

To all Members of the Finance & HR Committee

Cllrs Birch, Brooks, Simmons, Stratton



You are hereby summoned to attend the meeting of Pembury Parish Council's **Finance & HR Committee** on **Tuesday 9 September 2025** at **3:30pm** at the Parish Office, Lower Green Road, Pembury.

H Munro

Helen Munro

Parish Clerk

Date of Issue: 3 September 2025

Members of the Public and Press are welcome to attend

A G E N D A

1. **APOLOGIES FOR ABSENCE.** To receive and note apologies for absence.
2. **DECLARATIONS OF INTEREST.** To receive declarations of pecuniary and non-pecuniary interests.

The disclosure must include the nature of the interest. If you become aware, during the course of a meeting, of an interest that has not been disclosed under this item, you must immediately disclose it. You may remain in the meeting and take part fully in discussion and voting unless the interest is prejudicial. A personal interest is prejudicial if a member of the public with knowledge of the relevant facts would reasonably regard it as so significant that it is likely to prejudice your judgement of the public interest and it relates to a financial or regulatory matter.

3. **MINUTES.** To receive minutes from the committee meetings on 14 April and 21 July 2025 for approval and signature.
4. **CHAIR'S ANNOUNCEMENTS.** To receive announcements.
5. **CLERK'S REPORT.** To receive report and update on previous actions.
6. **OPEN SESSION.** To adjourn the meeting to enable any members of the public present to address the Council.

To allow Members of the public residing or working within the Council's boundary an opportunity to make representations or put questions to the Council for a maximum of 3 minutes per person. This item of business to last no more than 10 minutes as per the Council's Standing Orders. Please note there can be no discussion of these items and issues will either be addressed elsewhere on the agenda or be referred to a future meeting of the Committee.

7. **GOVERNANCE & POLICIES.** To review amendments and recommend to Full Council as required:
 - a. Grievance, Disciplinary & Capability Policy.
 - b. Reporting of Meetings Policy.
 - c. Councillor & Officer Protocol.
 - d. IT policy.
 - e. Removable Media Policy.

- f. Reserves Policy.
 - g. Learning & Development Policy.
 - h. Asset Management Policy.
 - i. Web Accessibility Statement.
- 8. **LOCAL GOVERNMENT REORGANISATION.** To review land owned by Tunbridge Wells Borough Council and Kent County Council and consider a recommendation to Full Council.
- 9. **COUNCIL STRATEGY.** To review the strategic plan and agree the next steps.
- 10. **COMMITTEES AND WORKING GROUP STRUCTURE.** To consider the future structure for recommendation to Full Council.
- 11. **CREDIT CARD MACHINE.** To consider setting up an alternative account and purchase one credit card machine.
- 12. **BANKING & INVESTMENTS.**
 - a. To note HSBC account was not set up.
 - b. To consider alternative savings account options.
- 13. **BUDGET 2026/27.** To consider budget items within the Committee's remit.
- 14. **DISPOSAL OF ASSETS.** To recommend approval of various assets from the asset register.
- 15. **RISKS.**
 - a. To consider any new risks affecting the Council and actions required.
 - b. To note any risk assessments undertaken since the last Committee meeting.
 - c. To review the quarterly risk assessment.
- 16. **FINANCIAL INFORMATION.** To receive reports to 30 June 2025 for review and recommendation to Full Council:
 - a. Income and Expenditure report.
 - b. Bank reconciliations.
 - c. Reserves and transfers.
- 17. **LEARNING & DEVELOPMENT.** To note staff and Councillor learning and development undertaken since the previous Committee meeting.
- 18. **QUESTIONS FROM COUNCILLORS OR AGENDA ITEMS FOR FUTURE MEETINGS.** For information only.
- 19. **NEXT MEETING DATE.** To agree next meeting date currently scheduled on **Monday 27 October 2025** at 3:30pm in the Parish Office.

20. **CLOSED SESSION.** Pursuant to Section 1(2) of the Public Bodies (Admission to meetings) Act 1960, to consider excluding the public and press from the meeting for the next item of business on the grounds that it will involve the likely disclosure of exempt information.
21. **HR MATTERS.**
- a. Recruitment – Communications Administrator
 - b. Grounds Maintenance staff – update
 - c. Litter picking – weekend holiday cover

Minutes of the **FINANCE & HR COMMITTEE** meeting held in the Parish Office, Lower Green Road, Pembury on **MONDAY 14 APRIL 2025** at 3:30pm



Councillors Present:

Cllr N Stratton (Chair)

Cllr C Banwell

Cllr K Brooks (Vice-Chair)

Cllr P Simmons

Also in attendance:

Helen Munro (Clerk)

24/542. **APOLOGIES FOR ABSENCE.** There were none.

24/543. **DECLARATIONS OF INTEREST.** There were none.

24/544. **MINUTES.** The minutes from the Committee meeting held on 10 February 2025 were approved and signed by the Chair as an accurate record.

24/545. **CHAIR'S ANNOUNCEMENTS.** The Chair welcomed Cllr Banwell to the Council and Committee.

24/546. **CLERK'S REPORT.** The following report was noted:

- a. Governance. The policies reviewed at the last committee meeting will be considered by Full Council at their May meeting. The Disciplinary and Grievance Policies have been drafted and are currently under review before being presented to the next Committee meeting for discussion.
- b. Parish Council Powers. A full list of powers available for Parish Councils is being used to ensure decisions are not ultra vires. All current services and operations are covered by these powers.
- c. Internal Audit. This is scheduled on 23 May 2025.
- d. New savings account. The opening of a new savings account with HSBC was approved by Full Council. This is currently in progress.
- e. Grounds Maintenance. Contractors would not be required for the 2025 season.
- f. Woodside Pavilion. Research into whether the Council can reclaim VAT on the proposed building works is being undertaken. Initial advice from a VAT specialist has been obtained through the SLCC advisory service for review.

24/547. **OPEN SESSION.** There were no members of the public present.

24/548. **GOVERNANCE & POLICIES.** The following policies were reviewed, and minor amendments made. It was **RESOLVED** to recommend the amended policies to Full Council for approval at the Annual Parish Council Meeting in May:

- a. Scheme of Delegation & Terms of Reference.
- b. Health & Safety Policy.
- c. Safeguarding Policy.
- d. Investment Strategy.
- e. Press Policy.
- f. Internal Audit Terms of Reference.

24/549. **LOCAL GOVERNMENT RE-ORGANISATION.**

- a. An update on the Local Government Re-organisation for Kent was noted.
- b. A list of property owned, and services provided by Tunbridge Wells Borough Council (TWBC) and Kent County Council (KCC) were discussed. It was **RESOLVED** to make a recommendation to Full Council to obtain more details from both Councils about their property/assets in the Parish.

24/542. **RISKS.**

- a. There were no additional items.
- b. There were no new risk assessments.
- c. The Risk Assessment was reviewed, and a minor amendment made. It was **RESOLVED** to recommend it to Full Council.

24/543. **CLIMBING FRAME PROCUREMENT.** The tender document was circulated and discussed. It was **RESOLVED** that the following be approved:

- The tender would be an open tender and be advertised on the "Find my Tender" website. The draft document would be amended to reflect this.
- An item to require stage payments and a 10% retention for snagging to be included in the document.
- An informal discussion of the tenders received to be arranged for all Councillors prior to the next Open Spaces Committee.

24/544. **OTHER PROCUREMENT.**

- a. It was **RESOLVED** to approve the quote to replace the projector with a large TV screen and stand plus associated installation works from Heliocentrix for £1,014.67.
- b. It was **RESOLVED** to approve the quote to replace the office meeting room lights with LED panels from Allview Electrical for £821.52.

24/545. **ASSET REGISTER.** The asset register was reviewed, and it was **RESOLVED** that it be recommended to Full Council for approval.

24/546. **YEAR END ACCOUNTS & AUDIT 2024/25.** The draft Annual Governance and Accountability Return and variance analysis were noted. The final version would be submitted to Full Council for approval at the June meeting, after the final Internal Audit on 23 May.

24/547. **FINANCIAL INFORMATION.** Reports to 31 March 2025 were reviewed. It was **RESOLVED** that they be recommended to Full Council:

- a. Income and expenditure report. Noted.
- b. Balance Sheet. Noted.
- c. Bank reconciliations. The bank reconciliations were currently being undertaken. They would be circulated to Committee members by email for their information. It was **RESOLVED** that they be considered for approval by Full Council.
- d. Reserves and Transfers. It was **RESOLVED** to recommend the following transfer be made in the 2024/25 financial year to Full Council:
 - £1,744 to be moved from General Reserve to the Earmarked Reserve for the Legal, Planning & Professional Sinking Fund.

24/548. **SUM UP.** An update was reported, and it was **RESOLVED** that the Clerk write a formal letter of complaint to the Financial Ombudsman in consultation with Cllr Banwell. A copy of the letter to be submitted to Sum Up.

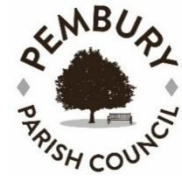
Further investigation would be undertaken with the Council's cyber insurance provider to ascertain whether this issue was covered. It was **RESOLVED** that if there were no additional costs to pursue the claim, the Clerk would proceed with the claim.

- 24/549. **COUNCILLOR RECRUITMENT.** It was agreed that essential skills included the ability to use IT and a basic understanding of reading reports, budgets and income & expenditure accounts and balance sheets. Additionally desirable skills included having a strong financial background or procurement, business management or public sector experience.
- 24/550. **QUESTIONS FROM COUNCILLORS OR AGENDA ITEMS FOR FUTURE MEETINGS.** There were none.
- 24/551. **NEXT MEETING DATE.** Monday 28 July 2025 at 3:30pm in the Parish Office.
- 24/552. **CLOSED SESSION.** Pursuant to Section 1(2) of the Public Bodies (Admission to meetings) Act 1960, it was **RESOLVED** to exclude the public and press from the meeting for the next items of business on the grounds that it will involve the likely disclosure of exempt information at 5:31pm.
- 24/553. **HR MATTERS.**
- a. Annual appraisals. Appraisal for all staff were noted.
 - b. Probation Period. The successful completion of a probation period was noted. It was **RESOLVED** to make a recommendation to Full Council for an additional one-off payment.
 - c. Office Working Hours. It was **RESOLVED** to approve the change in hours for a member of the office staff on a 3 month trial basis.

There being no other business, the meeting closed at 5:41pm.

Signed: _____ Date: _____
Chair

Minutes of the **FINANCE & HR COMMITTEE** meeting held in the Parish Office, Lower Green Road, Pembury on **MONDAY 21 JULY 2025** at 12:30pm



Councillors Present:

Cllr N Stratton (Chair)

Cllr C Birch

Cllr K Brooks (Vice-Chair)

Apologies:

Cllr P Simmons

Also in attendance:

Helen Munro (Clerk)

25/118. **APOLOGIES FOR ABSENCE.** Apologies were received from Cllr Simmons. It was **RESOLVED** that the apologies and reason be accepted.

25/119. **DECLARATIONS OF INTEREST.** There were none.

25/120. **CHAIR'S ANNOUNCEMENTS.** There were none.

25/121. **OPEN SESSION.** There were no members of the public present.

25/122. **CLOSED SESSION.** Pursuant to Section 1(2) of the Public Bodies (Admission to meetings) Act 1960, it was **RESOLVED** to exclude the public and press from the meeting for the next items of business on the grounds that it will involve the likely disclosure of exempt information at 12:37pm.

25/123. **HR MATTERS.**

- a. Resignation of Communications Officer. This was noted. It was **RESOLVED** to use a contractor to assist with the relevant tasks on an ad hoc basis until a replacement is employed.
- b. Job Description and Person Specification. Minor amendments were made, and it was **RESOLVED** that the amended information be approved.
- c. Terms and Conditions. It was **RESOLVED** to approve the terms and conditions as listed in the confidential report.
- d. Recruitment and selection. It was **RESOLVED** to approve the recruitment and selection for the role.

There being no other business, the meeting closed at 1:13pm.

Signed: _____ Date: _____
Chair

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Report to: Finance & HR Committee

Date: 9 September 2025

By: Helen Munro, Clerk

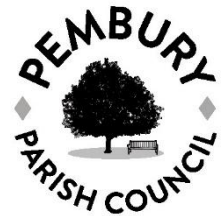
Subject: Clerk's Report

Summary: Update on outstanding actions from last Committee Meeting and other items to note

Decision/s Required: To note update

1. **Audit 2024-25**

No issues were raised at the final internal audit. The Annual Governance and Accountability Return was submitted to the external auditor and their comments are awaited.



Disciplinary, Grievance & Capability Policies

Adopted xx/xx/2025

Version:	Date Approved:	Review Date:
1.0	Xx/xx/2025	01/07/2028

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General

1. These policies and procedures apply to all employees of Pembury Parish Council (the "Council").
- 1.1.2. They do not form part of the terms and conditions of any employees' employment and it is not intended to have a contractual effect. However, it reflects the Council's current practices and employees are strongly encouraged to familiarise themselves with their content.
3. The Council reserves the right to vary or amend these policies and procedures as it considers appropriate and as the particular circumstances of a case reasonably require.
4. The Council reserves the right not to follow these policies and procedures in respect of employees still within their probationary periods.
5. Every effort will be made to ensure that any action taken under these policies and procedures will be fair and all employees will be given the opportunity to state their case and appeal against any decision they consider to be unjust.

DISCIPLINARY POLICY

1. Introduction

- 1.1. This policy is based on and complies with the 2015 ACAS Code of Practice (<http://www.acas.org.uk/index.aspx?articleid=2174>).
- 1.2. It also takes account of the ACAS guide on discipline and grievances at work. https://www.acas.org.uk/media/1043/Discipline-and-grievances-at-work-The-Acas-guide/pdf/DG_Guide_Feb_2019.pdf.
- 1.3. The policy is designed to help Council employees improve unsatisfactory conduct and performance in their job. Wherever possible, the Council will try to resolve its concerns about employees' behaviour informally, without starting the formal procedure set out below.
- 1.4. The policy will be applied fairly, consistently and in accordance with the Equality Act 2010.

2. The Disciplinary Policy

- 2.1. Informal coaching and supervision will be considered, where appropriate, to improve conduct and / or attendance.
- 2.2. The Council will fully investigate the facts of each case.
- 2.3. The Council recognises that misconduct and unsatisfactory work performance are different issues. The disciplinary policy will also apply to work performance issues to ensure that all alleged instances of employees' underperformance are dealt with fairly and in a way that is consistent with required standards. However, the disciplinary policy will only be used when performance management proves ineffective. For more information see ACAS "Performance Management" at <https://www.acas.org.uk/index.aspx?articleid=6608>.
- 2.4. Employees will be informed in writing about the nature of the complaint against them and given the opportunity to state their case.
- 2.5. Employees will be provided, where appropriate, with written copies of evidence and relevant witness statements in advance of a disciplinary hearing.
- 2.6. Employees may be accompanied or represented by a companion – a workplace colleague, a trade union representative or a trade union official - at any investigatory, disciplinary or appeal meeting. The companion is permitted to address such meetings, to put the employee's case and confer with the employee. The companion cannot answer questions put to the employee, address the meeting against the employee's wishes or prevent the employee from explaining ~~his/her~~their case.
- 2.7. The Council will give employees reasonable notice of any meetings in this procedure. Employee must make all reasonable efforts to attend. Failure to

attend any meeting may result in it going ahead and a decision being taken. An employee who does not attend a meeting will be given the opportunity to be represented and to make written submissions.

- 2.8. If the employee's companion is not available for the proposed date of the meeting, the employee can request a postponement and can propose an alternative date that is within 7 calendar days of the original meeting date unless it is unreasonable not to propose a later date.
- 2.9. Any changes to specified time limits in the Council's procedure must be agreed by the employee and the Council.
- 2.10. Information about an employee's disciplinary matter will be restricted to those involved in the disciplinary process. A record of the reason for disciplinary action and the action taken by the Council is confidential to the employee. The employee's disciplinary records will be held by the Council in accordance with the General Data Protection Regulation (GDPR).
- 2.11. Audio or video recordings of the proceedings at any stage of the disciplinary procedure are prohibited, unless agreed by all affected parties as a reasonable adjustment that takes account of an employee's medical condition.
- 2.12. Employees have the right to appeal against any disciplinary decision. The appeal decision is final.
- 2.13. If an employee who is already subject to the Council's disciplinary procedure raises a grievance, the grievance will normally be heard after the completion of the disciplinary procedure.
- 2.14. Disciplinary action taken by the Council can include a written warning, final written warning or dismissal.
- 2.15. This procedure may be implemented at any stage if the employee's alleged misconduct warrants this.
- 2.16. Except for gross misconduct when an employee may be dismissed without notice, the Council will not dismiss an employee on the first occasion that it decides there has been misconduct.
- 2.17. If an employee is suspended following allegations of misconduct, it will be on full pay and only for such time as is necessary. Suspension is not a disciplinary sanction. The Council will write to the employee to confirm any period of suspension and the reasons for it.
- 2.18. The Council may consider mediation at any stage of the disciplinary procedure where appropriate (for example where there have been communication breakdowns or allegations of bullying or harassment). Mediation is a dispute resolution process that requires the consent of affected parties.

3. Misconduct

3.1. Misconduct is employee behaviour that can lead to the employer taking disciplinary action. The following list contains some examples of misconduct. The list is not exhaustive:

- unauthorised absence.
- poor timekeeping.
- misuse of the Council's resources and facilities including telephone, email and internet.
- inappropriate behaviour.
- refusal to follow reasonable instructions.
- breach of health and safety rules.

4. Gross Misconduct

4.1. Gross misconduct is misconduct that is so serious that it is likely to lead to dismissal without notice. The following list contains some examples of gross misconduct: The list is not exhaustive:

- bullying, discrimination and harassment.
- incapacity at work because of alcohol or drugs.
- violent behaviour.
- fraud or theft.
- gross negligence.
- gross insubordination.
- serious breaches of council policies and procedures e.g. the Health and Safety Policy, Equality and Diversity Policy, Data Protection Policy and any policies regarding the use of information technology.
- serious and deliberate damage to property.
- use of the internet or email to access pornographic, obscene or offensive material.
- disclosure of confidential information.

5. Suspension

5.1. If allegations of gross misconduct or serious misconduct are made, the Council may suspend the employee while further investigations are carried out. Suspension will be on full pay. Suspension does not imply any determination of guilt or innocence, as it is merely a measure to enable further investigation.

5.2. While on suspension, the employee is required to be available during normal hours of work in the event that the council needs to make contact. The employee must not contact or attempt to contact or influence anyone connected with the investigation in any way or to discuss this matter with any other employee or Councillor.

- 5.3. The employee must not attend work. The Council will make arrangements for the employee to access any information or documents required to respond to any allegations.

6. Unsatisfactory Work Performance

- 6.1. The following list contains some examples of unsatisfactory work performance. The list is not exhaustive.
- inadequate application of management instructions/office procedures.
 - inadequate IT skills.
 - unsatisfactory management of staff.
 - unsatisfactory communication skills.

7. The Procedure

Preliminary enquiries.

- 7.1. The ~~C~~council may make preliminary enquiries to establish the basic facts of what has happened in order to understand whether there may be a case to answer under the disciplinary procedure.
- 7.2. If the employee's manager believes there may be a disciplinary case to answer, the ~~council~~Council may initiate a more detailed investigation undertaken to establish the facts of a situation or to establish the perspective of others who may have witnessed misconduct.

Informal Procedures.

- 7.3. Where minor concerns about conduct become apparent, it is the manager's responsibility to raise this with the employee and clarify the improvements required. A file note will be made and kept by the manager. The informal discussions are not part of the formal disciplinary procedure. If the conduct fails to improve, or if further matters of conduct become apparent, the manager may decide to formalise the discussions and invite the employee to a first stage disciplinary hearing.

