Safety legislation is mandatory and directly applicable to Tredegar Town Council. The ramifications of the legislation are wide ranging.

*Public Conveniences* – The use of a contract cleaning firm places the Health and Safety requirements for the appropriate training of its' operative, with regards to the uses of machinery and cleaning materials, on that employer. However, it is Council's responsibility to verify with the contractor that this training has taken place and updated when necessary. Appropriate certificates should be available to Council to view to confirm.

**Level:** Low

**Justification:** Council confirmed requirements were met by the contractor prior to start of contract.

## Political Risks

Tredegar Town Council is a publicly elected body and, as such, the public are entitled to change their representatives.

**Level:** Low to High

**Justification:** The closer one gets to an election the higher the political risk. A change of Political composition can have substantial ramifications including cutting the precept, cessation of ongoing projects, etc. The proposed mergers for County Borough Councils, as suggested in the Draft Local Government (Wales) Bill, appears to remain on hold; however, any such future potential changes would impact on the scope of the work of Town Councils and the possible future mergers leaves Council with unknown political consequences.

## Economic Risks

As far as Tredegar Town Council is concerned these relate to grant applications, including s.137 relating to churches and chapels, which might be constrained in time of economic difficulty.

Having taken over responsibility for the public conveniences, and even though the basic running costs have now been determined, it remains difficult to predict any additional costs that may be involved due to them being the result of unforeseen damage caused by vandalism or weather / ‘wear and tear’ related.

Ongoing cuts to the Principal Authority budget may also mean that the devolvement of services to Town Council may increase – with associated additional costs to the Town Council budget. However, it was not the intention of Council to take on any further devolved services at the present time or near future.

**Level:** Medium

**Justification:** Tredegar Town Council neither holds shares nor has loans.

## **Social Risks**

Although still categorised as a deprived area, and with an increasingly ageing population, the main impact for services will fall on the Principal Authority. However, the possible devolution of services may impact on the Town Council budget.

It is important to remember that “social media” is a growing influence on daily life. The perception and reputation of the Council can be damaged in a millisecond by an ill-judged or worded “post” or by entering into any argument on the ‘Web. It must be remembered that, although sometimes anonymous, each Councillor and the Council have a duty to uphold the Code of Conduct at all times. The adoption by Council of “Social Media: A Guide for Councillors” has been taken to assist Members to mitigate the potential risk posed using the various forms of social media.

**Level:** Medium

**Justification:** As above, most of the risk will be to Blaenau Gwent County Borough Council as the Principal Authority, but possible devolution of services must be taken into account.

## **Technological Risk**

The risk to this equipment is either from external factors, such as fire or power surges, or from theft either of the microchips or of the whole system.

The term “technological” may also consider possible risk from social media.

**Level:** Medium

**Justification:** Security measures are in place to minimise visibility of equipment and regular back up of material stored on computers is made. The anti-virus software is updated frequently. Members are aware of the inherent dangers of the internet.

## **Legislative / Regulatory Risk**

Legislation affecting local government seems to be increasing, particularly when local councils are being drawn into the net being cast for the big players e.g. the Principal Authorities. Blaenau Gwent County Borough Council has a staff running into hundreds - Tredegar Town Council has a staff of two part-timers, yet the legislative / regulatory demands are the same.

The Clerk, as the Proper Officer, is responsible for keeping up-to-date on all legislative changes. These can come from the Welsh Assembly Government, the UK Government and even the European Commission and the Parliament in Brussels. Together with information received from OVW and the SLCC, this can be a very time-consuming process and due regard must be given to the importance of this part of the governance of Council.

**Level:** High

**Justification:** Tredegar Town Council is a body set up by statute - governed by statute and statutory instruments. The law always must be complied with. The Clerk as the Council's "first aid" legal officer is obliged to inform and warn Council of impending or actual legal change.

## **Environmental Risk**

As a public body, Tredegar Town Council is in a high visibility position whereby all its actions are scrutinised. As such it needs to be exemplary in its environmental concerns. These concerns are now being addressed through the “Tredegar Live” project, e.g. Community Champions, Climate Change, etc. and the addition of policies as they are considered.

**Level:** Low

**Justification:** To maintain policies which comply with current and new regulations.

## **Customer / Citizen Risk**

The risk to Tredegar Town Council relates to the provisions in the *LGA 1972* which allow a simple majority of at least 3,500 electors taking part in a referendum to abolish the Town Council, which is why Council needs to be proactive and not just an additional cost to the ratepayer.

**Level:** Medium

**Justification:** This was attempted some years ago, but the objectors did not gather enough support to trigger a ballot. However, another attempt could be attempted at any time.

## **Professional / Managerial Risk**

The Clerk acts as a manager, an administrator and is also the legal officer of first recourse for Council. The Responsible Financial Officer signs off the Accounts and manages the financial element. In consultation with the Senior Members of Council, the Clerk prepares and circulates Agenda for meetings together with supporting documentation. The Clerk attends the meetings of the Council and records the decision as part of the Minutes. Additional training for all staff and Members is available and actively encouraged by Council.

