Lowestoft Town Council

For the attention of all Councillors

You are summoned to attend a **Events and Communications Sub-Committee** meeting of Lowestoft Town Council, which will be held at **Hamilton House, Battery Green Road, Lowestoft, NR32 1DE** at **10:00 AM** on **Wednesday, June 25, 2025**.

The meeting is held in accessible premises and open to the public and press to attend. Those attending shall be informed that the meeting may be reported on (including recording, photographing and filming). This does not apply to confidential items. Comments can also be submitting regarding any item on the agenda in advance of the meeting. Members of the public can join the meeting remotely via Teams. The meeting can also be observed via YouTube.

In providing any comments members of the public accept that, where they are suitable, they may be considered at the meeting and published in our minutes. Any individual submitting the comments should ensure that their name, address and contact details are included in their communication and should note that anonymous submissions will not be accepted. Members of the public accept that their name may be noted and recorded at the meeting. However, their contact details will not be noted and reported publicly.

Councillors must register relevant interests and declare them at a meeting if they have such an interest in a matter to be considered. Under the Localism Act 2011, a councillor with relevant interests in matters on the agenda cannot take part or vote on those matters, unless they have been granted a dispensation. Under the Council's Code of Conduct, a councillor must leave the meeting room if they have such an interest, unless they have been granted a dispensation. There may be other interests or matters in which councillors might be considered to be biased or predetermined in which case they will need to consider whether they should leave the room.

The Council has a duty to pay due regard to preventing crime and disorder and to conserve biodiversity as part of relevant decisions.

S. L. Foote

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Sarah Foote, Acting Town Clerk and Responsible Financial Officer
18 June 2025

Lowestoft Town Council

Events and Communications Sub-Committee

Hamilton House, Battery Green Road, Lowestoft, NR32 1DE
10:00 AM on Wednesday, June 25, 2025

AGENDA

1 To appoint the Chair of the Events and Communications Sub-Committee

2 Welcome
To explain the fire evacuation procedure, welcome the meeting, and remind councillors and members of the public of the right to report.

3 To receive and consider approval of apologies for absence

4 Declarations of Interests and dispensations

4.1 To receive declarations of Disclosable Pecuniary, Other Registerable and Non-Registerable interests from councillors on items on the agenda

4.2 To consider written requests for dispensations for interests and note dispensations granted

5 To consider the draft minutes of the meeting on 23 April 2025

6 Public forum
An opportunity for the public to make comments on any matters on this agenda, and to consider any advance comments from the public.

7 To review and make recommendations on Sub-Committee arrangements

7.1 To note membership of the Events and Communications Sub-Committee

7.2 To appoint the Deputy Chair for the Events and Communications Sub-Committee

7.3 To review and consider adoption of the Terms of Reference

7.4 To review the meeting schedule

7.5 To review the delegations of the Events and Communications Sub-Committee

7.6 Risk Register

To note this Sub-Committee's responsibilities with regard to reviewing the Risk Register and to consider the relevant risks and ensure implementation of the control measures

8 Finance

To monitor expenditure by the sub-committee from its delegated budget.

9 Communications

9.1 To note the launch of the Town Council's new website

9.2 To note the creation of a Town Council Communication's Plan in tandem with the creation of the new Business Plan

10 Events

10.1 To note attendance at events of the Mayor/Deputy Mayor

10.2 To consider any applications for events on Town Council owned land.

10.3 To receive a report of permissions granted for events on Town Council owned land.

10.4 To review and consider the following timetable of events:

Date	Item
6 May 2025	Annual Assembly
8 May 2025	VE 2025
21 June 2025	Suffolk Day
29 June 2025	Lowestoft 10K
12 July 2025	Lowestoft Pride
15 August 2025	VJ 2025
23 August 2025	Norfolk and Waveney Mind Wellness Festival
12-21 September 2025	Heritage Open Days
20 September 2025	Planet Positive
4 October 2025	Royal Naval Patrol Association 50th Anniversary
October 2025	Black History Month

9 November 2025	Remembrance Sunday and Parade
11 November 2025	Armistice Day
27 January 2026	Holocaust Memorial Day
8 March 2026	International Women's Day
2026	Civic Event

11 To receive an update from the organisers of "Friday 4th July Beach Clean Event with Schools and the United Kingdom Environmental Law Association"

12 Date of next meeting and reports

To be confirmed

13 Items for the next agenda and close

Lowestoft Town Council

Meeting of the Events and Communications Sub-Committee

Hamilton House, Battery Green Road, Lowestoft, Suffolk, NR32 1DE
10.00am on Wednesday 23 April 2025

MINUTES

Present: Cllrs Sonia Barker, Wendy Brooks and Jen Jones

In attendance: Christopher Meek (Events and Office Manager) and Michael Winter (Communications and IT Officer).

Public: No members of public present.

95. Welcome

To explain the fire evacuation procedure, welcome the meeting, and remind councillors and members of the public of the right to report.

96. To receive and consider acceptance of apologies absence

Apologies with reasons were received from Cllrs Pitts, Rappensberger and Webb. Cllr Jones proposed acceptance, seconded by Cllr Brooks; all in favour.

97. Declarations of Interests and Dispensations

97.1. To receive declarations of Disclosable Pecuniary, Other Registerable and Non-Registrable interests from councillors on items on the agenda.
Cllr Barker reminded the members to raise an interests if they came up during the meeting.

97.2. To consider written requests for dispensations for interests and note dispensations granted.
None were received.

98. To consider the draft minutes of the meeting on Wednesday 26 March 2025

Cllr Jones proposed acceptance of the minutes, seconded by Cllr Barker. There were two votes in favour with one abstention.

99. Public Forum

99.1. An opportunity for the public to make comments on any matters on this agenda and to consider any advance comments from the public.
A member of public had asked to speak about item 103.1 on the agenda via the webinar however they were not present. It was agreed that item 103.1 could be brought forward when the member of public was present.

