

18th March 2026

TO ALL MEMBERS OF SHADOW HORSHAM PARISH COUNCIL

Dear Member

District Councillors: M. Boffey, N. Emery, R. Fletcher, C. Franke, A. Frankland, J. Mercer, C. Minto, J. Olson (Chair), S. Raby, D. Skipp, C. Sweeney and C. Trott.

Cllr. T. Mitchell – Chair of Denne Neighbourhood Council , J. Steele – Chair of Horsham Blueprint Neighbourhood Forum, Cllr. D. Sumpter (Vice-chair) – Chair of Forest Neighbourhood Council and Cllr. M. Warrack – Chair of Trafalgar Neighbourhood Council.

YOU ARE HEREBY SUMMONED TO ATTEND the Meeting of Shadow Horsham Parish Council to be held on **Monday 23rd March 2026 at 6.00pm** in The Council Chamber, Albery House, Horsham for the transaction of the business on the agenda below.

Yours sincerely



Gill Gray

Interim Clerk

At the start of the meeting the Chair will confirm if all or part of the meeting is being filmed or audio recorded. The whole of the meeting can be recorded, except where there are confidential or exempt items. If any member of the public has an objection to being filmed, please make yourself known to the Interim Clerk before the start of the meeting.

AGENDA

1. Public Forum

The Public Forum will last for a period of up to 15 minutes during which members of the public may put questions to the Shadow Council or draw attention to relevant matters relating to the business on the agenda. Each speaker is limited to 3 minutes. Business of the meeting will start immediately following the public forum or at 6.15pm whichever is the earlier.

2. Apologies and notification of substitute Members

To receive apologies for absence and to note any substitutes and approve if required. **:Decision required.**

3. Declarations of Pecuniary and Non-Pecuniary Interests

Members who have an interest to declare on any items on the agenda, must declare the existence and nature of it at the start of the meeting and act in accordance with the Council's Code of Conduct (s27 Localism Act 2011).

4. **Minutes** **Attachment 1**
The draft minutes for the meeting held on 24th February were circulated to Members prior to the Agenda and are available on the HDC website with the agenda pack. To approve the Minutes of the Meeting of the Shadow HPC held on 24th February 2026. **:Decision required.**
5. **Speed Indicator Devices** **Attachment 2**
The three Neighbourhood Councils currently manage seven Speed Indicator Devices between them that are supported through the Special Charge. Members are invited to consider a report from the Interim Clerk that details the information that relates to the SIDs and the implications for Horsham Parish Council. The Shadow Council can recommend to Horsham Parish Council that the arrangements should continue with the transfer of the relevant licenses and management contract to be adopted by Horsham Parish Council. **:Decision required.**
6. **Budget Update and Precept Request** **Attachment 3**
Members to consider the draft budget that has been prepared for Horsham Parish Council for 2026/2027. Comments and feedback are invited with a request that the proposed draft budget and Precept request are recommended for adoption to the new Parish Council. **:Decision required.**
7. **Draft Job Descriptions and Proposed Structure** **Attachment 4a, 4b & 4c**
Members are invited to consider the draft of the proposed staffing structure and job descriptions for the new Parish Council. Comments and feedback are invited with a request that the documents are adopted for recommendation to the new Parish Council. **: Decisions required.**
8. **Policies and Core Documents** **Attachment 5a, 5b, 5c, 5d, 5e, 5f, 5g & 5h**
Interim Clerk has drafted the following policies/documents for Members to consider for recommendation to the new Parish Council, and comments are invited:
 - Annual Risk Register and Assessment Scheme including strategy
 - Health and Safety Policy
 - Expenses and Allowances Policy
 - Disciplinary Policy
 - Grievance Policy
 - Safeguarding Policy
 - Accessibility Statement for website
 - Civility and Respect Model Councillor/Officer ProtocolMembers are invited to consider the first draft of the policies and documents; comments and feedback are invited. **:Decisions required.**

16. **Draft Asset Register** **Attachment 13**
A draft Asset Register has been prepared; this is an initial draft that details the confirmed and likely assets for the new Parish Council. Members are invited to consider and comment on the draft Asset Register; this is a living document and prepared on the current understanding for the new Parish Council. The Asset Register will be formally adopted at the Annual Meeting for Horsham Parish Council. **:Decision required.**
17. **Transitional Arrangements for Horsham Parish Council** **Attachment 14**
The transitional arrangements required to move from the Shadow Council to the formally constituted Parish Council of Horsham on 1st April 2026 are presented in a report from the Interim Clerk. Members are invited to comment and approve the transitional arrangements proposed to ensure legal, administrative and operational preparedness for vesting and elections. **:Decision required.**
18. **Co-option and Horsham Parish Council** **Attachment 15**
Interim Clerk to clarify the legal position that relates to the appointment of individuals as co-opted to committees of the new Parish Council. Members are invited to note the formal briefing note.
19. **Interim Horsham Parish Council Logo** **Attachment 16**
A draft temporary logo has been prepared for the Shadow Council to consider for adoption as an interim measure until the newly elected Councillors for Horsham Parish Council can debate and agree a redesign after May 2026. **:Decision required.**
20. **Proposed Meeting Schedule HPC for 2026/2027** **Attachment 17**
A meeting schedule has been prepared based on the proposed Committee structure and Terms of Reference that are recommended for adoption by Horsham Parish Council. **:Decision required.**
21. **HPC Office & Meeting Space Update**
Interim Clerk to provide a verbal update to Members that relates to the office and meeting spaces for the new Parish Council. Members invited to note the information.
22. **Correspondence**
Members are invited to report any correspondence received in their area with the Shadow Council that is directly relative to the new Parish Council.
23. **Shadow Council**
The Shadow Council shall dissolve on 31st March 2026 as Horsham Parish Council is formally constituted on 1st April 2026.

**SHADOW COUNCIL FOR HORSHAM PARISH COUNCIL
MINUTES OF THE MEETING OF SHADOW HORSHAM PARISH COUNCIL
HELD AT THE COUNCIL CHAMBER, ALBERY HOUSE, HORSHAM
ON TUESDAY 24TH FEBRUARY 2026 COMMENCING AT 6pm**

Present Members: District Councillors: M. Boffey, N. Emery, C. Franke, A. Frankland, J. Mercer, J. Olson (Chair) and D. Skipp

Cllr. T. Mitchell – Chair of Denne Neighbourhood Council, Cllr. D. Sumpter (Vice-chair)– Chair of Forest Neighbourhood Council and Cllr. M. Warrack – Chair of Trafalgar Neighbourhood Council.

In attendance: Gill Gray (Interim Clerk) and Melissa Stallard (Democratic Services Officer)

SC/01/02/26	Public Forum There were no members of the public in attendance.	
SC/02/02/26	Apologies for absence received and notification of substitute Members Apologies were received and accepted from Cllrs. R. Fletcher – personal commitment, S. Raby – personal commitment and C. Trott – personal commitment. No apologies were received from Cllrs. C. Minto, C. Sweeney or from Mr. J. Steele.	
SC/03/02/26	Declarations of Interest Cllr. J. Olson declared an interest in Item 14 and confirmed he would take no part in the debate regarding the new Parish Council IT arrangements.	
SC/04/02/26	Minutes of the Shadow Council The Minutes of the Shadow Council meeting held on 26 th January 2026 were AGREED and were signed by the Chair and approved as a true record of the meeting. The Interim Clerk reported that the title for J. Steele and position were updated following feedback. It was RESOLVED: that the minutes of the Shadow Council meeting held on 26th January 2026 be signed and approved as a true record of the meeting.	
SC/05/02/26	Elections for Horsham Parish Council The Horsham Parish Council elections will take place on Thursday 7 th May 2026; all the details and information that relates to these elections can be found on the elections webpage on Horsham District Council - https://www.horsham.gov.uk/council-democracy-and-elections/elections/upcoming-elections . Members noted the information prepared by the Interim Clerk.	
SC/06/02/26	Interim Venue for Horsham Parish Council Members considered the report prepared by the Interim Clerk. Following a short debate, it was decided to proceed with Freedom Works Courtyard as the office space and using Park Barn for evening meetings for the new Parish Council. This was felt to be the most viable option after considering all three options; this is an interim option until the new Parish Council can consider more permanent solutions. Actions	

	<ul style="list-style-type: none"> • Interim Clerk to proceed with arrangements for the signing of the Agreement for Freedom Works membership and to secure a five-desk space for the office space from 20th April 2026. • Interim Clerk to provisionally book Park Barn for one day a week starting from week commencing 18th May 2026. <p>It was moved by Cllr. D. Sumpter and seconded by Cllr. D. Skipp and RESOLVED: that a five-desk space in Freedom Works Courtyard be secured for office space and to hire Park Barn for evening meetings for the new Parish Council.</p>	
<p>SC/07/02/26</p>	<p>Draft Governance Documents</p> <p>Members considered the second draft of the Standing Orders, Financial Regulations and Code of Conduct. During the debate, the following comments were captured:</p> <ul style="list-style-type: none"> • An alteration log will be maintained and shared with the new Parish Council to assist keeping track of any changes. • SO3i to be amended to remove the requirement to stand when speaking. • SO3b and SO3c to be combined with coloured dots for both Full Council and Committee meetings. • Minor grammatical updates made. • Financial Regulation 5.15 fifth bullet point updated to include “excluding VAT.” <p>Actions</p> <ul style="list-style-type: none"> • Interim Clerk to update documents and circulate revised versions. • Interim Clerk to prepare and maintain an alteration log. <p>It was moved by Cllr. J. Mercer and seconded by Cllr. D. Skipp and RESOLVED: that the draft Standing Orders be adopted for recommendation to Horsham Parish Council. Two Members abstained.</p> <p>It was moved by Cllr. N. Emery and seconded by Cllr. A. Frankland and RESOLVED: that the draft Financial Regulations be adopted for recommendation to Horsham Parish Council. Two Members abstained.</p> <p>It was moved by Cllr. N. Emery and seconded by Cllr. J. Mercer and RESOLVED: that the draft Code of Conduct be adopted for recommendation to Horsham Parish Council. One Member abstained.</p> <p>Members considered the first draft of the Committee structure for the new Parish Council and Terms of Reference including the Scheme of Delegations. During the debate, the following comments were captured:</p> <ul style="list-style-type: none"> • “Bi-monthly” clarified as “every two months with no August meeting.” • Meeting frequencies clarified for the Policy and Resources and Human Resources Committees. <p>Actions</p> <ul style="list-style-type: none"> • Interim Clerk to update documents and circulate following the meeting. • Alteration log to be maintained for consideration by the new Parish Council. <p>It was moved by Cllr. C. Franke and seconded by Cllr. M. Boffey</p>	

