

Item 12



Newmarket
T O W N C O U N C I L

Constitution and Governance

Risk Management Register

Newmarket Town Council Constitution

Document Number NTC/n.n

Controlled document

This document is uncontrolled when downloaded or printed. The controlled copy is the electronic copy maintained in the constitution section of the Newmarket Town Council intranet.

Document Title	Risk Management Register
Document Type	Constitution and Governance
Document Reference	NTC/n.n
Document Purpose	Detail the document purpose here.
Standards & Legislation	List any relevant legislation or standards
Author(s)	Town Clerk
Approved by	Enter name of committee or officer that has approved document for adoption
Approved date	Enter date here in YYYY-MM-DD format
Adopted by	Newmarket Town Council
Adopted date	Enter date here in YYYY-MM-DD format
Review date	Enter date document should be reviewed by, usually 2 years from last adoption date
Version Number	This should be the current version number

Version Control and Revision Information				
1	First published			2022-03-21
Version	Paragraph	Description of change	Resolution	Date

Introduction

This document sets out the framework on which risk management processes at Newmarket Town Council are based. This framework should assist in ensuring that a consistent approach is taken across the council for the identification, assessment and evaluation of risks, and for ensuring that actions are proportionate to identified risks, thereby efficiently and effectively utilising resources and maintaining a balance between risks and controls. Risk management will strengthen the ability of the council to achieve its objectives and enhance the value of services provided.

Definitions

In this document the following definitions apply:

“Risk” – Risk is the combination of the probability of an event and its consequences. Consequences can range from positive to negative.

“Risk management” – Processes which aims to help organisations understand, evaluate and take action on all their risks with a view to increasing the probability of success and reducing the likelihood of failure.

Risk Matrix

Likelihood	Very Likely (5)	Low (5)	Medium (10)	Medium (15)	High (20)	Extreme (25)
	Likely (4)	Low (4)	Low (8)	Medium (12)	High (16)	High (20)
	Possible (3)	Low (3)	Low (6)	Low (9)	Medium (12)	Medium (15)
	Unlikely (2)	Minimal (2)	Low (4)	Low (6)	Low (8)	Medium (10)
	Very Unlikely (1)	Minimal (1)	Minimal (2)	Low (3)	Low (4)	Low (5)
		Negligible (1)	Minor (2)	Moderate (3)	Serious (4)	Critical (5)

Impact

Risk Rating Likelihood x Severity	Minimal 1-2	Low 3-9	Medium 10-15	High 16-20	Extreme 25

Likelihood

Likelihood	1	2	3	4	5
Descriptor	Rare	Unlikely	Possible	Likely	Almost Certain
Frequency	This will probably never happen or reoccur	Do not expect it to happen or reoccur but it is possible it may do so	Might happen or reoccur occasionally	Will probably happen but it is not a persisting issue	Will undoubtedly happen or reoccur, possibly frequently.
Probability	<0.1%	0.1 – 1%	1 – 10%	10 – 50%	> 50%
Qualitative	Controls are strong with no gaps; if risk occurs, most likely as a result of external circumstances outside of our control	Majority of controls are strong; likely risk eventuating due to unforeseen external circumstances	Some controls associated with risk are weak; no guarantee risk will eventuate if improvements not made	Majority of controls associated with risk are weak; without control improvement likely risk will eventuate	All controls associated with risk are weak or non-existent; no doubt risk will eventuate

Impact

Impact	1	2	3	4	5
Descriptor	Negligible	Minor	Moderate	High	Very High
Objectives and Projects	Insignificant cost increase or schedule slippage, or reduction in quality or scope.	<5% over budget or schedule, or reduction in quality or scope.	5 – 10% over budget or schedule or reduction in quality or scope.	10 – 25% over budget or schedule or failure to meet secondary objectives	> 25% over budget or schedule, or doesn't meet primary objectives
Financial	Small loss	Loss > 0.1% of budget	Loss > 0.25% of budget	Loss > 0.5% of budget	Loss > 1% of budget
Injury	Minor injury not requiring first aid or no apparent injury	Minor injury or illness, first aid treatment needed	RIDDOR	Major injuries or long term incapacity or disability	Dead or permanent incapacity
Organisation and staffing	Short term low staffing levels temporarily reduces service quality	Ongoing staffing level reduces service quality	Late delivery of objectives/service due to lack of staff. Minor error due to ineffective training.	Uncertain delivery of objectives due to lack of staff. Serious error due to ineffective training	Non delivery of key objectives and services due to lack of staff. Loss of key staff. Critical error due to insufficient training