8. Disciplinary Investigation

- 8.1. A formal disciplinary investigation may sometimes be required to establish the facts and whether there is a disciplinary case to answer.
- 8.2. If a formal disciplinary investigation is required, the Council's ~~staffing~~Finance & HR ~~C~~committee will appoint an Investigator who will be responsible for undertaking a fact-finding exercise to collect all relevant information. The Investigator will be independent and will normally be a Councillor. If the ~~staffing~~Finance & HR ~~C~~committee considers that there are no councillors who are independent (for example, because they all have direct involvement in the allegations about the employee), it will appoint someone from outside the Council. The Investigator will be appointed as soon as possible after the allegations have been made. The ~~staffing~~Finance & HR committee will inform the

Investigator of the terms of reference of the investigation. The terms of reference should specify:

- The allegations or events that the investigation is required to examine.
 - whether a recommendation is required.
 - how the findings should be presented. For example, an investigator will often be required to present the findings in the form of a written report.
 - who the findings should be reported to and who to contact for further direction if unexpected issues arise or advice is needed.
- 8.3. The Investigator will be asked to submit their findings usually within 35 Calendar days of appointment where possible. In cases of alleged unsatisfactory performance or of allegations of minor misconduct, the appointment of an investigator may not be necessary, and the Council may decide to commence disciplinary proceedings at the next stage - the disciplinary meeting (see [paragraph-section 229](#)).
- 8.4. The [staffingFinance & HR C](#)ommittee will notify the employee in writing of the alleged misconduct and details of the person undertaking the investigation. The employee may be asked to meet an investigator as part of the disciplinary investigation. The employee will be given sufficient notice of the meeting with the Investigator so that they have reasonable time to prepare for it. The letter will explain the investigatory process and that the meeting is part of that process. The employee will be provided with a copy of the Council's disciplinary procedure. The Council will also inform the employee that when they meet with the Investigator, they will have the opportunity to comment on the allegations of misconduct.
- 8.5. Employees may be accompanied or represented by a workplace colleague, a trade union representative or a trade union official at any investigatory meeting.
- 8.6. If there are other persons (e.g. employees, [C](#)ouncillors, members of the public or the Council's contractors) who can provide relevant information, the Investigator should try to obtain it from them in advance of the meeting with the employee.
- 8.7. The Investigator has no authority to take disciplinary action. Their role is to establish the facts of the case as quickly as possible and prepare a report that recommends to the [staffingFinance & HR C](#)ommittee whether or not disciplinary action should be considered under the policy.
- 8.8. The Investigator's report will contain their recommendations and the findings on which they were based. They will recommend either:
- the employee has no case to answer and there should no further action under the Council's disciplinary procedure.

- the matter is not serious enough to justify further use of the disciplinary procedure and can be dealt with informally or
 - the employee has a case to answer, and a formal hearing should be convened under the Council's disciplinary procedure.
- 8.9. The Investigator will submit the report to the ~~staffing~~Finance & HR ~~C~~committee which will decide whether further action will be taken.
- 8.10. If the Council decides that it will not take disciplinary action, it may consider whether mediation would be appropriate in the circumstances.

9. The Disciplinary Meeting

- 9.1. If the ~~staffing~~Finance & HR ~~committee~~Committee decides that there is a case to answer, it will appoint a ~~s~~Staffing sub-committee of 3 ~~e~~Councillors, to formally hear the allegations. The ~~s~~Staffing sub-committee will appoint a Chair from one of its members. The Investigator shall not sit on the sub-committee.
- 9.2. No Councillor with direct involvement in the matter shall be appointed to the sub-committee. The employee will be invited, in writing, to attend a disciplinary meeting. The sub-committee's letter will confirm the following:
- the names of its Chair~~man~~ and other two ~~members~~Councillors.
 - details of the alleged misconduct, its possible consequences and the employee's statutory right to be accompanied at the meeting.
 - a copy of the information provided to the sub-committee which may include the investigation report, supporting evidence and a copy of the Council's disciplinary procedure.
 - the time and place for the meeting. The employee will be given reasonable notice of the hearing so that they have sufficient time to prepare for it.
 - that witnesses may attend on the employee's and the Council's behalf and that both parties should inform each other of their witnesses' names at least 2 working days before the meeting.
 - that the employee may be accompanied by a companion - a workplace colleague, a trade union representative or a trade union official.
- 9.3. The purpose of the disciplinary meeting hearing is for the allegations to be put to the employee and then for the employee to give their perspective. It will be conducted as follows:
- the Chair~~man~~ will introduce the members of the sub-committee to the employee and explain the arrangements for the hearing.

- the Chair~~man~~ will set out the allegations and invite the Investigator to present the findings of the investigation report (if there has been a previous investigation).
 - the Chair~~man~~ will invite the employee to present their account.
 - the employee (or the companion) will set out their case and present evidence (including any witnesses and/or witness statements).
 - any member of the sub-committee and the employee (or the companion) may question the Investigator and any witness.
 - the employee (or companion) will have the opportunity to sum up.
- 9.4. The Chair~~man~~ will provide the employee with the sub-committee's decision with reasons, in writing, within 7 calendar days of the meeting. The Chair~~man~~ will also notify the employee of the right to appeal the decision.
- 9.5. The disciplinary meeting may be adjourned to allow matters that were raised during the meeting to be further investigated by the sub-committee.

10. Disciplinary action

- 10.1. If the sub-committee decides that there should be disciplinary action, it may be any of the following:

First Written Warning

- 10.2. If the employee's conduct has fallen beneath acceptable standards, a first written warning will be issued. A first written warning will set out:
- the reason for the written warning, the improvement required (if appropriate) and the time period for improvement.
 - that further misconduct/failure to improve will result in more serious disciplinary action.
 - the employee's right of appeal.
 - that a note confirming the written warning will be placed on the employee's personnel file, that a copy will be provided to the employee and that the warning will remain in force for a specified period of time (e.g. 12 months).

Final written warning

- 10.3. If the offence is sufficiently serious, or if there is further misconduct or a failure to improve sufficiently during the currency of a prior warning, the employee will be given a final written warning. A final written warning will set out:

- the reason for the final written warning, the improvement required (if appropriate) and the time period for improvement.
- that further misconduct/failure to improve will result in more serious disciplinary action up to and including dismissal.
- the employee's right of appeal.
- that a note confirming the final written warning will be placed on the employee's personnel file, that a copy will be provided to the employee and that the warning will remain in force for a specified period of time (e.g. 12 months).

Dismissal

10.4. The Council may dismiss:

- for gross misconduct
- if there is no improvement within the specified time period, in the conduct which has been the subject of a final written warning.
- if another instance of misconduct has occurred and a final written warning has already been issued and remains in force.

10.5. The Council will consider very carefully a decision to dismiss. If an employee is dismissed, they will receive a written statement of the reasons for their dismissal, the date on which the employment will end and details of their right of appeal. If the sub-committee decides to take no disciplinary action, no record of the matter will be retained on the employee's personnel file. Action taken as a result of the disciplinary meeting will remain in force unless it is modified as a result of an appeal.

11. The appeal

11.1. An employee who is the subject of disciplinary action will be notified of the right of appeal. Their written notice of appeal must be received by the Council within 7 calendar days of the employee receiving written notice of the disciplinary action and must specify the grounds for appeal, which include:

- a failure by the Council to follow its disciplinary policy.
- the sub-committee's disciplinary decision was not supported by the evidence.
- the disciplinary action was too severe in the circumstances of the case.
- new evidence has come to light since the disciplinary meeting.

11.2. Where possible, the appeal will be heard by a panel of 3 members of the ~~staffing~~Finance & HR committeeCommittee who have not previously been

involved in the case. This includes the Investigator. There may be insufficient members of the ~~staffing~~Finance & HR ~~committee~~Committee who have not previously been involved. If so, the appeal panel will be a committee of 3 members of the Council who may include members of the ~~staff~~Finance & HR ~~committee~~Committee. The appeal panel will appoint a Chair~~man~~ from one of its members.

- 11.3. The employee will be notified, in writing, within 14 calendar days of receipt of the notice of appeal of the time, date and place of the appeal meeting. The employee will be advised that they may be accompanied by a companion - a workplace colleague, a trade union representative or a trade union official.
- 11.4. At the appeal meeting, the Chair~~man~~ will:
 - introduce the panel members to the employee.
 - explain the purpose of the meeting, which is to hear the employee's reasons for appealing against the disciplinary decision.
 - explain the action that the appeal panel may take.
 - The employee (or companion) will be asked to explain the grounds for appeal.
- 11.5. The Chair~~man~~ will inform the employee that they will receive the decision and the panel's reasons, in writing, usually within five working days of the appeal hearing.
- 11.6. The appeal panel may decide to uphold the disciplinary decision of the ~~staffing~~Finance & HR ~~committee~~Committee, substitute a less serious sanction or decide that no disciplinary action is necessary. If it decides to take no disciplinary action, no record of the matter will be retained on the employee's personnel file.
- 11.7. If an appeal against dismissal is upheld, the employee will be paid in full for the period from the date of dismissal and continuity of service will be preserved.
- 11.8. The appeal panel's decision is final.

GRIEVANCE POLICY

1. Introduction

- 1.1. This policy is based on and complies with the 2015 ACAS Code of Practice (<http://www.acas.org.uk/index.aspx?articleid=2174>).
- 1.2. It also takes account of the ACAS guide on discipline and grievances at work. https://www.acas.org.uk/media/1043/Discipline-and-grievances-at-work-The-Acas-guide/pdf/DG_Guide_Feb_2019.pdf.
- 1.3. It also takes into account relevant law affecting Councils.
- 1.4. It aims to encourage and maintain good relationships between the Council and its employees by treating grievances seriously and resolving them as quickly as possible. It sets out the arrangements for employees to raise their concerns, problems or complaints about their employment with the Council. The policy will be applied fairly, consistently and in accordance with the Equality Act 2010.
- 1.5. Many problems can be raised and settled during the course of everyday working relationships. Employees should aim to settle most grievances informally with their line manager.

2. The Grievance Policy

- 2.1. Employees have the right to be accompanied or represented at a grievance meeting or appeal by a companion who can be a workplace colleague, a trade union representative or a trade union official. This includes any meeting held with them to hear about, gather facts about, discuss, consider or resolve their grievance. The companion will be permitted to address the grievance/appeal meetings, to present the employee's case for their grievance/appeal and to confer with the employee. The companion cannot answer questions put to the employee, address the meeting against the employee's wishes or prevent the employee from explaining their case.
- 2.2. The Council will give employees reasonable notice of the date of the grievance/appeal meetings. Employees and their companions must make all reasonable efforts to attend. If the companion is not available for the proposed date of the meeting, the employee can request a postponement and can propose an alternative date that is within five working days of the original meeting date unless it is unreasonable not to propose a later date.
- 2.3. Any changes to specified time limits must be agreed by the employee and the Council.
- 2.4. An employee has the right to appeal against the decision about their grievance. The appeal decision is final.
- 2.5. Information about an employee's grievance will be restricted to those involved in the grievance process. A record of the reason for the grievance, its outcome and

action taken is confidential to the employee. The employee's grievance records will be held by the Council in accordance with the General Data Protection Regulation (GDPR).

- 2.6. Audio or video recordings of the proceedings at any stage of the grievance procedure are prohibited, unless agreed by all affected parties as a reasonable adjustment that takes account of an employee's medical condition.
- 2.7. If an employee who is already subject to a disciplinary process raises a grievance, the grievance will normally be heard after completion of the disciplinary procedure.
- 2.8. If a grievance is not upheld, no disciplinary action will be taken against an employee if they raised the grievance in good faith.
- 2.9. The Council may consider mediation at any stage of the grievance procedure where appropriate, (for example where there have been communication breakdowns or allegations of bullying or harassment). Mediation is a dispute resolution process which requires the consent of affected parties.
- 2.10. Employees can only use all stages of the grievance procedure if the complaint is not a code of conduct complaint about a councillor. Employees can use the informal stage of the council's grievance procedure (~~paragraph 4~~section 3) to deal with all grievance issues, including a complaint about a councillor. Employees cannot use the formal stages of the ~~C~~council's grievance procedure for a code of conduct complaint about a ~~C~~councillor. If the complaint about the ~~C~~councillor is not resolved at the informal stage, the employee can contact the ~~M~~monitoring ~~e~~Officer of ~~{[] council}~~Tunbridge Wells Borough Council who will inform the employee whether or not the complaint can be dealt with under the ~~C~~code of ~~C~~conduct. If it does not concern the ~~C~~code of ~~e~~Conduct, the employee can make a formal complaint under the ~~council's~~Council's grievance procedure (see paragraph 5).
- 2.11. ~~I~~the Council may engage external investigators, grievance or appeal panels for the purposes of the process.
- 2.12. If the grievance is a code of conduct complaint against a ~~e~~Councillor, the employee cannot proceed with it beyond the informal stage of the ~~C~~council's grievance procedure. However, whatever the complaint, the ~~C~~council has a duty of care to its employees. It must take all reasonable steps to ensure employees have a safe working environment, for example by undertaking risk assessments, by ensuring staff and ~~C~~councillors are properly trained and by protecting staff from bullying, harassment and all forms of discrimination.
- 2.13. If an employee considers that the grievance concerns their safety within the working environment, whether or not it also concerns a complaint against a ~~C~~councillor, the employee should raise these safety concerns with their ~~L~~Line ~~M~~Manager at the informal stage of the grievance procedure. The ~~C~~council will consider whether it should take further action in this matter in accordance with

any of its employment policies (for example its health and safety policy or its dignity at work policy) and in accordance with the code of conduct regime.

3. Informal grievance procedure

- 3.1. The Council and its employees benefit if grievances are resolved informally and as quickly as possible. As soon as a problem arises, the employee should raise it with their Line Manager to see if an informal solution is possible. Both should try to resolve the matter at this stage. If the employee does not want to discuss the grievance with their Line Manager (for example, because it concerns the Line Manager), the employee should contact the Chairman of the staffingFinance & HR committeeCommittee or, if appropriate, another member of the staffingFinance & HR committeeCommittee. If the employee's complaint is about a councillorCouncillor, it may be appropriate to involve that councillorCouncillor at the informal stage. This will require both the employee's and the eCouncillor's consent.

4. Formal grievance procedure

- 4.1. If it is not possible to resolve the grievance informally and the employee's complaint is not one that should be dealt with as a Ceode of Ceonduct complaint (see above), the employee may submit a formal grievance. It should be submitted in writing to the Chairman of the staffingFinance & HR committeeCommittee.
- 4.2. The staffingFinance & HR committeeCommittee will appoint a sub-committee of 3 members to hear the grievance in the event that the grievance is raised by or relates to the Clerk. Where the grievance is not raised by or relates to the Clerk, the staffingFinance & HR committeeCommittee may appoint the Clerk to hear the Grievance. The sub-committee will appoint a Chairman from one of its members. No councillorCouncillor with direct involvement in the matter shall be appointed to the sub-committee.

5. Investigation

- 5.1. If the sub-committee decides that it is appropriate, (e.g. if the grievance is complex), it may appoint an investigator to carry out an investigation before the grievance meeting to establish the facts of the case. The investigator may be an appropriate employee, Councillor or external party. The investigation may include interviews (e.g. the employee submitting the grievance, other employees, councillorsCouncillors or members of the public).
- 5.2. The investigator will summarise their findings (usually within an investigation report) and present their findings to the sub-committee.

6. Notification

- 6.1. Within 14 calendar days of the Council receiving the employee's grievance (this may be longer if there is an investigation), the employee will normally be asked,

in writing, to attend a grievance meeting. The written notification will include the following:

- the names of its Chair~~man~~ and other members.
- the date, time and place for the meeting. The employee will be given reasonable notice of the meeting which will normally be within 35 calendar days of when the Council received the grievance.
- the employee's right to be accompanied by a workplace colleague, a trade union representative or a trade union official.
- a copy of the Council's grievance policy.
- confirmation that, if necessary, witnesses may attend (or submit witness statements) on the employee's behalf and that the employee should provide the names of their witnesses as soon as possible before the meeting.
- confirmation that the employee will provide the Council with any supporting evidence in advance of the meeting, usually with at least two days' notice.
- findings of the investigation if there has been an investigation.
- an invitation for the employee to request any adjustments to be made for the hearing (for example where a person has a health condition).

7. The Grievance Meeting

7.1. At the grievance meeting:

- the Chair~~man~~ will introduce the members of the sub-committee to the employee.
- the employee (or companion) will set out the grievance and present the evidence.
- the Chair~~man~~ will ask the employee questions about the information presented and will want to understand what action they want the Council to take.
- any member of the sub-committee and the employee (or the companion) may question any witness.
- the employee (or companion) will have the opportunity to sum up the case.
- a grievance meeting may be adjourned to allow matters that were raised during the meeting to be investigated by the sub-committee.

- 7.2. The Chair~~man~~ will provide the employee with the sub-committee's decision, in writing, usually within 7 calendar days of the meeting though may be longer e.g. where further investigations are required. The letter will notify the employee of the action, if any, that the Council will take and of the employee's right to appeal.

8. The Appeal

- 8.1. If an employee decides that their grievance has not been satisfactorily resolved by the sub-committee, they may submit a written appeal to the ~~staffing~~Finance & HR committee~~Committee~~. An appeal must be received by the Council within 7 calendar days of the employee receiving the sub-committee's decision and must specify the grounds of appeal.

- 8.2. Appeals may be raised on a number of grounds, e.g.:

- a failure by the Council to follow its grievance policy.
- the decision was not supported by the evidence.
- the action proposed by the sub-committee was inadequate/inappropriate.
- new evidence has come to light since the grievance meeting.

- 8.3. The appeal will be heard by a panel of 3 members of the ~~staffing~~Finance & HR committee~~Committee~~ who have not previously been involved in the case. There may be insufficient members of the ~~staffing~~Finance & HR committee~~Committee~~ who have not previously been involved. If so, the appeal panel will be a ~~C~~committee of three Council members who may include members of the ~~staffing~~Finance & HR committee~~Committee~~. The Council may engage external parties if there are insufficient ~~councillors~~Councillors to form the panel. The appeal panel will appoint a Chair~~man~~ from one of its members.

- 8.4. The employee will be notified, in writing, usually within 14 calendar days of receipt of the appeal of the time, date and place of the appeal meeting. The meeting will normally take place within 35 calendar days of the Council's receipt of the appeal. The employee will be advised that they may be accompanied by a workplace colleague, a trade union representative or a trade union official.

- 8.5. At the appeal meeting, the Chair~~man~~ will:

- introduce the panel members to the employee.
- explain the purpose of the meeting, which is to hear the employee's reasons for appealing against the decision of the staffing sub-committee.
- explain the action that the appeal panel may take.

- 8.6. The employee (or companion) will be asked to explain the grounds of appeal.

- 8.7. The Chair~~man~~ will inform the employee that they will receive the decision and the panel's reasons, in writing, and when they are likely to receive the letter. This may be within 14 calendar days of the appeal meeting however will be longer where further investigations are required.
- 8.8. The appeal panel may decide to uphold the decision of the ~~staffing~~Finance & HR committeeCommittee or substitute its own decision.
- 8.9. The decision of the appeal panel is final.

Capability Policy

1. Introduction

- 1.1. The term capability refers to an employee's skills, ability, aptitude and knowledge in relation to the job they are employed to do.
- 1.2. The purpose of this procedure is to provide guidance for managers to deal with concerns of poor performance which relate to the capability of an employee to perform the functions of their post to a satisfactory level.
- 1.3. This procedure seeks to:
 - 1.3.1. Promote high standards of performance and service provision.
 - 1.3.2. Assist employees to improve their performance.
 - 1.3.3. Provide a fair and consistent means of dealing with work performance which is below an acceptable level for the role in which the person is employed.