100. Finance

100.1. To monitor expenditure by the sub-committee from its delegated budget.
The budget spreadsheet was displayed. It was noted that the budget reflected the position for the start of the new financial year.

Cllr Brroks asked for clarification on the Rock n Roll event budget line. The Events and Office Manager clarified that this money was used towards the Suffolk Day event.

Lowestoft Town Council

Meeting of the Events and Communications Sub-Committee

Hamilton House, Battery Green Road, Lowestoft, Suffolk, NR32 1DE
10.00am on Wednesday 23 April 2025

101. Communications

101.1. To receive an update from Communications Officer regarding the Lowestoft Town Council website.

The Communications and IT Officer reported that the new website was near completion and would be rolled out at for the new Civic Year, possibly around the start of June following some final updates.

Cllr Barker asked if there would be training given to Councillors on the new website. The Communications and IT Officer commented that this would not be necessary for Councillors.

Cllr Brooks asked if the way for Councillors to access agendas and meetings papers, especially those marked confidential, could be simplified. The Communications and IT Officer confirmed that this would be rectified when the Decisions software for creating agenda packs comes live, which is hoped to happen at the same time as the website launching. For the public, the new software would create a public agenda pack which would include the agenda and meeting papers in one place.

101.2. To note how communications strategy will be progressed via the forthcoming Town Council Business Plan.

The Communications and IT Officer reported that, as the Town Council had agreed to work on creating a new Business Plan, it would be good to create the Communications Strategy in tandem as many of the initial questions are the same. It is hoped that this would involve more councillors in the workshops.

102. Events

102.1. To note attendance at events of the Mayor/Deputy Mayor.

Cllr Barker commented that it would be helpful if there was a list for the new civic year to highlight what events had been attended over the past year. Cllr Brooks commented that more rationale about the reason why the Mayor attended some events but was not present at all major events in the Town. Cllr Barker commented that the Mayor could only attend events when invited and could not self-invite.

Cllr Barker proposed for an information update on Mayor attendance. This was seconded by Cllr Jones; all in favour.

102.2. To consider any applications for events on Town Council owned land.
None needed consideration.

102.3. To receive a report of permissions granted for events on Town Council owned land.
The Events and Office Manager reported that permissions had been given to the Friends of Fen Park, First Light Festival and Catch 22 for events.

102.4. To review and consider the following timetable of events:

Lowestoft Town Council

Meeting of the Events and Communications Sub-Committee

Hamilton House, Battery Green Road, Lowestoft, Suffolk, NR32 1DE
10.00am on Wednesday 23 April 2025

Table 1 - Schedule of events

Date	Item
6 May 2025	**Annual Assembly** The Communications and IT Manager confirmed the venue was Whitton Residents Hall with a Community Group information session starting at 6pm, followed by the meeting at 6:30pm. The agenda would be going out this week following the confirmation of a presentation title. Cllr Brooks commented that Whitton Residents Hall was a difficult venue to get to. It was reported that other venues where looked at but their accessibility and size was an issue.
8 May 2025	**VE 2025** The Events and Office Manager reported that the event would run from 3pm-9:30pm and include a range of stallholders and live music. The event would close with the lighting of the beacon. The day would start with the raising of the Union Flag outside the RNPSA at 9am. It was noted that there were several committee meetings taking place on the day.
21 June 2025	**Suffolk Day** The Events and Office Manager reported that a workshop with local academy schools was taking place next week to work on the proclamation. The event itself would start at 9:30am with a greeting from Lady Clare. The Suffolk Chamber Orchestra would be playing a selection of Suffolk-themed music and there would be the awarding of Suffolk Medals with three of the five awardees havibg a Lowestoft connection. Following the main event, there would be a light reception at the Battery of Ideas for invited guests and dignitaries.
29 June 2025	**Lowestoft 10K** The Events and Office Manager reported that arrangements were progressing well with quotes for Traffic Management being sourced. The Event Management Plan was in the process of being submitted in the coming days.
12 July 2025	**Lowestoft Pride** The Events and Office Manager reported that the event would be taking place from 12-8pm. A few fringe events were also being organised, in collaboration with local groups, in the build up to the main event.

Lowestoft Town Council

Meeting of the Events and Communications Sub-Committee

Hamilton House, Battery Green Road, Lowestoft, Suffolk, NR32 1DE
10.00am on Wednesday 23 April 2025

Date	Item
15 August 2025	**VJ 2025** The Events and Office Manager commented that this sub-committee had previously agreed that VJ Day would be a smaller event compared to VE Day. A further update would be given at the next meeting.
23 August 2025	**Norfolk and Waveney Mind Wellness Festival** The Events and Office Manager reported that the organisers and Norfolk and Waveney Mind would be sending out "save the date" comms in the coming months.
12-21 September 2025	**Heritage Open Days** Cllr Brooks commented that East Suffolk Council are providing grant funding of up to £500 for HODs events and asked if the office could make local organisations aware. The Events and Office Manager reported that many were already aware and had applied. It was noted that the Town Hall Project are organising a Heritage Skills Market event on Saturday 13th September.
20 September 2025	**Planet Positive** The Events and Office Manager reported that quotes were being sought for tent coverings to cover Sparrows Nest Gardens. One option had been received with further quotes being looked at. Cllr Brooks commented that she had contact with various groups who should be invited to take part. The Events and Office Manager asked for any details to be shared with the office.
4 October 2025	**Royal Naval Patrol Association 50th Anniversary** The Events and Office Manager commented that no details had been shared with the organisers other than confirming that the event would start in Belle Vue Park and then move down to Sparrows Nest Gardens.
October 2025	**Black History Month** The Communications and IT Officer reported that initial communications had gone out. A steer on the theme was needed in order to provide the schools with further details. Cllr Brooks commented that the awards event could be enhanced with live music and buffet refreshments.