Risk Description	Risk Trigger and Impact	Existing Controls	Risk Rating			Action Required	Notes
The area of risk is...	The impact on the council would be...	What actions have been taken?	Likelihood	Impact	Risk Rating	What additional actions are required to reduce risk to an acceptable level?	
Financial Risks							
1.1. Adequacy of Precept	- Inadequate amount to support budget - Failure to submit precept request in time - Unexpected/unbudgeted expenditure	1. Prompt and accurate financial information available for key decisions 2. RFO aware of deadline to submit precept 3. Sufficient time allowed for budget planning, with draft budget started in November	2	3	6	a. Maintain existing controls b. More medium-term financial planning	Create 5 year medium term budget
1.2. Assets	Protection of physical assets	1. Asset register maintained	1	2	2	a. Confirm that significant purchases are notified to insurers in-year	
1.3. Banking Accuracy	Banking Errors – Internal or External	1. Check current account regularly and reconciled to accounts for income/expenditure 2. Ensure expected income received/expenditure authorised and cleared 3. Use bank procedures to follow up/resolve identified errors 4. Bank Reconciliation done monthly and supervised by councillors	1	1	1	a. Maintain existing controls	N/A
1.4. Banking Instability/Collapse	Money held in banks and other institutions would be lost as council not covered by Financial Services Compensation Scheme	1. Treasury Management Policy 2. Regular monitoring of accounts and financial news	1	3	3	a. Increase spread of funds b. Investigate insurance options	FSCS scheme does not protect funds if budget over £500,000.
1.5. Borrowing	Unable to meet borrowing commitments	1. Ensure adequate provision in budget in line with repayment schedule	1	1	1	a. Maintain existing controls	N/A
1.6. Cash	Loss through theft, dishonesty, or error	1. Use of cash for income/expenditure deprecated 2. Fidelity Insurance cover 3. Transactions monitored through regular financial reports to finance committee	1	1	1	a. Maintain existing controls b. Review cash handling for events	Consider additional staffing at events
1.7. Cashflow and working capital	- Shortfall in working capital for continuity of core services - Inability to meet planned and unplanned expenditure - Lower income than expected - Insufficient funding for projects	1. Ensure adequate general reserves 2. General reserve identified in monthly financial reports to finance committee 3. Risk assess each budget line as part of annual budget review and monitor throughout year	2	3	6	a. Create reserves policy b. Improve forecast outturn for each budget line	N/A
1.8. Cheques	- Fraudulent Use - Loss, Theft	1. Use of cheques for expenditure deprecated in favour of on-line banking 2. Cheque books held securely, no blank cheques signed, spoiled cheques kept, and details recorded	1	1	1	a. Maintain existing controls	N/A
1.9. Credit Card	- Fraudulent use - Loss, theft	1. Card use authorised by clerk 2. Card statement validated against receipts	2	1	2	a. Maintain existing controls	
1.10. Elections and Parish Polls	Unscheduled elections or polls	1. Accrue EMR for 4-year election cycle and casual vacancies	2	3	6	a. Increase EMR	14 by-elections in last 7 years Better info for prospective councillors

Risk Description	Risk Trigger and Impact	Existing Controls	Risk Rating			Action Required	Notes
			Likelihood	Impact	Risk Rating		
The area of risk is...	The impact on the council would be...	What actions have been taken?				What additional actions are required to reduce risk to an acceptable level?	
1.11. Expenditure	• Unauthorised purchases • Invoices incorrect • Fraud • Inappropriate use of grant funding	1. Financial Regulations 2. Fully auditable electronic accounting system 3. Expenditure report provided as part of monthly financial reports to finance committee 4. Separation of duties for purchasing and payments 5. Electronic Purchase Order System	1	3	3	a. Maintain existing controls	Review Financial Instructions Review grant procedures
1.12. Financial Controls and Records	• Inadequate records leading to financial irregularities • Falsification of records	1. Electronic and hard copy records and systems kept up to date and reconciled 2. Financial Regulations reviewed annually 3. Accounts audited annually by internal and external auditors 4. Transactions monitored by Council through monthly financial reports	1	3	3	a. Maintain existing controls b. Review operational documents	
1.13. Income	• Outstanding Debts • Loss of income • Potential income not identified • Precept not received	1. Regular review of debtors 2. Ensure precept request made in accordance with timescale 3. Income report provided as part of monthly financial reports to finance committee	1	2	2	a. Maintain existing controls b. Ensure adequate general reserves c. Report on potential income sources	
1.14. Increased Insurance Premiums	• Insurance Claims	1. Ensure good claims management 2. Ensure optimum level of cover	2	2	4	a. Maintain existing procedures b. Ensure adequate general reserves	Review cover as part of annual budget review
1.15. Investments	• Failure of Investments	1. Not applicable	1	1	1	a. If investments required, review investment strategy and re-assess.	N/A
1.16. Major Loss of Service	• Major incident occurrence requiring additional staffing, material, repair costs, alternative locations and recovery investment	1. Emergency Plan 2. Funding through specific budgets, general reserves	2	3	6	a. Ensure adequate general reserve b. Review costing for emergency plan c. Review emergency plan in light of covid	
1.17. Salaries and Pensions	• Incorrect staff details • Incorrect payment to staff • Ghost staff • Pension rules not followed • Inaccurate returns to HMRC • Late returns to HMRC	1. RFO aware of HMRC timescales 2. RFO aware of legislation	2	3	6	a. Audit existing processes and review b. Create overtime pay policy	
1.18. Staff Absence, Vacancy and Overtime	• Long-term sick leave • Statutory Leave • Resignation • Inability to recruit • Additional costs for locum, recruitment, advertising.	1. Additional costs approved by council 2. Costs covered through existing budget	3	2	6	a. Ensure adequate financial reserves b. Review appropriate EMR value c. Review policies	HR committee to review staff turnover and policies for retention, benefits, etc.,
1.19. Tendering Process	• Procedures not followed for large contracts	1. Financial Regulations				a. Maintain existing controls	

Risk Description	Risk Trigger and Impact	Existing Controls	Risk Rating			Action Required	Notes
The area of risk is...	The impact on the council would be...	What actions have been taken?	Likelihood	Impact	Risk Rating	What additional actions are required to reduce risk to an acceptable level?	
	- Value for money not achieved - Fraud						
2. Assets							
2.1. Property	- Fire - Flood - Leaks - Weather - Accidental Damage - Vandalism - Risk to staff/public	- Complete maintenance in a timely manner and to a good standard - Premises regularly inspected - Capital provision made for large scale maintenance and renovation - Legislative inspections kept up to date - Buildings insurance kept up to date and reviewed annually - Fire and intruder maintained in accordance with recommendations - Regular fire and emergency alarm checks - Buildings secured outside working hours - Regular checks of council facilities - Regular utility meter readings - Compliance with insurance conditions	2	3	6	- Maintain existing controls - Ensure adequate general reserves - Audit existing procedures and create new procedures when need identified - Memorial Hall roof needs repair	Confirm building reinstatement insurance values Check insurance values Confirm staff have written procedures for handling regular checks, for knowledge transfer.
3. Legal and Compliance							
3.1. Annual Return	- Incorrectly completed - Poorly evidenced - Not submitted on time - Failure to pass audit	- Electronic records facilitate preparation of evidenced AGAR - Primary and secondary records fully auditable - Copies of primary records kept in hard copy and electronic format - RFO aware of required timescales	1	2	2	Maintain existing controls	N/A
3.2. Computer/Electronic storage of records	- System reliability/limited upgrade capacity - Loss of data through system failure, power outage, theft or damage - Data corruption from viruses or hacking - Software change removes access to data	- Regular backups - Support contract with IT company - Recommended anti-virus software - Software licences up to date - Local data backups	1	3	3	- Maintain existing controls - Review documentation	
3.3. Constitution and Governance	- Lack of knowledge - Regulations and Legislation	- Standing Orders and Financial Regulations reviewed annually - Officers provided with relevant training and access to resources - Membership of NALC/SALC - Councillors have access to appropriate training	2	2	4	Maintain existing controls	Create calendar with action items to identify which meetings to review which policies to ensure constitution is kept up to date.
3.4. Council acting outside legal powers	- Ensuring Council operates within its statutory duty - Loss of General Power of Competence - Ultra vires acts incurring financial	- General Powers of Competence in place - Use of advice from NALC, SALC and SLCC - Members follow the code of conduct - Training for officers and councillors	1	3	3	- Town Clerk to become CILCA qualified by May 2023 - Increase training budget - Ensure Clerk has adequate time for study	