2. Relationship with the Disciplinary Procedure

- 2.1. This procedure runs parallel with, but is not part of, the Disciplinary procedure. The Council recognises that it would be inappropriate to apply the Disciplinary Procedure when poor performance relates to lack of capability.
- 2.2. Concerns regarding an employee's capability should be picked up by managers predominately because of unsatisfactory job performance and output. Where an employee is underperforming, and the reasons are related to circumstances within their control, a manager should use the Disciplinary procedure to address their concerns.
- 2.3. One of the key distinctions between capability and conduct is that lack of capability will usually be outside of the employee's direct control, while the same employee will have control of their conduct at work.
- 2.4. It can sometimes be difficult to establish whether an employee's poor performance is due to incapability or to lack of effort, motivation or negligence and in some cases, there may be elements of both. If this is the case, a manager should work through this procedure, rather than starting disciplinary proceedings.
- 2.5. If an employee is found to be underperforming, it is a manager's responsibility to examine the circumstances regarding the unsatisfactory performance and address those initially through discussions with the employee. It is the responsibility of the employee to identify what further support they may need to address any shortfall in their performance; however, this will be supported by the manager who can provide help and guidance.

- 2.6. Where an employee is struggling to meet work performance standards and requires support and encouragement, treating the issue as a capability concern can allow for a more positive outcome.
- 2.7. Where an employee is struggling to meet work performance standards or they are unable to fulfil their contractual obligations due to ill health, further advice should be sought before proceeding with any action.

3. General Information

- 3.1. It is important to recognise that failings related to capability are not always an employee's fault.
- 3.2. A lack of capability exists where, no matter how hard an employee tries, they are simply unable to perform the job to the standard required. It is the agreed standard that is relevant, and not a [Line Manager's](#) opinion of an employee. Expectations and standards should be clearly communicated to employees. The basic document for this is the job description and person specification which should be kept accurate and up to date. Managers should regularly review this document to ensure that it is an accurate reflection of the requirements of the job role.
- 3.3. A [Line Manager](#) needs to consider other issues which may impact upon the performance, these include:
 - 3.3.1. Inadequate or insufficient training.
 - 3.3.2. Inadequate physical working environment.
 - 3.3.3. Inadequate provision of equipment or tools.
 - 3.3.4. Inadequate support and supervision.
 - 3.3.5. Lack of understanding of the duties and role.
 - 3.3.6. Work overload.
 - 3.3.7. Unrealistic targets or deadlines.
 - 3.3.8. Poor work relationships.
 - 3.3.9. Physical or mental ill health.
 - 3.3.10. Personal issues.
- 3.4. It is a [Line Manager's](#) responsibility to discuss any minor matters of concern with their employees on a day to day basis outside of the capability procedure. The [Line Manager](#) should offer positive advice, assistance, and guidance to encourage employees to achieve and maintain acceptable standards of performance.
- 3.5. Whilst it is a [Line Manager's](#) role to consider external influences on performance, it is for an employee to inform their [Line Manager](#) about what is preventing them from carrying out their duties to the agreed standard.

4. The Informal Capability Process

- 4.1. It is a question of management judgement as to whether an employee's capability requires the use of the formal capability procedure. [Line Managers](#)

are encouraged to always approach capability informally at first before moving to a formal approach.

- 4.2. As soon as either the manager or the employee identifies a concern, the issue should be discussed between the two parties. Both parties will have every opportunity to discuss the concern and make any comments and to record them. Most areas of concern can generally be dealt with through informal discussions.
- 4.3. The employee will then be invited to attend an informal meeting. During this meeting, the Line Manager will provide clear specific examples of under-performance or poor attendance in order to explain the capability issue.
- 4.4. The meeting should be a two-way conversation and provide the opportunity for the employee to provide any reasons for the underperformance. Two-way communication involves seeking out, listening to and responding to the views of employees whilst also giving the Line Manager the opportunity to express their concerns.
- 4.5. If under performance is associated with health issues the employee may be required to attend an occupational health assessment as part of the procedure.
- 4.6. An action plan will be agreed between the Line Manager and the employee so that they know exactly what is expected of them to achieve the required performance/attendance standard and what support and assistance their manager will provide. The action plan should include:
 - 4.6.1. Agreed timescales to review and monitor performance/attendance over a period of between one and three months depending on the requirement of the improvement.
 - 4.6.2. Review dates and monitoring of standards of performance/attendance in respect of agreed objectives and the requirements of the job.
 - 4.6.3. If appropriate, training specifically directed to facilitate improvement.
 - 4.6.4. If appropriate, review and agree variance of workload/objectives.
- 4.7. It is anticipated that in the majority of cases, no further action, other than normal follow-up will be necessary. However, if there is no improvement, then the formal capability procedure will be initiated. The employee should be made aware that if there is no improvement within the timescales that have been agreed then formal capability will be pursued.
- 4.8. The Line Manager will provide regular and timely feedback to the employee concerned. The feedback should cover the performance on general job aspects as well as the specific areas that have been highlighted as requiring improvement.

5. The Formal Capability Procedure

- 5.1. If there has been no resolution from the informal capability process, then this should be reported to the Finance and HR Committee for them to consider initiating the formal process.
- 5.2. Once agreed by the Finance & HR Committee the manager should then set up a date for a formal meeting to discuss their concerns in greater detail, giving the employee five working days' notice and the opportunity to be accompanied at the meeting by a colleague or Trade Union representative. The Chair or Vice Chair of the Finance & HR Committee should also attend all formal meetings.
- 5.3. After the meeting the Line Manager should review the information gathered and decide which of the following courses of action to take in consultation with the Chair or Vice Chair of the Finance & HR Committee:
 - 5.3.1. No further action necessary and removal from the process.
 - 5.3.2. There are still issues of concern and it is necessary to carry on with the process and extend the period of time for review but no formal warning.
 - 5.3.3. Issue a formal warning. An action plan should be agreed, and a second meeting scheduled.
- 5.4. A written account of the meeting and what was discussed, a follow up action plan and a date of review should be produced and provided to the employee.

6. Second meeting

- 6.1. The second meeting should be set up and held between six weeks to two months after the first meeting. Again, at least five working days' notice should be given to an employee, and they should be offered the right to be represented. At this stage the employee's performance should be reviewed against the agreed action points from the previous meeting. Again, a-the Line Manager will then decide whether sufficient improvement has been made in consultation with the Chair or Vice Chair of the Finance & HR Committee.
- 6.2. If it is clear that the agreed targets or action points have been achieved then the employee will be removed from the process, alternatively if the agreed targets or action points have not been met then the Line Manager issues a second formal warning.

7. Third meeting

- 7.1. The third meeting should be set up between six weeks to two months from the date of the second meeting. You have the opportunity to be accompanied at the meeting by a colleague or Trade Union representative. At this meeting the Line Manager should discuss with the employee whether they feel sufficient improvements have been made and if not, move straight to consideration of dismissal. The Line Manager should then promptly put together a brief report, outlining their concerns and showing what steps have been taken.
- 7.2. This report should be considered by the Finance and HR Committee.

- 7.3. If it is the Line Manager's view that improvements have been made, and the employee is now performing at an acceptable level, then the process should be ended. This decision should be confirmed in writing.

8. Consideration of dismissal

- 8.1. When three meetings have been held, appropriate support identified and taken up by the employee (where applicable), but targets have still not been met, and the employee's performance has remained at a level that is unsatisfactory, the Clerk will then write to the employee to invite them to a formal meeting with the manager-Line Manager and the Chair and Vice Chair of the Finance & HR Committee.
- 8.2. The hearing should take place quickly after the third meeting being held. -The letter must include a copy of the manager's-Line Manager's report and must give the employee five working days' notice of the meeting. The employee is entitled to be represented at the meeting.
- 8.3. At the meeting the Line Manager will be asked to present their report illustrating the areas of concern and the lack of improvement. Witnesses may be called if this will add to the information already gathered and the employee will be allowed to present their case. The Chair and Vice Chair of the Finance & HR Committee will adjourn to consider the information and will later notify the employee verbally of their decision which will then be confirmed in writing within two working days of the meeting being held.
- 8.4. The decisions that the Chair and Vice Chair of the Finance & HR Committee may reach will reflect those within the Disciplinary Procedure.
- 8.5. If the decision is to dismiss the employee, they must be given the right of appeal against this decision.

9. Appeal Process

- 9.1. An employee has the right to appeal the decision to issue any formal warning, or dismissal, made as a result of a manager following this procedure.
- 9.2. An employee who wishes to appeal against a disciplinary decision must do so within five working days. The Appeals Panel will be appointed from the membership of the current Finance and HR Committee. No members will be appointed who have already been involved previously in the matter. If necessary, Members from Full Council, will be appointed if there are insufficient appropriate Members of the Finance and HR Committee. An Appeals Panel will hear all appeals and their decision is final. At the appeal any disciplinary penalty imposed will be reviewed.
- 9.3. The procedure used will be that outlined in the Disciplinary procedure.



Reporting of Meetings

Policy

Adopted 03/07/2017

Last Reviewed ~~12/10/2020~~09/09/2025

Version:	Date Approved:	Review Date:
1.0	03/07/2017	01/07/2020
2.0	12/10/2020	01/07/2024
<u>3.0</u>	<u>09/09/2025</u>	<u>01/07/2029</u>

1. Introduction

- 1.1. Pembury Parish Council ("The Council") will seek to provide reasonable facilities to allow anyone who wishes to do so, to report on meetings of the Council in line with this policy.
- 1.2. Reporting is defined as filming, photographing, audio-recording or using any other means of enabling persons not present to see or hear proceedings at a meeting as it takes place or later and reporting or providing commentary on proceedings orally or in writing as the meeting takes place or later to persons not present.
- 1.3. Members of the public may be excluded by a resolution of the meeting for specific items which need to be discussed in confidence (e.g. staffing matters, tenders for contracts, some legal issues) and reporting will not be permitted.

2. Guidance for Members of the Public

- 2.1. Notices shall be displayed at all meetings where the public are present to remind them of the requirements of this policy and ensure that members of the public are aware that meetings may be reported on.
- 2.2. Members of the public may reserve the right not to be filmed or photographed and should put their request to the Clerk at the earliest opportunity.
- 2.3. A person may not orally report or comment about a meeting as it takes place if he is present at the meeting of a parish council but otherwise may report on the meeting as defined in 1.2 above.
- 2.4. Reporting must not cause disruption to the conduct of meetings or impede other members of the public being able to see, hear or film the proceedings. The Chair of the meeting may exclude those acting in a disruptive manner from the meeting.



Model Councillor-Officer Protocol

Adopted 06/03/2023

Reviewed 09/09/2025

Version:	Date Approved:	Review Date:
1.0	06/03/2023	01/07/2025
<u>2.0</u>	<u>09/09/2025</u>	<u>01/07/2028</u>

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1. INTRODUCTION

- 1.1. The purpose of this Protocol is to guide ~~council~~Councillors and officers of Pembury Parish Council ("the ~~council~~Council") in their relations with one another. The Protocol's intention is to build and maintain good working relationships between ~~council~~Councillors and officers as they work together. Employees who are required to give advice to ~~council~~Councillors are referred to as "officers" throughout.
- 1.2. A strong, constructive, and trusting relationship between ~~council~~Councillors and officers is essential to the effective and efficient working of the ~~council~~Council.
- 1.3. This Protocol also seeks to reflect the principles underlying the Code of Conduct which applies to ~~council~~Councillors and the employment terms and conditions of officers. The shared objective is to enhance and maintain the integrity (real and perceived) of local government.
- 1.4. The following extract from the Local Government Association guidance on the 2020 Model ~~council~~Councillor Code of Conduct states that:

"Both ~~council~~Councillors and officers are servants of the public and are indispensable to one another. Together, they bring the critical skills, experience and knowledge required to manage an effective local authority.

At the heart of this relationship, is the importance of mutual respect. ~~council~~Councillor-officer relationships should be conducted in a positive and constructive way. Therefore, it is important that any dealings between ~~council~~Councillors and officers should observe reasonable standards of courtesy, should show mutual appreciation of the importance of their respective roles and that neither party should seek to take unfair advantage of their position or seek to exert undue influence on the other party.

~~Council~~Councillors provide a democratic mandate to the local authority and are responsible to the electorate whom they represent. They set their local authority's policy framework, ensure that services and policies are delivered and scrutinise local authority services.

Chairs and ~~vice-chair~~Vice Chairs of committees have additional responsibilities. These responsibilities will result in increased expectations and relationships with officers that are more complex. Such ~~council~~Councillors must still respect the impartiality of officers and must not ask them to undertake work of a party-political nature or compromise their position with other ~~council~~Councillors or other officers.

Officers provide the professional advice and managerial expertise and information needed for decision making by ~~council~~Councillors and to deliver the policy framework agreed by ~~council~~Councillors. They are responsible for implementing decisions of ~~council~~Councillors and the day-to-day administration of the local authority.

The roles are very different but need to work in a complementary way.

It is important for both sides to respect these differences and ensure that they work in harmony. Getting that relationship right is an important skill. That is why the Ceode requires ~~council~~Councillors to respect an ~~officer~~Officer's impartiality and professional expertise.

In turn ~~officer~~Officers should respect a ~~council~~Councillor's democratic mandate as the people accountable to the public for the work of the local authority. It is also important for a local authority to have a ~~council~~Councillor-officerOfficer protocol which sets out how this relationship works and what both ~~council~~Councillors and ~~officer~~Officers can expect in terms of mutual respect and good working relationships."

1.5. This Protocol covers:

1.5.1. The respective roles and responsibilities of the ~~council~~Councillors and the ~~officer~~Officer.

1.5.2. Relationships between ~~council~~Councillors and ~~officer~~Officers.

1.5.3. Where/who a ~~council~~Councillor or an ~~officer~~Officer should go to if they have concerns.

1.5.4. Who is responsible for making decisions.

2. **BACKGROUND**

2.1. This Protocol is intended to assist ~~council~~Councillors and ~~officer~~Officers, in approaching some of the sensitive circumstances which arise in a challenging working environment.

2.2. The reputation and integrity of the ~~council~~Council is significantly influenced by the effectiveness of ~~council~~Councillors and the ~~officer~~Officer working together to support each other's roles.

2.3. The aim is effective and professional working relationships characterised by mutual trust, respect and courtesy. Overly close personal familiarity between ~~council~~Councillors and ~~officer~~Officers is not recommended as it has the potential to damage this relationship.

3. **ROLES OF COUNCILLORS AND OFFICERS**

3.1. The respective roles of ~~council~~Councillors and ~~officer~~Officers can be summarised as follows:

3.1.1. Councillors and ~~officer~~Officers are servants of the public and they are indispensable to one another, but their responsibilities are distinct.

3.1.2. Councillors are responsible to the electorate and serve only for their term of office.

3.1.3. Officers are responsible to the ~~council~~Council. Their job is to give advice to ~~council~~Councillors and to the ~~council~~Council, and to carry out the ~~council~~Council's work under the direction and control of the ~~council~~Council and relevant ~~committee~~Committees.

3.2. Councillors

3.2.1. Councillors have four main areas of responsibility:

- To determine ~~council~~Council policy and provide community leadership.
- To monitor and review ~~council~~Council performance in implementing policies and delivering services.
- To represent the ~~council~~Council externally; and
- To act as advocates for their constituents.

3.2.2. All ~~council~~Councillors have the same rights and obligations in their relationship with the ~~officer~~Officer, regardless of their status and should be treated equally.

3.2.3. ~~Council~~Councillors should not involve themselves in the day to day running of the ~~council~~Council. This is ~~the-an~~ ~~officer~~Officer's responsibility, and the ~~officer~~Officer will be acting on instructions from the ~~council~~Council or its ~~committee~~Committees, within an agreed job description.

3.2.4. In line with the ~~council~~Councillors' Code of Conduct, a ~~council~~Councillor must treat others with respect, must not bully or harass people and must not do anything which compromises, or is likely to compromise, the impartiality of those who work for, or on behalf of, the ~~council~~Council.

3.3. Officers can expect ~~council~~Councillors:

3.3.1. to give strategic leadership and direction and to seek to further their agreed policies and objectives with the understanding that ~~council~~Councillors have the right to take the final decision on issues based on advice.

3.3.2. to act within the policies, practices, processes and conventions established by the ~~council~~Council.

3.3.3. to work constructively in partnership with ~~officer~~Officers acknowledging their separate and distinct roles and responsibilities.

3.3.4. to understand and support the respective roles and responsibilities of ~~officer~~Officers and their associated workloads, pressures and reporting lines.

3.3.5. to treat them fairly and with respect, dignity and courtesy.

- 3.3.6. to act with integrity, to give support and to respect appropriate confidentiality.
- 3.3.7. to recognise that ~~officer~~Officers do not work under the instruction of individual ~~council~~Councillors or groups
- 3.3.8. not to subject them to bullying, intimidation, harassment, or put them under undue pressure.
- 3.3.9. to treat all ~~officer~~Officerss, partners (those external people with whom the ~~council~~Council works) and members of the public equally, and not discriminate based on any characteristic such as age, disability, gender reassignment, marriage or civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation.
- 3.3.10. not to request ~~officer~~Officerss to exercise discretion which involves acting outside the ~~council~~Council's policies and procedures.
- 3.3.11. not to authorise, initiate, or certify any financial transactions or to enter into any contract, agreement or undertaking on behalf of the ~~council~~Council or in their role as a ~~council~~Councillor without proper and lawful authority.
- 3.3.12. not to use their position or relationship with ~~officer~~Officerss to advance their personal interest or those of others or to influence decisions improperly.
- 3.3.13. to comply at all times with the ~~council~~Councillors' Code of Conduct, the law, and such other policies, procedures, protocols and conventions agreed by the ~~council~~Council.
- 3.3.14. respect the impartiality of ~~officer~~Officerss and do not undermine their role in carrying out their duties.
- 3.3.15. do not ask ~~officer~~Officerss to undertake work, or act in a way, which seeks to support or benefit a particular political party or gives rise to an ~~officer~~Officer being criticised for operating in a party-political manner.
- 3.3.16. do not ask ~~officer~~Officerss to exceed their authority where that authority is given.

3.4. **Chairs and ~~V~~ice-~~C~~hairs of ~~council~~Council and ~~committee~~Committees**

- 3.4.1. Chairs and ~~v~~Vice-~~C~~Chairs have additional responsibilities as delegated by the ~~council~~Council. These responsibilities mean that they may have to have a closer working relationship with employees than other ~~council~~Councillors do. However, they must still respect the impartiality of ~~officer~~Officerss and must not ask them to undertake work or anything else which would prejudice their impartiality.

3.5. **Officers**

- 3.5.1. The primary role of ~~officer~~Officers is to advise, inform and support all ~~members~~Councillors and to implement the agreed policies of the ~~council~~Council.
- 3.5.2. Officers are responsible for day-to-day managerial and operational decisions within the ~~council~~Council, including directing and overseeing the work of any more junior ~~officer~~employees. ~~council~~Councillors should avoid inappropriate involvement in such matters.
- 3.5.3. In performing their role ~~officer~~Officers will act professionally, impartially and with neutrality. Whilst ~~officer~~Officers will respect a ~~council~~Councillor's view on an issue, the ~~officer~~Officer should not be influenced or pressured to make comments, or recommendations which are contrary to their professional judgement or views.
- 3.5.4. Officers must:
- implement decisions of the ~~council~~Council and its ~~committee~~Committees which are lawful, which have been properly approved in accordance with the requirements of the law and are duly recorded. This includes respecting the decisions made, regardless of any different advice given to the ~~council~~Council or whether the decision differs from the ~~officer~~Officer's view.
 - work in partnership with ~~council~~Councillors in an impartial and professional manner.
 - treat ~~council~~Councillors fairly and with respect, dignity and courtesy.
 - treat all ~~council~~Councillors, partners and members of the public equally, and not discriminate based on any characteristic such as age, disability, gender reassignment, marriage or civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation.
 - assist and advise all parts of the ~~council~~Council. ~~Officer~~Officers must always act to the best of their abilities in the best interests of the authority as expressed in the ~~council~~Council's formal decisions.
 - respond to enquiries and complaints in accordance with the ~~council~~Council's standards protocol.
 - be alert to issues which are, or are likely to be, contentious or politically sensitive, and be aware of the implications for ~~council~~Councillors, the media or other sections of the public.
 - act with honesty, respect, dignity and courtesy at all times.
 - -provide support and learning and development opportunities for ~~council~~Councillors to help them in performing their various roles in line with the ~~council~~Council's training and development policy.