Lowestoft Town Council

Meeting of the Events and Communications Sub-Committee

Hamilton House, Battery Green Road, Lowestoft, Suffolk, NR32 1DE
10.00am on Wednesday 23 April 2025

Date	Item
November 2025	**Remembrance Service and Parade** It was noted that there was currently no update. It was agreed that the rest of the events would be deferred to the next meeting.
November 2025	**Armistice Day**
27 January 2026	**Holocaust Memorial Day**
8 March 2026	**International Women's Day**
2026	**Civic Event**

103. Events

103.1. To receive an update from the organisers of "Friday *4th July Beach Clean Event with Schools and the United Kingdom Environmental Law Association".*

As the member of public was not present, it was agreed that this item would be deferred to the next meeting.

103.2. To receive an update from Communications Officer regarding Vera Brittain Plaque.

The Communications and IT Officer reported that they had had a site visit with Cllr Barker on Gunton Cliff, looking at options for an information panel to augment the information already on a green roundel. Discussions on suitable locations were needed with the Grounds Maintenance Team.

Cllr Brooks commented that Vera Brittain was one of many notable people who lived on Gunton Cliff so it might be an idea for the information board to celebrate these significant people. Local historians could be asked to contribute information.

Cllr Barker asked if costs could be looked into and the practicality of having an information board looked at, considering accessibility.

103.3. To receive an update on the provision of children's entertainment in our Parks.

The Events and Office Manager reported that the theatre event was confirmed for Tuesday 5th August in Fen Park. With the weekly Summer family activities, details were being finalised as there were a few potential issues with Normanston Park being a venue.

104. Date of next meeting – To be confirmed.

105. Items for the next Agenda and Close.

106. To resolve that under the Public Bodies (Admission to Meetings) Act 1960, the public be excluded from the Meeting on the grounds that publicity would be prejudicial to public interest by reason of the confidential nature of the business to be transacted.

Lowestoft Town Council

Meeting of the Events and Communications Sub-Committee

Hamilton House, Battery Green Road, Lowestoft, Suffolk, NR32 1DE
10.00am on Wednesday 23 April 2025

Meeting closed 11:25

Signed……

25 June 2025

Lowestoft Town Council

Terms of Reference for the Events and Communications Sub-Committee
Of the Assets, Inclusion and Development Committee

1. **Appointment**
   1.1. The Events and Communications Sub-Committee has been established by the Assets, Inclusion and Development Committee.

2. **Duties**
   2.1. The Sub-Committee's duties, as set out in these terms of reference, are defined and agreed by the Assets, Inclusion and Development Committee, which may vote, at any time, to modify, remove or increase the Sub-Committee's term.

3. **Meetings**
   3.1. Meetings are to be held on a monthly basis, with extraordinary meetings scheduled when needed.

4. **Record of Proceedings**
   4.1. The Sub-Committee will meet monthly to fulfil the responsibilities below (see section 6).
   4.2. Written minutes will be taken to record the Sub-Committee's decisions and will be received at the next Assets, Inclusion and Development meeting and tabled as an appendix.
   4.3. The Clerk will be responsible for arranging the recording and distribution of the minutes.
   4.4. The approved written minutes will be the official record of the meeting.

5. **Membership**
   5.1. The membership of the Sub-Committee will be no fewer than quorum plus one (i.e. four Councillors)
   5.2. The Chair and Deputy Chair will be elected at the first meeting of the Sub-Committee each Council year.
   5.3. All members of the Sub-Committee are expected to represent the interest of the whole Council area.
   5.4. Any elected member can preside by agreement in the absence of the Chair and Deputy Chair.
   5.5. A quorum will be three members of the Sub-Committee.

Adopted: November 2018
Last reviewed: May 2024 Next review date: May 2025

5.6. Substitutes may be appointed to ensure that meetings are quorate.

5.7. The Mayor and Deputy Mayor may attend meetings in an ex-officio capacity, if both are in attendance in this capacity then only one may have voting rights.

5.8. All other members of the Council have the right to attend the meeting and make representations on the matters being discussed within the Public Forum.

6. Responsibilities

The Sub-Committee has delegated authority from the Assets, Inclusion and Development Committee to fulfil the following responsibilities, working in conjunction with the Clerk or delegated officer:

6.1. Events

6.1.1. Develop an annual calendar of events for the Council, including annual events (such as the Annual Meeting of the Town, Remembrance Day and Holocaust Memorial Day).

6.1.2. Promote any Council events within the Council and to the wider community.

6.1.3. Liaise with other organisations concerning Lowestoft-wide events and Council involvement in those events.

6.1.4. Consider applications for events held by other organisations on Council property and when requested to do so by an officer of the Council. Permission for events will otherwise be grant by an officer of the Council.

6.1.5. Allocate and manage budgets for events within the budget allocated to the Sub-Committee.

6.2. Communications

6.2.1. Consider style and format of Council communications, including templates.

6.2.2. Review the website and suggest improvements and future content.

6.2.3. Consider potential leaflets, publications and promotional material.

6.2.4. Consider community engagement via social media and face-to-face contacts, including surveys etc. if part of the Communications Strategy.

6.2.5. Research external organisations and specialists who could assist with our Communications Strategy.

6.2.6. Allocate and manage budgets for communications within the budget allocated to the Sub-Committee.

6.3. To work with the Assets, Inclusion and Development Committee on policies that involve communications, inclusion or events.

6.4. To review its own remit and make recommendations to the Assets, Inclusion and Development Committee annually, or as required, on its terms of reference.

7. Financial Delegations

7.1. Full Council has approved the following financial delegations to the Events and Communications Sub-Committee:

7.1.1. Events budget

7.1.2. Community Engagement budget

7.2. The per-item expenditure limit is £3,750 and expenditure will not exceed the total amount of each budget delegated to this Sub-Committee.