	<p>and RESOLVED: that the draft Committee structure be adopted for recommendation to Horsham Parish Council.</p> <p>It was moved by Cllr. N. Emery and seconded by Cllr. M. Warrack and RESOLVED: that the draft Terms of Reference including the Scheme of Delegations be adopted for recommendation to Horsham Parish Council.</p>	
<p>SC/08/02/26</p>	<p>Policies and Core Documents</p> <p>Members considered draft policies/documents; comments were invited with a view to recommendation of adoption by the new Parish Council. The following were debated:</p> <ul style="list-style-type: none"> • Complaints Procedure • Data Protection Policy • Publication Scheme • Statement of Internal Control • Training and Development Policy <p>During the debate, the following comments were captured:</p> <ul style="list-style-type: none"> • Query if the SLCC Code of Conduct can be referenced in the contract for the Clerk. • Query regarding the need for a Safeguarding Policy. • Noticeboard locations are being identified and are likely to be transferred to the new Parish Council for sharing information including Agendas for meetings. • Complaints Procedure to be amended to reflect the procedure that relates to a complaint raised about the Clerk. • The Publication Scheme has been updated in the section that relates to the Services to reflect using the term “Street Furniture” that replaces the item seating and noticeboards to be added to the list. • Statement of Internal Control has been updated to reflect the appointment of a Chair to take place annually by the Council. <p>Actions</p> <ul style="list-style-type: none"> • Interim Clerk to explore if the SLCC Code of Conduct can be referenced in the permanent contract for the Clerk. • Interim Clerk to draft a Safeguarding Policy and dependent on capacity this may be shared at the March meeting of the Shadow Council. • Interim Clerk to continue conversation with HDC and identify noticeboards that can be utilised for new Parish Council. • Interim Clerk to update the draft documents and share with Members after the meeting. <p>It was moved by Cllr. N. Emery and seconded by Cllr. J. Mercer and RESOLVED: that the draft Complaints Procedure be adopted for recommendation to Horsham Parish Council.</p> <p>It was moved by Cllr. J. Mercer and seconded by Cllr. M. Warrack and RESOLVED: that the draft Data Protection Policy be adopted for recommendation to Horsham Parish Council. One Member abstained.</p> <p>It was moved by Cllr. A. Frankland and seconded by Cllr. J. Mercer and RESOLVED that the draft Publication Scheme be adopted for recommendation to Horsham Parish Council.</p> <p>It was moved by Cllr. N. Emery and seconded by Cllr. C. Franke and RESOLVED that the draft Statement of Internal Control be</p>	

	<p>adopted for recommendation to Horsham Parish Council. One Member abstained.</p> <p>It was moved by Cllr. M. Warrack and seconded by Cllr. C. Franke and RESOLVED that the draft Training and Development Policy be adopted for recommendation to Horsham Parish Council.</p>	
SC/09/02/26	<p>External Auditor for Horsham Parish Council</p> <p>Members considered the report prepared by the Interim Clerk that detailed correspondence received from the Smaller Authorities Audit Appointments. The Interim Clerk explained that the SAAA have advised that the new authority will be subject to the Limited Assurance Review Scheme for 2025/2026. During the debate the following comments were captured:</p> <ul style="list-style-type: none"> • An explanation will be shared with Members that details the two distinct functions of internal and external audit in Local Councils. • A query was raised by one Member that related to the advice from the SAAA that a Limited Assurance Review will be necessary for 2025/2026 for Horsham Parish Council; the Interim Clerk will seek clarification from the SAAA and appointed auditor as soon as possible. <p>Action</p> <ul style="list-style-type: none"> • Interim Clerk to circulate an explanation for both functions of internal and external audit with Members. • Interim Clerk to seek clarification from SAAA and the appointed auditor regarding the review process for the Limited Assurance Review for 2025/2026. <p>It was moved by Cllr. N. Emery and seconded by Cllr. C. Franke and RESOLVED that Option One be adopted and Horsham Parish Council remain in the central scheme for SAAA for the appointment of an external auditor.</p>	
SC/10/02/26	<p>Horsham Parish Council Website</p> <p>Members considered the report prepared by the Interim Clerk that related to three quotes obtained from Local Council website providers. The new website needs to be WCAG compliant and will include a suitable .gov.uk domain name. During the debate the following comments were captured:</p> <ul style="list-style-type: none"> • Online mapping used by Neighbourhood Councils could be considered once the website is established. • Renewal costs for a .gov.uk domain name are higher than standard domains. <p>It was moved by Cllr. M. Warrack and seconded by Cllr. J. Mercer and RESOLVED: that the new Parish Council website will be built and facilitated by Aubergine 262 Limited. One Member abstained.</p>	
SC/11/02/26	<p>Insurance Policy for new Parish Council</p> <p>Members considered two insurance quotations and agreed to proceed with Zurich Municipal Insurance.</p> <p>It was moved by Cllr. J. Mercer and seconded by Cllr. C. Franke and RESOLVED that Zurich Municipal Insurance were the preferred insurance company with the policy to be in place from 1st April 2026 for Horsham Parish Council.</p>	
SC/12/02/26	<p>IT Arrangements for new Parish Council</p> <p>Members considered a report prepared by the Interim Clerk that detailed three quotations from IT providers that all provide services for</p>	

	<p>existing Local Councils. Following the decision to use a serviced office for the interim period it was the recommendation of the Interim Clerk to use Cloudy IT for the provision of IT services for Horsham Parish Council.</p> <p>It was moved by Cllr. M. Boffey and seconded by Cllr. J. Mercer and RESOLVED that Cloudy IT be appointed as IT provider for Horsham Parish Council. Two Members abstained.</p>	
SC/13/02/26	<p>Communication Protocol for Shadow Council</p> <p>Following the first Shadow Council meeting it was agreed that the Chair and Interim Clerk should prepare a Communication Protocol for the Shadow Council. This was initially shared with Members for comment.</p> <p>Members noted the information.</p>	
SC/14/02/26	<p>Correspondence</p> <p>Members were invited to report on any correspondence received in their area that relates to the new Parish Council.</p> <p>The following comments were captured during the debate:</p> <ul style="list-style-type: none"> • It was noted that a revised draft budget will be prepared by the Interim Clerk following the expenditure decisions and shared at the March meeting of the Shadow Council. • The March meeting is the final scheduled meeting and Members were invited to forward any item suggestions for the March Agenda to the Interim Clerk no later than Friday 13th March 2026. • An item that clarifies the transitional arrangements for HPC will be included on the Agenda for the March meeting of the Shadow Council. • An item is hoped to be included for the March meeting that details a visit involving the Twinning Association; the Interim Clerk awaits further details from the Secretary of the Twinning Association. • An item that covers the Horsham Neighbourhood Plan to be included for the March meeting. • The Agenda for March to include an item that relates to co-option for the new Parish Council. 	
SC/15/02/26	<p>Date for next Shadow Council Meeting</p> <p>The Shadow Council is meeting on Monday 23rd March 2026 at 6pm; the meeting to take place in the Council Chamber, Albery House, Horsham.</p> <p>Members noted the information.</p>	

The Chair closed the meeting at 7.18pm.

Signed

Date

Report to: Shadow Council

Meeting date: 23.03.2026

Report Author: Interim Clerk

Subject: Recommendation to the New Parish Council – Adoption and Management of Speed Indicator Devices (SIDs)

1. Purpose of the Report

To seek the Shadow Council's recommendation that the future Parish Council:

1. Adopt the existing Speed Indicator Devices (SIDs) currently owned by neighbourhood councils.
2. Enter into and manage any associated maintenance contracts for those devices.
3. Approve and sign an Asset Transfer Agreement to formalise the transfer of the SIDs and associated mounting infrastructure.

2. Background

Neighbourhood councils in Forest, Trafalgar and Denne have funded and deployed several Speed Indicator Devices (SIDs) to support community speed-reduction and road-safety initiatives. These devices sit under individual licenses granted by West Sussex County Council (WSSCC) Highways and are maintained under separate arrangements.

With the establishment of a single parish council, there is a need to consolidate ownership, standardise maintenance arrangements, and ensure a consistent and compliant approach to operation, data handling, and asset management.

3. Summary of Assets to Be Transferred

The following SIDs and associated equipment are proposed for transfer to the new Parish Council. The process for the potential transfer of licenses is currently being explored and as soon as there is an update the Interim Clerk will share with Members.

Forest – St Leonards Road – Installed

Forest – 100 Comptons Lane – To be installed

Forest – Larchwood, Kerves Lane – Not yet installed

Trafalgar – Merryfield Drive – Installed

Trafalgar – 119 Rushams Road – Installed

Trafalgar – 78/80 Rushams Road – Installed

Denne – Hills Farm Lane – Installed

A complete technical inventory will be prepared prior to the formal Asset Transfer Agreement.

4. Maintenance Contract

A competent contractor who is currently providing the maintenance services has provided an indicative maintenance quotation covering all seven devices:

- £300 + VAT per visit (covering all 7 SIDs)
- Visits every 4 weeks

Scope of Routine Maintenance includes:

- Checking correct operation
- Replacing or checking batteries
- Downloading and forwarding data
- Relocating/rotating devices per WSCC guidelines

5. Insurance Implications

Zurich Municipal has confirmed that the first-year premium already includes cover for the SIDs.

Cover includes public liability, property/asset cover, and damage/theft/vandalism, subject to excess.

Conditions include:

- SID Licenses in place
- Compliance with WSCC guidance
- Maintenance regime in place
- Inclusion on the Fixed Asset Register

- Incident reporting

No additional premium is required this year.

6. Legal and Governance Considerations

The new Parish Council must approve:

- Asset Transfer Agreement
- Asset Register inclusion
- Insurance compliance
- WSCC licence compliance

7. Financial Implications

Indicative costs:

- Maintenance £300 + VAT every 4 weeks
- Batteries/parts
- Officer time

A full financial schedule will be provided once inventories and quotes are confirmed.

8. Recommendation

The Shadow Council is asked to recommend that the new Parish Council:

1. Adopt the SIDs.
2. Enter into a maintenance contract.
3. Sign the Asset Transfer Agreement.
4. Maintain insurance and licence compliance.
5. Allocate budget for maintenance and replacement.

9. Next Steps

- Finalise SID asset inventory

- Prepare Asset Transfer Agreement
- Confirm maintenance contract
- Bring proposals to first meeting of new Parish Council

SITING A SPEED INDICATOR DEVICE (SID)

St Leonards Road, Horsham



Sections 115B and 115E Highways Act 1980

IN CONSIDERATION of **West Sussex County Council** giving consent/permission subject to the following conditions to the siting of a Speed Indicator Device within the limits of the highway, as set out in the Schedule below, and as shown on the attached plan.

Forest Neighbourhood Parish Council hereby undertakes to:-

- (a) Maintain the Speed Indicator Device to the satisfaction of the Highway Manager.
- (b) Carry out regular inspections of the Speed Indicator Device.
- (c) Repair forthwith any damage howsoever caused to the Speed Indicator Device to the satisfaction of the Highway Manager.
- (d) Remove offensive graffiti within 24 hours and other graffiti with 5 working days of notification.
- (e) Indemnify the County Council against any costs, claims and demands that may arise as a consequence of its placing or existence or removal of the Speed Indicator Device.
- (f) Ensure that the contractor carrying out the work has £10 million public liability insurance and New Roads and Street Works accreditation.
- (g) Ensure that no part of the Speed Indicator Device should impede visibility for pedestrians or visibility of road users [including access visibility splays]
- (h) Ensure that the Speed Indicator Device are sited so as not to cause an unnecessary obstruction taking into account vulnerable people.
- (i) Forest Neighbourhood Parish Council must adhere to the WSCC Highways policy and guidelines on placing street furniture on the highway.
- (j) Ensure the attached plan is adhered to and the Speed Indicator Device is erected in the location clearly stated on the plan.