- not seek to use their relationship with ~~council~~Councillors to advance their personal interests or to influence decisions improperly.
- to act within the policies, practices, processes and conventions established by the ~~council~~Council.
- -Officers have the right not to support ~~council~~Councillors in any role other than that of ~~council~~Councillor, and not to engage in actions incompatible with this Protocol.

3.5.5. In giving advice to ~~council~~Councillors, and in preparing and presenting reports, it is the responsibility of the ~~officer~~Officer to express ~~his/her~~their own professional views and recommendations. An ~~officer~~Officer may report the views of individual ~~council~~Councillors on an issue, but the recommendation should be the ~~officer~~Officer's own. If a ~~council~~Councillor wishes to express a contrary view they should not pressurise the ~~officer~~Officer to make a recommendation contrary to the ~~officer~~Officer's professional view, nor victimise an ~~officer~~Officer for discharging ~~his/her~~their responsibilities.

3.5.6. There are exceptional circumstances where a ~~council~~Councillor can fulfil the role of ~~officer~~Officer, for example where there is a vacancy. This can only be done if the ~~council~~Councillor is not paid for the role and should only ever be short-term while the ~~council~~Council seeks to fill a vacancy. There will need to be a particular clear understanding of when the ~~council~~Councillor is acting as a ~~council~~Councillor and when acting as the Proper Officer.

3.6. The Relationship: General

- 3.6.1. ~~Council~~Councillors and ~~officer~~Officers are indispensable to one another. However, their responsibilities are distinct. ~~council~~Councillors are accountable to the public, whereas ~~officer~~Officers are accountable to the ~~council~~Council as a whole.
- 3.6.2. At the heart of this Protocol is the importance of mutual respect and also of civility. ~~council~~Councillor/~~officer~~Officer relationships are to be conducted in a positive and constructive way. Therefore, it is important that any dealings between ~~council~~Councillors and ~~officer~~Officers should observe standards of courtesy and that neither party should seek to take unfair advantage of their position nor seek to exert undue influence on the other party.
- 3.6.3. Individual ~~council~~Councillors should not actively seek to undermine majority decisions of the corporate body, as this could then bring them into conflict with ~~officer~~Officers who have been charged with promoting and implementing the ~~council~~Council's collectively determined course of action.
- 3.6.4. ~~Council~~Councillors should not raise matters relating to the conduct or capability of an ~~officer~~Officer, or of ~~officer~~Officers collectively, in a

manner that is incompatible with this Protocol at meetings held in public or on social media. This is a long-standing tradition in public service. An ~~officer~~Officer has no means of responding to criticisms like this in public.

- 3.6.5. A ~~council~~Councillor who is unhappy about the actions taken by, or conduct of, an ~~officer~~Officer should:
- avoid personal attacks on, or abuse of, the ~~officer~~Officer at all times.
 - ensure that any criticism is well founded and constructive.
 - ensure that any criticism is made in private
 - take up the concern with the ~~Ce~~hair.
- 3.6.6. Neither should an ~~officer~~Officer raise with a ~~council~~Councillor matters relating to the conduct or capability of another ~~council~~Councillor or ~~officer~~Officer or to the internal management of the ~~council~~Council in a manner that is incompatible with the objectives of this Protocol.

4. BREACHES

4.1. Potential breaches of this Protocol are considered below.

4.2. Expectations

4.2.1. All ~~council~~Councillors can expect:

- A commitment from ~~officer~~Officers to the ~~council~~Council as a whole, and not to any individual ~~council~~Councillor, group of ~~council~~Councillors or political group.
- A working partnership.
- Officers to understand and support respective roles, workloads and pressures.
- A timely response from ~~officer~~Officers to enquiries and complaints.
- Officer's professional and impartial advice, not influenced by political views or personal preferences.
- -Timely, up to date, information on matters that can reasonably be considered appropriate and relevant to their needs, having regard to any individual responsibilities or positions that they ~~hold~~hold.
- Officers to be aware of and sensitive to the public and political environment locally.
- Respect, courtesy, integrity and appropriate confidentiality from ~~officer~~Officers and other ~~council~~Councillors.

- Training and development opportunities to help them carry out their role effectively.
- Not to have personal issues raised with them by ~~officer~~Officers outside the ~~council~~Council's agreed procedures.
- That ~~officer~~Officers will not use their contact with ~~council~~Councillors to advance their personal interests or to influence decisions improperly.

4.2.2. Officers can expect from ~~council~~Councillors:

- A working partnership.
- An understanding of, and support for, respective roles, workloads and pressures.
- Leadership and direction
- Respect, courtesy, integrity and appropriate confidentiality.
- Not to be bullied or to be put under undue pressure.
- That ~~council~~Councillors will not use their position or relationship with ~~officer~~Officers to advance their personal interests or those of others or to influence decisions improperly.
- That ~~council~~Councillors will at all times comply with the ~~council~~Council's adopted Code of Conduct.

4.3. Some general principles

- 4.3.1. Close personal relationships between ~~council~~Councillors and ~~officer~~Officers can confuse their separate roles and get in the way of the proper conduct of ~~council~~Council business, not least by creating a perception in others that a particular ~~council~~Councillor or ~~officer~~Officer is getting preferential treatment.
- 4.3.2. Special relationships with particular individuals are not recommended as it can create suspicion that an employee favours that ~~council~~Councillor above others.
- 4.3.3. The Proper Officer (usually called the Clerk) is the head of paid services and has a line-management responsibility to all other staff. Communications should be made directly with the Proper Officer, unless it is agreed by the Proper Officer that such communications may take place directly with other ~~officer~~Officers over a particular matter. ~~Council~~Councillors should not give instructions directly to the Proper Officer's staff without the express approval of the Proper Officer.

5. COUNCILLORS' ACCESS TO INFORMATION AND TO COUNCIL DOCUMENTS

- 5.1. Councillors are free to approach ~~officer~~Officers to provide them with such information, explanation and advice as they may reasonably need in order to assist them in discharging their role as members of the ~~council~~Council. This can range from a request for general information about some aspect of the ~~council~~Council's activities to a request for specific information on behalf of a constituent. Such approaches should normally be directed to the Officer.
- 5.2. The legal rights of ~~council~~Councillors to inspect ~~council~~Council documents are covered partly by statute and partly by the common law.
- 5.3. The common law right of ~~council~~Councillors is based on the principle that any member has prima facie right to inspect ~~council~~Council documents so far as their access to the documents is reasonably necessary to enable the member properly to perform their duties as a member of the ~~council~~Council. This principle is commonly referred to as the "need to know" principle.
- 5.4. The exercise of this common law right depends therefore upon the ~~council~~Councillor's ability to demonstrate that they have the necessary "need to know". In this respect a ~~member~~Councillor has no right to "a roving commission" to go and examine documents of the ~~council~~Council. Mere curiosity is not sufficient. The crucial question is the determination of the "need to know". This question must be determined by the ~~officer~~Officer.
- 5.5. In some circumstances (e.g. a ~~committee~~Committee member wishing to inspect documents relating to the functions of that ~~committee~~Committee) a ~~council~~Councillor's "need to know" will normally be presumed. In other circumstances (e.g. a ~~council~~Councillor wishing to inspect documents which contain personal information about third parties) a ~~council~~Councillor will normally be expected to justify the request in specific terms. Any ~~council~~Council information provided to a ~~council~~Councillor must only be used by the ~~council~~Councillor for the purpose for which it was provided i.e. in connection with the proper performance of the ~~council~~Councillor's duties as a member of the ~~council~~Council.
- 5.6. For completeness, ~~council~~Councillors do, of course, have the same right as any other member of the public to make requests for information under the Freedom of Information Act 2000.

6. CORRESPONDENCE

- 6.1. Correspondence between an individual ~~council~~Councillor and an ~~officer~~Officer should not normally be copied (by the ~~officer~~Officer) to any other ~~council~~Councillor. Where exceptionally it is necessary to copy the correspondence to another ~~council~~Councillor, this should be made clear to the original ~~council~~Councillor. In other words, a system of "silent copies" should not be employed. Acknowledging that the "BCC" system of e-mailing is used, it should be made clear at the foot of any e-mails if another ~~council~~Councillor has received an e-mail by adding "CC ~~council~~Councillor X."

- 6.2. Official letters or emails on behalf of the ~~council~~Council should normally be sent out under the name of the ~~officer~~Officer, rather than under the name of a ~~council~~Councilor. It may be appropriate in certain circumstances (e.g. representations to a Government Minister) for a letter or email to appear over the name of the Chair, but this should be the exception rather than the norm. Letters or emails which, for example, create obligations or give instructions on behalf of the ~~council~~Council should never be sent out in the name of a ~~council~~Councilor.
- 6.3. Correspondence to individual ~~council~~Councilors from ~~officer~~Officers should not be sent or copied to complainants or other third parties if they are marked "confidential". In doing so, the relevant ~~officer~~Officer should seek to make clear what is to be treated as being shared with the ~~council~~Councilor in confidence only and why that is so.

7. PRESS AND MEDIA

- 7.1. Councils are accountable to their electorate. Accountability requires local understanding. This will be promoted by the ~~council~~Council, explaining its objectives and policies to the electors and customers. ~~Council~~Councils use publicity to keep the public informed and to encourage public participation. The ~~council~~Council needs to tell the public about the services it provides. Good effective publicity should aim to improve public awareness of the ~~council~~Council's activities. Publicity is a sensitive matter in any political environment because of the impact it can have. Expenditure on publicity can be significant. It is essential to ensure that decisions on publicity are properly made in accordance with the Code of Recommended Practice on Local Authority Publicity and the ~~council~~Council's Media Protocol.
- 7.2. The ~~officer~~Officer may respond to press enquiries but should confine any comments to the facts of the subject matter and the professional aspects of the function concerned. On no account must an ~~officer~~Officer expressly or impliedly make any political opinion, comment or statement.
- 7.3. Any press release that may be necessary to clarify the ~~council~~Council's position in relation to disputes, major planning developments, court issues or individuals' complaints should be approved by the ~~officer~~Officer.
- 7.4. The Chair (or Chair of a ~~committee~~Committee) may act as spokespersons for the ~~council~~Council in responding to the press and media and making public statements on behalf of the ~~council~~Council but should liaise with the ~~officer~~Officer on all forms of contact with the press and media. The ~~council~~Council may also appoint individual ~~council~~Councilors as spokespeople where there is an area of particular expertise, but this should only be done with the agreement of the ~~council~~Council.
- 7.5. The ~~council~~Council must comply with the provisions of the Local Government Act 1986 ("the Act") regarding publicity. All media relations work will comply with the national Code of Practice for Local Government Publicity. The Code is

statutory guidance and the ~~council~~Council must have regard to it and follow its provisions when making any decision on publicity.

7.6. The LGA has produced useful guidance on the Publicity Code - <https://www.local.gov.uk/publications/short-guide-publicity-during-pre-election-period>.

7.7. For more detailed information and guidance regarding the role of ~~council~~Councilors in connection with the use of social media, reference should be made to the ~~council~~Council's Social Media Protocol where there is one in place.

8. IF THINGS GO WRONG

8.1. Procedure for ~~officer~~Officers:

8.1.1. From time to time the relationship between ~~council~~Councilors and ~~the officer~~Officers (or other employees) may break down or become strained. Whilst it is always preferable to resolve matters informally, it is important that the ~~council~~Council adopts a formal grievance protocol or procedure.

8.1.2. The principal ~~council~~Council's ~~m~~Monitoring ~~officer~~Officer may be able to offer a mediation/conciliation role or it may be necessary to seek independent advice. The ~~C~~hair of the ~~council~~Council should not attempt to deal with grievances or work related performance or line management issues on their own. The ~~council~~Council should delegate authority to a small group of ~~council~~Councilors to deal with all personnel matters.

8.1.3. The law requires all employers to have disciplinary and grievance procedures. Adopting a grievance procedure enables individual employees to raise concerns, problems or complaints about their employment in an open and fair way.

8.1.4. Where the matter relates to a formal written complaint alleging a breach of the ~~council~~Councilors' Code of Conduct the matter must be referred to the principal ~~council~~Council's ~~M~~Monitoring ~~officer~~Officer in the first instance in line with the Localism Act 2011. The ~~council~~Council may however try to resolve any concerns raised informally before they become a formal written allegation.

8.2. Procedure for ~~council~~Councilors:

8.2.1. If a ~~council~~Councilor is dissatisfied with the conduct, behaviour or performance of the ~~officer~~Officer or another employee, the matter should be reported to the ~~C~~hair and then raised with the ~~officer~~Officer in the first instance. If the matter cannot be resolved informally, it may be necessary to invoke the ~~council~~Council's disciplinary procedure.



IT Policy

Adopted 15/05/2023

Reviewed 09/09/2025

Version:	Date Approved:	Review Date:
1.0	15/05/2023	01/07/2025

1. Introduction

- 1.1. This policy has been adopted by ~~the~~ Pembury Parish Council ("the Council") in order to:
 - 1.1.1. prevent inappropriate use of computer equipment (such as extended personal use or for accessing and circulating pornographic, racist, sexist or defamatory material).
 - 1.1.2. protect confidential, personal or commercially sensitive data.
 - 1.1.3. prevent the introduction of viruses.
 - 1.1.4. prevent the use of unlicensed software.
 - 1.1.5. ensure that Council property is properly looked after.
 - 1.1.6. monitor the use of computer facilities to ensure compliance with internal policies and rules and to detect abuse.
- 1.2. The consequences of misuse can be severe. Examples of potential damage include, but are not limited to, malware infections, legal and financial penalties for data leakage and lost productivity from network downtime.
- 1.3. The Council provides Councillors and employees with access to various computing and telephone communication methods ("facilities") to allow them to undertake the responsibilities of their position and to improve internal and external communication.

2. Scope

- 2.1. This policy sets out the Council's position on the use of the facilities and it includes:
 - 2.1.1. Employees and Councillors' responsibilities and potential liability when using the facilities.
 - 2.1.2. the monitoring policies adopted by the Council; and guidance on how to use the facilities.
- 2.2. This policy has been created to:
 - 2.2.1. ensure compliance with all applicable laws relating to data protection, information security and compliance monitoring
 - 2.2.2. protect the Council from the risk of financial loss, loss of reputation or libel; and
 - 2.2.3. ensure that the facilities are not used so as to cause harm or damage to any person or organisation.

2.3. This policy applies to the use of:

2.3.1. local, inter-office, national and international, private or public networks and all systems and services accessed through those networks.

2.3.2. desktop, portable and mobile computers and applications owned or leased by the Council.

2.3.3. social media; and

2.3.4. electronic mail and messaging services.

3. Breach of the Policy

3.1. In respect of employees, breach of this policy will be regarded as a disciplinary offence and will be dealt with under the Council's disciplinary process.

3.2. Anyone who considers that there has been a breach of this policy in relation to personal information about them held by the Council should raise the matter via the Council's formal grievance procedure.

4. Email (Internal or External Use)

4.1. All Councillors and relevant employees will be issued with a Council email account which must always be used when transacting on behalf of the Parish Council. Such account will only be used for Council correspondence.

4.2. Internet email is not a secure medium of communication; it can be intercepted and read. Do not use it to say anything you would not wish to be made public.

4.2.4.3. If you are sending confidential information by email this should either, be sent using password protected attachments or by using a password protected link to documents in OneDrive or SharePoint.

4.3.4.4. Email should be treated as any other documentation. If you would normally retain a certain document in hard copy, you should retain the email.

4.4.4.5. Do not forward email messages unless the original sender is aware that the message may be forwarded and that the whole email chain has been checked for appropriate content. If you would not have forwarded a copy of a paper memo with the same information do not forward the email.

4.5.4.6. It is good practice to copy and paste information from an email to pass it on, rather than forwarding on an email, in order to remove the IP address from the header.

4.6.4.7. Personal emails are subject to Freedom of Information requests/subject access requests, if they relate to Council business or an individual and it is a criminal offence to block the release of data.

~~4.7.4.8.~~ Council emails should not be forwarded to a personal account without the Data Controller's permission and doing so is a breach of the Data Protection Act and Computer Misuse Act.

~~4.8.4.9.~~ Your email inbox should be checked for new emails on a regular basis.

~~4.9.4.10.~~ As with many other records, email may be subject to discovery in litigation. Like all communications, you should not say anything that might appear inappropriate or that might be misinterpreted by a reader.

~~4.10.4.11.~~ Viewing, displaying, storing (including data held in RAM or cache) or disseminating materials (including text and images) that could be considered to be obscene, racist, sexist, or otherwise offensive may constitute harassment and such use of an email account is strictly prohibited. The legal focus in a harassment case is the impact of the allegedly harassing material on the person viewing it, not how the material is viewed by the person sending or displaying it.

~~4.11.4.12.~~ Councillors and employees will be required to surrender their email account and all of its contents to the Clerk when they leave the Council. The Clerk on leaving the Council needs to do the same, but to the Chair of the Parish Council.

5. Laptop computers, PC's, tablets and smart phones

5.1. Laptop computers, PC's, tablets and smart phones belonging to the Council along with related equipment and software are subject to all of the Council's policies and guidelines governing non-portable computers and software). All laptops, PC's and tablets will be encrypted.

5.2. When using such equipment:

5.2.1. you are responsible for all equipment and software until you return it. It must be kept secure at all times.

5.2.2. The Clerk and the individual employees or Councillor are the only persons authorised to use the equipment and software issued to that employee or Councillor.

5.2.3. Every employee or Councillor must work within the Councils filing/software environment when carrying out Council business to ensure that all data is backed up and accessible by the Clerk.

5.2.4. if you discover any mechanical, electronic, or software defects or malfunctions, you should immediately bring such defects or malfunctions to the Council's attention, initially through the Clerk or in their absence, the ~~Deputy Assistant~~ Clerk.

5.2.5. upon the request of the Council at any time, for any reason, you will immediately return any equipment and all software to the Council.

- 5.2.6. Software piracy could expose both the Council and the user to allegations of intellectual property infringement. The Council is committed to following the terms of all software licences to which the Council is a contracting party. This means, that:
- 5.2.6.1. software must not be installed onto any of the Council's computers unless this has been approved in advance by our IT Contractors or Council. They will be responsible for establishing that the appropriate licence has been obtained, that the software is virus free and compatible with the computer Facilities.
 - 5.2.6.2. software should not be removed from any computer, nor should it be copied or loaded on to any computer without prior consent.
- 5.2.7. If you are using your own laptop or PC to connect with the Council's network or to transfer data between the laptop or PC and any of the Council's computers you must ensure that you have obtained prior consent, comply with instructions and ensure that any data downloaded or uploaded is free from viruses.
- 5.2.8. In order to maintain the confidentiality of information held on or transferred via the Council's equipment, security measures are in place and must be followed at all times. A log-on ID and password is required for access to the Council's equipment/network. This will be changed regularly and must be kept secure and not shared with anyone. A full list of account details should be held with the Clerk in a sealed secure unit.
- 5.2.9. You are expressly prohibited from using the equipment for the sending, receiving, printing or otherwise disseminating information which is the confidential information of the Council or its clients other than in the normal and proper course of carrying out your duties for the Council.
- 5.2.10. In order to ensure proper use of Council computers, you must adhere to the following practices:
- 5.2.10.1. anti-virus software must be kept running at all times.
 - 5.2.10.2. media storage such as USB drives, CD's or portable hard drives will not be permitted unless they have been provided by the IT supplier or approved by Council.
 - 5.2.10.3. obvious passwords such as birthdays and spouse names, etc, must be avoided (the most secure passwords are random combinations of letters and numbers). Council users are responsible for maintaining the security of their accounts and passwords. Passwords should be strong and not shared with others.

5.2.10.4. mobile devices provided should be secured with passcodes and/or biometric authentication. When working remotely, users should follow the same security practices as if they were in the office.

5.2.10.4.5.2.10.5. all files must be stored on the network/computer cloud drive which is backed up regularly to avoid loss of information.