In the past, Council experienced several periods of reduced staff which had an immense impact on the operation of the day to day running of Council. Those periods of staff shortages left Council in a situation where the wealth of knowledge available was reduced, dependent on the situation; and a reduction on the output of the full quota of work from the office, with priority having to be given to urgent matters only. Council learned from these experiences by giving physical support in the office to the remaining staff when able, being mindful of the distinction between their remit as Councillors and staff' remit as Officers of Council – crossing of this line could have serious ramifications for Council. It is vital to have a suitable course of action in place, in case of this occurrence again in the future, as Council would not want to find themselves in a situation where there was a need to undertake restricted duties due to the lack of staff skills / knowledge and to mitigate the impact on both the Council's activities and staff wellbeing.

The Clerk had been in post for a number of years now and, although the level of knowledge of the Town Council could be lower than what Council had previously benefited, this would continue to be addressed with up-to-date on the job training, access to One Voice Wales training and via professional development, such as CiLCA, to ensure the Clerk is to the specification required for Council and the role. The Clerk had acquired the initial qualification of iLCA and undertaken the CiLCA qualification for further development; **permission had been sought to retake this qualification, which had been approved accordingly.**

**Level:** Low to Medium

**Justification:** The replacement of the Clerk had an impact on the fundamental basic knowledge of Council's policies and good practice. **However, both the Clerk and the RFO had been in place for a number of years, and were well versed in Council policy and practice, and would continue to support each other.** Staff continue to seek professional development.

## **Partnership / Contractual**

Tredegar Town Council has an increased level of partnership arrangements, contractual arrangements that relate to the supply of materials and services. No payment is made in cash; payment is only made against invoices, which are checked twice by the RFO and the Clerk. They are then reconciled by Members at a Meeting of Council prior to payment. The Internal Auditor scrutinises them on a random basis during his visits.

**Level:** Medium

**Justification:** There has been an increase in contractual arrangements which may continue to grow pending any decisions on the future devolution of services.

### 3. Risk Management

The Advice Note of the *SLCC (AG8/2003)* states:

There are three main ways of managing risk:

- Take out insurance
- Work with another party to reduce risk, or
- Manage the risk yourself.

*Governance and Accountability in Local Councils in England and Wales (NALC & SLCC, ND 2002)* indicates areas where insurance can help manage risk:

- The protection of physical assets owned by Tredegar Town Council - furniture, equipment, Town Clock, etc.
- The risk of damage to third party property, or individuals as a consequence of the Council providing services or amenities to the public (public liability)
- Risk of consequential loss of income or the need to provide essential services following critical damage, loss, or non-performance by a third party (consequential loss)
- Loss of cash through theft or dishonesty (fidelity guarantee)
- Legal liability as a consequence of asset ownership (public liability).  
(Ibid. p. 30)

The insurance cover is reviewed annually to ensure that it is adequate for the Council's needs.

Certain areas of risk are not manageable only by insurance. As an example, Professional / Managerial Risk; this is being managed through a staff development, staff appraisals and training.

Security of the building has been enhanced by the installation of a CCTV system and fire detection and alarm system. These were installed by Blaenau Gwent County Borough Council.

**Reputation** is another uninsurable risk; it is nevertheless an asset that the Council squanders at its peril (*Larkin vii (2003)*). Reputation is built on trust and belief - it cannot be bought. There are, however, a number of principles that underpin reputation risk management, they are:

- Acknowledge that reputation is a valuable asset and needs to be actively managed at Council level
- Develop a finely tuned radar and become a listening Council

- Design clear and robust management systems that integrate with routine risk management processes
- Adhere to the Code of Conduct and assure your licence to operate
- Treat your stakeholders intelligently
- Work as if everything you say and do is in the public domain.

Reputation is a ‘value judgement’ of the attributes of an organisation and is usually built up over time. Paradoxically it can be destroyed very rapidly. Some of the factors that put reputation at risk are:

- Security failure
- Service shortfall
- Competitor targeting
- Bad behaviour
- Unfair employment practice
- Damage to health, safety, or the environment
- Inconsistency in policies and practice
- Poor governance / ethnics
- Regulatory intervention
- Adverse stakeholder perception.

At the end of the day, Members are ultimately responsible for risk management because risks threaten a Council's ability to achieve its objectives. It is the Clerk's responsibility to ensure that Members should:

- Identify the key risks facing the Council
- Evaluate the potential to the Council of one of these risks taking place, and
- Agree measures to avoid, reduce or control the risk and its consequences.

It is important to remember that “social media” is a growing influence on daily life. The perception and reputation of the Council can be damaged in a millisecond by an ill-judged or worded “post” or by entering into any argument on the ‘Web. It must be remembered that, although sometimes anonymous, each Councillor and the Council have a duty to uphold the Code of Conduct at all times. It was therefore agreed that Code of Conduct training be stipulated as mandatory for all newly appointed Members.

In conclusion it must be recognised that this document is a working paper and, in accordance with good practice, will be revised and updated on an annual basis.

Management of risk is something that affects us all and which we can affect too.

**Clare Aherne**  
**Town Clerk**

8<sup>th</sup> February, 2023