SCHEDULE

To site a village gateway in the highway.

This consent approved on behalf of WSCC by
Assistant Area Highway Manager,

ESigned: George Fort

Signed by sign owner:....
Forest Neighbourhood Pa

[Redacted]

of

[Redacted]

[Redacted]

Dated this

[Redacted]

Report to: Shadow Council

Meeting date: 23.03.2026

Report Author: Interim Clerk

Subject: Horsham Parish Council – Precept Setting Summary

Financial Year 2026/2027

For Recommendation for Council Approval

1. Purpose of this Summary

This report presents the draft **budget, income projections**, and the **precept requirement** for the 2026/27 financial year.

It supports the Council’s statutory duty to set its annual precept under the **Local Government Finance Act 1992**.

2. Budget Headlines for 2026/27

Item	Amount (£)
Total Planned Expenditure	204,575
Total Income (excluding Precept)	16,000
Required Precept	188,575
Total Income including Precept	204,575
Balanced Budget Achieved	Yes

3. Income Summary 2026/27

Income Sources

- **Precept:** £188,575
- **Allotments:** £16,000

Total Income: £204,575

4. Expenditure Summary 2026/27

Total budgeted expenditure for the year amounts to **£204,575**, comprising:

A. Governance, Admin & Operations

- Website: £500
- IT hardware, software & licences: £3,500
- Finance software: £924
- Insurance: £300
- Payroll provider: £1,225
- Broadband & telephone: £960.08
- Bank charges: £250
- Printer/copier (Yr-1 purchase cost not applicable): £0

B. Audit & Compliance

- Internal Audit (Mulberry): £350
- External Audit (Moore East Midlands): £630

C. Staffing

- Interim Clerk (agency): £2,500
- Salaries including on-costs: £121,747.78
- Councillor allowances: £11,975

D. Venues, Assets & Maintenance

- Office & meeting venue costs: £21,080
- Speed Indicator Devices: £3,300
- Allotments maintenance: £4,000

E. Subscriptions & Professional Support

- NALC/WSALC: £3,757.59
- SLCC: £505
- National Allotment Society: £0
- Training & GDPR (Breakthrough Communications): £1,995

F. Reserves / One-off Allocations

- First-year contingency: £10,000

- Elections reserve: £2,300
 - Contribution to general reserves: £11,975.55
-

5. Precept Calculation for 2026/27

The precept requirement is calculated as:

Total Expenditure – Income (excluding Precept)

= **£204,575 – £16,000**

= £188,575

Therefore, the required Precept for 2026/27 is:

£188,575

This produces a **balanced budget**.

6. Band D Tax Impact

- Using the Precept requirement of £188,575 the Band D charge is £15.26 per year per household, which equates to approximately 4p per day.
 - **2026/27 Tax Base figure** is 12,358
 - The formula is: Band D Council Tax = Total Precept requirement divided by Council Tax Base, rounded to nearest penny.
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7. Recommended draft Council Resolution (2026/27)

*“Horsham Parish Council approves the budget for the financial year 2026/2027, showing planned expenditure of £204,575.00 and projected non-precept income of £16,000. The Council resolves to set the Parish Precept for 2026/2027 at **£188,575** and instructs the Clerk/RFO to submit the precept demand to the Billing Authority.”*

RECOMMENDATION: That the Shadow Council recommends the draft budget and precept request for adoption by Horsham Parish Council.

Attachment 3 Appendix 1

New Horsham Parish Council Proposed Budget - all exclusive of VAT	
Income	Yr 1
Precept	£ 188,575.00
Allotments	£ 16,000.00
Total	£ 204,575.00
Expenditure	Yr 1 cost
Website - Aubergine	£500.00
IT hardware, software including licenses	£3,500.00
Internal Auditors - Mulberry	£350.00
External Auditors - Moore East Midlands	£630.00
Venue for meetings and office - Freedom Works & Park Barn	£21,080.00
Finance software	£924.00
Insurance - Zurich Municipal	£300.00
Payroll Provider - Payroll Services	£1,225.00
Broadband and Telephone	£960.08
Printer/copier/scanner	N/A
Bank - Unity Trust	£250.00
Speed Indicator Devices x 7	£3,300.00
Allotments	£4,000.00
Community Engagement Newsletter	£800.00
Subscriptions	
NALC/WSALC	£3,757.59
SLCC	£505.00
National Allotment Society	£0.00
Training and GDPR support - Breakthrough Communications	£1,995.00
Salaries/Allowances	
Interim Clerk paid via Agency	£2,500.00
Salaries for Officers including oncosts	£121,747.78
Allowances for Cllrs	£11,975.00
Contingency for first year	£10,000.00
Elections earmarked reserves	£2,300.00
General reserves	£11,975.55
Total	£204,575.00
Income	£204,575.00
Expenditure	£204,575.00
NB New Council can reclaim VAT for any expenditure	

Report to: Shadow Council

Meeting date: 23.03.2026

Report Author: Interim Clerk

Subject: Proposed Staffing Structure and Job Descriptions for the New Parish Council

1. Purpose of the Report

To present the proposed staffing structure and associated job descriptions for the new Parish Council, and to invite the Shadow Council to make recommendations to the incoming Parish Council to be elected on **7 May 2026**.

2. Background

In preparation for the establishment of the new Parish Council following the local elections in May 2026, work has been undertaken to design a staffing structure that:

- Provides the level of governance, financial administration, and operational capacity expected of a well-functioning parish council;
- Supports statutory duties including lawful decision-making, transparency, and financial management;
- Reflects expected community workloads and assets, such as **seven allotment sites, seven speed indicator devices**, and multiple **parish noticeboards**;
- Ensures adequate democratic and administrative support for **weekly evening council/committee meetings**;
- Incorporates appropriate internal controls through segregation of duties.

The proposed structure is based on good practice within the local council sector and aligns with the expectations of the National Association of Local Councils (NALC) for councils of similar size and complexity.

3. Proposed Staffing Structure

The following structure is recommended:

3.1 Clerk & Responsible Financial Officer (Full Time – 37 hours)

The Clerk & RFO is the head of paid service, Proper Officer and statutory Responsible Financial Officer. The role provides the council's governance, financial oversight (using proposed **Scribe** finance software), and leadership on compliance, policy, projects, and community engagement.

The Clerk manages two part-time staff and supports one evening meeting per week.

3.2 Parish Administrator (Part Time – 25 hours)

Provides administrative, communications and facilities support, including preparing meeting papers, occasional minute-taking, website updates, and day-to-day contact with residents. The role administers allotments, supports SID deployment, and maintains noticeboards.

3.3 Finance Assistant (Part Time – 15 hours)

Supports the Clerk/RFO in delivering accurate financial processing, reporting, reconciliations, payroll administration, and audit preparation. This role provides essential segregation of duties and ensures timely management of the Scribe finance system.

3.4 Visual Structure Chart

Please see Attachment 4b.

4. Job Descriptions and Person Specifications

Comprehensive and professionally formatted Job Descriptions and Person Specifications have been prepared for:

- **Clerk & Responsible Financial Officer**
- **Parish Administrator**
- **Finance Assistant**

These documents set out:

- Duties and responsibilities
- Required qualifications and experience
- Essential and desirable criteria
- Reporting lines and expectations
- Hours of work and flexibility requirements
- Facilities oversight responsibilities
- Use of relevant systems (including Scribe)

They have been designed to support transparent and fair recruitment processes for the new council.

5. Financial Considerations

The staffing model equates to approximately **2.09 FTE**.

Salary scale proposals can be brought forward to the new Council for decision once

Members have confirmed preferred NJC spinal points at the first Committee meeting of Human Resources.

6. Recommendation

That the **Shadow Council**:

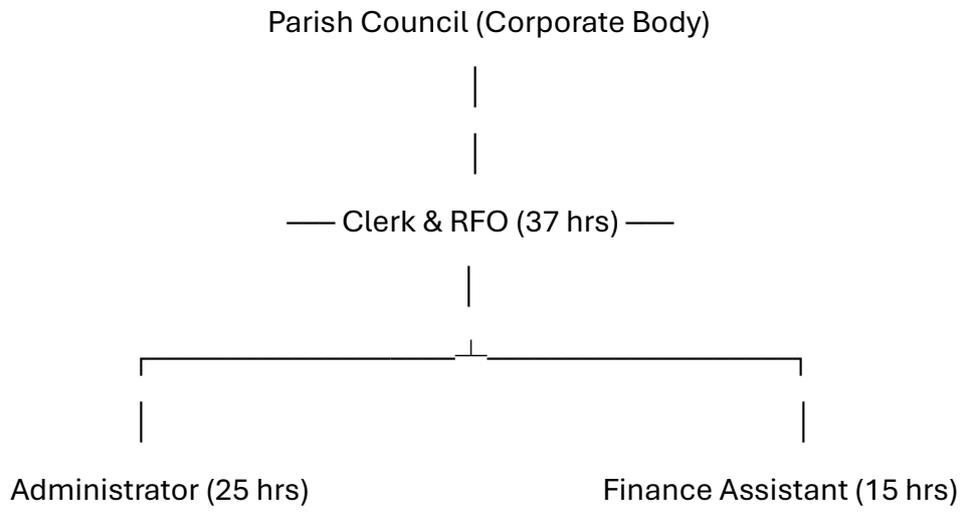
1. **Notes** the proposed staffing structure and associated job descriptions;
2. **Endorses** the structure as appropriate for a newly created parish council of this size and asset base;
3. **Recommends** to the **new Parish Council (to be elected 7 May 2026)** that the structure and job descriptions be adopted at its first available meeting.

7. Next Steps (Subject to Shadow Council Support)

If endorsed, the following will be prepared for the new council:

- Recruitment timeline
- Salary scale recommendations (NJC aligned)
- Draft adverts and application pack
- Proposed interview and assessment arrangements

Proposed Structure for Horsham Parish Council



Horsham Parish Council

Administrator JOB DESCRIPTION AND PERSON SPECIFICATION

POST TITLE:	Administrator
GRADE:	SCP
HOURS;	25 hours per week which may include some evening and weekend work
TYPE:	Permanent (following a successful probation period)
REPORTS TO:	Clerk/RFO

IMPORTANT FUNCTIONAL RELATIONSHIPS:	
Internal	Council staff, Councillors and tenants for allotments.
External	Business owners, general public, staff of other Council establishments and contractors.
AREAS OF RESPONSIBILITY:	Please see attached Job Description
PERSON SPECIFICATION	The person specification is a picture of skills, knowledge and experience required to carry out the job. It is intended to be used in the shortlisting and interview process for this post. You should demonstrate on your application form how you meet the essential criteria.

BENEFITS:	
Annual Leave	25 days (in addition to bank and public holidays)
Pension	TBC

Horsham Parish Council

Administrator JOB DESCRIPTION

Job Profile

The Administrator has a key role for Horsham Parish Council, often being the first point of contact for the public. The successful candidate will work closely with the public, other Council staff and Councillors on a variety of administrative responsibilities. A busy role, the post will involve dealing with enquiries and providing administrative support to a small, friendly team. This job description indicates only the main duties and responsibilities of the post. It is not intended as an exhaustive list.