5.2.10.5.5.2.10.6. always log off the computer/network before leaving your computer for long periods of time or overnight.

6. Internet

- 6.1. Posting information on the internet, whether on a newsgroup, via a chat room or via email is no different from publishing information in the newspaper. In the ordinary course of things, the Clerk is the only person authorised to make such postings or to authorise others to do so on their behalf.
- 6.2. Using the internet for the purpose of trading or carrying out any business activity other than Council business is strictly prohibited.
- 6.3. For the avoidance of doubt the matters set out above include use of wireless facilities.

7. Monitoring Policy

- 7.1. The policy of the Council is that we may monitor your use of the equipment.
- 7.2. The Council recognises the importance of an individual's privacy but needs to balance this against the requirement to protect others and preserve the integrity and functionality of the equipment.
- 7.3. The Council may from time to time monitor the equipment. Principal reasons for this are to:
 - 7.3.1. detect any harassment or inappropriate behaviour by employees, ensuring compliance with contracts of employment and relevant policies including the health and safety, ethical and sex discrimination policies.
 - 7.3.2. ensure compliance of this policy.
 - 7.3.3. detect and enforce the integrity of the equipment and any sensitive or confidential information belonging to or under the control of the Council.
 - 7.3.4. ensure compliance by users of the equipment with all applicable laws (including data protection), regulations and guidelines published and in force from time to time.
 - 7.3.5. monitor and protect the wellbeing of employees and Councillors.

- 7.4. The Council may adopt at any time a number of methods to monitor use of the Facilities. These may include:
- 7.4.1. recording and logging of internal, inter-office and external telephone calls made or received by employees using its telephone network (including where possible mobile telephones). Such recording may include details of length, date and content.
 - 7.4.2. recording and logging the activities by individual users of the Facilities. This may include opening emails and their attachments, monitoring Internet usage including time spent on the internet and websites visited.
 - 7.4.3. physical inspections of individual users' computers, software and telephone messaging services.
 - 7.4.4. periodic monitoring of the Facilities through third party software including real time inspections.
 - 7.4.5. physical inspection of an individual's post.
 - 7.4.6. archiving of any information obtained from the above including emails, telephone call logs and Internet downloads.
- 7.5. The Council will not (unless required by law):
- 7.5.1. allow third parties to monitor the Facilities (with the exception of our appointed IT supplier); or
 - 7.5.2. disclose information obtained by such monitoring of the Facilities to third parties unless the law permits.
- 7.6. The Council may be prohibited by law from notifying employees using the equipment of a disclosure to third parties.

8. Social Media

- 8.1. The Council may use social media to communicate messages to residents and will only be used:
- 8.1.1. by the Clerk and persons authorised by the Clerk.
 - 8.1.2. to transmit factual information and news, not personal opinion.
 - 8.1.3. to respond to comments and requests submitted via the account.
- 8.2. Employees and Councillors using their own social media accounts must ensure that any comment made is clearly identified as their own and not representative of the Council.

9. General guidance

- 9.1. Never leave any equipment or data (including client files, laptops, computer equipment and mobile phones) unattended on public transport or in an unattended vehicle.
- 9.2. Observation of this policy is mandatory and forms part of the terms and conditions of employment of employees and the terms of access to the Council's systems and offices. Misuse of the Facilities will be treated as gross misconduct and may lead to dismissal.
- 9.3. Because information on portable devices, such as laptops, tablets and smartphones, is especially vulnerable, special care should be taken with these devices: sensitive information should be stored in password protected or encrypted folders only. Users will be held responsible for the consequences of theft of or disclosure of information on portable systems entrusted to their care if they have not taken reasonable precautions to secure it.
- 9.4. All workstations (desktops and laptops) must be secured with a lock-on-idle policy active after at most 10 minutes of inactivity. In addition, the screen and keyboard should be manually locked by the responsible user whenever leaving the machine unattended.
- 9.5. Any documents downloaded to a laptop or tablet must be deleted after use and stored in the Council's cloud software only.

10. Removable Media

10.1. Removable media includes but is not limited to: USB memory sticks, memory cards, portable memory devices, CD / DVDs, diskettes and any other device that transfers data between systems or stores electronic data separately from email or other applications.

10.2. Use of removable media is discouraged unless it is Council owned.

10.3. The storage of sensitive or confidential information on removable media is prohibited. Sensitive or confidential information should be shared using password protected attachments or by using a password protected link to documents in OneDrive or SharePoint only.

10.11. 'Bring Your Own Device'

In this policy:

10.1.11.1. 'Devices' means computers (desktop and laptop), tablets, smartphones and external hard drives.

10.2.11.2. 'Council Business' means any activity undertaken in the role of Councillor or employee of the Council.

10.3.11.3. 'Personal Data' has the meaning set out in Article 4(1) of the General Data Protection Regulation:

~~10.4.11.4.~~ "any information relating to an identified or identifiable natural person ('data subject'); an identifiable natural person is one who can be identified, directly or indirectly, in particular by reference to an identifier such as a name, an identification number, location data, an online identifier or to one or more factors specific to the physical, physiological, genetic, mental, economic, cultural or social identity of that natural person"

~~10.5.11.5.~~ 'Personally owned' means ownership of a Device by a person or legal entity which is not the Council.

~~11.12.~~ Purpose

~~11.1.12.1.~~ The purpose of this policy is to ensure so far as possible that personally owned Devices used by Councillors and employees to conduct Council Business are used in a manner which protects Personal Data.

~~12.13.~~ Risks

~~12.1.13.1.~~ The Council has identified the following risks inherent in using personally owned Devices to conduct Council Business:

Event / Action	Risk
Inadequate or lack of appropriate security measures used to control access to Device	Personal Data may be accessible to third parties
Device used in an insecure manner	Device could be affected by malware which could result in Personal Data being accessed by third parties
Device lost or stolen	Personal Data may be accessible to third parties
Device sold or given away	Personal Data may be accessible to third parties unless Device appropriately cleared before transfer by restoring factory settings
Employees cease to be employed by the Council or Councillor ceases to be a member of the Council	Personal Data may remain accessible via the Device and could be used for unauthorised purposes or disclosed to third parties

~~13.14.~~ Access to Devices

~~13.1.14.1.~~ Devices used for Council Business must be secured by a password or a biometric access control such as fingerprint or facial recognition.

~~13.2.~~14.2. Devices must have appropriate and up to date anti-virus and anti-malware software.

~~13.3.~~14.3. Home Wi-Fi networks must be encrypted.

~~13.4.~~14.4. Care should be exercised if using public Wi-Fi to connect Devices.

~~13.5.~~14.5. Passwords must comply with the following rules:

~~13.5.1.~~14.5.1. Password management software or a secure written system should be used to store passwords.

~~13.5.2.~~14.5.2. A different strong password should be used for each and all Devices or email accounts.

~~13.5.3.~~14.5.3. Passwords must not be disclosed to any other person. If a password is disclosed to any other person, whether deliberately or inadvertently, it must be changed immediately.

~~13.5.4.~~14.5.4. Passwords should comprise a mix of letters, numbers and symbols, at least 12 characters long.

~~13.6.~~14.6. Devices must be configured to automatically lock if left idle for more than five minutes in the case of smartphones, tablets or laptops and ten minutes in the case of desktop computers.

~~14.~~15. Retention and Use of Personal Data

~~14.1.~~15.1. Personal Data received for the purposes of Council Business and accessed via a personally owned Device must be permanently deleted from the Device or email account once the related Council Business is completed.

~~14.2.~~15.2. Personal Data should not be retained on a Device or in an email account in case it is needed for a different purpose in the future unless permission has been obtained to retain the data for general Council Business or unless the Council is required by law to retain the Personal Data.

~~14.3.~~15.3. Personal Data must not be used by any person for any other purpose than that for which it has been provided.

~~14.4.~~15.4. Personal Data received for the purposes of Council Business must not be shared with any other person or organisation.

~~15.~~16. Lost or Stolen Devices

~~15.1.~~16.1. In the event that a Device is lost or stolen, or is suspected of having been lost or stolen, the Chairman and Clerk of the Parish Council must be informed. The Council will work with the owner of the lost or stolen Device to identify any personal data at risk and will then take appropriate action, including reporting any breach to the ICO as necessary.

~~16.~~17. Repair of Devices

~~16.1.17.1.~~ If a Device needs to be repaired, the owner will take all reasonable steps to ensure that the repairer cannot access any Personal Data.

~~17.18.~~ Transfer or Disposal of Devices used for Parish Council Business

~~17.1.18.1.~~ If the owner wishes to transfer or dispose of a Device which has been used for Council business, all Personal Data must be deleted from that Device using a method which prevents recovery. Any email accounts used by the Councillor or Clerk for Council Business should be deleted from the Device.

~~18.19.~~ Leaving the Parish Council

~~18.1.19.1.~~ If a Councillor ceases to be a member of the Council for any reason:

~~18.1.1.19.1.1.~~ all Personal Data received in the course of Council Business must be permanently deleted from Devices and from any email account used for Council Business; and

~~18.1.2.19.1.2.~~ all hard copies should be shredded or passed to the Clerk for destruction

~~18.2.19.2.~~ On the termination of employees' employment by the Council:

~~18.2.1.19.2.1.~~ employees must return Devices issued by the Council immediately; and

~~18.2.2.19.2.2.~~ all Personal Data or other information received in the course of Council Business must be permanently deleted from personally owned Devices.



Removable Media Policy

Adopted 14/05/2018

Last Reviewed 18/07/2022

Version:	Date Approved / reviewed:	Review Date:
1.0	14/05/2018	01/09/2019
2.0	20/01/2020	01/09/2021
3.0	19/07/2021	01/09/2022
4.0	18/07/2022	01/09/2025

1. Purpose

- 1.1. This policy supports the controlled storage and transfer of information by Councillors and all employees, temporary staff and agents (contractors, consultants and others working on behalf of the Council) who have access to and use of computing equipment that is owned or leased by Pembury Parish Council.
- 1.2. Information is used throughout the Council and is sometimes shared with external organisations and applicants. The use of removable media may result in the loss of the ability to access information, or interference with the integrity of information, which could have a significant effect on the efficient operation of the Council and may result in financial loss and an inability to provide services to the public.
- 1.3. It is therefore essential for the continued operation of the Council that the availability, integrity and confidentiality of all storage devices are maintained at a level which is appropriate to the Council's needs.
- 1.4. The aims of the policy are to ensure that the use of removable storage devices is accomplished with due regard to:
 - 1.4.1. Enabling the correct data to be made available where it is required;
 - 1.4.2. Maintaining the integrity of the data;
 - 1.4.3. Preventing unintended consequences to the stability of the computer network;
 - 1.4.4. Building confidence and trust in data that is being shared between systems;
 - 1.4.5. Maintaining high standards of care towards data and information about individual parishioners, staff or information that is exempt from disclosure;
 - 1.4.6. Compliance with legislation, policies or good practice requirements.

2. Principles

- 2.1. This policy sets out the principles that will be adopted by the Council in order for material to be safely stored on removable media so that the risk of loss or corruption to work data is low.
- 2.2. Removable media includes but is not limited to: USB memory sticks, memory cards, portable memory devices, CD / DVDs, diskettes and any other device that transfers data between systems or stores electronic data separately from email or other applications.
- 2.3. Any person who intends to store Council data on removable media must abide by this Policy. This requirement devolves to Councillors, employees and agents of the Council, who may be held personally liable for any breach of the requirements of this policy.
- 2.4. Failure to comply with this policy could result in disciplinary action.

3. Advice and Assistance

- 3.1. The Clerk will ensure that everyone that is authorised to access the Council's information systems is aware of their obligations arising from this policy.
- 3.2. A competent person should be consulted over any hardware or system issues. Advice and guidance on using software packages should be also sought from a competent person.

4. Responsibilities

- 4.1. The Clerk is responsible for enforcing this policy and for having arrangements in place to identify the location of all data used in connection with Council business.
- 4.2. Users of removable media must have adequate Records Management / Information Security training so that relevant policies are implemented.

5. Incident Management

- 5.1. It is the duty of all employees and agents of the Council to not allow storage media to be compromised in any way whilst in their care or under their control. There must be immediate reporting of any misuse or irresponsible actions that affect work data or information, any loss of material, or actual, or suspected breaches in information security to the Clerk.
- 5.2. It is the duty of all Councillors/Employees to report any actual or suspected breaches in information security to the Clerk.

6. Data Administration

- 6.1. Removable media should not be the only place where data created or obtained for work purposes is held, as data that is only held in one place and in one format is at much higher risk of being unavailable through loss, destruction or malfunction of equipment, than data which is routinely backed up.
- 6.2. Where removable media is used to transfer material between systems then copies of the data should also remain on the source system or computer, until the data is successfully transferred to another computer or system.
- 6.3. Where there is a business requirement to distribute information to third parties, then removable media must only be used when the file cannot be sent or is too large to be sent by email or other secure electronic means.
- 6.4. Transferring material to removable media is a snapshot of the data at the time it was saved to the media. Adequate labelling must be undertaken so as to easily identify the version of the data, as well as its content.

- 6.5. Files must be deleted from removable media, or the removable media destroyed, when the operational use of the material has been completed. The Council's retention and disposition schedule must be implemented by Councillors, employees, contractors and agents for all removable media.

7. Security

- 7.1. All storage media must be kept in an appropriately secure and safe environment that avoids physical risk, loss or electrical corruption of the business asset. Due to their small size there is a high risk of the removable media being mislaid lost or damaged, therefore special care is required to physically protect the device and the data. Anyone using removable media to transfer data must consider the most appropriate way to transport the device and be able to demonstrate that they took reasonable care to avoid damage or loss.
- 7.2. Virus Infections must be prevented from damaging the Councils network and computers. Virus and malware checking software approved by the Council, must be operational on both the machine from which the data is taken and the machine on to which the data is to be loaded. The data must be scanned by the virus checking software, before the media is loaded on to the receiving machine.
- 7.3. Any memory stick used in connection with Council equipment or to store Council material should usually be Council owned. However, work related data from external sources can be transferred to the Council network using memory sticks that are from trusted sources and have been checked using current anti-virus software.
- 7.4. The Council will not provide support or administrator access for any non-council memory stick.

8. Use of removable media

- 8.1. Care must be taken over what data or information is transferred onto removable media. Only the data that is authorised and necessary to be transferred should be saved on to the device.
- 8.2. Council material belongs to the Council and any equipment on which it is held should be under the control of the Council and not available to be used for other purposes that may compromise the data.
- 8.3. All data transferred to removable media should be in accordance with an agreed process established by the Council so that material can be traced.
- 8.4. The person arranging the transfer of data must be authorised to make use of, or process that particular data.
- 8.5. Whilst in transit or storage the data must be given appropriate security according to the type of data and its sensitivity.

- 8.6. Encryption must be applied to the data file unless there is no risk to the Council, other organisations or individuals from the data being lost whilst in transit or storage. If encryption is not available, then password control must be applied if removable media must be used for the business purpose.
- 8.7. Third parties will not be given permission to use their own removable media in Council computers or other devices. Information should either be emailed to the Clerk and a security scan run on the attachment before being downloaded onto the Council system or they should bring their own laptop to share the information with the Council.

9. Faulty or Unneeded Storage Devices

- 9.1. Damaged or faulty media must not be used. The Clerk must be consulted over any damaged equipment, peripherals or media.
- 9.2. All unneeded or faulty storage devices must be dealt with securely to remove the data before reallocating or disposing of the device.

10. Breach procedures

- 10.1. Users who do not adhere to this policy will be dealt with through the Council's disciplinary process.
- 10.2. Where external service providers, agents or contractors breach the policy, this should be addressed through contract arrangements.

11. Review and Revision

- 11.1. This policy will be reviewed annually by the Council and revised according to developments in legislation, guidance, accepted good practice and operational use.

12. Employees Guide in Brief

- 12.1. Data and information are valuable and must be protected.
- 12.2. Only transfer data onto removable media, if you have the authority to do so.
- 12.3. All transfer arrangements carry a risk to the data.
- 12.4. Run the virus checking programme on the removable media each time it is connected to a computer.
- 12.5. Only use approved products for Council data.
- 12.6. Activate encryption on removable media wherever it is available and password protection if not available.

- 12.7. Data should be available for automatic back up and not solely saved to removable media.
- 12.8. Delete files from removable media, or destroy the media, after the material has been used for its purpose.



Reserves Policy

Adopted 04/02/2019

~~Last~~ Reviewed ~~18/07/2022~~09/09/2025

Version:	Date Approved:	Review Date:
1.0	04/02/2019	31/10/2022
2.0	18/07/2022	31/10/2025
<u>3.0</u>	<u>09/09/2025</u>	<u>31/10/2028</u>

1. PURPOSE

The Purpose of the policy is to set out how the Pembury Parish Council (the "Council") will determine and review the level of reserves.

1.1. ~~Pembury Parish~~The Council is required to maintain adequate financial reserves to meet the needs of the organisation but has no legal powers to hold reserves other than those for reasonable working capital needs or for specifically earmarked purposes. As part of the year-end Annual Return submitted to the External Auditor, whenever the total of the ~~Parish~~ Council's reserves (total reserves -Box 7) is more than twice the annual precept value (precept – Box 2), the ~~Parish~~ Council is requested to provide an explanation of the high level of reserves.

1.2. Reserves can be used for long term planned or exceptional (unbudgeted or higher than expected) expenditure on the following conditions:

- the expenditure must not be recurring
- income in the reserves from the sale of fixed assets (capital receipts) such as the sale of land can only be used for capital projects, such as the acquisition and enhancement of land, building, vehicles, plant and machinery.

1.3. Budget allocations can be moved from one budget line to another during the course of a financial year, with approval from the ~~Parish-Full~~ Council, so long as the total expenditure for the financial year is not exceeded. This is commonly referred to as "virement".

2. TYPE OF RESERVES

Reserves can be categorised as:

- Earmarked
- Ring Fenced
- General

3. EARMARKED RESERVES

3.1. Earmarked reserves are a means of building up funds over several years to deliver a defined project, predicted liabilities or for known significant expenditure. **They are not to be used for emergency operations.**

3.2. **Earmarked reserves must be reviewed and/or established by the ~~Parish~~ Council during the annual budget setting process. Every earmarked**

reserve proposal must include reasonable costing for each project and an estimated timescale.

- 3.3. Earmarked reserves will be administered by the relevant ~~C~~committee in consultation with the Responsible Financial Officer (RFO). Any changes to the proposed use of reserves must be agreed by Full Council.
- 3.4. The RFO will note earmarked reserves movements at the end of the financial year.
- 3.5. Earmarked reserves can be held for:
 - Renewals - to enable services to plan and finance an effective programme of equipment replacement and planned property maintenance. These reserves are a mechanism to smooth expenditure so that a sensible replacement programme can be achieved without the need to vary budgets or excessive Precept increases.
 - Carry forward of under spend - some services commit expenditure to projects but cannot spend the budget in year. Reserves are used as a mechanism to carry forward these resources.

4. RING FENCED RESERVES

- 4.1. Ring fenced reserves are money or grants allocated for a specific project only.

5. GENERAL RESERVES

- 5.1. **General reserves are funds which do not have any restrictions placed upon them as to their use.** These can be used to smooth the impact of uneven cash flows, offset the budget requirement if necessary or can be held in case of unexpected events or emergencies.
- 5.2. ~~Pembury Parish~~The Council considers a prudent level of general reserves to be no more than **6 months or 50%** of its annual expenditure. However, the amount of general reserves should annually be risk assessed and approved by ~~the Parish~~Full Council.
- 5.3. If in extreme circumstances general reserves were exhausted due to major unforeseen spending pressures within a particular financial year, the ~~Parish~~ Council would be able to draw down from its earmarked reserves to provide short term resources.
- 5.4. Even when in times of extreme pressure are placed upon the ~~Parish~~ Council's finances the ~~Parish~~ Council must always keep a minimum balance enough to pay 3 months' salary to staff and associated payroll costs (e.g. employers NI) in general reserves.