7.3. A standing item on the Sub-Committee's agenda will ensure expenditure is monitored.

8. Climate and Ecological Emergency

8.1. This Sub-Committee has an important role in ensuring that:

8.1.1. Actions under the Climate and Ecological Emergency Declaration and the Health Emergency Declaration apply to events on its land.

8.1.2. Waste and environmental damage are avoided/reduced e.g. reduced reliance on plastic.

8.1.3. An appropriate amount of communication resource is applied to promoting practical action.

Risk Register

Introduction

Lowestoft Town Council has a robust approach to risk management and reviews and adopts its policy on an annual basis. The attached report provides an overview of the Council's approach to risk management, an updated Risk Management Policy, Internal Control Statement and fully revised Risk Register. The key changes to each section of the attached paper are set out below, followed by a recommendation to Council.

1. Introductory Paper setting out approach to risk management: updated from 2024 to improve clarity with further detail provided on the Council approach to considering risk.

2. Annex 1: Review of Risk Management Policy (introduced by Council in May 2017, reviewed and updated annually)
    - Expanded ORGANISATIONAL ARRANGEMENTS
        - Risks allocated to Committees to review on a quarterly basis and recommend amendments to Council
        - Clerk undertakes a full review of risk register each quarter
    - Added in IMPACT category of OPERATIONAL IMPACT within the Risk Assessment Rating Criteria

3. Annex 2: Internal Control Statement for Year Ending 31 March 2026
    - Internal Control Statement from Internal Auditors

4. Annex 3: Lowestoft Town Council Risk Register
    - External consultant ompleted a full review of all risks and discussed with Acting Town Clerk, Facilities and Contracts Manager and Senior Committee and Projects Clerk
    - Re-grouped risks into 7 categories and tested impact and likelihood scores for each risk
    - The Risk Register contains a total of 36 risks categorised as followed:

Risk Category	Red	Amber	Green	Total
Finance and Governance	2	7	5	**14**
Assets & facilities		2		**2**
Staffing		1	3	**4**
Major projects		2	2	**4**
Health & safety & emergencies	1	2		**3**
Information & communications	1		2	**3**
Reputational		3	3	**6**
Total	**4**	**17**	**15**	**36**

Recommendations

Council to review and adopt Risk Management Policy and Internal Statement of Control.

Council to review Risk Register and approve changes to risks, ratings and organisational management of risks.

Lowestoft Town Council
Council paper
Risk Management: Policy, Internal Control Statement and Risk Register
April 2025

Introduction

The Council introduced a Risk Management Policy in May 2017 which included risk assessment criteria and an initial risk register.

The Council has grown substantially over the past seven years, going from a staffing team of 4 to a team of nearly 30 with an annual precept of £2.4m. Additional income is received from capital grants and loans to deliver a programme of major projects such as the refurbishment of the Town Hall (£10m) and Marina Theatre (£3.4m).

As a result of this growth and the multi-faceted programme of work now being pursued by the Council it is appropriate that Council review and update its

- Risk Management Policy
- Risk Assessment Criteria and Council's Appetite for Risk
- Risk Register

What is risk management?

Risk management is the on-going process of identifying the actual and potential risks that an organisation is facing, assessing the impact of these risks and putting in place actions (controls) intended to lessen (mitigate) the risk to an acceptable level. Council officers and members should work together to review the risk register on a regular basis – in the case of Lowestoft Town Council this review is via Full Council – recognising while risks are unlikely to be fully eliminated, through robust and timely management, they can be brought to within an acceptable level.

In line with the newly issued *Model Financial Regulations for Local Councils*, updated April 2024, NALC states:

- ***The council must ensure that it has a sound system of internal control, which delivers effective financial, operational and risk management.***
- *The Clerk / RFO shall prepare, for approval by [the council], a risk management policy covering all activities of the council. This policy and consequential risk management arrangements shall be reviewed by the council at least annually.*

Annual approach to risk management

LTC has a robust approach to risk management that includes:

- A Risk Management Policy, adopted by Full Council and reviewed on an annual basis at Annual General Meeting (May) – see Annex 1.

- Internal Control Statement – reviewed and updated each year at the Annual General Meeting (May) – see Annex 2.

- Annual audit of accounts (internal auditor) with full internal audit report – submitted to Full Council, in June (accounts to be approved by 30th June)

- Submission of Annual Governance and Accountability Return (to government appointed external body)

- Risk Register, owned by Full Council and considered each year at the Annual General Meeting (AGM) in May – see Annex 3.

In April 2025 it is proposed:

- each Committee review the full Risk Register and confirm those risks they should consider in detail as part of their annual programme (e.g. AID should review the Assets & Facilities risks, Personnel the staffing risks, F&G the financial and governance risks etc). The Risk Register contained within this Paper provides an initial allocation of risks for consideration.

- Full Council retains ownership of the Risk Register with Committees reporting recommendations for changes to the Risk Register on a quarterly basis.

Updates to the Risk Management Policy

Lowestoft Town Council introduced a Risk Management Policy in May 2017. This policy has been updated and is included in Annex 1.

Updated Risk Register (2025)

The previous risk register has been fully reviewed and updated and is presented as the Lowestoft Town Council Risk Register 2025, available in Annex 3.

Annex 1:

Risk Management Policy

1. **Purpose**

   To ensure the Council identifies, manages and mitigates risks which may impact Council members, officers, the public, operational services and / or capital investments.