Key duties

The exact nature of the duties will be decided by the Council from time to time and may include some or all of the tasks listed below. Other duties may be added as considered appropriate by the Council. The job specification may from time to time be amended by agreement, between the Council and the postholder.

General

- To maintain an image and have a positive relationship with the public and residents of Horsham, to the highest standards at all levels.
- To liaise with outside agencies where required
- To forge a good working relationship with colleagues, Councillors, contractors together with allotment site points of contact.
- To provide reliable and confidential administrative support to the Town Council.
- To ensure awareness of health and safety procedures and act within these procedures.
- To undertake any other duties within capabilities as directed by the Clerk.
- To undertake any additional training in relation to employment as deemed necessary by the Council.

Office Administration

- Circulate all agendas, minutes and papers as directed by the Clerk
- Attend occasional meetings and prepare minutes .
- Prepare Council Chamber for meetings and provide refreshments as required.
- To produce and despatch correspondence on behalf of the Council.
- Ensure all planning applications are recorded and included in reports to be distributed accordingly.
- To maintain adequate records to support the function of the Council which comply with the legislation governing local Councils.
- Keep the Council website, noticeboards and social media platforms up to date, ensuring events and project information are included to keep all interested parties updated on progress and current affairs
- Monitor engagement across digital platforms and provide periodic reports to the Clerk

- Support the Council with public engagement events on any specific projects and initiatives.
- To greet and assisting visitors to the Council office.
- To answer, screen and transfer inbound phone calls.
- To undertake a range of clerical / administrative duties within the Council office as required
- To attend meetings with community organisations, stakeholders and Councillors to support projects and initiatives
- To take responsibility for the provision of accurate and up to date information which includes display of literature, posters, and information held on any data management system
- To operate in accordance with the diverse needs of the community to ensure equal access to services
- To ensure a positive and flexible approach to the variety of tasks and work patterns within the role as the service develops to enable effective and appropriate staffing levels to meet customer demand
- To provide the administration to manage the seven allotment sites
- To provide the administration support for the management of Speed Indicator Devices

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Horsham Parish Council

Administrator PERSON SPECIFICATION

Qualifications and Experience	Essential (E) or Desirable (D)	Identified by
GCSE's or equivalent qualification grade C or above in English and Mathematics	E	application form
Good interpersonal skills, be able to communicate effectively including the ability to act with tact, sensitivity and diplomacy	E	Application form, pre interview Assessments and interview
Experience of general administration, including answering phones and dealing with multiple priorities and administrative tasks at the same time	E	
Ability to learn and be adaptable to changes in procedures and technology	E	
Proven ability to assess and react quickly to situations as they unfold	E	
Working knowledge of Word, Excel, PowerPoint, Publisher and Outlook	E	
Experience of working with or within a Town or Parish Council setting, with knowledge of how Town/Parish Councils operate	D	
Stress and Time management skills	D	
Experience of minute taking	D	
Local knowledge of Horsham	D	

Personal Qualities	Essential or Desirable	Identified by
Flexible and willing to contribute to the success of the team on an administrative level, in and out of projects, committees and general service delivery. The role may include some evening working, attending Council meetings to take minutes. Most meetings are scheduled in advance.	E	Application form, pre interview Assessments and interview
Reliable and Punctual.	E	
Ability to be motivated and work within a team.	E	
Strong customer focus.	E	
Proven ability to maintain confidentiality at all times.	E	
Enthusiastic and self-motivated.	E	
Ability to act corporately in all circumstances.	E	
Displays accountability and responsibility.	E	
Methodical and well organised.	E	
Positive 'can do' attitude and able to use own initiative to react to situations and deliver a quality service at all times.	E	
Ability to understand and consequently work within strict financial regulations, codes of conduct, policies and procedures.	E	
Honest personality with the drive to achieve.	E	
Ability to learn and take on 'higher-level' tasks.	D	
Your normal place of work will be the Council's Office in Horsham – The Courtyard, Freedom Works, 30 Worthing Road. On occasion you may be required to attend meetings at another location in Horsham.	E	

Horsham Parish Council

Finance Assistant JOB DESCRIPTION AND PERSON SPECIFICATION

POST TITLE:	Finance Assistant
GRADE:	SCP
HOURS;	15 hours per week which may include some evening and weekend work
TYPE:	Permanent (following a successful probation period)
REPORTS TO:	Clerk/RFO

IMPORTANT FUNCTIONAL RELATIONSHIPS:	
Internal	Council staff, Councillors and allotment site representatives.
External	Business owners, general public, staff of other Council establishments and contractors.
AREAS OF RESPONSIBILITY:	Please see attached Job Description
PERSON SPECIFICATION	The person specification is a picture of skills, knowledge and experience required to carry out the job. It is intended to be used in the shortlisting and interview process for this post. You should demonstrate on your application form how you meet the essential criteria.

BENEFITS:	
Annual Leave	25 days (in addition to bank and public holidays)
Pension	TBC

Horsham Parish Council

Finance Assistant JOB DESCRIPTION

Job Profile

The Finance Assistant has a key role for Horsham Parish Council, often being the first point of contact for the procurement process. The successful candidate will work closely with the contractors, other Council staff and Councillors on a variety of finance responsibilities. A busy role, the post will involve dealing with invoices and providing financial and administrative support to a small, friendly team. This job description indicates only the main duties and responsibilities of the post. It is not intended as an exhaustive list.

Key duties

The exact nature of the duties will be decided by the Council from time to time and may include some or all of the tasks listed below. Other duties may be added as considered appropriate by the Council. The job specification may from time to time be amended by agreement, between the Council and the postholder.

General

- Maintaining the Parish Council's finances on a day to day basis including organising purchase orders, purchase and sales ledgers, month end closure, and banking administration.
- Assisting the Clerk in preparing the budget, year end accounts, VAT submissions and audit returns.
- Maintaining close communication with the Clerk and keeping informed of matters of concern to the Parish Council.
- Work in line with the parish councils' financial regulations and maintain best value for money where applicable.
- To handle incoming and outgoing financial documents, bring items to the attention of the Clerk and to deal with the correspondence or documents as appropriate.
- To conduct financial research, prepare and produce documents and papers as and when required.
- Oversee electronic record and database system maintenance such as the parish council's asset register.
- To undertake any other duties within capabilities as directed by the Clerk.
- To undertake any additional training in relation to employment as deemed necessary by the Council.

Financial Administration

- To assist the Clerk with all financial transactions and records of the Council and the administration of its finances.
- To process invoices and raise associated payments including BACS payments.
- To receive and record cash income, issue receipts and manage petty cash if required.
- To maintain accurate accounting records using the Scribe Accounting system including Bank Reconciliations and VAT reclaims.

- To assist the Clerk with the preparation of monthly reports and financial statements.
- To assist the Clerk with the production of annual accounts.
- To assist the Clerk with preparation of monthly salaries.
- To manage an up-to-date asset register, ensuring this is regularly reviewed.
- Collate timesheets and liaise with payroll provider.
- To assist Clerk to prepare for internal and external audit.

Other Administration

- To undertake project work under the direction of the Clerk and work with other members of staff.
- Maintain a good working relationship with Councillors, Volunteers and Community Groups.
- To maintain positive public relations and help to promote the image of the Council within the parish to residents, visitors and outside bodies.
- To provide a courteous and helpful response to members of the public seeking information and advice.
- To provide administrative support to Council members to assist them in their role as Parish Councillors.
- To liaise and develop relationships with external bodies, suppliers, businesses and local organisations.

Horsham Parish Council

Finance Assistant PERSON SPECIFICATION

Qualifications and Experience	Essential (E) or Desirable (D)	Identified by
GCSE's or equivalent qualification grade C or above in English and Mathematics AAT qualification	E	application form
Good interpersonal skills, be able to communicate effectively including the ability to act with tact, sensitivity and diplomacy	E	Application form, pre interview Assessments and interview
Experience of finance administration including using finance software	E	
Ability to learn and be adaptable to changes in procedures and technology	E	
Proven ability to assess and react quickly to situations as they unfold	E	
Working knowledge of finance or bookkeeping, including using Excel	E	
Experience of working with or within a Town or Parish Council setting, with knowledge of how Town/Parish Councils operate	D	
Stress and Time management skills	D	
Experience of minute taking	D	
Local knowledge of Horsham	D	

Personal Qualities	Essential or Desirable	Identified by
Flexible and willing to contribute to the success of the team on an administrative level, in and out of projects, committees and general service delivery. The role may include some evening working, attending Council meetings to take minutes. Most meetings are scheduled in advance.	E	Application form, pre interview Assessments and interview
Reliable and Punctual.	E	
Ability to be motivated and work within a team.	E	
Strong customer focus.	E	
Proven ability to maintain confidentiality at all times.	E	
Enthusiastic and self-motivated.	E	
Ability to act corporately in all circumstances.	E	
Displays accountability and responsibility.	E	
Methodical and well organised.	E	
Positive 'can do' attitude and able to use own initiative to react to situations and deliver a quality service at all times.	E	
Ability to understand and consequently work within strict financial regulations, codes of conduct, policies and procedures.	E	
Honest personality with the drive to achieve.	E	
Ability to learn and take on 'higher-level' tasks.	D	
Your normal place of work will be the Council's Office in Horsham – The Courtyard, Freedom Works, 30 Worthing Road. On occasion you may be required to attend meetings at another location in Horsham.	E	

**RISK ASSESSMENT AND
MANAGEMENT STRATEGY
2026-2027
HORSHAM PARISH
COUNCIL**

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Adopted:
Next Review:

1. INTRODUCTION

This document forms the Council's Risk Management Strategy. It sets out:

- What is meant by risk management;
- Why the Council needs a risk management strategy;
- An overview of the methodology to be adopted and its links with existing processes;
- An outline of the associated roles of Elected Members, senior officers and other employees; and
- A summary of future monitoring and reporting lines for risk management.

The objectives of this strategy are to:

- Further develop risk management and raise its profile across the Council;
- Integrate risk management into the culture of the organisation;
- Embed risk management through the ownership and management of risk as part of all decision-making processes; and
- Manage risk in accordance with best practice.

2. RISK MANAGEMENT

Risk management is an essential feature of good governance, contributing to improved decision making and the achieving of objectives. When embedded within the existing planning and decision-making process, risk management provides a basis for ensuring implications are thought through, and ensures that the impact of decisions, initiatives and projects are considered, and that conflicts are balanced. This will influence success and improve service delivery.

Risk Management Benefits:

- Protecting and adding value to the Council and its stakeholders by supporting the achievement of the Council's aims and objectives;
- Improved strategic, operational and financial management;
- Ensuring future activity takes place in a consistent and controlled manner;
- Improved decision making, planning and prioritisation;
- Mitigation of key threats and taking advantage of key opportunities;
- Contributing to more efficient use/allocation of resources;
- Protecting and enhancing assets and image;
- Optimising operational efficiency and therefore delivering efficiency gains and value for money;
- Allocating time and management effort to major issues;
- Avoiding shocks and crises;
- Safeguarding tangible and intangible assets;
- Promotion of innovation and change;
- Improved customer service delivery.