6. OPPORTUNITY COST OF HOLDING RESERVES

- 6.1. In addition to allowing the ~~Parish~~ Council to manage unforeseen financial pressures and plan known or predicted liabilities, there is a benefit to holding reserves in terms of the interest earned on funds which are not utilised. This investment income is fed into the budget.
- 6.2. However, there is an "opportunity cost" of holding funds in reserves, in that these funds cannot then be spent on anything else. As an example, if the funds were used to repay a debt, the opportunity cost would equate to the saving on the repayment of interest, offset by the loss of investment income on the funds. However, using reserves to pay off debt in this way would leave the ~~Parish~~ Council with no funds to neither manage unexpected risks nor provide a mechanism to fund unplanned expenditure for which the reserves were earmarked.
- 6.3. Given the opportunity costs of holding reserves it is critical that reserves continue to be reviewed each year as part of the budget process to confirm that they are still required and that the level is still appropriate.

7. EXAMPLES OF RESERVES

- 7.1. **Earmarked reserves** - Funds set aside for the purchase of land and the establishment of additional burial grounds within the parish.
- 7.2. To invest in the replacement of play equipment within the ~~Parish~~ Councils' open spaces
- 7.3. **Ring fenced reserves** - Grants/match funding received from external bodies that have been specifically earmarked for a project such as replacing/improving playground equipment or for the investment in youth services. ~~This includes~~ Could be Section 106 funding monies?
- 7.4. **General reserves** - Funds remaining from unspent precept that can be reserved for future needs such as:
 - 7.4.1. Emergency tree works or increase to planned programme of works.
 - 7.4.2. Replacement of vandalised equipment within the parish where not covered by an insurance claim/re-imburement.
 - 7.4.3. Improvements to open spaces or allotments (Fencing/gates etc).
 - 7.4.4. Special events in the future (Memorials/anniversaries).
 - 7.4.5. Community development/support.
 - 7.4.6. The ~~Parish~~ Council could choose to convert these into earmarked reserves.



Learning & Development Policy

Adopted 20/01/2020

Reviewed ~~25/04/2022~~09/09/2025

Version:	Date Approved/reviewed:	Review Date:
1.0	05/02/2018	31/05/2020
2.0	20/01/2020	31/05/2022
3.0	25/04/2022	31/05/2025
<u>4.0</u>	<u>09/09/2025</u>	<u>31/05/2028</u>

1. Introduction

1.1 This document forms Pembury Parish Council's (the "Council") Learning and Development Policy. It sets out:

- The Council's commitment to training.
- The identification of training needs.
- Corporate training.
- Financial assistance.
- Study leave.
- Short courses/workshops.
- Evaluation of training.
- Links with other policies.
- Reporting on progress.

1.2 The objectives of this strategy are to:

- Encourage Councillors and staff to undertake appropriate training, learning and development.
- Allocate training in a fair manner.
- Ensure that all training is evaluated to assess its value.

2 Commitment to Training

2.1 ~~Pembury Parish~~The Council is committed to the ongoing training and development of all Councillors and Staff to enable them to make the most effective contribution to the Council's aims and objectives in providing the highest quality representation and services for the people of the village.

2.2 According to the Chartered Institute of Personnel and Development (2007), training can be defined as: "A planned process to develop the abilities of the individual and to satisfy current and future needs of the organisation." Learning and development describes the formal, ongoing efforts that are made within organizations to improve the performance and self-fulfilment of their staff and, in our case, Councillors through a variety of educational methods and programs. In the modern local government, these efforts have taken on a broad range of applications— - from instruction in highly specific job skills to long-term professional development. In recent years, training and development has emerged as a formal business function, an integral element of strategy, and a recognised profession with distinct theories and methodologies. More and more companies of all sizes have embraced "continual learning" and other aspects of

training and development as a means of promoting employee growth and acquiring a highly skilled work force.

~~2.3~~ ~~Pembury Parish~~The Council recognises that its most important resource is its Councillors and staff- and is committed to encouraging both Councillors and staff to enhance their knowledge and qualifications through further training. Some training is necessary to ensure compliance with all legal and statutory requirements.

~~2.3~~

2.4 The Council expects senior and specialist staff to undertake a programme of continuing professional development (CPD) in line with the requirements of their requisite professional bodies.

2.5 Providing training yields a number of benefits:

- Improves the quality of the services and facilities that Pembury Parish Council provides~~;~~
- Enables the organisation to achieve its corporate aims and ~~objectives;~~objectives.
- Improves the skills base of Councillors and ~~staff;~~staff.
- Produces confident, highly qualified staff working as part of an effective and efficient team~~;~~ and
- Demonstrates that the staff are valued.

2.6 Training and development will be achieved by including a realistic financial allocation for training and development in the annual budget, as well as taking advantage of any relevant partnership or in-house provision available.

2.7 The process of development is as follows:

- Training needs should be identified by considering the overall objectives of the Council, as well as individual requirements.
- Planning and organising training to meet those specific needs.
- Evaluating the effectiveness of training.

3 The Identification of Training Needs

3.1 Staff will be asked to identify their development needs with advice from their line manager during their annual appraisal or regular meetings with their line manager. There are number of additional ways that the training needs of staff may be recognised:

- Questionnaires.
- During formal interview/review.
- Following confirmation of appointment.
- Formal and informal discussion.

3.2 Councillors will be asked to identify their development needs with advice from the appropriate body or person: i.e. working group, committee during informal meetings with the Clerk. There are number of additional ways that the training needs of Councillors may be recognised:

- Questionnaires.
- Following election/co-option.
- Formal and informal discussion.

3.3 Other circumstances may present the need for training:

- Legislative requirements i.e. First Aid, Fire Safety, Manual Handling.
- Changes in legislation.
- Changes in systems.
- New or revised qualifications become available.
- Accidents.
- Professional error.
- Introduction of new equipment.
- New working methods and practices.
- Complaints to the Council.
- A request from a member of staff.
- Devolved services / delivery of new services.

3.4 Staff who wish to be nominated for a training course should discuss this in the first instance ~~during their appraisal~~ with their Line Manager; where it will be determined whether the training is relevant to the Council's needs and/or service delivery.

4 Corporate Training

4.1 Corporate training is necessary to ensure that staff are aware of their legal responsibilities or corporate standards e.g. Health and Safety, Risk Management and Equal Opportunities. Staff will be required to attend training courses, workshops or seminars where suitable training is identified.

5 Financial Assistance

5.1 It is important to note that all supported training must be appropriate to the needs of the Council, be relevant to the individual's role and is subject to the availability of financial resources. Each request will be considered on an individual basis and the benefits to the individual and the organisation will be identified. In order to best ensure cost effectiveness, Councillors and staff will be required to attend the nearest college/venue offering the required course, unless an alternative is authorised by the Finance & HR Committee in the interest of operational effectiveness or Best Value.

5.2 Other considerations include the following:

- Implication of staff release for training course(s) on the operational capability of the Council.
- The most economic and effective means of training.
- Provision and availability of training budget.

5.3 For approved courses Councillors and staff can expect the following to be sponsored:

- The course fees.
- Examination fees.
- Associated membership fees.
- One payment to re-take a failed examination.

5.4 Councillors and staff attending assisted courses are required to inform the Clerk immediately of any absences, giving reasons.

5.5 Failure to sit an examination may result in the Council withdrawing future course funding and/or requesting the refunding of financial assistance. Each case will be considered on an individual basis.

5.6 ~~Pembury Parish~~The Council operates a Return of Service agreement. Any member of staff undertaking post-entry qualifications funded by the Council must be aware that should they leave ~~PPC's~~the Council's employment within two years of completion of the qualification they will be required to repay all costs associated with the undertaking of such training. If the employee takes up employment with another Local Authority an exemption to this clause may be granted at the discretion of the Council.

6 Study Leave

6.1 Staff who are given approval to undertake external qualifications are granted the following:

- Study time to attend day-release courses.
- Time to sit examinations.
- Study time of one day per examination (to be discussed and agreed by the Line Manager in advance).
- Provision of study time must be agreed with the ~~L~~Line Manager prior to the course being undertaken.

7 Short Courses/Workshops/Residential Weekends

7.1 Where attendance is required at a short course, paid leave will be granted to staff.

7.2 Councillors and staff attending approved short courses / workshops / residential weekends can expect the following to be paid:

- The course fee (usually invoiced following the event).
- Travelling expenses in accordance with the Council's current policy.
- Subsistence as agreed beforehand on a case-by-case basis.

8 Evaluation of Training

8.1 Records of all training undertaken by staff will be kept in the personnel files of each member of staff.

8.2 As part of ~~Pembury Parish~~the Council's continuing commitment to training and development, Staff are asked to provide feedback on the value and effectiveness of the training they undertake highlighting in particular the key implications of new legislation, guidance and/or best practice for the ongoing efficiency and effectiveness of the authority.

9 Linking with other Council Policies

9.1 Relationship with other Council policies:

- Equality of opportunity in all aspects of Councillor and staff development.
- A 'Statement of Intent' on training for both Councillors and staff is a requirement for the Re-accreditation of any national recognised charter marks.
- Risk Management Policy – a commitment to Training and Development greatly assists in achieving good governance and an effective system of Risk Management.
- Health and Safety Policy – ongoing training and development is key to ensuring a positive approach to Health and Safety is embedded throughout the authority.
- Undertaking training is a clear indication of Continuing Professional Development.

10 Reporting on Progress

10.1 The Clerk will report annually to the Finance & HR Committee detailing attendance at training over the year, as well as the inclusion of the ~~member~~Councillor and staff evaluation of courses attended.

11 Conclusion

11.1 The adoption of a training or learning and development policy should achieve many benefits for the Council. It will assist in demonstrating that the Council is

committed to continuing professional development and enhancing the skills of both elected Councillors and staff.

- 11.2 The adoption of a training or learning and development policy has a practical implication for ~~Pembury Parish~~the Council's budget and ensures that the Council is aware of the implication of its commitments and allocates adequate and appropriate funding in a long term and sustainable platform that supports these aspirations and commitments.

12 Alternative Formats

- 12.1 *Equality Act 2010: Your Local Council:* As a committed and compliant Local Authority to all aspects of Equality Legislation will make every effort to ensure that access to material including this policy is available in alternative format: please contact the Clerk for further information.

- 12.2 The Council may also be able arrange to provide versions in other languages.

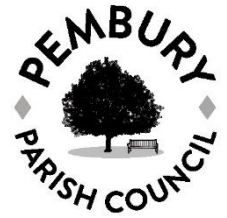
13 Freedom of Information

- 13.1 In accordance with the Freedom of Information Act 2000, this document will be posted on the Council's Website www.pemburyparishcouncil.gov.uk and copies of this document will be available for inspection in the Council Office.

Appendix 1

14 Commitment to Councillors and Staff

- 14.1 ~~Pembury Parish~~The Council has a fully integrated policy in the field of training and Learning and Development based in this document and the commitment to funding in its regular budget. Your Council supports the concept of investing in life-long Learning and Development for Councillors and staff and will commit an appropriate percentage of its budget on a regular sustainable basis. The Council will work closely with the Kent Association of Local Councils and avail itself of the resources of the Society of Local Council Clerks and other bodies as appropriate to ensure high quality Learning and Development programmes.
- 14.2 ~~Pembury Parish~~The Council makes the following commitment to its Councillors: that every new Member of the Council whether elected or co-opted will be trained to an adequate standard as set out by the Council and reflecting prevailing accepted standards within in a year of taking office. In addition, skills audits will be acted upon to ensure specialist Councillors receive additional training along with the bulk of the Council to take account of legislative changes and new initiatives.
- 14.3 ~~Pembury Parish~~The Council makes the following commitment to its staff that they will be trained to an adequate standard as set out in prevailing legislation, Local Authority standards and reflecting the aspirations of the Council as soon as possible upon appointment and on an on-going and rolling programme reinforcing professional development.



Asset Management Policy

Adopted ~~xx/xx/202x~~06/10/2025

Version:	Date Approved:	Review Date:
1.0	xx/xx <u>06/10</u> /2025	01/07/2028

1. Introduction

- 1.1. Local Councils must maintain an asset register to ensure fixed assets are appropriately safeguarded. This includes items of a capital nature where values tend to be high, and which have a useful life of more than one year.

2. Scope of the Asset Register

- 2.1. In order to ensure transparency and reasonableness, the following items are included in Pembury Parish Council's (the "Council's") asset register, whether purchased, gifted or otherwise acquired, together with their holding location:
- Land and buildings held freehold or on long term lease in the name of the Council.
 - Vehicles.
 - Grounds maintenance equipment and machinery.
 - Play and recreation areas.
 - Streetlights, bus shelters and benches
 - Village signs.
 - Operational equipment including IT, CCTV system, notice boards, and PA system etc.
- 2.2. The values indicated in the asset register will inform the 'Total Fixed Asset' section of the Annual Return.
- 2.3. The Council will maintain a fixed asset register, which will contain the following information:
- A description of the asset, including the date on which it was acquired.
 - The location of the asset.
 - The original cost to the Council. If the asset was gifted, a nominal value of £1 will be included in the asset register.
- 2.4. The following items fall outside the definition for inclusion and are therefore excluded from the Council's asset register:
- Assets rented or loaned to the Council.
 - Consumable items or items with a useful life of less than a year.
 - Cash and short term investments.

3. Asset Values & Review

- 3.1. In accordance with good practice, the Council has set a de minimus level of £xx below which expenditure will not generally be capitalised. All relevant expenditure above the de minimus level will be deemed capital expenditure and added to the fixed asset register.
- 3.2. An annual inspection of the fixed asset register will occur to ensure that all items can be physically verified. Discrepancies between the physical verification process and the register will be investigated promptly by the Clerk/RFO. Any assets which

cannot be located after the investigation will be reported to the Finance & HR Committee and removed from the asset register and recorded in the schedule of disposals.

- 3.3. The asset register and schedule of disposals will be reviewed annually by the Finance & HR Committee and then recommended for approval by Full Council.
- 3.4. Once recorded on the fixed asset register, the value of assets must not change from year to year until disposal. Depreciation and impairment adjustment are not appropriate for Local Councils (Governance and Accountability for Local Councils: A Practitioner's Guide (England) 2017).

4. Disposal of Assets

- 4.1. The authority to dispose of assets, either by destroying or selling the item, will lie with Full Council, following a recommendation from the Finance & HR Committee.
- 4.2. Assets disposed of, will be listed on the asset register for the financial year in which it was disposed of.

5. Insurance

- 5.1. The fixed asset register will be used to inform the insurers of Council assets.
- 5.2. For the purposes of insurance, the value to be used is the replacement value of the item, not the purchase price or market value.
- 5.3. The Council should ensure assets are valued accurately for insurance purposes to avoid under (or over) insuring. Assets should therefore be valued every five years to ensure the appropriate level of insurance is held.



Accessibility Statement

Adopted 07/09/2020

Reviewed ~~18/08/2023~~09/09/2025

Version:	Date Approved:	Review Date:
1.0	07/09/2020	01/07/2023
2.0	18/08/2023	31/07/2027
<u>3.0</u>	<u>27/10/2025</u>	<u>31/07/2026</u>

Introduction

This website is run by Pembury Parish Council. We want as many people as possible to be able to use this service. For example, that means you should be able to:

- change colours, contrast levels and fonts
- zoom in up to 300% without the text spilling off the screen
- navigate most of the website using just a keyboard
- navigate most of the website using speech recognition software
- listen to the service using a screen reader
- the text and pictures will reflow when you change the size of the browser window.

We've also made the text in the service as simple as possible to understand.

[AbilityNet](#) has advice on making your device easier to use if you have a disability.

How accessible is this website?

We know some parts of this website aren't fully accessible:

- At one point we display location information on a map - however, there is also a postcode link that's accessible to visually impaired users using assistive technology.
- Most older PDF documents are not fully accessible to screen reader software
- There is no site map

What to do if you cannot access parts of this website

If you need information on this website in a different format like accessible PDFs, large print, easy read or audio recording please contact:

- Email: clerk@pemburyparishcouncil.gov.uk or office@pemburyparishcouncil.gov.uk
- Call: 01892-823193

We will consider your request and get back to you within 10 working days.

If you cannot view the map on our home page, call or email us for directions.

Reporting accessibility problems with this website

We're always looking to improve the accessibility of this service. If you find any problems that aren't listed on this page or think we're not meeting accessibility requirements, contact: The ~~Clerk, Pembury~~ Parish Council giving the page title and the nature of the problem to:

- By post: Parish Office, Lower Green Recreation Ground, Pembury TN2 4DZ
- By phone: 01892 823193

- Or by email:

clerk@pemburyparishcouncil.gov.uk or office@pemburyparishcouncil.gov.uk

Enforcement procedure

The Equality and Human Rights Commission (EHRC) is responsible for enforcing the Public Sector Bodies (Websites and Mobile Applications) (No. 2) Accessibility Regulations 2018 (the 'accessibility regulations'). If you're not happy with how we respond to your complaint, [contact the Equality Advisory and Support Service \(EASS\)](#).

Technical information about this service's accessibility

Pembury Parish Council is committed to making its website accessible, in accordance with the Public Sector Bodies (Websites and Mobile Applications) (No. 2) Accessibility Regulations 2018.

This website is partially compliant with the [Web Content Accessibility Guidelines version 2.1-2 AA standard](#), due to the non-compliances listed below.

The non-accessible parts are listed below.

Non accessible content

The content listed below is non-accessible for the following reasons.

Many of our older PDFs and Word documents don't meet accessibility standards – for example, they may not be structured so they're accessible to a screen reader. This doesn't meet WCAG 2.1-2 success criterion 4.1.2 (name, role, value).

New PDFs or Word documents we publish will meet accessibility standards.

Content should be structured logically and accessed by a screen reader. Some events have images of posters which are not accessible by screen readers. New events will include alternative text with full details so they're accessible to a screen reader.

Alternative text is missing on content published on Facebook showing on the Facebook feed on the website. We plan to put alternative text on future content by the end of September 2023.

How we tested this service

The service was last tested on ~~1-27~~ August ~~2023-2025~~ and was checked for compliance with WCAG 2.1-2 AA. The test was carried out by Pembury Parish Council. This page was prepared on ~~18-August-2023~~ 27 August 2025.

Report to: Finance & HR Committee

Date: 9 September 2025

By: The Clerk

Subject: Local Government Reorganisation

Decision/s Required: **To review land owned by Tunbridge Wells Borough Council (TWBC) and Kent County Council (KCC) and consider a recommendation to Full Council.**

1. Introduction

As part of the Government's Local Government Reorganisation, Unitary authorities are to be created to combine Borough and County Councils nationally. As part of this process Full Council has agreed to review TWBC and KCC assets in the Parish to ascertain if PPC wish to negotiate their ownership.

2. Assets

A list of assets and map has been provided by TWBC. A link to a map of KCC assets has been provided. The assets fall into the following categories:

- Buildings
- Woodland
- Verges / green open spaces
- Highways and Footpaths

3. Review

Cllrs Brooks and Stratton reviewed the buildings, woodland, highways and footpaths and the verges / green open spaces and made a recommendation to only consider negotiating with TWBC / KCC on some important verges/green open spaces on the main roads.

4. Verges/green open spaces to consider further

- Woodgate Corner verge
- Green area at junction of Lower Green Road, Stone Court Lane, Herons Way
- Verge opposite Primary School (PPC noticeboard located here)
- Green verge at junction of Lower Green Road and Beagles Wood Road

5. Options to consider

Options to be considered include requesting the transfer of ownership, to only take over maintenance of the areas or keeping the status quo.