Risk Description	Risk Trigger and Impact	Existing Controls	Risk Rating			Action Required	Notes
			Likelihood	Impact	Risk Rating		
The area of risk is...	The impact on the council would be...	What actions have been taken?				What additional actions are required to reduce risk to an acceptable level?	
3.5. Document Control	- Documents unaccounted for - Incorrect version of document in use - No proof documents received	- Filing system established and updated - Data protection act requirements in place - IT Controls in place - ICO registration - Paper documents date stamped on receipt and actioned by staff - Emails containing attachments kept on file	2	3	6	Audit existing controls	Introduce formal document control system
3.6. Employment Law and HMRC compliance	Acts outside the law	- Legally compliant employment contracts - Policies and procedures - Advice sought from NALC/SALC/legal advisors - HR files compliant - Training for officers and councillors - Auditable payroll system	1	1	1	- Maintain existing controls - Review employee handbook	
3.7. Freedom of Information	Responding to FOI requests	Council has publication scheme based on Model Publication Scheme	2	1	2	Review publication scheme	Publish information on website about FOI requests received, including cost to deal with request
3.8. Health and Safety	Accidents where the council are at fault	- Health and Safety policy - Risk assessments and method statements for work carried out - Risk assessments in place for all property - Adequate public liability insurance in place - Accident records kept and reported where necessary - Event management plans and risk assessments completed for all events - Regular checks on council facilities and assets - Equipment maintained in accordance with recommendations - Correct PPE provided with instructions for use - First aid training	2	3	6	- Maintain existing controls - Ensure adequate general reserves to cover expected H&S expenditure - Lone Worker policy - Review policies and procedures	
3.9. Insurance	- Inadequate cover - Over insurance - Property or assets not covered - Insufficient funds to increase premiums - Lapsed policy	- Annual insurance review with provider - Asset register kept up to date - RFO aware of timescales - Specialist insurers for public bodies	1	3	3	- Maintain existing control - Ensure adequate general reserves - Reinstatement costs	
3.10. Internal Financial Controls and Audit	- Proper financial controls not maintained - True financial position not known	- Financial regulations in place and reviewed regularly - Primary and secondary accounting records fully auditable, copies of all primary records retained on file	1	2	2	Maintain existing controls	
3.11. Members	- Lack of commitment - Lack of relevant skills - Register of interests - Public confidence	- Councillors have access to appropriate training via SALC - Standing orders contain appendices on best practices - West Suffolk publish register of interests - Clerk seeks advice from Monitoring officer when required	3	2	6	Publish details on website of councillor training and attendance at meetings	

Risk Description	Risk Trigger and Impact	Existing Controls	Risk Rating			Action Required	Notes
The area of risk is...	The impact on the council would be...	What actions have been taken?	Likelihood	Impact	Risk Rating	What additional actions are required to reduce risk to an acceptable level?	
3.12. Minutes • Proper and timely reporting via minutes • Failure to add minutes to website in a timely manner • Accurate minutes • Improper or untimely reporting of minutes		1. Draft and final minutes published on website 2. Council/committees approve minutes of previous meetings				b. Reminders to update register of interests. a. Electronic distribution of draft minutes to councillors when created	Meetings recorded

Risk Description	Risk Trigger and Impact	Existing Controls	Risk Rating			Action Required	Notes
			Likeli- hood	Impact	Risk Rating		
The area of risk is...	The impact on the council would be...	What actions have been taken?				What additional actions are required to reduce risk to an acceptable level?	
4. Strategic							
4.1. Business Plan	Unable to implement	1. None	3	3	9	a. No business plan in place despite references to it in existing policies	
4.2. Community	Failure to recognise changing needs and wishes of the community	1. None	2	3	6	a. Need to bring proposals out through strategy. Need risk assessment on new functions and allocate resources	Community engagement required
4.3. Competitiveness	- Failure to provide competitive service to community - Not delivering value for money	1. None	2	2	4	a. Council to provide strategic overview of services b. See Business plan	
4.4. Corporate Strategy	Lack of clear direction and allocation of resources	1. Corporate Strategy	2	3	6	a. Review corporate strategy	Some good ideas on future but no real agreement and evaluation
4.5. Environmental	Environmental consequences of service delivery	1. Council has established working group to review this issue	1	1	1	a. Ensure WG reports back with recommendations and follow through b. Plan for achieving “Net Zero”	
4.6. Grants	- Grants not linked to strategic priorities - Money given to inappropriate projects	1. Grants Policy	2	1	2	a. Review grants policy	
4.7. Legislative	Current or potential changes to legislation may impact services, finances or strategic planning	1. Clerk receives regular updates from NALC/SALC/SLCC	3	1	3	a. Ensure clerk and other offices have adequate training and resources to keep knowledge up to date.	
4.8. Long term staffing	- Loss of key staff through resignation or sickness - Lack of skills or knowledge	1. Job descriptions	2	3	6	a. Contingency arrangements b. Succession planning c. Multi-skilled staff d. Training e. Values statement f. Review of HR policies g. Regular appraisals h. Staff welfare	High risk of not keeping staff if conditions not adequate and a stable working environment not established Review organisation and job descriptions
4.9. Neighbourhood Plan	- Not delivering on objectives - Failure to review	1. Neighbourhood Plan Committee managing objectives	2	2	4	a. Terms of reference of NNP committee	