It is therefore vital to recognise that risk management is not simply about health and safety, but applies to all aspects of the Council's work.

Risks can be classified into various types but it is important to recognise that for all categories the direct financial losses may have less impact than the indirect costs such as disruption of normal working hours. The examples below are not exhaustive:

Strategic Risk - long-term adverse impacts from poor decision-making or poor implementation. Risks damage to the reputation of the Council, loss of public confidence, in a worst-case scenario Government Intervention.

Compliance Risk - failure to comply with legislation; laid down procedures; the lack of documentation to prove compliance. Risks exposure to prosecution, judicial review, employment tribunals, inability to enforce contracts.

Financial Risk - fraud and corruption, waste, excess demand for services, bad debts. Risk of additional audit investigation, objection to accounts, reduced service delivery, dramatically increased Council tax levels/impact on Council reserves.

Operating Risk - failure to deliver services effectively; malfunctioning equipment; hazards to service users; the general public or staff; damage to property. Risk of insurance claims; higher insurance premiums; lengthy recovery processes.

These risks can be broken down further into specific areas which could impact on the achievements of the Council's long-term and day-to-day delivery of services:

Financial – Those affecting the ability of the Council to meet its financial commitments; failure of planned major projects; internal and external audit requirements; failure to prioritise and allocate resources affectively; poor contract management; initiative overload;

Social – Those relating to the effects of changes in demographic, residential, or socio-economic trends on the Council's ability to deliver its corporate priorities;

Technological – Those associated with the capacity of the Council to deal with the pace/scale of technological change, or its ability to use technology to address changing demands. It would also include the consequences of internal failures on the Council's ability to deliver its objectives;

Legal – The ability of the Council to meet legislative demands affecting breaches of legislation.

Environmental – Those relating to the environmental consequences of progressing the Council's strategic objectives in terms of energy, efficiency, pollution, recycling, emissions etc;

Partnership/Contractual – Those associated with the failure of partners/contractors to deliver services to an agreed cost and specification and similarly failure of the Council to deliver services to an agreed cost and specification; compliance with procurement policies (internal/external); ensuring open and fair competition;

Human Resources – Those associated with the professional competence of staff; lack of training and development; over reliance on key personnel; ineffective project management; recruitment and selection issues;

Organisational – Those associated with the review of services and delivering continuous improvement;

Health & Safety/Physical – Those related to fire, safety, accident prevention and health & safety which pose a risk to both staff and the public; safeguarding and accounting of physical assets.

Reputational – Those associated with the changing needs of customers and the electorate; ensuring appropriate consultation; avoiding bad public and media relations.

Not all these risks are insurable and for some the premiums may not be cost-effective. Even where insurance is available, money may not be an adequate recompense. The emphasis should always be on eliminating or reducing risk before costly steps to transfer risk to another party are considered.

Risk is not restricted to potential threats but can be connected with opportunities. Good risk management can facilitate proactive, rather than merely defensive, responses. Measures to manage adverse risks are likely to help with managing positive ones.

3. REQUIREMENTS OF A RISK MANAGEMENT STRATEGY

Risk management will strengthen the ability of the Council to achieve its objectives and enhance the value of services provided.

The Risk Management Strategy will help to ensure that all Committees across the Council have an understanding of 'risk' and that the Council adopts a uniform approach to identifying and prioritising risks. This should in turn lead to conscious choices as to the most appropriate method of dealing with each risk, be it elimination, reduction, transfer or acceptance.

The Risk Management Strategy provides assurances to members and officers on the adequacy of arrangements for the conduct of business and the use of resources. Implementation of the strategy leads to greater risk awareness and improved control, which should mean fewer incidents and control failures and in some cases lower insurance premiums.

A statement about the system of internal control and the management of risk will be included as part of the Annual Statement of Accounts.

4. OBJECTIVES

The objectives of the Council's Risk Management Strategy are to:

- Integrate risk management into the culture of the council;
- Manage risk in accordance with best practice;

- Anticipate and respond to changing social, political, environmental, technological and legislative requirements;
- Prevent loss, disruption, damage and injury and reduce the cost of risk, thereby maximising resources;
- To inform policy and operational decisions by identifying risks and their likely impact;
- Raise awareness of the need for risk management by all those connected with the Council's delivery of services.

These objectives will be achieved by:

- Establishing clear roles, responsibilities and reporting lines within the Council for risk management;
- Embedding risk management into the Council's decision-making process, service delivery, project management and partnership working;
- Providing opportunities for training and shared learning on risk management across the Council
- Offering a framework to identify priority risk areas, including the provision of risk registers at strategic and operational levels;
- Reinforcing the importance of effective risk management as part of the everyday work of employees
- Incorporating risk management considerations into all levels of Council service provision;
- Developing effective communication with, and the active involvement, of employees; monitoring of arrangements, at all levels on an ongoing basis.
- Identification and evaluation of risks associated with partners, contractors and other agencies and community groups
- Ensuring robust business continuity arrangements are in place

5. RISK MANAGEMENT PROCESS

Implementing the Strategy involves identifying, analysing/prioritising, managing and monitoring risks.

Risk Identification – Identifying and understanding the hazards and risks facing the Council is crucial if informed decisions are to be made about policies or service delivery methods. The risks associated with these decisions can then be effectively managed. All risks identified will be recorded in the Council's Risk Register.

Risk Analysis – Once risks have been identified they need to be systematically and accurately assessed using proven techniques. Analysis should make full use of any available data on the potential frequency of events and their consequences. If a risk is seen to be unacceptable, then steps need to be taken to control it or respond to it.

Risk Prioritisation - An assessment should be undertaken of the impact and likelihood of risks occurring, with impact and likelihood being scored Low (1), Medium (2) and High (3).

The scores for impact and likelihood are added together. Risks scoring 4 and above

will be subject to detailed consideration and preparation of a contingency/action plan to appropriately control the risk.

Risk Control – Risk control is the process of taking action to minimise the likelihood of the risk event occurring and/or reducing the severity of the consequences should it occur. Typically, risk control require the identification and implementation of revised operating procedures, but in exceptional cases more drastic action will be required to reduce the risk to an acceptable level.

Options for control include:

- **Elimination** – the circumstances from which the risk arises are ceased so that the risk no longer exists;
- **Reduction** – loss control measures are implemented to reduce the impact/likelihood of the risk occurring;
- **Transfer** – the financial impact is passed to others e.g. by revising contractual terms;
- **Sharing** the risk with another party;
- **Insuring** against some or all of the risk to mitigate financial impact; and
- **Acceptance** – documenting a conscious decision after assessment of areas where the Council accepts or tolerates risk.

Risk Monitoring – The risk management process does not finish with putting any risk control procedures in place. Their effectiveness in controlling risk must be monitored and reviewed. It is also important to assess whether the nature of any risk has changed over time.

The information generated from applying the risk management process will help to ensure that risks can be avoided or minimised in the future. It will also inform judgements on the nature and extent of insurance cover and the balance to be reached between self-insurance and external protection.

Annual Reporting – there is a requirement for the Council to reassess its objectives and the threats to achieving these objectives. The Council will build risk management procedures into the way that it operates as part of a commitment to quality and continuous service improvement.

Projects and Service Changes –officers developing projects or recommending service changes will ensure that risks are identified and the measures to eliminate or control risks are documented in agenda reports/briefing papers to be considered by Council and committees.

Partnership Working – the Council is likely to be entering into a number of partnerships with organisations from the public, private, voluntary and community sectors. Some of these organisations may not have the same sensitivities to the risks that the Council sees as important. Part of the process of setting up future

partnerships will ensure that all relevant risks are identified and that appropriate control mechanisms are built into the management arrangements for the partnership.

Implementation Timetable

There should be quarterly reviews of the register and reporting on the Strategy and control assurance to Full Council.

6. ROLES AND RESPONSIBILITIES

It is important that risk management becomes embedded into the everyday culture and performance management process of the Council. The roles and responsibilities set out below are designed to ensure that risk is managed effectively right across the Council and its operations, and responsibility for risk is located in the right place. Those who know the risks to a particular service best are those responsible for it. The process must be driven from the top but must also involve staff throughout the organisation.

Elected Members – risk management is seen as a key part of the Elected Member's stewardship role and there is an expectation that Elected Members will lead and monitor the approach adopted. This will include:

- Approval of the Risk Management Strategy;
- Analysis of key risks in reports on major projects, ensuring that all future projects and services undertaken are adequately risk managed;
- Consideration, and if appropriate, endorsement of the Annual Statement of Internal Control; and
- Assessment of risks whilst setting the budget, including any bids for resources to tackle specific issues.

Clerk – will act as the Lead Officer on Risk Management, overseeing the implementation of the detail of the Risk Management Strategy.

The Clerk will:

- provide advice as to the legality of policy and service delivery choices;
- provide advice on the implications of potential service actions for the Council's corporate aims and objectives;
- update Council on the implications of new or revised legislation;
- assist in handling any litigation claims;
- provide advice on any human resource issues relating to strategic policy options or the risks associated with operational decisions and assist in handling cases of work-related illness or injury;
- advise on any health and safety implications of the chosen or proposed arrangements for service delivery; and
- report progress to Council.

Responsible Finance Officer – as the Council's Section 151 Officer, will:

- assess and implement the Council's insurance requirements;

- assess the financial implications of strategic policy options;
- provide assistance and advice on budgetary planning and control;
- ensure that the Financial Information System allows effective budgetary control; and
- inform investment decisions made by the Council.

Employees – will undertake their job within risk management guidelines ensuring that the skills and knowledge passed to them are used effectively. All employees will maintain an awareness of the impact and costs of risks and how to feed data into the formal process. They will work to control risks or threats within their jobs, monitor progress and report on job related risks to their line manager.

Role of the Internal Auditor – the Internal Auditor provides an important scrutiny role carrying out audits to provide independent assurance to the Council that the necessary risk management systems are in place and all significant business risks are being managed effectively.

The Internal Auditor assists the Council in identifying both its financial and operational risks and seeks to assist the Council in developing and implementing proper arrangements to manage them, including adequate and effective systems of internal control to reduce or eliminate the likelihood of errors or fraud.

The Internal Audit Report, and any recommendations contained within it, will help to shape the Annual Statement of Internal Control.

Training – Where appropriate risk management training will be provided to Elected Members, senior officers and key staff via facilitated workshops. The aim will be to ensure that both Elected Members and staff have the skills necessary to identify, evaluate and control the risks associated with the services they provide.

In addition to the roles and responsibilities set out above, the Council is keen to promote an environment within which individuals/groups are encouraged to report adverse incidents promptly and openly.

7. FUTURE MONITORING

Review of Risk Management Strategy - This Strategy will be reviewed on a regular basis as part of the Council's continuing review of its Policy Documents, Standing Orders and Financial Regulations. Recommendations for change will be reported to Council.

Once the initial work to establish a Risk Register has been completed, it is crucial that the information is regularly reviewed and updated. New risks will emerge and need to be controlled. Feedback from Internal and External Audit can identify areas for improvement, as can the sharing of best practice via professional bodies such as the National Association of Local Councils and the Society of Local Council Clerks.

Reporting on Progress – The Clerk will present an annual report to the Council detailing progress on risk management over the year and providing a summary of the Risk Register and control assurance statements.