Woodsgate Corner



Junction Lower Green Road, Stone Court Lane & Herons Way



Opposite Pembury Primary School



Junction Lower Green Road & Beagles Wood Road

Objective	Action	Update	Timescale	Current Status	Responsibility
Highways – to represent residents’ concerns about road safety, problem parking and public transport with the relevant authorities	Work with KCC on the Pembury Highways Improvement Plan to identify highway problems that can be addressed through Section 106 obligations or funding.	Consult on double yellow lines in junction of Maidstone Road/Church Road and Hastings Road / Canterbury Road. Consultation complete. Results submitted to KCC. Maidstone Road / church Road junction works to be funded by KCC. Hastings Road / Canterbury Road junction works to be considered when new developments are approved. To be funded by S106.	31/03/2026	In Progress	P&H Comm.
	Lobby elected county and borough councillors on issues within their remit and hold them to account.	Regular liaison with Borough & County Cllrs at Full Council meetings.	Ongoing	Complete	Full Council
	Encourage residents to report problems to the correct authority such as KCC by regular articles in the PVN and social media posts.	Post details on social media	Ongoing	Complete	Office
	Proactively liaise with TWBC enforcement to address problem parking.	Monthly updates requested prior to each Planning & highways Committee meeting	Ongoing	Complete	Office
	Raise awareness in the community and encourage residents to park responsibly and keep posting “Considerate Neighbour” social media posts	Post details on social media	Ongoing	Complete	Office
Facilities and Services – provide and develop facilities and services that are accessible, inclusive and promote health and well-being	Consult the community on the selection of a climbing frame (or similar) for installation at Lower Green Recreation Ground to be funded by Section 106 monies	Consultation online and in person	31/10/2025	Complete	Office
		Go out to tender for new climbing frame	31/10/2025	Complete	Office
		Secure S106 funding	31/10/2025	Complete	Office
		Installation work due to start 13/10/2025	31/10/2025	In Progress	Office
	Develop a strategy for improvements to the pavilion at Woodside Playing Fields and funding options	Working in partnership with PFC & PAYFC for improvements. Plans to be submitted to Full Council for approval on 01/09/2025	31/12/2025	In progress	Full Council
		Secure S106 funding request for £200k submitted as part of PE3 planning application	31/12/2025	In Progress	Office
	Research possible reconfiguration of the pavilion in Lower Green Recreation Ground to include a toilet and café.	Source an architect or other professional to assist with the project	31/03/2027	Not started	Open Sp Comm.
		Work in partnership with Pavilion JMC to agree requirements	01/04/2027	Not started	Open Sp Comm.
	Promote Police and Community warden services	Community Warden no longer assigned to Pembury so not longer promoting	N/a	No further action	Office
	Actively encourage cycling and walking within	Produce walking maps of the local area	30/06/2025	Complete	Green Pembury

Objective	Action	Update	Timescale	Current Status	Responsibility
	the parish	Agree, fund and install twitten signage	30/06/2025	Complete	Green Pembury
Planning & Housing	Keep residents informed of national policies on planning and housing	Inform residents when changes occur	31/03/2026	In Progress	Office
	Encourage residents to be more involved in planning applications in the parish	Post details on social media for monthly meetings	Ongoing	Complete	Office
Streetscene – develop the appearance of the village centre and encourage others to maintain their properties to a high standard	Hold 2 regular community litter picks each year	Scheduled litter picks included in annual events programme	31/12/2024	Complete	Office
	Encourage residents to help collect litter in the centre of the village with regular social media posts	Not started	31/12/2026	Not started	Office
	Explore extending the hanging basket display further along the High Street and allocate necessary budget	Extension to display along the High Street completed for 2025	31/03/2025	Complete	Open Sp Comm.
	Write to businesses, shops and residents in the centre of the village thanking them for their contribution to the appearance of the centre of the village.	Letters written to all business in the centre of the village	31/12/2024	Complete	CS
Open Spaces – to preserve green spaces in Pembury for the enjoyment of all	Protect, develop and enhance Parish Council owned green spaces	Scheduled work with Community Payback scheme to bolster grounds maintenance. Green Pembury undertook work to Downingbury pond.	31/03/2027	In Progress	Open Sp Comm.
	Support the volunteer group delivering additional maintenance around the village.	Regular liaison with volunteer group	31/12/2025	In progress	GM Team
Environmental – create an environmentally sustainable council	Ensure that environmental implications are considered when decisions are made by the Parish Council	Item added to report template to ensure that all projects consider the environmental implications.	30/09/2025	In Progress	Full Council
	Convert from fossil fuel powered equipment where technology allows	Assess options for each purchase	31/03/2027	In Progress	GM Team
	Consider solar panels on council owned buildings	Quotes obtained. Funding to be sourced	31/03/2027	In Progress	Green Pembury
	Consider converting streetlights to LED bulbs	Appoint contractor to convert all streetlights to LED	31/03/2025	Complete	NS
	Create a tree planting strategy on parish council land	Not started	31/03/2026	Not started	Open Sp Comm.
	Develop a grass cutting and horticultural strategy that achieves a balance between amenity and biodiversity		31/10/2024	In progress	GM Team
Events – provide and	Continue to hold regular community events and	Ticket sales introduced for Fireworks to cover costs.		Complete	Events WG

Objective	Action	Update	Timescale	Current Status	Responsibility
Events – provide and develop community events for a wide section of the community	reduce the cost to Pembury taxpayers	Pitch fees and sponsorship to cover cost of Pembury in the Park		Complete	Events WG
	Explore third party organised community events at no cost to the Parish Council	Request interest from third parties but none received		Complete	Events WG
	Work with residents and village organisations to support Parish Council organised events	Village orgs attend Pembury in the Park to raise money and awareness for village groups		Complete	Events WG
Governance and resources – maintain effective and efficient governance and management of resources	Ensure the Parish Council operates within legislation, regulation and best practice.	Qualified clerk / robust and regular internal audit procedures in place /		Complete	Office
	Effectively manage and mitigate risk to the Parish Council	Regular review of risks, ensure staff & volunteers are trained		Complete	Full Council
	Invest in our staff and councillors, providing training and development	Budget for staff and cllrs included annually. Regular training updates shared with all.		Complete	FHR Comm.
Communication – maintain high levels of communication with residents through printed and digital media	Communicate regularly with residents about the work of the Parish Council, climate change initiatives and where to report matters of concern	New communications staff employed to focus on communicating with residents.		Complete	Office
	Share information on improvements to village facilities such as the doctor's surgery and access to school and nursery updates and encourage use of local businesses and shops.	New regular articles from doctors surgery in PVN		Complete	PVN WG
		Post details on social media		Complete	Office

Report to: Finance & HR Committee

Date: 9 September 2025

By: The Clerk

Subject: Asset disposal

Decision/s Required:

1. Introduction

Following a review of the asst register, the following items need to be disposed of as they are broken or no longer in use and a recommendation made to Full Council.

Items disposed in 2025/26					
D23	Depot	Supaturf line marker	1	18/11/2017	660.00
D24	Depot	Mitox MIBC74 4500UK Brushcutter	1	01/12/2017	466.67
D28	Depot	Mitox Pro 4500UK Brushcutter	1	07/01/2019	450.00
D31	Depot	Mitox 5300UK Strimmer	1	28/08/2019	483.33
P9	Parish Office / Tr to Depot	Mobile phone	1	11/12/2019	333.33
P6	Parish Office	Projector ONLY (dedicated laptop disposed of)	1	20/04/2016	1,000.00
P4	Parish Office	Computers x2	2	07/12/2017	750.00

Assessment Undertaken by:	Nigel Stratton, Councillor
Date:	10/06/2025

Item	Hazard	Consequence	Likelihood	Risk Score H/M/L	Existing Internal Controls	Consequence	Likelihood	Risk Score H/M/L	Further mitigation required	Action By Whom	Action by When
1.	Road safety <i>Injury to visitors and participants</i>	1	B	H	<ul style="list-style-type: none"> BEFORE & AFTER EVENT: Stall holder' vehicles only to move during set up / clear up times. DURING EVENT: <ul style="list-style-type: none"> Cars parked by stalls on site Only pre-booked disabled parking in car park + stallholders in the pavilion Vehicles for bands only allowed to move during event. Accessway delineated by tape and stewards marshalling in front/behind the vehicle to stop pedestrian movement to ensure pedestrian safety Stewards to patrol the area vehicular gates shut Steward stationed on the main gate for part of the time 	2	C	L			
2.	Electricity <i>Injury to visitors and participants</i> <i>Trip hazard</i>	1	B	H	<ul style="list-style-type: none"> Provision of external power sockets for all event requirements. Socket in the goal store to be used only by the bands Power cables run along the hedge so there is no trip hazard 	2	C	L	<ul style="list-style-type: none"> Check plugs / cabling periodically throughout the event 	Katy Brooks	05/07/2025

Item	Hazard	Consequence	Likelihood	Risk Score H/M/L	Existing Internal Controls	Consequence	Likelihood	Risk Score H/M/L	Further mitigation required	Action By Whom	Action by When
3.	Lost children and vulnerable people <i>Distress to lost persons / families</i> <i>Possible injury</i>	2	C	L	<ul style="list-style-type: none"> Signed muster point very visible in gazebo with first aider Policy / procedure in place. Public to be advised of procedure using notices and PA system regularly during event. Stewards to be briefed prior to the event 	2	C	L			
4.	Ill health or injury to attendees <i>Attendees unwell or requiring medical aid</i>	2	B	M	<ul style="list-style-type: none"> First Aid provision in place. Public to be advised of provision using notices and PA system. First Aid point clearly signed and visible from all areas of the site Event manager to call emergency services if required Publicly accessible defibrillator available on site 	2	C	L			
5.	Crowd control <i>Attendees could be crushed</i>	2	B	M	<ul style="list-style-type: none"> Stewards, wearing Hi-Viz jackets, on site to maintain control. Large open area with sufficient space for projected numbers expected. Layout of stalls and attractions designed to leave wide clear spaces for attendees to exit the site quickly in the event of an evacuation. Announcements made via PA system with clear instructions in the event of an evacuation. Stewards to direct attendees to the nearest exit. Designated stewards 	2	C	L			

Item	Hazard	Consequence	Likelihood	Risk Score H/M/L	Existing Internal Controls	Consequence	Likelihood	Risk Score H/M/L	Further mitigation required	Action By Whom	Action by When
					to open gates wide if evacuation required.						
6.	Litter <i>Trip hazard or environmental health hazard</i>	3	A	M	<ul style="list-style-type: none"> Provision of additional wheelie bins around the site. Litter pick undertaken during and after the event as required. Gloves and litter pickers provided 	3	B	L			
7.	Fire <i>Injury to attendees</i>	2	C	L	<ul style="list-style-type: none"> Outdoor event No Barbeques allowed Electricity power supply only available from the pavilion and Bowls club. Catering providers to supply their fire risk assessments prior to the event. Catering providers to provide their own fire extinguishers. Fire extinguishers located in pavilion building. Pavilion to be accessible throughout event. 	2	C	L			
8.	Food safety <i>Illness of attendees</i>	2	B	M	<ul style="list-style-type: none"> Catering companies to provide their food safety information prior to the event. All are 5* rating Signage to ensure allergy sufferers know what is included in the food 	2	C	L			
9.	Dogs <i>Dog bites</i>				<ul style="list-style-type: none"> Signage asking owners to keep their dogs under control & on a lead First aid provision on site 						
10.	Stall holders & tables <i>Injury to stall holders /</i>	3	B	L	<ul style="list-style-type: none"> Set up well before event First aid provision on site. No moving vehicles during designated times of event. 	3	B	L			

Item	Hazard	Consequence	Likelihood	Risk Score H/M/L	Existing Internal Controls	Consequence	Likelihood	Risk Score H/M/L	Further mitigation required	Action By Whom	Action by When
	<i>members of the public</i>										

		Consequences		
		Minor 3	Moderate 2	Major 1
Likelihood	Probable A			
	Possible B			
	Improbable C			

Key	Green Low Risk	Yellow Medium Risk	Red High Risk
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Council Risk Assessment

Approved 12/05/2025

Reviewed 09/09/2025

Version:	Date Approved:	Review Date:
1.0	03/07/2017	31/05/2018
2.0	05/03/2018	31/03/2019
3.0	04/02/2019	31/03/2020
4.0	03/02/2020	31/03/2021
5.0	01/02/2021	31/03/2022
6.0	07/02/2022	31/03/2023
7.0	06/03/2023	31/03/2024
8.0	13/05/2024	31/03/2025
9.0	12/05/2025	31/03/2026

1. Introduction

1.1. Risks

This is a high-level risk assessment for the Council to highlight key areas of risk where the Parish Council has full or partial responsibility for managing or mitigating risk. The Parish Council's aim is to manage risks in a thoughtful and realistic manner. Since resources such as staff and Councillors' time are limited, it is necessary to set priorities.

1.2. Methodology

Risks have been assessed using an industry standard approach. This risk assessment deals with strategic risks only. Each risk is scored using the table below which assesses the potential consequences with the likelihood of the risk happening. The resulting risk score then indicates the appropriate level of priority to be given to any mitigation against that risk.

1.3. Risk score matrix

		Consequences		
		Minor 3	Moderate 2	Major 1
Likelihood	Probable A			
	Possible B			
	Improbable C			

Key	Green Low Risk	Yellow Medium Risk	Red High Risk
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2. Risk Assessment

Item	Hazard	Consequences	Likelihood	Risk Score Before Controls H / M / L	Existing Internal Controls	Further mitigation required	Consequences	Likelihood	Risk Score after controls H / M / L	Action By Whom	Action by When
PHYSICAL ASSETS											
1.	Fire – injury to staff, councillors and members of the public and damage to property	1	B	H	<ul style="list-style-type: none"> Fire alarm installed at the Parish Office Fire risk assessment undertaken for all sites Annual Maintenance contract in place. 	•	1	C	M		
2.	Damage to buildings and property	1	B	H	<ul style="list-style-type: none"> Insurance cover in place Inventory and asset register reviewed and up to date. Individual annual risk assessments undertaken for each site. CCTV installed at office Height of security fence increased around office. 	•	1	C	M		
3.	Loss, damage or theft – office building contents	2	B	M	<ul style="list-style-type: none"> Insurance cover in place Security shutters installed on doors and windows Inventory and asset register reviewed and up to date. CCTV installed at office Height of security fence increased around office. 	•	2	C	L		
4.	Loss, damage or theft – depot contents	2	A	H	<ul style="list-style-type: none"> Insurance cover in place Groundsmen equipment locked in depot building. 	•	2	B	M		

Item	Hazard	Consequences	Likelihood	Risk Score Before Controls H / M / L	Existing Internal Controls	Further mitigation required	Consequences	Likelihood	Risk Score after controls H / M / L	Action By Whom	Action by When
					<ul style="list-style-type: none"> Security measures improved. Security fencing installed January 2019. Inventory and asset register reviewed and up to date. New security light fitted New security bollards fitted outside vehicular gate. 						
5.	Loss, damage or theft – play / gym equipment	2	A	H	<ul style="list-style-type: none"> Insurance cover in place Regular inspections to check for damage. Repairs/replacements undertaken following reports of damage. Annual RoSPA inspections undertaken and reported to the Open Spaces Committee. Recommended actions undertaken. Inventory and asset register reviewed and up to date. Risk assessments undertaken for each site. 		2	B	M		
6.	Loss, damage or theft – street furniture	1	B	H	<ul style="list-style-type: none"> Insurance cover in place Inventory and asset register reviewed and up to date. 		2	B	M		

Item	Hazard	Consequences	Likelihood	Risk Score Before Controls H / M / L	Existing Internal Controls	Further mitigation required	Consequences	Likelihood	Risk Score after controls H / M / L	Action By Whom	Action by When
					<ul style="list-style-type: none"> Regular inspections of all street furniture in place. Areas around street furniture to be inspected and cleared as required. 						
7.	Maintenance of equipment	1	A	H	<ul style="list-style-type: none"> Annual service undertaken for Grounds maintenance equipment. 		2	B	M		
PUBLIC LIABILITY											
8.	Public safety in areas under the Parish Council's responsibility	1	B	H	<ul style="list-style-type: none"> Regular inspections undertaken and reported 		2	B	M		
9.	Street Column safety for hanging baskets and Christmas Lights	1	B	H	<ul style="list-style-type: none"> Apply for permit annually Load testing on all relevant street columns undertaken every 3 years 		2	B	M		
10.	Christmas Lights & Displays	1	A	H	<ul style="list-style-type: none"> Installed by professional contractor / electrician Risk assessment undertaken for Christmas Tree Regular inspection of Christmas Tree 		2	B	M		
11.	Events	2	A	H	<ul style="list-style-type: none"> Individual risk assessments undertaken for each event Details of events submitted to TWBC for approval. 	<ul style="list-style-type: none"> <u>Review of Martyn's Law requirements to be considered.</u> <u>ACT Awareness</u> 	2	B	M		

Item	Hazard	Consequences	Likelihood	Risk Score Before Controls H / M / L	Existing Internal Controls	Further mitigation required	Consequences	Likelihood	Risk Score after controls H / M / L	Action By Whom	Action by When
						<u>training to be undertaken by staff and volunteers</u>					
FINANCIAL											
12.	Misappropriation of funds – theft / fraud / errors	1	B	H	<ul style="list-style-type: none"> Fidelity guarantee in place Internal audit by independent auditor at least once a year Internal controls and processes reviewed. Accounts for payment approved at a council meeting. Faster payments set up by an officer and approved by 2 signatories. Invoices supplied as back up for all transactions 	<ul style="list-style-type: none"> Review Sum Up account. Consider alternative card machine and other options. Reported to Cyber insurer. Investigation s ongoing. New account for Zettle to be opened. 	1	C	M	Clerk / FHR	<u>May September 2025</u>
13.	Investment loss	1	B	H	<ul style="list-style-type: none"> New bank account with Nationwide opened to spread risk. New bank account with Unity opened to spread the risk. 	<ul style="list-style-type: none"> New bank <u>savings</u> account with HSBC being opened to be considered to further spread risk and maximise yields 	1	C	M	FHR	On-going

Item	Hazard	Consequences	Likelihood	Risk Score Before Controls H / M / L	Existing Internal Controls	Further mitigation required	Consequences	Likelihood	Risk Score after controls H / M / L	Action By Whom	Action by When
14.	Insufficient or excessive funds	1	B	H	<ul style="list-style-type: none"> Comprehensive budget setting process in place Monthly budget monitoring undertaken by the Clerk. Quarterly budget monitoring at Finance & HR Committee meetings Review of reserves undertaken regularly by the Finance & HR Committee with recommendations to Full Council at least annually 		2	B	M		
15.	Inaccurate accounts	2	A	H	<ul style="list-style-type: none"> Computerised accounting system used Monthly accounts prepared 	•	2	B	M		
16.	Banking arrangements	2	B	M	<ul style="list-style-type: none"> Cheques and cash banked promptly Monthly bank reconciliations undertaken Chair of Finance & HR Committee reviews bank reconciliation quarterly. Other councillors to review in other months. Finance & HR Committee clarify balances quarterly. 	<ul style="list-style-type: none"> Consider alternative <u>Alternative</u> card machine and other options <u>to be purchased</u> 	3	C	L	FHR	<u>March September 2025</u>

Item	Hazard	Consequences	Likelihood	Risk Score Before Controls H / M / L	Existing Internal Controls	Further mitigation required	Consequences	Likelihood	Risk Score after controls H / M / L	Action By Whom	Action by When
					<ul style="list-style-type: none"> • Faster payments set up by an officer and approved by 2 signatories. • Invoices checked by signatories before payments are set up • Changes to bank details for suppliers confirmed in writing. 						
17.	Payroll	2	B	M	<ul style="list-style-type: none"> • Computerised payroll system used • Entries made by Deputy Clerk and checked by the Clerk before it is audited by a member of the FHR Committee. • Monthly review of payroll records by a member of the Finance & HR Committee undertaken • Payments now made by Faster Payments through Unity. 2 councillor signatories to approve payments after review of payroll records. • Payments set up by the Clerk on Unity. 		3	C	L		