Risk Description	Risk Trigger and Impact	Existing Controls	Risk Rating			Action Required	Notes
The area of risk is...	The impact on the council would be...	What actions have been taken?	Likelihood	Impact	Risk Rating	What additional actions are required to reduce risk to an acceptable level?	
4.10. Technological	- Failure to adapt to technological change - Less efficient working - Increased risk of service outages	1. Officers currently engaged in research	2	3	6	a. Look at best practices in Local Government (e.g. NALC, SALC) b. Review IT strategy c. Appropriate budget to see through change	
4.11. Town Vision	Unable to take forward key priorities	1. Representatives appointed to Vision groups				a. Review whether vision is delivering on objectives	Unaccountable. No working guidelines, is it a decision-making body.
5. Operational							
5.1. Assets	- Loss of assets through loss or damage - Failure to insure all assets - Failure to maintain assets,	1. Asset register 2. Leverage Parish Online	3	2	6	a. Audit assets, including lower value attractive and portable assets b. Quarterly updates to finance committee	
5.2. COVID-19	- Additional costs - Officers / Councillors absent - Rapidly changing legislation - Health and Safety risks	1. Health and Safety guidelines	1	6	6	a. Review	
5.3. Events	- Health and Safety issues - Project planning - Loss of funds	1. Review	2	2	4	b. See 3.8	
5.4. Health and Safety	- Injury or fatality to member of public or staff - Faulty equipment causes damage	1. Risk Assessments 2. Regular equipment inspections 3. Adequate Insurance	2	3	6	a. Maintain existing control b. Review HR procedures and policies c. Review risk assessments	
5.5. Insurance	- Inadequate cover - Over insurance - Property or assets not covered - Insufficient funds to increase premiums - Lapsed policy	1. Annual Insurance review with provided 2. Asset register kept up to date 3. RFO aware of timescales 4. Specialist insurers for public bodies	1	3	3	a. Maintain existing control b. Ensure adequate general reserves c. See 5.1 – Annual review of assets	Check all assets insured
5.6. IT	- Period without computer systems due to hardware failure, malware, viruses, user error. - Cost to reinstate - Lack of Skills	1. External IT Support 2. Training	2	3	6	a. Review	
5.7. Media, Press and Public Relations	- Lost opportunities for good public relations - Public not informed on what council is doing	1. Marketing consultancy engaged	2	3	6	a. Review	

Risk Description	Risk Trigger and Impact	Existing Controls	Risk Rating			Action Required	Notes
The area of risk is...	The impact on the council would be...	What actions have been taken?	Likelihood	Impact	Risk Rating	What additional actions are required to reduce risk to an acceptable level?	
5.8. Office Administration	Effectiveness at delivering services	1. Under review	2	2	4	a. Review procedures	
5.9. Resolutions	Effectiveness of following through with Council resolutions	1. Quarterly reports from June 2022	2	2	4	a. Review	
5.10. Staffing	Services affected by lack of staff due to illness, holiday or resignation	1. Under review	3	2	6	a. See 4.8 b. Investigate electronic HR system	
5.11. Website	- Not kept up to date with accurate, timely and relevant information. - Not compliant with transparency code - Not compliant with accessibility guidelines - Unnecessary overhead with compliance	1. Website rebuilt in 2019 to take into account accessibility legislation	2	2	4	a. Review website content and layout b. See 5.7 c. Review burden of accessibility compliance	Signpost relevant queries to other organisations Seek input from community

Blank



Newmarket
T O W N C O U N C I L

Terms of Reference and Delegation

Scheme of Delegation to Officers

Newmarket Town Council

Document Number NTC2.3n

CONTROLLED DOCUMENT

This document is uncontrolled when downloaded or printed. The controlled copy is the electronic copy maintained in the Constitution Section of the Newmarket Town Council website.

Document Type	Terms of Reference and Delegation			
Document Reference:	NTC2.3n			
Document Purpose	To detail the delegated powers of council officers.			
Standards & Legislation	Local Government Act 1972			
Author(s):	Douglas Hall, John Harvey			
Approved by:	Finance and Policy Committee			
Approved date:	Enter date here in YYYY-MM-DD format			
Adopted by:	Newmarket Town Council			
Adopted date:	Enter date here in YYYY-MM-DD format			
Review date:	Enter date document should be reviewed by, usually 2 years from last adoption date			
Version Number:	This should be the current version number			
Version Control and Revision Information				
1	First published			2021-03-21
Version	Paragraph	Description of change	Resolution	Date

DEFINITIONS

Certain terms are used throughout these terms of reference and delegation. These terms and their definitions for the purposes of these standing orders are set out below.

“Council” shall mean NEWMARKET TOWN COUNCIL unless otherwise indicated.

“Estimates” shall mean the revenue estimates approved by the council.

“Responsible Financial Officer” shall mean the person appointed by the council to be responsible for their financial affairs under the Local Government Act 1972 §151. Unless otherwise directed, this will be the Town Clerk.

“Town Clerk” shall mean the person responsible for implementing the decisions and acting as the Proper Officer, appointed by the council under the Local Government Act 1972 §112(1).

PREAMBLE

The delegations in this document are subject to any limitations imposed by law, the budget and the council's Standing Orders and Financial Regulations.

Grant of a delegated power does not imply any budget provision for the exercise of that power or the consequences of such exercise.

The Authorised Officer referred to is the least senior member of staff who may exercise that delegated power. Every officer more senior in the Council's staffing structure including the Town Clerk shall also enjoy the same power.

The Town Clerk may withdraw a delegated power from an officer for such period of time as they consider appropriate.