8. CONCLUSION

The adoption of a sound risk management approach should achieve many benefits for the Council. It will assist in demonstrating that the Council is committed to continuous service improvement and effective corporate governance.

Alignment with other Policies of the Council

This Risk Management Strategy should be read in conjunction with the following policies of the Council:

- Standing Orders
- Financial Regulations

Annex A: Financial Risk Register

Annex B: Strategic Risk Register

Annex C: Operational Risk Register

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A. FINANCIAL RISK REGISTER 2026-2027

Area	Risk	Level	Notes	Control	Issues
Assets	Protection of physical assets	2		Asset register maintained. Assets insured, insurance reviewed annually. Significant purchases notified to insurers in-year. Quarterly inspections where necessary. Allotments to have an inspection regime to ensure allotment sites meet regulatory requirements.	
Finance	Banking	1		Little or no cash handled. Majority of income paid direct to bank by BACS. Cheques paid into bank within 5 days of receipt.	
	Precept request not submitted and not paid by District Council	1		Aim for decision for Precept in December each year to allow for any alterations before the deadline.	
	Online Banking	1		Payments input by administrator and two authorised signatories required to authorize and make online payments.	
	Commercial Card	2		If this is introduced then a monthly limit will be required for expenditure; managed by the Clerk	
	Cash Flow / Bank Balance	2		The utilisation of deposit accounts to maximise interest from balance ensuring no more than £85,000 in each account.	Need to ensure sufficient balance in current account to pay the month's outgoings. Must be mindful of 30+ day accounts
	Risk of consequential loss of income	2		Reserves Policy will need to be adopted. Opinion of internal auditor also considered.	

				Consider level of reserves at budget setting in September.	
	Loss of cash through theft or dishonesty	1		No petty cash. Regular audit to identify any anomalies; employee indemnity covered by insurers.	
	Financial controls and records	1		Four weekly bank reconciliation prepared by RFO. Councillor carries out internal control procedures. RFO monitors budget on a monthly basis. Two signatories required for cheques. Various cross-checks in accounting system to identify anomalies. Internal and external audit. Invoices verified by Clerk/RFO before submission for payment. BACs banking system counter check recipient bank account name.	
	Comply with HMRC regulations	2		Payroll handled by external payroll provider and sending IR & NI amounts to HMRC by due date. Other required info (year end, leavers, starters, P60 etc) completed by payroll provider. VAT claims calculated by software – checked by RFO. VAT claims comply with sector guidelines.	

	Sound budgeting to underline annual precept	1	Reports provided monthly	Expenditure against budget reported quarterly to Full Council together with financial statement. Cost of living & other adjustments made; any funded projects considered and draft prepared for consideration by November to derive precept for following year at December of January meeting.	
	Complying with borrowing restrictions	1	A Public Works Loan may be considered in the future.		Ensuring sufficient community engagement around any potential future borrowing.
Liability	Risk to third party, property or individuals	2		Insurance in place and reviewed annually. Indemnify where appropriate.	
Employer liability	Comply with Employment Law	1	The services of an external consultant could be considered to advise on all HR matters.	HPC is encouraged to be a Member of WSALC and member of SLCC. Both offer reference, guidance and updates. Policies reviewed and updated regularly.	

	Comply with HMRC requirements	2		Salaries to be calculated on 16 th of each month and BACS raised. Includes on-line notifications from payroll provider. Requires data to be entered into system at correct points in time.	
	Safety of staff & visitors	2	New members of staff receive an induction	A risk assessment to be completed for both staff and visitors. Clerk is Safeguarding Lead for the Council.	
Legal Liability	Ensuring activities are within legal powers	2		Clerk clarifies legal position on any new proposal. Legal advice to be sought where necessary. HPC is encouraged to adopt the General Power of Competence.	
	Proper and timely reporting via the Minutes	1		Council meets monthly and receives and approves Minutes from previous meeting. Approved Minutes available on website or on request from the Clerk. Minutes of Committee meetings available online or on request from the Clerk.	

	Failure to respond to electors' wish to right of inspection	1		Operating protocols stated by Government and external auditor.	
	Proper document control	2		Paper documents kept in lockable filing cabinet & computer password protected to store data in compliance with Data Protection Act. Fol Publication Scheme & Information Guide on website with relevant documents. Public domain information is available to view on website.	
Councillor Propriety	Register of DPI's and OSI's, and gifts and hospitality in place.	2		Register of DPI's and Other Significant Interest's need to be completed. WSALC and Monitoring Officer contacted for advice/clarification where required.	
Training	Adequate training of Officers and Councillors	2		Ensure regular training is attended. Update the training register.	

B. STRATEGIC RISK REGISTER

Area	Risk	Level	Notes	Control	Issues
Economic	The Council's ability to meet its financial commitments	2		Ensure adequate financial planning for minimum 3 to 5 years in liaison with a proposed strategic plan.	
Social	The effects in change in demographic, residential or socio-economic trends on the Council's ability to deliver its objectives	2		A Neighbourhood Plan has been made.	
Environmental	The environmental consequences of service delivery (in terms of energy efficiency, pollution, recycling, landfill needs, emissions etc)	2	The Council could consider declaring a Climate Emergency Action Plan.	Continue to monitor proposed planning applications relating to recycling, landfill and energy that may have an adverse effect on the Town.	
Technological	The Council's ability and capacity to deal with technological changes or changing demands	1	The Council is operating a hybrid facility for meetings so residents can watch live streamed meetings.	Continue to monitor technological advances.	
Legislative	Current or potential changes in law.	2	Implementation of the Procurement Act 2023 noted.	Adequate training of Officers to ensure their knowledge is up to	

				date. Continue membership of advice services such as WSALC.	
Competitiveness	The competitiveness of the service and the ability to deliver best value	2		A criteria for devolved services and assets should be agreed with HDC and West Sussex County Council as early as possible.	
Customer	Failure to recognise the changing needs and expectations of the community	2		Regular surveys need to be undertaken from 2026.	
Events	Failure to recognise the changing needs and expectations of the community	2		Regular surveys need to be undertaken from 2026.	

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C. OPERATIONAL RISK REGISTER

Area	Risk	Level		Control	
Financial Planning	Financial planning and control and adequacy of insurance cover	1		Regular monitoring of income and expenditure, a Medium-Term Financial Plan will be required.	
Legal	Possible breaches of legislations	2		The Clerk is the Data Protection Officer. The Council may consider subscription to Breakthrough Communications who offer training and support.	
Physical	Security of buildings and equipment, accident prevention and health and safety, fire risk etc	2		Health and Safety Policy in place, adequate risk assessments and reporting procedure disseminated.	Lone Working Policy needed with associated risk assessment.
Contractual	Those associated with the failure of contractors to deliver services or products to the agreed cost and specification	2		Check references and ensure adequate insurance cover.	
Technological	Relating to a reliance on operational equipment, such as IT systems and cyber security.	2	Staff will be using Office365 so documents available from a secure cloud source.	Ensure computers are backed up. Anti-virus and firewalls in place with IT supplier. Two factor authentication is suggested and encryption on hard drives to prevent access if laptops are stolen.	

Environmental	Relating to pollution, energy efficiency of ongoing operations.	2		The Council can consider declaring a Climate Emergency and prepare an Annual Action Plan.	
Professional	Professional competences of staff and lack of training	1	Additional budget for staff training allocated.	Ensure adequate training and keep accurate records.	

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Horsham Parish Council

Health and Safety Policy

Document Name	Health and Safety Policy
Document Reference	
Version Date	05.2026
Authors	Interim Clerk
Date adopted & minute reference	
Date for Next Review	

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Introduction

This is the Health & Safety Policy for:

Horsham Parish Council

**Office 12, The Courtyard, Freedom Works,
30 Worthing Road, Horsham RH12 1SL**

Tel: TBC

This Policy gives the direction for Health and Safety by setting down a framework for management activity and relationships, which will deliver and maintain the control of Health and Safety.

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General Statement of Health and Safety Policy

Purpose: To provide a framework for the development and maintenance of effective management systems to ensure a safe and healthy workplace with regard to the Council's activities and undertakings.

Scope: All Council employees, service users, contractors, Councillors and any other persons affected by the Council's operations and facilities.

Responsibilities: Horsham Parish Council recognises its corporate responsibility for the Health, Safety and Welfare of its Employees and for all activities under its remit which may affect service users and others (for example members of the public, contractors and councillors).

The Clerk is responsible for ensuring an effective Health and Safety management system is in place. Employees are encouraged to participate actively in, and accept individual responsibility for, Health, Safety and Welfare matters and to work with the Council to assure legal and policy compliance and support continuous improvement.

Policy: Reflecting its commitment to Health and Safety, the Council will promote the welfare, and protect the health and safety, of its employees, sub-contractors, visitors and others affected by its activities by:

- Promoting an interest in and enthusiasm for Health and Safety throughout the Council creating a strong safety culture and a positive Health, Safety and Welfare culture throughout the organisation
- Promoting clear channels of communication for Health, Safety and Welfare within the Council
- Providing information, instruction, training and supervision for all employees
- Ensuring adequate and competent HSE advice is available to all Managers, employees and Members
- Providing and maintaining safe and healthy working conditions, plant and machinery
- Providing adequate control of risks arising from work activities
- Consulting employees on matters affecting their Health and Safety
- Liaising effectively with contractors and other organisations as appropriate for the purposes of Health and Safety
- Ensuring the safe handling and use of substances

- Ensuring all employees are competent to perform their tasks and provide adequate training
- Investigating accidents and cases of work-related ill health
- Committing to continuous improvement of Health and Safety through regular reviews and auditing
- Complying with legal requirements
- Making Health and Safety integral to all business processes, planning and decision making
- Reviewing this Policy annually, or when changes in circumstances dictate, to ensure validity.