Item	Hazard	Consequences	Likelihood	Risk Score Before Controls H / M / L	Existing Internal Controls	Further mitigation required	Consequences	Likelihood	Risk Score after controls H / M / L	Action By Whom	Action by When
18.	Pension Liability	1	B	H	<ul style="list-style-type: none"> Earmarked Reserve created for future potential liability 	Review when triennial report is submitted	2	B	M	FHR	Jan 2026
19.	Sick Pay Liability	1	B	H	<ul style="list-style-type: none"> Group income protection policy in place for key staff 		2	B	M		
20.	Debit & Fuel Cards	2	B	M	<ul style="list-style-type: none"> Debit and Fuel Card policy introduced and reviewed regularly. Invoices provided to evidence the spending and reported to Full Council 		3	C	L		
21.	Petty Cash	2	B	M	<ul style="list-style-type: none"> Float is responsibility of one member of staff Receipts required for all expenditure Review undertaken. 2 signatures required for all spending. Monthly analysis of spending and reconciliation to accounts. Quarterly check made by Chair of Finance & HR Committee to reconcile cash and records. 		3	C	L		
22.	Bad debts	2	B	M	<ul style="list-style-type: none"> Write off bad debts approved by Full Council. 		3	C	L		
REGULATORY / STATUTORY / CONTRACTUAL											

Item	Hazard	Consequences	Likelihood	Risk Score Before Controls H / M / L	Existing Internal Controls	Further mitigation required	Consequences	Likelihood	Risk Score after controls H / M / L	Action By Whom	Action by When
23.	Breach of Health and Safety Responsibilities	1	A	H	<ul style="list-style-type: none"> Public and Employers Liability insurance in place Health and Safety Policy in place and regularly reviewed. Review of system, policies and processes undertaken. 	<ul style="list-style-type: none"> • <u>Training for all new staff</u> 	1	B	M		
24.	Breach of employment legislation	2	A	H	<ul style="list-style-type: none"> Review of policies and procedures undertaken Benchmarking and review of pay and benefits undertaken. Policies updated regularly as required 		2	B	M		
25.	Breach of contractual obligations	1	A	H	<ul style="list-style-type: none"> Contracts prepared in conjunction with legal advisors. All staff have signed employment contracts. 		1	C	M		
26.	Breach of regulations governing Local Councils	2	A	H	<ul style="list-style-type: none"> Qualified Clerk in post KALC membership for advice and training SLCC membership for advice and training Declarations of interest documented. • 	<ul style="list-style-type: none"> • Consider applying for Quality Status again 	2	B	M	FHR	March 2026
27.	Adoption and adherence to the Code of Conduct	2	B	M	<ul style="list-style-type: none"> Each Councillor provided with a copy of the Code of Conduct 	<ul style="list-style-type: none"> • 	2	C	L		

Item	Hazard	Consequences	Likelihood	Risk Score Before Controls H / M / L	Existing Internal Controls	Further mitigation required	Consequences	Likelihood	Risk Score after controls H / M / L	Action By Whom	Action by When
					<ul style="list-style-type: none"> • Training offered to all Councillors. • Disclosable Pecuniary Interest published on Council website. • Review of all DPI forms being undertaken 						
28.	<u>Breach of Data Protection Legislation</u>	<u>2</u>	<u>B</u>	<u>M</u>	<ul style="list-style-type: none"> • <u>External Data Protection Officer appointed</u> • <u>Registered with the ICO</u> 	<ul style="list-style-type: none"> • <u>Annual data audit to be carried out</u> • <u>Annual website accessibility audit to be carried out</u> • <u>Website Accessibility Statement to be reviewed</u> • <u>Data Protection risk assessment to be carried out</u> • <u>Review Data Protection policy</u> • <u>Implement regular staff and</u> 			<u>L</u>	<u>Clerk / FHR</u>	<u>Mar 2026</u>

Item	Hazard	Consequences	Likelihood	Risk Score Before Controls H / M / L	Existing Internal Controls	Further mitigation required	Consequences	Likelihood	Risk Score after controls H / M / L	Action By Whom	Action by When
						<u>Councillor training</u> • <u>Ensure Assertion 10 is complied with</u>					
SERVICES											
28.2	Burial Grounds – breach of regulations and contractual rights	1	B	H	<ul style="list-style-type: none"> Records maintained and kept up to date. Cemetery regulations reviewed. Continuing staff training undertaken. Transfer of Exclusive Right of Burial introduced. Thorough review of records being undertaken Staff receive regular training. Annual Membership of the Institute of Cemetery & Crematorium Management (ICCM) for guidance when required. 	•	1	B	H		
29.3	Burial Grounds – Disputes and complaints	1	B	H	<ul style="list-style-type: none"> Records maintained and kept up to date. Historical records reviewed and corrected when necessary. Annual review of fees undertaken 		2	B	M		

Item	Hazard	Consequences	Likelihood	Risk Score Before Controls H / M / L	Existing Internal Controls	Further mitigation required	Consequences	Likelihood	Risk Score after controls H / M / L	Action By Whom	Action by When
					<ul style="list-style-type: none"> • Sensitive handling of bereaved members of the public • Individual risk assessments undertaken for each site. • Annual Membership of ICCM for guidance when required. 						
30.3	Memorials – injury to members of the public	2	B	M	<ul style="list-style-type: none"> • Regular memorial safety testing now in place • Recommendation to undertake remedial works for high priority memorials. • Dangerous memorials to be stake and banded to make safe until remedial work undertaken • Budget allocated for memorial repairs when owners cannot be contacted 	<ul style="list-style-type: none"> • Memorial policy to be introduced. • Training to be undertaken commenced on computerised system for new member of staff 	2	C	L		
31.3	Allotments – breach of regulations and contractual rights	2	A	H	<ul style="list-style-type: none"> • Regular site inspections undertaken. • Vacant plots maintained and kept tidy. • Individual risk assessments undertaken for the site. • Staff training undertaken 	<ul style="list-style-type: none"> • 	2	B	M		

Item	Hazard	Consequences	Likelihood	Risk Score Before Controls H / M / L	Existing Internal Controls	Further mitigation required	Consequences	Likelihood	Risk Score after controls H / M / L	Action By Whom	Action by When
32.3	Trees	1	A	H	<ul style="list-style-type: none"> Tree management policy in place Annual Visual Tree Assessments undertaken by qualified contractor and recommendations actioned. Regular inspections introduced including those following extreme weather conditions. 		2	B	M		
33.3	Coronavirus	2	A	H	<ul style="list-style-type: none"> Restrictions followed and facilities closed if appropriate. Office staff to work from home if they have Covid (if they are well enough to undertake work) Grounds staff to work outdoors only if they have Covid (if they are well enough to undertake work) 	•	2	B	M		
OFFICE & ADMINISTRATION											
34.3	Computer Failure	1	B	H	<ul style="list-style-type: none"> IT contract in place Cloud storage of documents implemented. Virus protection updated regularly. Cyber insurance cover in place. Off-site back up taken 	•	1	C	M		

Item	Hazard	Consequences	Likelihood	Risk Score Before Controls H / M / L	Existing Internal Controls	Further mitigation required	Consequences	Likelihood	Risk Score after controls H / M / L	Action By Whom	Action by When
35-3	Cyber Attacks	1	B	H	<ul style="list-style-type: none"> Firewall in place on PPC IT equipment. Cyber insurance in place Advice from IT Contractor received. Creation of BYOD policy Ensure cllrs comply with BYOD policy. 	<ul style="list-style-type: none"> Consider upgrade of officer Microsoft account with additional security features. 	2	B	M		

Detailed Income & Expenditure by Budget Heading 30/06/2025

Month No: 3

Cost Centre Report

	Actual Year To Date	Current Annual	Variance Annual	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
<u>100 Council Income</u>							
1076 Precept	148,750	297,500	148,750			50.0%	10,168
1080 Bank Interest	502	1,750	1,248			28.7%	
Council Income :- Income	149,252	299,250	149,998			49.9%	10,168
Net Income	149,252	299,250	149,998				
6001 less Transfer to EMR	10,168	0	(10,168)				
Movement to/(from) Gen Reserve	139,084	299,250	160,166				
<u>110 Administration Costs</u>							
1100 Other Income	15	0	(15)			0.0%	
1105 Insurance Claim	817	0	(817)			0.0%	
Administration Costs :- Income	832	0	(832)				0
4000 Staff Wages & Pension	23,179	100,300	77,121		77,121	23.1%	
4003 Group Income Protection	0	3,000	3,000		3,000	0.0%	
4060 Training	575	800	225		225	71.9%	
4070 Medical Assessment	0	75	75		75	0.0%	
4080 Cllrs' Expenses	0	100	100		100	0.0%	
4090 Cllrs' Training	35	450	415		415	7.8%	
4100 Maintenance	1,027	1,100	74		74	93.3%	
4110 Electricity	217	1,200	983		983	18.1%	
4120 Rates	1,497	4,600	3,103		3,103	32.5%	
4130 Cleaning	136	900	764		764	15.1%	
4135 Stationery & Office Costs	121	775	654		654	15.6%	
4140 Photocopier	285	1,100	815		815	25.9%	
4145 Postage	0	125	125		125	0.0%	
4150 Telephone / Internet	205	900	695		695	22.7%	
4155 Mobile Phone	177	825	648		648	21.5%	
4160 Computers, IT & website	2,816	7,500	4,684		4,684	37.5%	
4170 Mileage	0	50	50		50	0.0%	
4175 Meeting Costs	85	200	115		115	42.5%	
Administration Costs :- Indirect Expenditure	30,354	124,000	93,646	0	93,646	24.5%	0
Net Income over Expenditure	(29,522)	(124,000)	(94,478)				
<u>120 Allotment</u>							
1200 Allotments Income	48	2,000	1,952			2.4%	
Allotment :- Income	48	2,000	1,952			2.4%	0

Detailed Income & Expenditure by Budget Heading 30/06/2025

Month No: 3

Cost Centre Report

	Actual Year To Date	Current Annual	Variance Annual	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
4100 Maintenance	0	500	500		500	0.0%	
4200 Water	229	600	371		371	38.2%	
Allotment :- Indirect Expenditure	229	1,100	871	0	871	20.9%	0
Net Income over Expenditure	(181)	900	1,081				
<u>130 Burial Grounds</u>							
1300 Burials Income	4,325	22,000	17,675			19.7%	
Burial Grounds :- Income	4,325	22,000	17,675			19.7%	0
4100 Maintenance	255	550	295		295	46.4%	
4120 Rates	160	600	440		440	26.7%	
4200 Water	187	400	213		213	46.7%	
4300 Gravedigging	950	3,300	2,350		2,350	28.8%	
4310 Memorial Plaques & Benches	0	500	500		500	0.0%	
4311 Memorial Inspections	0	1,000	1,000		1,000	0.0%	
Burial Grounds :- Indirect Expenditure	1,552	6,350	4,798	0	4,798	24.4%	0
Net Income over Expenditure	2,773	15,650	12,877				
<u>140 Open Space Costs</u>							
1400 Tennis Coaching Court Hire	451	0	(451)			0.0%	451
1410 Rechargeable Open Space Income	652	400	(252)			163.1%	
1420 Club Rent	694	3,700	3,006			18.8%	
1440 Footpath Map Sales	0	50	50			0.0%	
Open Space Costs :- Income	1,797	4,150	2,353			43.3%	451
4000 Staff Wages & Pension	25,249	93,000	67,751		67,751	27.1%	
4060 Training	0	400	400		400	0.0%	
4100 Maintenance	3,751	13,000	9,249		9,249	28.9%	
4110 Electricity	111	750	639		639	14.8%	
4120 Rates	1,721	6,250	4,530		4,530	27.5%	
4155 Mobile Phone	158	600	442		442	26.3%	
4200 Water	62	250	188		188	24.6%	
4400 Corporate Clothing	0	300	300		300	0.0%	
4405 G/men Renewal	0	2,000	2,000	685	1,315	34.3%	
4410 Truck Licence / MOT	0	350	350		350	0.0%	
4415 Insurance	1,095	1,100	5		5	99.5%	
4420 Fuel	649	2,500	1,851		1,851	26.0%	
4425 Vehicle Repairs & Servicing	669	2,500	1,831		1,831	26.8%	
4430 Trees / Hedges	1,455	13,000	11,546		11,546	11.2%	

Detailed Income & Expenditure by Budget Heading 30/06/2025

Month No: 3

Cost Centre Report

	Actual Year To Date	Current Annual	Variance Annual	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
4435 G/men Supplies	313	1,400	1,087		1,087	22.3%	
4440 Sports Ground / Pavilion Cost	49	800	751		751	6.1%	
4445 Rechargeable Open Space Costs	652	400	(252)		(252)	163.1%	
4450 Floral Display	0	1,600	1,600	674	926	42.1%	
4451 Community Gardening	29	300	271		271	9.7%	
4460 Waste Charges	215	1,100	885		885	19.6%	
4465 Dog Bins	900	3,150	2,250		2,250	28.6%	
4470 War Memorial	270	790	520	270	250	68.4%	
4805 Vehicle Replacement	0	7,000	7,000		7,000	0.0%	
4806 Play Equipment refurbishment	0	2,000	2,000		2,000	0.0%	
4815 Tennis Court Refurbishment	0	4,036	4,036		4,036	0.0%	
Open Space Costs :- Indirect Expenditure	37,347	158,576	121,229	1,629	119,600	24.6%	0
Net Income over Expenditure	(35,550)	(154,426)	(118,876)				
6001 less Transfer to EMR	451	0	(451)				
Movement to/(from) Gen Reserve	(36,001)	(154,426)	(118,425)				
<u>150 Communications, Events & PR</u>							
1500 PVN Adverts	4,646	6,500	1,854			71.5%	
1510 Firework Income	0	9,450	9,450			0.0%	
1520 Pembury in the Park Income	770	1,045	275			73.7%	
Communications, Events & PR :- Income	5,416	16,995	11,579			31.9%	0
4500 Newsletter Production	1,769	8,000	6,231		6,231	22.1%	
4510 Fireworks Costs	1,590	9,425	7,835		7,835	16.9%	
4520 Pembury in the Park Costs	782	1,045	263		263	74.8%	
4530 Remembrance Day	0	500	500		500	0.0%	
4540 Christmas Lights Display	0	7,500	7,500		7,500	0.0%	
4550 Christmas Carols/Light Switch	0	300	300		300	0.0%	
Communications, Events & PR :- Indirect Expenditure	4,141	26,770	22,629	0	22,629	15.5%	0
Net Income over Expenditure	1,276	(9,775)	(11,051)				
<u>160 Planning & Highways Cost</u>							
4600 Street Lighting / Maintenance	0	6,000	6,000		6,000	0.0%	
4610 Highway Lighting	252	2,200	1,948		1,948	11.5%	
4620 Defibrillator	0	100	100		100	0.0%	
Planning & Highways Cost :- Indirect Expenditure	252	8,300	8,048	0	8,048	3.0%	0
Net Expenditure	(252)	(8,300)	(8,048)				

Detailed Income & Expenditure by Budget Heading 30/06/2025

Month No: 3

Cost Centre Report

	Actual Year To Date	Current Annual	Variance Annual	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
170 Council Costs							
4415 Insurance	4,735	5,000	265		265	94.7%	
4700 Audit Fees	183	1,700	1,517		1,517	10.8%	
4705 Legal & Professional Fees	0	3,000	3,000		3,000	0.0%	
4710 Data Protection Officer	350	370	20		20	94.6%	
4720 Bank Charges	28	130	102		102	21.7%	
4730 Loan Repayments	2,059	4,119	2,060		2,060	50.0%	
4740 Grants / Donations	0	1,730	1,730		1,730	0.0%	
4750 Remembrance Wreath & Crosses	0	300	300		300	0.0%	
4770 Subscriptions	2,058	2,950	892		892	69.8%	
Council Costs :- Indirect Expenditure	9,414	19,299	9,885	0	9,885	48.8%	0
Net Expenditure	(9,414)	(19,299)	(9,885)				
180 Projects							
4813 Twitten Signage	1,010	0	(1,010)		(1,010)	0.0%	1,000
Projects :- Indirect Expenditure	1,010	0	(1,010)	0	(1,010)		1,000
Net Expenditure	(1,010)	0	1,010				
6000 plus Transfer from EMR	1,000	0	(1,000)				
Movement to/(from) Gen Reserve	(10)	0	10				
Grand Totals:- Income	161,670	344,395	182,725			46.9%	
Expenditure	84,299	344,395	260,096	1,629	258,467	25.0%	
Net Income over Expenditure	77,372	0	(77,372)				
plus Transfer from EMR	1,000	0	(1,000)				
less Transfer to EMR	10,618	0	(10,618)				
Movement to/(from) Gen Reserve	67,753	0	(67,753)				

Pembury Parish Council

Bank - Cash and Investment Reconciliation as at 30 June 2025

Confirmed Bank & Investment Balances

Bank Statement Balances

30/06/2025	Natwest Current	10,000.00
30/06/2025	Natwest Reserves	92,322.71
30/06/2025	Nationwide Savers	15,745.58
30/06/2025	Unity Bank Current	12,385.68
30/06/2025	Petty Cash	57.81
30/06/2025	Nationwide 35 day saver	5,755.58
30/06/2025	Nationwide 95 Day Saver	16,137.87
30/06/2025	Nationwide 125 day saver	21,528.76
30/06/2025	Nationwide 1 year saver	25,876.25
30/06/2025	Unity Savings A/c	34,938.29

234,748.53

Receipts not on Bank Statement

0.00

Closing Balance

234,748.53

All Cash & Bank Accounts

1	Natwest Current	10,000.00
2	Natwest Business Reserve	92,322.71
3	Nationwide Savers	15,745.58
4	Unity Bank Current	12,385.68
5	Petty Cash	57.81
6	Nationwide 35 Day Saver	5,755.58
7	Nationwide 95 Day Saver	16,137.87
8	Nationwide 125 Day Saver	21,528.76
9	Nationwide 1 year Saver	25,876.25
10	Unity Bank Savings	34,938.29
	Other Cash & Bank Balances	0.00
	Total Cash & Bank Balances	234,748.53

Earmarked Reserves

Account	Opening Balance	Net Transfers	Closing Balance
320 SF - Vehicles Replacement	28,375.00	3,500.00	31,875.00
321 SF - LG Rec Ground General	12,000.00	1,000.00	13,000.00
322 SF - Legal, Planning & Profess	3,465.00	1,546.00	5,011.00
323 SF - Election Cost	3,077.23		3,077.23
324 SF - Highways	2,500.00	2,500.00	5,000.00
325 SF - Tennis Court	13,405.00	2,468.50	15,873.50
326 SF - Rolling Building Maintena	1,000.00		1,000.00
327 SF - Pension Liabilities	6,300.00	3,150.00	9,450.00
402 EMR-LG Rec Replacement Garage	2,600.00		2,600.00
403 EMR-Street Light Columns	0.00	500.00	500.00
404 EMR-Signposts for Twittens	1,000.00	-1,000.00	0.00
406 EMR-New Dog bins	650.00		650.00
410 EMR-PA System additional items	62.23		62.23
	74,434.46	13,664.50	88,098.96

Report to: Finance & HR Committee
Date: 9 September 2025
By: The Clerk
Subject: Learning & Development

Decision/s Required: **To note staff and Councillor learning and development undertaken since the previous Committee meeting**

1. Councillor Learning & Development

None.

2. Staff Learning & Development

Role	L&D Attended
Clerk	<ul style="list-style-type: none">• SLCC - What Does it mean for Us? Reorganisation to Unitary Local government.• Kent SLCC Branch Training – External Audits• KALC - Procurement Act 2023• Clear Councils - From Roots to Liability: tree risk management and insurance essentials for Councils• SLCC - Creating a strategic Vision for Shaping the future• Rialtas – Omega accounting software webinar• Breakthrough Communication - Six things Councils must do to get GDPR compliant for the 2025/26 AGAR
Assistant Clerk	<ul style="list-style-type: none">• Edge - Epitaph cemetery software 1-2-1 training• SLCC - Use AI to do Council tasks faster
Communications Officer	<ul style="list-style-type: none">• SLCC - Managing Comments on social media• SLCC - WordPress essentials for beginners
Head Groundsman	<ul style="list-style-type: none">• Fruit tree pruning
Deputy Groundsman	<ul style="list-style-type: none">• Fruit tree pruning