DELEGATIONS

1. Staffing Matters

Function	Authorised Officers
1.1. To appoint staff below the level of the Deputy Town Clerk if there is an approved budget for the vacant post.	• Town Clerk.
1.2. To engage temporary staff as and when required within the estimates.	• Town Clerk.
1.3. To authorise overtime working for staff on salary spinal point XX or below, within the estimates.	• Town Clerk.
1.4. The approval of individual salary gradings within any job evaluation grading structure approved by the Council.	• Town Clerk.
1.5. The approval of financial allowances to staff for travelling, subsistence, relocation expenses, telephone and car allowances, including variations to local terms to reflect variation in nationally agreed schemes or in line with inflation.	• Town Clerk.
1.6. The granting of long service awards; the award of increments within salary grades following the criteria of the relevant conditions of service.	• Town Clerk.
1.7. The exercise of disciplinary powers over staff, including the power to immediately suspend and to dismiss.	• Town Clerk.
1.8. On the recommendation of a Doctor following a medical examination of the individual, to authorise the retirement of staff on the grounds of permanent ill-health.	• Town Clerk.

2. Corporate and Miscellaneous

Function	Authorised Officers
2.1. In consultation with the appropriate ward members, to submit comments and/or objections on planning and licensing matters in circumstances where such matters are likely to be determined, under delegated powers or otherwise, before a meeting of the relevant committee or the council can be held to consider the matter(s).	• Deputy Town Clerk
2.2. To arrange all civic ceremonies and ancillary events in consultation with the mayor.	• Officers reporting to Town Clerk
2.3. To represent the council at any conference meeting or inquiry to which the council is invited unless the council has indicated otherwise and to exercise any voting rights conferred by corporate membership of any body.	• Officers reporting to Town Clerk
2.4. To offer training to councillors.	• Town Clerk
2.5. To appoint substitute Proper Officers as required so that the powers conferred on the Proper Officer can be exercised in the case of an emergency.	• Town Clerk
2.6. In the absence of the Town Clerk, to exercise any functions delegated to the Town Clerk.	• Deputy Town Clerk
2.7. To enter into contracts for the purchase and supply of goods and services for use in their respective services within the estimates.	• Officers reporting to Town Clerk
2.8. To hire plant from contractors and engage specialist sub-contractors.	• Officers reporting to Town Clerk
2.9. To sell surplus materials, vehicles, plant, equipment and goods, salvage scrap, and other waste.	• Town Clerk
2.10. To incur urgent expenditure in respect of any disaster within the Town Council's area until a meeting of the Council can be called and designate officers to carry out emergency functions.	• Town Clerk

3. Legal

Function	Authorised Officers
3.1. To instruct solicitors, counsel or agents to act on behalf of the council as required.	• Town Clerk
3.2. Subject to prior consultation with the mayor and relevant committee chair to take and defend proceedings in any court or tribunal.	• Town Clerk
3.3. Subject to prior consultation with the mayor and relevant committee chair (if available) to take all appropriate steps to secure the council's legal position in cases of urgency with regard to its assets or in aid of its statutory functions.	• Town Clerk
3.4. To issue notices and conclude agreements necessary to protect the council's assets or in aid of its statutory functions.	• Town Clerk
3.5. To authorise a member of the council's staff to appear on behalf of the council before the Magistrates' Court.	• Town Clerk
3.6. To act as, or nominate a member of staff to act as, Data Protection Officer, including levying charges for the provision of information.	• Town Clerk

4. Financial

Function	Authorised Officers
4.1. To operate the council's banking arrangements.	• Responsible Financial Officer
4.2. To pay salaries and allowances.	• Responsible Financial Officer
4.3. To pay all sums properly authorised as due.	• Responsible Financial Officer
4.4. To collect all income due to the council, including appropriate interest and costs.	• Responsible Financial Officer
4.5. To submit appeals against valuations of the council property.	• Responsible Financial Officer
4.6. To determine rates of interest in respect of any sums due where such interest is properly chargeable.	• Responsible Financial Officer
4.7. To make a compensatory payment of up to £200, or higher if sanctioned by the Finance and Policy Committee	• Responsible Financial Officer
4.8. To write off debts of up to £500 where the sum is considered irrecoverable.	• Responsible Financial Officer
4.9. To manage project expenditure within a tolerance of 10% and to notify the relevant committee if such tolerance is likely to be exceeded.	• Responsible Financial Officer
4.10. To manage expenditure and vire budgets within individual cost centres such that the overall cost centre budget is not exceeded. Where a cost centre budget is likely to be or has exceeded the budget then the officer shall notify the chair of the relevant committee and the chair of the Finance and Policy Committee.	• Responsible Financial Officer

5. Operational, Property and Technical/Engineering

Function	Authorised Officers
5.1. To make applications for all statutory consents necessitated by any approved council proposal or development.	• Town Clerk
5.2. Within the provisions of the capital and revenue estimates to incur expenditure to repair and maintain the buildings owned by the council.	• Town Clerk
5.3. To grant or refuse wayleaves and easements to utilities over, on or under the council's land.	• Town Clerk
5.4. Subject to any necessary approvals, to erect or authorise street furniture, including barriers, bus stops, signs, etc.	• Officers reporting to Town Clerk
5.5. To let and manage pitches for promotional activities and commercial activities.	• Officers reporting to Town Clerk
5.6. To manage events held in the Town.	• Officers reporting to Town Clerk

6. Proper Officer

Function	Authorised Officers
6.1. Where a statute, regulation or order confers functions or duties on the “Proper Officer”.	• Town Clerk