2. **Definition of Risk**

   An uncertainty of outcome of actions or events which impacts upon Lowestoft Town Council achieving its objectives or which might create legal, regulatory, financial or reputational exposure for the Town Council

3. **Approach to Risk**

   Lowestoft Town Council is committed to good management of risks as part of its wider internal control procedures. This ensures the Council can:

   - Have increased confidence in achieving its objectives and deliver core services
   - Contain threats to levels it considers reasonably acceptable.
   - Take informed decisions about exploiting opportunities.
   - Assist the Clerk in completing the annual governance statement; and
   - Identify, monitor, and manage any exposure to legal, regulatory, financial or reputational risk

   The Council recognises that to achieve its objectives it must manage risk within its assessment of reasonable levels. The following principles outline the Council's approach to risk management:

   - The Town Council, as a whole, has responsibility for overseeing its own risk management;
   - An open and receptive approach to managing risk is adopted by the Town Council;
   - The approach to assessing risk will be consistent and will include an assessment of likelihood and impact.

   In addition to corporate risk, members and officers have a responsibility to assess and appropriately manage risk as part of the evaluation of project proposals, business cases and grant applications including where the Town Council is working in partnership with external agencies. Officers will include the detailed outcome of project and business case risk assessment in any Council agenda item that considers major financial investment.

   Where risks lie beyond the risk appetite of the Council, members and officers will take appropriate action to reduce those risks. A schedule of corporate risks will be maintained in a corporate risk register for review and approval by members.

   Responsibility for assessing and managing Health and Safety risks associated with Council activity, events, serious and emergency situations will be managed by the Clerk with expert advice from the Town Council's appointed Health and Safety Consultant. Methods of safe working will be communicated to and adhered by members, officers and contractors.

   Officers are responsible for assessing and managing risk as an integral part of their day-to-day role in ensuring the Council's objectives are met, recognising that all risk categories must be considered, including reputation, health and safety and financial risk. Where risks are identified which have the potential to impact upon the Council's objectives, operational or service delivery, these will be referred to the Clerk for consideration for inclusion in the corporate risk register.

Members are required to review (on an annual basis) the risk management policy and corporate risk register. This will include ensuring there is:

- A review of the risk assessment criteria, risk appetite and approaches to managing risk;
- An identification and updating of the schedule of risks;
- An evaluation of the likelihood and potential impact to the Council of each risk materialising;
- A decision on measures to avoid, reduce or control each risk, as appropriate; and
- A record made of the decisions reached.

4. Organisational Arrangements

The Town Clerk will ensure that all officers are aware of their responsibility in managing and reporting risk. Each officer shall make appropriate arrangements to ensure risk is continually assessed in relation to their area of responsibility.

Risks are allocated to Council Committees on the basis of the Committee's remit. Each Committee should review their risks on a regular basis and put forward recommendations for amendments to Full Council on a quarterly basis.

The Clerk will review the full risk register quarterly advance of it being submitted to the Council highlighting any Committee recommendations for amendments.

The Council will adopt the risk management policy and corporate risk register on at least an annual basis.

5. Risk Assessment Rating Criteria

Risks will be rated based on the likelihood of occurrence and the impact that could result. The matrix below sets out the rating criteria and gradings.

RELATIVE LIKELIHOOD						
	76-99%	**4**				
	51-75%	**3**				
	26-50%	**2**				
	1-25%	**1**				
			1	**2**	**3**	**4**
			Minor	Moderate	Serious	Major
			IMPACT			
FINANCIAL IMPACT			Loss of up to £1000	Loss of up to £10,000	Loss of up to £50,000	Loss of over £50,000
and/or REPUTATIONAL IMPACT			Minimal / localised damage to reputation	Moderate and/or medium term damage to reputation.	Serious damage to reputation within the area and potentially beyond.	National and/or long-standing damage to reputation; intervention by Government
and/or HEALTH & SAFETY IMPACT			No health and safety impact	Minor injury, possibly requiring treatment by health care professional	Serious injuries	Fatality or life-changing injuries
and/or LEGAL/REGULATORY EXPOSURE IMPACT			No legal/regulatory exposure	Moderate findings against the Council/moderate impact on the public/services/assets	Serious findings against the Council/serious impact on the public/services/assets	Major findings against the Council/major impact on the public/services/assets
and/or OPERATIONAL IMPACT			Risk can be quickly and effectively be managed by staff	Risk requires input from senior staff over a number of days / instances	Risk requires input from Mayor / a Committee and officers resulting in a diversion from core service delivery	Risk requires significant input from Council and officers, resulting in a failure to deliver core services

6. Lowestoft Town Council Approach to Managing Risk

Given the multi-faceted programme of work that is being taken forward by the Council it is not possible to eliminate all risks and the Council, through this policy, has agreed to be open and receptive to risk – ensuring appropriate measures (captured through the Risk Register) are in place to mitigate / manage risks.

The matrix below sets out the Council's approach to managing risk, demonstrating that activities with a medium to very high likelihood of occurrence (from 26-99%) and a major or serious impact will be managed down or terminated – as shown in the red squares.

LIKELIHOOD						
	Very high: 76-99%	**4**				
	High: 51-75%	**3**				
	Medium: 26-50%	**2**				
	Low: 1-25%	**1**				
			1	2	3	4
			Minor	Moderate	Serious	Major
			IMPACT			

Risks rated as **GREEN** are reasonably acceptable to the Council on the presumption that the identified control mechanisms remain in place and are followed. The risk level will remain monitored as part of the risk management.

Risks rated as **AMBER** are reasonably acceptable to the Council with identified measures to control the risk and so reduce exposure to the Council.

Risks rated as **RED** are high risk to the Council and must be monitored with immediate action(s) put in place to bring the risk down to a lower category. *Any action taken must be in accordance with the Council's Standing Orders and Financial Regulations.*

Annex 2

Internal Control Statement for Year Ending 31 March 2026

1. SCOPE OF RESPONSIBILITY

Lowestoft Town Council is responsible for ensuring that its business is conducted in accordance with the law and proper standards, and that public money is safeguarded and properly accounted for, and used economically, efficiently and effectively.