Signed _____

Print Name _____

Position

Clerk _____

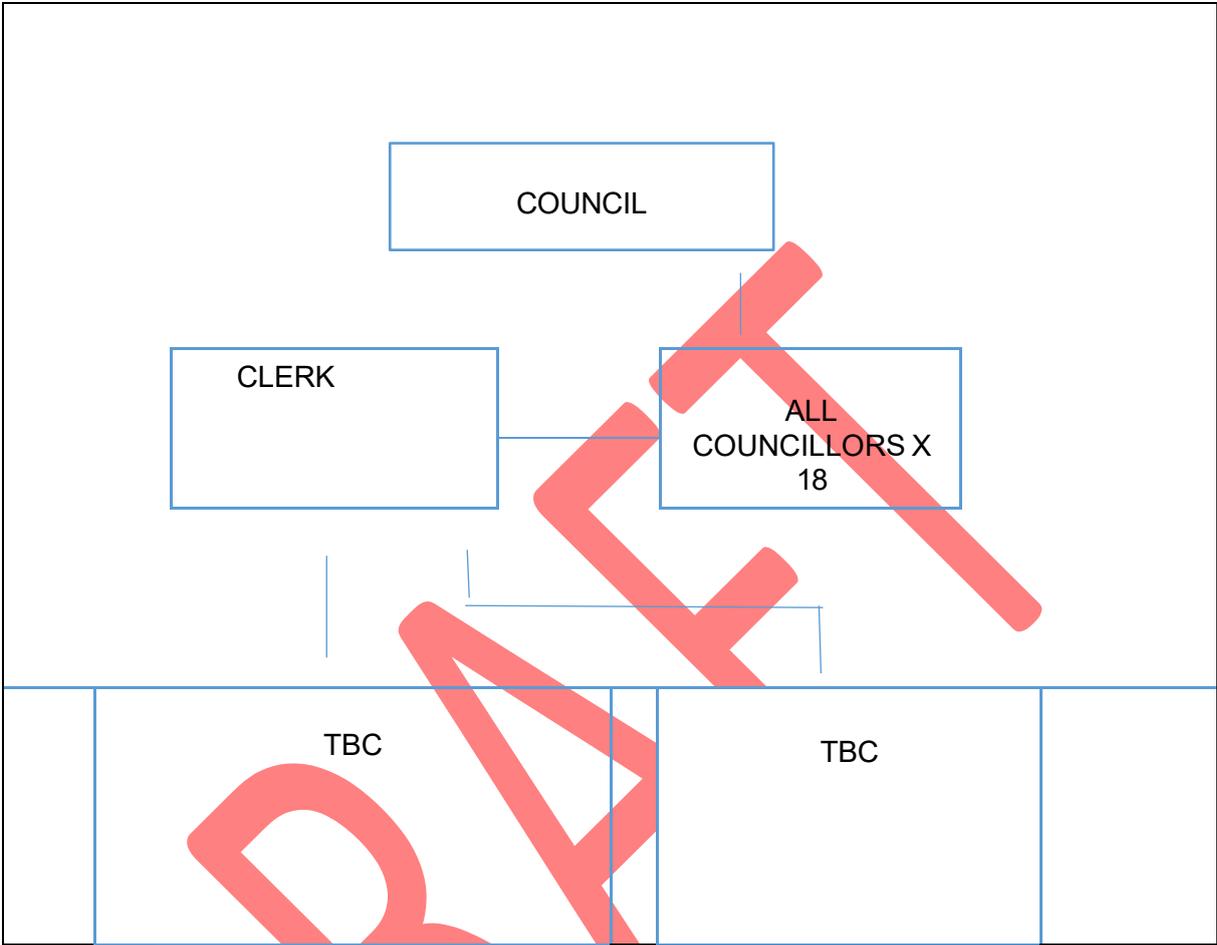
Date

Organisation and Responsibilities

Horsham Parish Council has ultimate responsibility for the health, safety and welfare of its employees and for all other persons likely to be affected by its activities and makes appropriate budgetary provision for training, personal protective equipment (PPE) and other health and safety measures.

This section sets out the responsibilities of post-holders within Horsham Parish Council, including the Clerk and Employees.

Organisational Chart



All Employees

All Employees (including Contractors) are expected to bring to the notice of the Clerk any areas where this Policy appears to be inadequate.

They must also:

- Comply with Council and Legal rules and procedures regarding safe working.
- Report unsafe plant, tools and equipment and potentially unsafe procedures. Never interfere or misuse anything provided in the interests of Health and Safety.
- Use correct methods of work and not improvise by using methods, tools or equipment which entail unnecessary risk.
- Not operate any machinery, equipment or vehicle unless they have been adequately trained and authorised to do so.
- Maintain good housekeeping standards.
- Wear all appropriate personal protective equipment as instructed.
- Attend all Health and Safety training, as instructed.
- Immediately report to the Clerk all injuries, accidents and ill health caused by or affecting the work activity, and any near miss incident or dangerous occurrence, and assist in the investigation of accidents that occur, where requested.

The Clerk is ultimately accountable for the management of Health and Safety within Horsham Parish Council and for implementing measures to ensure compliance with its legal requirements. The Clerk will:

- Provide overall management for all Health and Safety matters.
- Make recommendations to Council to ensure adequate funding for health, safety and welfare issues.
- Respond appropriately to any Health and Safety matters of concern.
- Ensure that a complete copy of this Policy is available for all Employees and Councillors and that a copy of the current Employer's Liability Insurance Certificate is held and displayed in each department.
- Ensure that this Policy is regularly reviewed and that relevant up to date competent Health and Safety advice is obtained.
- Ensure that the Council is kept informed of relevant information. Any major injury, seven- day injury or dangerous occurrence as defined by the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR) will be reported at the next monthly HR and Council Meeting.

In accordance with Regulation 7 of The Management of Health and Safety at Work Regulations 1999, the Council has appointed the Clerk as a competent person to assist in the management and implementation of Health and Safety Policy and legal compliance.

The Clerk will:

- Provide operational management for all Health and Safety matters.
- Respond appropriately to any Health and Safety matters of concern.
- Review the Council's overall Health and Safety performance and establish any programme necessary to improve performance.
- Liaise with all persons on Health and Safety issues and discuss any such matters raised by the workforce or by any other person affected by the organisation's activities.
- Ensure that Risk Assessments are regularly reviewed and that relevant up to date competent Health and Safety information and advice is obtained.
- Assist in the regular review of this Policy.

- Receive reports of all incidents and ensure that, where necessary, they are reported to the relevant authorities.
- Establish and maintain good lines of communication through the Council at all levels to share all relevant information relating to Health, Safety and Welfare in the workplace.
- Liaise with employees and contractors for the purposes of ensuring adequate Health and Safety measures and standards.
- Promote a proactive and positive attitude towards Health and Safety at work
- Ensure Contractors, and Employees under their control, understand their responsibilities and comply with the requirements of this Policy and have received appropriate training and instruction at induction and afterwards and that records are maintained.
- Ensure that all work equipment is appropriately maintained, in a serviceable condition and only used by competent persons and in line with their training.
- Remedy and/or report (to the Human Resources Committee) any hazards or defects that may affect Health and Safety.
- Ensure a safe working environment is maintained at all times through, for example, the safe storage of articles, equipment and good housekeeping.
- To report all accidents to the Human Resources Committee, so that they can be reviewed and confirmed that all remedial actions are taken and information included in the accident book.
- Ensure that suitable personal protective equipment is readily available and used.
- Ensure that suitable first aid and welfare facilities are provided and maintained on site.
- At all times set an example for Employees to follow.
- Ensure that Display Screen Equipment (DSE) Assessments are undertaken for office-based staff.
- Ensure that a fire drill is carried out annually for the Council's occupied premises as a minimum and that all fire detection and fire-fighting equipment is maintained in good order. The assembly point in the event of fire at the Council office is outside in the car park behind The Courtyard, Freedom Works.
- Ensure that the safety rules within this Policy and the Staff Handbook are enforced.

Arrangements Asbestos

Horsham Parish Council has ensured that all premises under the Council's control have been surveyed for the presence of asbestos containing materials (ACM's). The reports, detailing findings, location and condition of ACM's are held by the Clerk.

The condition of ACM's will be reviewed annually by the Clerk and the register updated accordingly. Where the condition of ACM's has deteriorated, advice will be sought as to whether or not stabilising or removal works should be instigated.

For all work on the fabric of buildings under the Council's control, reference must first be made to the relevant asbestos register, prior to work commencing. All work involving ACM's must be risk assessed to identify necessary control measures.

Should work expose suspect ACM's, not previously recorded in the asbestos registers, work will stop immediately, and advice sought.

Disposal of any ACM's will comply with all current environmental legislation and be handled by licensed waste contractors.

Arrangements Computer/Display Screen Equipment (DSE)

This section applies to computers whether desktop, laptop or handheld, wherever they may be used. Using a computer or other display screen is not high-risk work and activities are generally limited to the office.

All Employees habitually using DSE equipment as a significant part of their normal work must complete the DSE Workstation Checklist.

As identified through the DSE Assessment all workstations must be maintained in a safe condition. This includes:

Chairs that are capable of being adjusted and have adequate back and leg support;

Adequate space under the work surface;

Footrests available to those who need them;

Adequate ventilation and lighting.

Computer work does not damage your eyesight, but it can make you temporarily shortsighted, eyes can also become tired or dry.

Consequently, Horsham Parish Council will provide habitual DSE users, on request, with an eyesight test every two years or more frequently if recommended by a doctor or optician. It is also recognised that some Employees may require glasses solely and specifically for DSE work because their usual glasses are not effective at the relevant viewing distance.

Where an Optician recommends corrective vision spectacles specifically for DSE use, the Council will pay for these in accordance with the policy set out in the staff handbook.

Many of the problems encountered can be controlled through good workstation design and set up.

These elements are identified in detail in the DSE Workstation Self-assessment.

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Control of Substances Hazardous to Health

Hazardous substances (as defined by the Control of Substances Hazardous to Health Regulations) will be stored appropriately. Every effort will be made to ensure that, so far as possible, non-hazardous substances are purchased for use or, where there is no non-hazardous substance which is suitable, that the least hazardous substance is obtained.

The Council will identify all hazardous substances to which persons may be exposed. They will compile a register of all such substances.

Attached to the register will be suppliers/manufacturers' safety data sheets, which suppliers must provide by law. These outline the hazards of the substance, also indicating any precautions which are necessary.

Before any hazardous substances are used by staff for the first time, manufacturers'/ suppliers' safety data sheets will be obtained and suitable judgements made of the necessity for, and utility of, the substance.

A Control of Substances Hazardous to Health assessment will then be carried out by a competent individual. All such assessments will be recorded in writing. The assessment will also include an assessment of the risks arising from Blood-borne viruses (HIV, Hepatitis etc). Any recommendations made for gaining or improving control of hazardous substances will be implemented by the Council. The assessments will be reviewed when there is a material change in circumstance and, in any event, on an annual basis. Where relevant, changes to assessment findings will be communicated to employees.

All measures intended to prevent, or control exposure will be regularly monitored as identified by the assessments. All employees will be responsible for ensuring that control measures are maintained. In the event of any failure of any control measure, the cessation of use of the substance be implemented with immediate effect and advise the Clerk immediately.

Health Hazards

The following general rules should always apply when handling any chemicals:

- Read the information, such as container labels, before using any products.
- Never mix chemicals together.

- Never transfer chemicals into another container without ensuring that all safety information on the original container is copied onto any new container.
- Follow the manufacturer's instructions carefully.
- Chemical products must never be allowed to come into eye contact and contact with skin. Mucous membranes must likewise be avoided.
- Wear protective equipment and clothing supplied.
- Avoid all ingestion risks: hazardous substances must never be swallowed.
- Good hygiene practices (e.g., hand-washing) must be followed.
- Always store chemicals away from food.
- Inhalation of chemical vapours or dust should be avoided. Adequate ventilation must be provided.
- Eye contact and contact with the skin must be avoided. Facilities for the washing and cleansing of the skin are made available.
- If any person handling the materials shows the symptoms which may possibly have been caused by exposure to chemical products, they should be removed from the area and medical advice sought without delay. First aid information is available on the relevant Material Safety Data Sheet (MSDS).

Waste materials such as broken glass or other "sharps" should be adequately wrapped to prevent injury and disposed of safely i.e. not in plastic bags.

Control of Substances Hazardous to Health Assessments are undertaken where significant hazards are identified.

The Clerk will ensure that any protective clothing, equipment or hygiene measure is provided, worn and maintained as required.