Blank

Number	RESPONSIBILITY
Full Town Council	
Key Responsibilities	To carry all statutory functions reserved to Council and consider all other matters outside of any other committee's terms of reference.
FC1	General Governance
FC1.1	To adopt the corporate strategy.
FC1.2	To make observations on policy or strategy documents by any public body at the local, regional or national level that are outside the scope of other committees.
FC1.3	To adopt new policies and amendments to existing policies.
FC1.4	To respond to major consultations (e.g. Boundary Review, Core Strategy, Major Developments, Site Allocation) and those outside the scope of other committees.
FC1.5	To adopt any changes to the Standing Orders, Financial Regulations, or Terms of Reference.
FC1.6	To appoint members to committees.
FC1.7	To approve a schedule of routine meetings of the Council and its standing committees.
FC1.8	To approve the appointment or nomination by the Council of persons to fill vacancies on outside bodies.
FC1.9	To make, amend, revoke, re-enact or adopt byelaws.
FC1.10	To authorise the sealing of legal documents, leases, contracts and licences where authority to do so is not provided elsewhere.
FC1.11	To produce the annual report.
FC1.12	To take appropriate action on the recommendations of committees, advisory committees or working groups of the council.
FC1.13	To consider any matters within the terms of reference of a committee.
FC1.14	To consider all matters outside of the terms of reference of any committee.
FC2	Human Resources
FC2.1	To adopt the overall staffing structure.
FC2.2	To authorise requests for additional council officers.
FC2.3	To deal with all matters affecting the appointment, probation, promotion, discipline, salary and conditions of service of the Town Clerk.
FC4	Devolved Services
FC4.1	To take on services from other local authorities or public bodies.
FC5	Finance
FC5.1	To approve the annual return and end of year accounts.
FC5.2	To receive the external audit report.
FC5.3	To approve the annual budget and precept.

FC5.4	To authorise virements in accordance with the Financial Regulations.
FC5.5	To borrow money.
Finance and Policy Committee	
Key Responsibilities	To review Council governance, oversee the management of Council finances, development of council policies and business plans, including the recommendation to Council of the annual budget and precept in accordance with the Financial Regulations.
FP1	Delegated Functions
FP1.1	To arrange extra meetings of the committee.
FP1.2	To monitor actions on minutes of the committee.
FP1.3	To manage services for which the committee is responsible within an approved budget and policy.
FP1.4	To assemble and submit estimates of income and expenditure for each financial year relating to the responsibilities of the committee.
FP1.5	To contribute to the annual report and other publicity materials relating to the responsibilities of the committee.
FP1.6	To appoint sub-committees and working groups, decide on their composition and make appointments to them.
FP2	Strategy and Policy
FP2.1	To advise the council in formulating its objectives and priorities and in establishing programmes and to recommend such steps as are necessary to achieve these objectives.
FP2.2	To review all policies of the council and recommend changes or additional policies.
FP2.3	To advise the council on the development and review of the constitution.
FP3	Performance and Business Management
FP3.1	Without detracting from the duties and responsibilities of other Committees, to review the effectiveness of the whole of the Council's organisation, its standards and levels of service.
FP3.2	To be responsible for monitoring the performance of the council.
FP3.3	To monitor the progress of the capital programme.
FP3.4	To approve the Corporate Business Plan.
FP4	Quality and Integrated Management System
FP4.1	To promote efficiency, value for money and an integrated approach to management
FP4.2	To oversee the formal administration of any adopted integrated management systems, risk management and quality self-assessment programmes
FP4.3	To promote customer care and equality in service delivery and access.
FP4.4	To manage the Local Council Award scheme accreditation.
FP5	Resources
FP5.1	To oversee and direct the use of financial and technological resources of the council.

FP6	Finance
FP6.1	To be responsible for the overall management and control of the finances of the council, under the direction of the council.
FP6.2	To monitor the council's capital and revenue budgets.
FP6.3	To make recommendations to the council on the budget and precept requirements, having considered proposals by other committees.
FP6.4	To monitor the level of council income/expenditure compared with approved estimates
FP6.5	To advise the council on the financial implications of proposed new policies or development of existing policies including sources of revenue, or situations where proposed expenditure or identified income reduction is not contained in the budget.
FP6.6	To advise the council on borrowing policy, investment and treasury management.
FP6.7	The policy management of the council's financial resources- in particular capital funds, repairs and renewals funds and to regularly monitor the performance of all funds invested.
FP6.8	To determine policy and supervise the council's insurance arrangements.
FP6.9	To supervise the council's banking arrangements.
FP6.10	To be responsible for all matters related to the full range of financial and accountancy functions.
FP6.11	To review all fees and charges and make recommendations to the council.
FP6.12	To control the collection of revenues, consider reports on outstanding debts due to the council, to undertake recovery, and to recommend to the council the writing off of irrecoverable amounts.
FP6.13	To approve all security arrangements of the council in respect of computers and financial issues.
FP6.14	To authorise investments and debt repayment in accordance with the Council's Policy
FP6.15	To recommend to the council all leasing arrangements for the acquisition of vehicles, plant and equipment within approved budgets.
FP6.16	To review the financial regulations annually and to advise the council on the regulation and control of the council's finances
FP7	Grant Scheme
FP7.1	To administer the council's grant scheme in accordance with policy.
FP7.2	Any venue fee concessions in accordance with policy.
FP7.3	To advise the council on amendments to the grants policy.
FP8	Information Technology Services
FP8.1	To oversee the use of information technology in support of the council's business and service commitments.
FP9	Procurement
FP9.1	To co-ordinate and oversee the council's Corporate Procurement and advise it on policy.
FP10	Communications / Public Relations and Marketing
FP10.1	To co-ordinate and promote access to council services and public information, and to advise the council on a communications and marketing policy.
FP10.2	To promote the public face of the council through the management of public and media relations.