The Council is responsible for ensuring that there is a sound system of internal control which facilitates the effective exercise of the Council's functions and which includes arrangements for the management of risk.

2. THE PURPOSE OF THE SYSTEM OF INTERNAL CONTROL

The system of internal control is designed to manage risk to a reasonable level rather than to eliminate all risk of failure to achieve policies, aims and objectives; it can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an on-going process designed to identify and prioritise the risks to the achievement of the Council's policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically.

3. THE INTERNAL CONTROL ENVIRONMENT

The Council:

The Council reviews its obligations and objectives and usually approves budgets for the following year at its November/December meeting. The January meeting of the Council usually approves the level of precept for the following financial year.

The Council has appointed a Finance and Governance Committee. The Committee meets not less than 10 times during the financial year. Members of the Committee monitor progress against objectives, financial systems and procedures, budgetary control and carry out regular reviews of financial matters. The minutes of the meetings of the Committee are circulated to all members of the Council. A councillor responsible for bank reconciliation checks has been appointed.

The Full Council meets at least 11 times each year and monitors progress against its aims and objectives at each meeting by receiving relevant reports from the Finance and Governance Committee and the Town Clerk and Responsible Financial Officer.

The Council carries out regular reviews of its internal controls, systems and procedures.

Clerk to the Council/Responsible Finance Officer:

The Council has appointed a Clerk to the Council who acts as the Council's advisor and administrator. The Clerk manages the Responsible Financial Officer who is responsible for administering the Council's finances. The Clerk is responsible for advising on the day to day compliance with laws and regulations that the Council is subject to and for managing risks. The Clerk also provides advice to help the Council ensure that its procedures, control systems

and policies are adhered to. The Responsible Financial Officer (or the Clerk in their absence) takes particular responsibility in relation to these responsibilities in relation to financial matters.

Payments:

All payments are reported to the Council or Finance and Governance Committee or Clerk for Approval where delegations permit. All payments must be reported to Council. Any delegations are only as authorised by s.101(1)(a) of the Local Government Act 1972 and the Council's financial regulations or as authorised by Full Council.

Two members of the Council must sign every cheque or order for payment. The signatories should consider each cheque against the relevant invoice, sign the invoice and initial the cheque counterfoil or relevant online banking paperwork. All authorised cheque signatories are members of the Council. No officer of the Council can sign cheques. All payments should align with the Council's financial regulations unless authorised by Full Council.

Income:

All income is received and banked in the Council's name in a timely manner and reported to the Council.

Risk Assessments/Risk Management:

The Council reviews its risk assessment policy annually, usually in May, and regularly reviews its systems and controls.

Managing risk is a key feature of good governance. If Lowestoft Town Council can manage risks effectively then they are more likely to delivery on their aims and ambitions.

Risk management is not just about health and safety, it applies to all elements of the Council's work.

Managing risk involves:

- Risk identification and assessment
    - Introduce controls to mitigate the risk
    - Transfer the risk (e.g. through insurance)
    - Tolerate the risk (if the risk is deemed acceptable and if controls to mitigate are not cost-effective or efficient)
    - Terminate the risk – if the risk is assessed as unacceptable then stop

Internal Audit:

The Council appoints an independent and competent internal auditor who reports to the Council on a half-yearly basis on the adequacy of its:

- Records
- Procedures
- Systems

- Internal control
- Regulations
- Risk management

External Audit:

The Council's external auditors submit an annual certificate of audit which is presented to the Council.

4. REVIEW OF EFFECTIVENESS

The Council has responsibility for conducting an annual review of the effectiveness of the system of internal control and will also review the effectiveness of internal audit. The results of that review will be considered by the Council, which will also approve the related Statement on Internal Control.

Annex 3

Lowestoft Town Council Risk Register (2025)

The Corporate Risk Register contains a total of 36 risks categorised as followed:

Risk Category	Red	Amber	Green	Total
Finance and Governance	2	7	5	**14**
Assets & facilities		2		**2**
Staffing		1	3	**4**
Major projects		2	2	**4**
Health & safety & emergencies	1	2		**3**
Information & communications	1		2	**3**
Reputational		3	3	**6**
Total	**4**	**17**	**15**	**36**

The risk register will be reviewed on a quarterly basis and the table above updated to reflect amendments.

Risk number	Risk	Impact	Likeli-hood	Risk rating	Controls in place	Timeframe	Responsible officer	Committee
FINANCIAL AND GOVERNANCE								
F.1	Precept inadequate	4	1		Finance and Governance Cttee consider throughout year – quarterly review of budget to actual undertaken by Full Council. Annual Internal Audit – Risk Assessment and Management (Financial) review confirms appropriate procedures in place. 3 year business plan in development and will set out forecast spend against priorities	Precept submitted January	RFO	Finance and Governance (F&G)
F.2	Breach of Financial Regulations	4	1		Financial Regulations adopted by Full Council and reviewed / re-adopted on annual basis. Updated in line with changes to legislation and guidance from NALC. Members and officers are required to comply with Financial Regulations.	Monthly	RFO	F&G
F.3	Council spend is not aligned to Council priorities	4	2		Areas of spend closely monitored by RFO and Council with regular reporting to Council. Details of committed spend provided to members to inform decision making through the year and at budget planning stage. Reserves policy in place and reviewed annually. 3 year business plan in development and will set out forecast spend against priorities.	Monthly	RFO	F&G
F.4	Payroll inaccurate	2	1		Payroll brought in house 2024/25 3 year business plan in development and set out forecast spend against staffing need	Ongoing	RFO	F&G / Personnel
F.5	Spend and activity in areas in which the Council has no power (ie Council behaves *ultra vires*)	2	1		Clerk / RFO qualifications on the scope of Council's legal powers an essential criterion for role. Access to legal advice through the Council's solicitors. Appropriate training made available for councillors and provided for staff and particularly for the Clerk and RFO. Other specialist advisors and subscriptions provide support. Council has adopted "General Power of Competence" at term of office (once every 4 years)	Ongoing	TC	F&G
F.6	Incorrect VAT claim and / or VAT non-compliance leads to a loss of income for Council.	4	1		RFO scrutinises all invoices received to assess / Finance Officer trained in procedures for VAT. Specialist advice secured as needed. VAT registration has taken place. Making Tax Digital rules complied with including software upgrades. Annual Internal Audit – Risk Assessment and Management (Financial) review confirms appropriate procedures in place.	Quarterly	RFO	F&G