FP10.3	To promote implementation of the Council's policies in respect of corporate marketing and communication.
FP10.4	To approve the content of the annual report and other publicity material relating to policies, responsibilities and outcomes of the council.
FP11	Audit
FP11.1	To ensure that an adequate and effective system of internal control is in place to secure the integrity of finances and to approve the annual internal audit terms of reference.
FP11.2	To receive, approve and recommend to the Council any necessary actions on interim audit reports.
FP11.3	To advise the council on matters of data protection, access to information, freedom of information and transparency regulations.
FP12	Emergency Planning
FP12.1	The policy management of the council's financial resources- in particular capital funds, repairs and renewals funds and to regularly monitor the performance of all funds invested.
Assets and Services Committee (Community Services Committee)	
Key Responsibilities	To oversee the management and maintenance of the Council's land and property assets and those related services directly provided or commissioned by the council.
AS1	Delegated Functions
AS1.1	To arrange extra meetings of the committee.
AS1.2	To monitor actions on minutes of the committee.
AS1.3	To manage services for which the committee is responsible within an approved budget and policy.
AS1.4	To assemble and submit estimates of income and expenditure for each financial year relating to the responsibilities of the committee.
AS1.5	To contribute to the annual report and other publicity materials relating to the responsibilities of the committee.
AS1.6	To appoint sub-committees and working groups, decide on their composition and make appointments to them.
AS2	Grounds Maintenance and Management
AS2.1	The management, control, upkeep, maintenance and development of all playing fields, open spaces, play areas, and other leisure and recreational facilities in the control or ownership of the Council.
AS3.1	Health and Safety
AS3.1	All matters relating to Health and Safety relating to assets, buildings, equipment, land and persons within the council's responsibility.
AS4	Public Realm & Public Facilities
AS4.1	The provision, management, control, upkeep and maintenance of all land, buildings and equipment in the management or ownership of the council.
AS4.2	The provision, management, control, upkeep and maintenance of street furniture, benches and signs in the management or ownership of the council.

AS4.3	The provision, management, control and monitoring of street cleansing, litter, fly posting, graffiti relating to areas in the management or ownership of the council.
AS4.4	To ensure the Council's land and property assets are protected from loss, damage, encroachment or similar issues.
AS5	Strategy and Policy
AS5.1	To make recommendations to Council regarding policy and strategic matters relating to all of the above.
Civic, Community and Environment Committee (Leisure Services Committee)	
Key Responsibilities	To oversee, support and develop community projects, in conjunction with other stakeholders as appropriate, and to raise the profile of events and services supported by the Town Council.
LS1	Delegated Functions
LS1.1	To arrange extra meetings of the committee.
LS1.2	To monitor actions on minutes of the committee.
LS1.3	To manage services for which the committee is responsible within an approved budget and policy.
LS1.4	To assemble and submit estimates of income and expenditure for each financial year relating to the responsibilities of the committee.
LS1.5	To contribute to the annual report and other publicity materials relating to the responsibilities of the committee.
LS1.6	To appoint sub-committees and working groups, decide on their composition and make appointments to them.
LS2	Community Engagement
LS2.1	To promote the social wellbeing of the town and to promote social inclusion within communities.
LS2.2	To support the implementation of the Newmarket Vision Plan.
LS2.3	To facilitate and support local community and voluntary organisations.
LS2.4	To provide a gateway to the district and county councils, the police and other public bodies to provide a coordinated public service hub for the town.
LS3	Culture and heritage
LS3.1	To promote, enable and facilitate cultural, artistic activities and heritage throughout the town, through the council's own efforts and partnership working with other groups and organisations
LS3.2	To directly or indirectly conserve the cultural heritage of the town.
LS3.3	To manage, preserve and promote the use of the town's historic records, artefacts and treasures.
LS4	Economic wellbeing and tourism
LS4.1	To promote the economic wellbeing of the town through partnership with the business and community sectors
LS4.1	To promote tourism within the town and power to encourage visitors.
LS4.2	To promote regeneration in the town.

LS4.3	To lobby for sufficient high-quality employment sites in the town and support initiatives promoting inward investment.
LS4.4	To support skills and training for local businesses.
LS4.5	To support the provision, directly or indirectly, of Christmas lights.
LS4.6	To promote and support floral and planting initiatives on land outside of the control of the council.
LS5	Environment
LS5.1	To promote environmental awareness and the environmental wellbeing of the town.
LS5.2	To conserve the built and natural environment.
LS5.3	Issues involving ancient monuments and areas of archaeological interest.
LS5.4	To approve and action environmental audits.
LS5.5	To lead on sustainability and transition for the town.
LS5.6	To make recommendations to the council on the transition to net zero.
LS6	Leisure and sport
LS6.1	To promote, enable and facilitate arts, educational, entertainment, leisure and sporting activities and events throughout the town, through the council's own efforts and partnership working.
LS7	Public Relations
LS7.1	To administer town twinning.
LS7.2	To administer civic events and related public relations activities.
LS7.3	To encourage community groups and partnerships.
LS8	Safety and Crime Reduction
LS8.1	To install and maintain equipment for detection and prevention of crime.
LS8.2	To support initiatives of the Community Safety and Crime Reduction Partnership.
LS8.3	To lobby for road safety improvement schemes.
LS8.4	To liaise with the police to develop a safer community.
LS8.5	To support and promote Home Safety initiatives in the town.
LS9	Wellbeing
LS9.1	To work with partner organisations to improve the health of people in the town.
LS9.2	To improve access to services which can contribute to health.
LS9.3	To promote healthy living.
LS10	Young People
LS10.1	To support public and community services and facilities for the young.
LS10.2	To promote the involvement of young people in decision making within the town.

LS11	Strategy and Policy
LS11.1	To make recommendations to Council regarding policy and strategic matters relating to all of the above.
Planning and Transport Committee (Development and planning)	
Key Responsibilities	As a consultee of the planning authority, to consider all planning applications received from West Suffolk and East Cambridgeshire Councils, and make recommendations on behalf of the Town Council. To consider all matters relating to planning policy, infrastructure and development. To consider all matters relating to licensing.
PT1	Delegated Functions
PT1.1	To arrange extra meetings of the committee.
PT1.2	To monitor actions on minutes of the committee.
PT1.3	To manage services for which the committee is responsible within an approved budget and policy.
PT1.4	To assemble and submit estimates of income and expenditure for each financial year relating to the responsibilities of the committee.
PT1.5	To contribute to the annual report and other publicity materials relating to the responsibilities of the committee.
PT1.6	To appoint sub-committees and working groups, decide on their composition and make appointments to them.
PT2	Environmental
PT2.1	To liaise with the relevant authorities in cases of public health/ environmental nuisance, drainage matter, pollution, and animal welfare issues.
PT2.2	To make observations on any public health/ environmental licence or registration application (other than under the Licensing Act).
PT2.3	Waste and recycling.
PT3	Highways, Transport and Traffic Management
PT3.1	To consider and make representations on matters relating to public highways including footpaths and bridleways.
PT3.2	To consider and make representations on matters relating to public transport.
PT4	Housing
PT4.1	To promote, enable and develop a Community Land Trust.
PT4.2	To lobby for sufficient affordable housing and an adequate range of housing types for the Town.
PT5	Licensing
PT5.1	To make observations on any matter relating to gaming or gambling.
PT5.2	To make observations on applications and other matters under the licensing legislation.
PT6	Planning and Development Control
PT6.1	To make observations to the local planning authority on all planning applications within the parish boundary or within the wider area which may have an effect upon the town or its residents.