Risk number	Risk	Impact	Likeli-hood	Risk rating	Controls in place	Timeframe	Responsible officer	Committee
FINANCIAL AND GOVERNANCE								
F.7	Failure to monitor monthly spend and / or banking errors and charges arising / risk of reconciliation mis-match	2	1		Finance Officer regularly reviews spend against invoice, with all payment records validated by bank signatories (2 members). Bank reconciliations undertaken monthly. Regular scrutiny of financial records undertaken to ensure payments supported by invoices, authorised and minuted (undertaken by non-bank signatories to ensure transparency). Bank account held with a reputable organisation.	Monthly	RFO	F&G
F.8	Fraud by staff	2	1		Fidelity Guarantee value appropriately set. Electronic banking verified by 2 members prevents fraudulent transactions.	Ongoing	RFO	F&G
F.9	Contracts & procurements processes do not match Financial Regulations / current legislation.	4	1		Specialist procurement advice contracted for major projects. Financial regulations state threshold limits and all contracts monitored for adherence to these limits. Additional procurement training arranged as needed.	As needed	RFO	F&G and Major Project Committees
G.1	Breach of Standing Orders by Councillors / Officers or during Council meetings	3	2		Standing Orders adopted by Full Council and reviewed on an annual basis. Induction and training arranged for officers and members – log of training held for members. Members sign Code of Conduct and agree to Nolan Principles setting a baseline for behaviours Attendance recorded as part of minute taking to evidence a quorum. / House style used and regularly reviewed for agendas and meeting minutes. / Minutes and agenda published as per legal requirements. / Minutes approved by the Council as a true and accurate record.	Annual	TC	F&G
G.2	New members not sufficiently trained / aware of roles	3	2		Member training and induction programme developed – all new members to complete relevant training in a timely manner. Planning Committee training to be undertaken within 3 months of Committee appointment.	Ongoing	TC	F&G
G.3	Members fail to behave in accordance with the Member Code of Conduct	3	3		Code of Conduct policy adopted by Council. All members to sign declaration of acceptance of office and attend induction / training on Code of Conduct / Nolan Principles of Public Office. Training to be reviewed on a regular basis if complaints are received. Complaints procedure in place and reviewed on a regular basis. Monitoring Officer role in place (via East Suffolk Council)	Reviewed and signed at each AGM	TC	F&G
G.4	Conflict of interest or Councillor bias / pre-determination not declared or dealt with appropriately	3	2		Councillors required to declare any and all conflicts of interest or previous engagement on issues at the start of each meeting. All new members to attend induction / training. Monitoring Officer maintains register of interests which is published on the internet.	After every election and reviewed annually.	TC	F&G

Risk number	Risk	Impact	Likeli-hood	Risk rating	Controls in place	Timeframe	Responsible officer	Committee
G.5	Multiple refereda or by-elections required	2	1		Annual provision included in budget for cost of a by-election or referendum Business Continuity Plan in place	Autumn of the relevant year	RFO	F&G
ASSETS AND FACILITIES								
AF.1	Failure to comply with ownership responsibilities and law regarding assets	4	1		Financial Regulations require a full asset register to be prepared and maintained by RFO. The asset register is reviewed on a quarterly basis by the F&G Cttee. Facilities and Contracts Manager in post and leads on all elements of asset risk including: - Implementation of SHIRE system to monitor all FM jobs. Full asset register will be put on SHIRE by 1st April 2025. - Regular inspections (RoSPA) undertaken by Qualified Inspectors for play areas / equipment. - Asbestos, legionella, fixed wire testing (5 year), gas servicing, fire risk and other regulatory compliance testing programmed - Use of VISION to manage operational risks - EPC – reviewed every 10 years, all to be at correct rating for tenants	Ongoing	F&C Mgr	Assets, Inclusion and Dev't (AID)
AF.2	Damage / loss or theft of assets	3	2		Condition surveys undertaken on a 5 yearly cycle, with plan of works to be monitored by Facilities and Contracts Manager. Assets to be kept secure and appropriately insured. Insurance levels reviewed on an annual basis.	Ongoing	F&C Mgr	AID