PT6.2	To make observations to the local planning authority on all listed building applications within the parish boundary or within the wider area which may have an effect upon the town or its residents.
PT6.3	To make observations to the local planning authority on all conservation area consents.
PT6.4	To make observations to the local planning authority on all certificates of existing or proposed lawful use or development.
PT6.5	To make observations to the local planning authority on all display of advertisement regulations.
PT6.6	To make observations to the local planning authority on all developments involving telecommunications.
PT6.7	To refer any planning enforcement issues to the relevant local planning authority.
PT6.8	To make observations on all planning aspects and licensing aspects of waste applications or mineral applications
PT6.9	To comment on tree preservation applications or the making of orders.
PT6.10	To make observations on planning consultation documents from any public body at the local, regional or national level.
PT6.11	To make observations at the time of planning appeals and to authorise witnesses on behalf of the Council.
PT6.12	To make observations on hazardous substance applications.
PT6.13	To make observations on applications for amendments to planning and other related consents previously granted by any authority or making observations on applications for the discharge of conditions in respect of planning permissions and other related consents issued by the local planning authority.
PT6.14	To make observations on applications and other actions in relation to hedgerows.
PT6.15	To make observations on street naming or numbering.
PT6.16	To liaise with the relevant local authority on any matter relating to building control.
PT6.17	To monitor proposals from developers under Section 106 Agreements or the Community Infrastructure Levy.
PT6.18	To request a district councillor to “call in” applications to be determined by the relevant committee of the local planning authority.
PT6.19	To undertake the council’s role in the making, review or management of conservation areas.
PT7	Strategic Planning
PT7.1	To make observations on local authority local plan, county waste, and mineral plans.
PT7.2	To make observations on local authority supplementary planning documents.
PT8	Strategy and Policy
PT8.1	To make recommendations to Council regarding policy and strategic matters relating to all of the above.
Human resources committee	
Key Responsibilities	Matters relating to the recruitment and management of the Council's employees and volunteers.
HR1	Delegated Functions
HR1.1	To arrange extra meetings of the committee.
HR1.2	To monitor actions on minutes of the committee.

HR1.3	To manage services for which the committee is responsible within an approved budget and policy.
HR1.4	To assemble and submit estimates of income and expenditure for each financial year relating to the responsibilities of the committee.
HR1.5	To contribute to the annual report and other publicity materials relating to the responsibilities of the committee.
HR1.6	To appoint sub-committees and working groups, decide on their composition and make appointments to them.
HR2	Human resources
HR2.1	To recommend to the council the overall staffing structure and approval of additional posts.
HR2.3	To approve human resources policies and the employee handbook.
HR2.6	Employee performance management scheme.
HR2.7	Training and development plan for officers.
HR2.8	Disciplinary matters under the Council's Disciplinary Procedure, unless otherwise delegated.
HR2.10	To manage the grievance procedure.
HR2.13	Issues relating to the nominated pension scheme as it affects individual employees and administration of retirement.
HR2.14	To place staff at the disposal of other local authorities for the purpose of joint arrangements or Partnership working
HR2.15	Redundancy and redeployment.
HR2.16	Monitoring the equalities policy in relation to employment.
HR2.17	Approval of officer codes of conduct.
HR2.18	Approval of member-officer protocol.
HR2.19	To administer other personnel procedures.
HR2.20	To administer the policies relating to volunteering.
HR2.21	To administer the child and vulnerable adult policy
HR2.22	To administer the council's equality policy.
HR3	Strategy and Policy
HR3.1	To make recommendations to the council regarding policy and strategic matters relating to all of the above
Appeals committee	
Key Responsibilities	To act as the second stage in matters relating to disciplinary matters, grievance and complaints.
A1	Delegated Functions
A1.1	To arrange extra meetings of the committee.
A1.2	To monitor actions on minutes of the committee.
A1.3	To manage services for which the committee is responsible within an approved budget and policy.
A1.4	To assemble and submit estimates of income and expenditure for each financial year relating to the responsibilities of the committee.

A1.5	To contribute to the annual report and other publicity materials relating to the responsibilities of the committee.
A1.6	To appoint sub-committees and working groups, decide on their composition and make appointments to them.
A2	Appeals
A2.1	To determine whether any appeal made by a member of staff under any of the council's human resources policies are valid.
A2.2	To hold appeal hearings under the disciplinary, grievance, competence, redundancy and redeployment policies
A2.3	To determine any appeals under the council's complaint procedures.
A2.4	To determine any appeal under freedom of information or data protection legislation.
Scrutiny Committee / Neighbourhood Plan Advisory Committee	
Key Responsibilities	Without prejudice to the responsibilities of the service committees, to review the effectiveness of all of the Council's work and the standards and levels of service provided, and to review the progress of the Neighbourhood Plan. Not to be chaired by the chair or vice-chair of the council or any other committee.
S1	Delegated Functions
S1.1	To arrange extra meetings of the committee.
S1.2	To monitor actions on minutes of the committee.
S1.3	To contribute to the annual report and other publicity materials relating to the responsibilities of the committee.
S1.4	To appoint sub-committees and working groups, decide on their composition and make appointments to them.
S1.5	To contribute to the annual report and other publicity materials relating to the responsibilities of the committee.
S2	Scrutiny
S2.1	To review the effectiveness of all the Council's work and the standards and levels of service provided, and provide recommendations to Full Council.
S2.2	To review the progress of the Neighbourhood Plan community objectives and provide recommendations to Full Council on the objectives to progress over the full term of the council.