Risk number	Risk	Impact	Likeli-hood	Risk rating	Controls in place	Timeframe	Responsible officer (s)	Committee
STAFFING								
S.1	Insufficient staffing due to staff absence or failure to fill roles	3	2		New management structure in place and matrix management approach adopted Consultancy budget in place to cover immediate staff shortage needs. 3 year business plan in development and will set out forecast spend against priorities Business Continuity Plan in place	Ongoing	TC	Personnel
S.2	Inadequate staff training and / or qualifications	2	1		All new staff to take part in organisational induction programme with training needs identified and recorded in personnel file. Training plan (external, on the job) developed within 3 months of start date. Staff training policy established and regularly reviewed. All staff training needs and programme completions recorded in personnel files and reviewed as part of annual performance management reviews. Personnel committee receive annual updates.	Ongoing	TC	Personnel
S.3	Safe and inclusive working environment is provided for staff and councillors	3	1		Hamilton House security procedures detailed in lease / operating practices (e.g. visitor badges) New accommodation at Town Hall being developed to ensure safe and inclusive environment.	Ongoing	TC	Personnel
S.4	Staff at risk of harm or injury while lone working	3	1		Officer WhatsApp Group monitored by on-call manager. Lone working procedures set out in Employee Handbook and reviewed with all staff. Staff required to sign compliance with Employee Handbook.	Ongoing	On-call manager	Personnel
MAJOR PROJECTS								
MP.1	Lack of funding for major projects	3	2		Project specific governance arrangements in place and external project managers appointed for largest projects (Town Hall / Marina Theatre).	Monthly	TC F&C Mgr	Project specific committees
MP2	Project slippage	3	2		Monthly project governance meetings to review project delivery.	Monthly	TC F&C Mgr	Project specific committees
MP.3	Grant funding / joint project funding not used appropriately	2	2		Project managers appointed for major external capital projects – monthly meetings to ensure adherence to LTC / partner spend approvals. Annual Internal Audit – Risk Assessment and Management (Financial) review confirms claims applications and procedures are complied with.	Monthly	TC F&C Mgr	Project specific committees
MP.4	Major Projects not delivered in line with grant conditions or contractual requirements	3	1		Project teams and committees set up to monitor and manage major projects. Regular reviews of conditions undertaken and reported to Full Council. 5	Monthly	External Project Managers as commissioned	Project specific committees

Risk number	Risk	Impact	Likeli-hood	Risk rating	Controls in place	Timeframe	Responsible officer	Committee
HEALTH AND SAFETY								
HS.1	Member of public, staff or members injured at Lowestoft Town Council premises or event	4	2		Health and Safety Policy in place Public & employers liability insurance in place. Contractors required to state liability insurance status prior to securing work with Lowestoft Town Council. All staff and members are aware of H&S responsibilities through Induction Programme.	Annually in May policy reviewed	TC F&C Mgr	AID and Events and Communications (E&C)
HS.2	Emergency situations causing unforeseen health, safety, financial and other concerns	4	1		Risk assessments made as needed. Events and Communications Officer leads on emergency planning and business continuity plans. Legal advice available via contract to update on changes to law / regulations.	As needed	TC F&C Mgr	AID
HS.3	A safeguarding issue arises at a LTC venue hire	3	2		Event hire form redeveloped to ensure safeguarding is up to standard. All venue hires required to state requirements for DBS as appropriate to hire..	Ongoing	TC	AID
INFORMATION TECHONOLOGY								
IT.1	Freedom of Information requests are complex and time-consuming to respond to with penalties for non-compliance	2	2		ICO registration in place as data controllers (Council and councillors), subject to payment by the Council. Council policies developed and monitored. Publication Scheme in place. Minutes and spend over £500 published on the Lowestoft Town Council website. Public and press welcome to attend council meetings.	Ongoing	TC	F&G
IT.2	Loss of data	3	1		Backup system in place through Cloudy IT plus all contractors dealing with relevant data have secure and backed up systems. Virus protection in place and regularly reviewed.	Ongoing	TC	F&G
IT.3	Breach of data protection / information security	3	4		All staff and members receive information security / principles of data protection as part of Induction Programme. Staff / consultancy contracts include information security clause. Staff / member policy in place. Network password protected. Breaches of data protection required to be reported to council. Council registered as a data controller with ICO	Ongoing. Policy reviewed annually in May	TC	F&G Personnel

Risk number	Risk	Impact	Likeli-hood	Risk rating	Controls in place	Timeframe	Responsible officer	Committee
REPUTATIONAL								
R.1	Adverse press / social media coverage	4	2		Public and press welcome to attend/film Council meetings. Clerk, Chair and Comms Officer respond to media enquiries on behalf of the Council. Standing Orders / Social Media Policy in place All staff have been trained in social media use Social media protocol to be reviewed and updated	Ongoing	TC	E&C
R.2	Negative feedback received about Council governance / operations / events	4	2		Risk assessment carried out for each event / core Council services All members sign Code of Conduct and adhere to Nolan Principles. Council wide Communications and Engagement Plan in development	Ongoing	TC Comms Officer	F&G E&C
R.3	Libel or slander claims received	2	1		Insurance in place with annual review to ensure sufficient coverage Record of all claims received maintained.	Q4 FY and May AGM	RFO	F&G
R.4	Lack of community engagement and recognition	2	2		Council wide Communications and Engagement Plan in development.	Ongoing	TC	E&C
R.5	Breakdown in partner relationships leading to a loss of joint working / goodwill / reputational damage to parties.	4	2		Regular engagement with other Councils through Clerk and Cllr liaison meetings. All members regularly trained in different roles and responsibilities of a local council and a principal authority. On-going work to complete outstanding legal matters / land transfer following Reorganisation Order and establish way forward on joint projects with ESC / partners. Lowestoft Town Council engages with MP and other decision-makers and influencers as appropriate. Council wide Communications and Engagement Plan in development.	Ongoing	TC	Full Council
R.6	Undue negative influence of political parties on council policy	2	2		Election nominations open and promoted to all residents/workers who meet the qualification criteria Promote outcome focused council working for the benefit of the community. Training sessions held for potential new candidates.	Ongoing	TC	F&G

TC = Town Clerk RFO = Responsible Financial Officer

Mayoral Attendance at Events

Period Covered: March/April 2025

Date of Event	Organisation	Mayor or Deputy Mayor?
27/04/2025	Oulton Broad St Georges Day	Mayor
02/05/2025	Lowestoft Museum	Mayor
11/05/2025	Fishermen's Mission	Mayor
13/05/2025	Dog Groomers – Official Opening	Mayor
27/05/2025	Kessingland Church	Deputy Mayor
31/05/2025	Hughes Opening	Mayor
07/06/2025	Durham Animal Feeds	Deputy Mayor