Arrangements - Driving at Work and Vehicles

All vehicles are registered, taxed and regularly serviced. Any defects must be brought to the attention of the Operations Manager immediately.

All persons driving vehicles shall be over 21 years old and hold a full driving licence. The main driver will regularly check the water, oil, fuel, lights, tyre pressure, brakes and steering. However, all drivers are expected to:

- report any defects
- report any endorsements and any medical conditions that may affect their ability to drive

- must not smoke during refuelling
- must not use a handheld mobile telephone whilst driving or engage in making calls or receiving lengthy duration calls where hand-free kits have been installed
- park sensitively at delivery locations bearing in mind road conditions, neighbouring businesses and other road and pavement users

A Driver's Daily/Weekly Vehicle Check List is used to record vehicle inspections.

Where privately owned vehicles are used for business purposes, the driver **must** ensure that their insurance covers business use.

Personnel using Council vehicles will be asked to provide copies of their driving licence on a 12-monthly basis.

Drugs and Alcohol

Even very minor alcohol or drug misuse can lead to some loss of concentration and affect judgement and physical co-ordination, which in turn can lead to accidents. Consequently, the use of illegal drugs and misuse of alcohol is forbidden in all Horsham Parish Council activities and you must therefore ensure that alcohol or drug use does not have an adverse effect on your work performance, other people or safety arrangements.

Before consuming any medication, you should ask the pharmacist about side effects or read enclosed information. Where the effects of the prescribed drug may compromise safety, you should tell your Clerk and reassess your ability to carry out that work safely while potentially affected.

Arrangements - Electricity

All electric wiring and fittings are kept in good repair by the landlord of the building. Unauthorised alteration to, or interference with, electric wiring or fittings is strictly forbidden. Any failure, breakdown, overheating or chafing of wires is to be reported immediately to the Clerk and, wherever possible, the electric current turned off until the defect has been rectified.

No light or power point is to be used for any purpose other than that for which it is intended.

Portable Electrical Appliances

Portable electrical equipment is any electrical item connected to the mains electricity supply by means of a flexible cable, plug and socket which includes office equipment such as computers and printers and any on-site power tools. The definition of portable electrical equipment also includes equipment that is handheld or hand operated whilst connected to the electrical supply as well as extension leads, plugs, sockets and adaptors.

The following steps are to be taken to ensure you are not exposed to any risk of electrocution:

- Portable electrical equipment must only be used for the purpose for which it was intended and in the environment for which it was designed and constructed.
- Only qualified electricians are permitted to carry out repairs or modifications to portable electrical equipment.
- All portable electrical equipment purchased conforms to UK and/or EC product safety standards. Wherever possible equipment will be double insulated (Class II type – 2 wires) to ensure it is constructed with high integrity insulation without the need for an earth connection. (Double insulated equipment is marked with by the 'double square' symbol).

To assist, all Employees must:

- Visually inspect new equipment for damage.
- Only connect portable electrical apparatus to the mains supply by means of suitably fused plug and socket outlets. Under no circumstances should multi-point adapters be used.
- As all portable electrical equipment must be adequately maintained, users should undertake regular visual checks and report any fault, damage or defect to the Clerk. If any users have any safety concerns, they should immediately stop using the equipment, disconnect it from the power source and ensure that nobody else can use it.

Portable appliance testing is undertaken on a 5-year cycle by the Council's approved electrical contractor and a register of all testing is maintained and held by the Clerk.

Fire

The main causes of fire are likely to be an accumulation of rubbish or other flammable waste materials near a heat source, faulty electrical appliances, overloaded socket outlets or arson. Therefore, good housekeeping and regular inspection and testing of appliances will reduce these fire risks to a minimum.

The Clerk will ensure:

- Adequate egress from the premises is available.
- Adequate firefighting facilities are available.
- Emergency procedures are in place.
- Appropriate instruction is provided, particularly at induction.

Fire extinguishers are located in the premises and their function is distinguished by the information signs posted alongside each extinguisher:

The following arrangements have been made in order to ensure that Employees and visitors can be evacuated safely in the event of a fire or other emergency:

- i. A Fire Risk Assessment has been undertaken.
- ii. Clerk is responsible for checking escape routes and exits regularly.
- iii. Fire equipment is maintained annually.

All fire exit routes and doors are to be kept free from obstruction of any sort. Designated fire doors are not, under any circumstances, to be wedged open or otherwise modified to prevent closure. They are to be kept closed at all times except when persons are passing through them.

Fire Precautions

a) **It is the responsibility of every Employee to be familiar with fire evacuation procedures including:**

- How to raise the alarm.

- Where the fire exits are.
- Where the firefighting equipment is and how to use it, where appropriate.
- The route to and location of the assembly point and to whom you must report.

b) If you discover a fire:

- Shout '**Fire**' and sound any alarm.
- Try to put out the fire with the appliances provided but without taking any personal risk.
- Evacuate the building.

c) On hearing the word 'fire':

- Leave the building immediately by the nearest safe exit closing all doors behind you. Do not stop to collect personal belongings.
- Proceed to the assembly point.
- The Clerk or in their absence, most senior person, will assume responsibility for ensuring the total evacuation of the building. He/she must then proceed to the assembly point, ensure that all Employees are accounted for and report the fact or otherwise to the Fire Officer in charge.
- If you are unsure of procedures, ask your Clerk.

Arrangements - First Aid

First aid equipment is readily accessible at each premises and is kept stocked, clean and ready for use. The minimum stock levels are:

Item	Quantity
First aid guidance card.	1
Individually wrapped sterile adhesive dressing (blue).	20
Sterile eye pads with attachment	2
Triangular bandages	2

Sterile individually wrapped unmedicated dressings, medium size (12cm x 12cm)	6
Sterile individually wrapped unmedicated dressings, large size (18cm x 18cm)	2
Safety pins.	6

Tablets and medication must **not** be kept.

Responsibility for maintaining stock of first aid materials and provision of qualified first aiders lies with the Clerk.

Small first aid kits are also available in all Council vehicles.

Arrangements - Hand Arm Vibration Syndrome (HAVS)

Vibration White Finger (VWF) is the most common symptom of Hand-Arm Vibration Syndrome (HAVS). This is frequently associated with road drills, compactors, power hammers and chain saws. HAVS can damage blood cells, thus reducing the blood supply, and also injure the nerves in the hand/fingers causing permanent damage. The symptoms are usually set off by the cold. The first sign is frequently an occasional attack when the fingertips become white or numb.

The Council is committed to reducing this aspect of risk exposure. It will conduct a suitable tool risk/health analysis, to identify possible health trends, and take reasonable precautions to reduce exposure to HAVS.

Typical risk reduction measures may include:

- The provision of suitable warm clothing i.e. gloves and coats for prolonged exposure in cold weather.
- Assessing the suitability of the tool at the purchase stage. This is to ensure that not only is the calculated vibration minimal, but also the right tool is provided for the right job. This should condense the vibration magnitude and avoid the need to grip tools more tightly.
- Encouraging breaks for prolonged work using plant and equipment that produces high vibration.

- Ensuring that all tools are maintained through a planned maintenance scheduling system and any obvious defects should be reported to the Clerk.
- Promoting active Health and Safety awareness training and vibration hazard consciousness for staff.
- Removing defective tools from service, until they have either been repaired or replaced.
- Ensuring that, wherever possible, anti-vibration devices are incorporated within the tool design, taking into consideration current technology.
- Carrying out a Risk Assessment of each worker's daily vibration exposure and taking initial steps to assess, and reduce the vibration levels of the vibratory tools, including inspection of resilient mounts/flanges.
- Wherever possible, mounting vibration jackets for road tools and providing anti-vibration gloves for use by all potentially exposed staff.
- Providing health surveillance for workers who are exposed to vibrations above the action level or otherwise continue to be at risk and stopping any activity where exposure limits are breached.

Arrangements - Housekeeping

All persons should ensure that their work area is kept clear and free of tripping and slipping hazards. It is important that all Employees can move about freely and be able to exit their work area without hindrance in the event of an emergency.

Coats and bags must not be hung on the backs of chairs or left on the floor around workstations.

All waste materials should be promptly removed to designated waste storage areas and disposed of regularly to avoid build up.

Any defects in the work environment or conditions must be reported to the Clerk.

Incident, Ill Health and Dangerous Occurrences Reporting

All injuries or damage resulting from incidents on site or in other workplaces, however minor and all near misses, must be reported to the Clerk and Council. In the event of a fatal or major injury to any person, over seven-day injury or dangerous occurrence as defined by the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR), the Health & Safety Executive must be notified by telephone immediately by the Clerk.

The Clerk will ensure that an investigation is carried out as soon as possible and confirm details of accidents to the Health & Safety Executive within 10 days via their website. Details will also be recorded in the accident book which is held in each operation premises. Reports can be made through the following methods:

The Incident Contact Centre is contactable between 8.30am to 5.00pm, Monday to Friday, on (Tel) 0345 300 9923.

RIDDOR incidents can be sent by e-mail to: riddor@natbrit.com, or by visiting the Centre's website at: www.riddor.gov.uk

Online reports can be submitted using an appropriate online report form which can be found at <http://www.hse.gov.uk/riddor/report.htm> the forms are listed below:-

- [Report of an injury](#)
- [Report of a dangerous occurrence](#)
- [Report of an injury offshore](#)
- [Report of a dangerous occurrence offshore](#)
- [Report of a case of disease](#)
- [Report of flammable gas incident](#)
- [Report of a dangerous gas fitting](#)

If a medical certificate or other written diagnosis from a doctor has been received in respect of an Employee who is absent from work and the disease diagnosed is one of those listed in the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995, the Clerk will complete and send form F2508A to the Health & Safety Executive.

Lone Working

Refer to Lone Working Policy.

Manual Handling

The main work activity of Horsham Parish Council necessarily involves manual handling. Consequently, the method of work has been arranged to limit the weights handled and also share the lifting and handling amongst operatives.

The following steps are the basic handling procedures that Employees should adopt:

- Consider the acronym TILE and plan the lifting operation and whether the process can be made easier with assistance from another person;
- **Task** – What exactly is required? How much force will be needed? Will the task need to be repeated often? Are there any other means of moving the load?
- **Individual** – Who is available to carry out the task, what is their physical condition, do they have any impairments or disabilities to be taken into consideration?
- **Load** – What needs to be lifted, is it a fixed load or a fluid/loose load? How heavy is it, is it fragile/flammable, toxic? If using a mechanical aid, is it sufficient for the load
- **Environment** – Where is the load, where does it need to go? Could it be dropped off at the other location in the first place? What are the surface conditions (Hot, cold, dry, wet, slippery, sloping)? Are there any obstructions or obstacles on the route?
- Ensure the correct body posture and correct use of available handles etc i.e.
 - Place the feet apart.
 - Bend the knees.
 - Keep the back straight.

Shoulders level and ahead.

Keep the arms within the area of the head.

Use a 'hook' grip where possible.

Ensure that the load is securely gripped.

Raise the load smoothly.

Keep the load as close to the body or handling aid as possible.

Avoid twisting, bending or stooping and ensure your vision is not obstructed.

Place the load carefully.

Manual Handling assessments are undertaken for significant tasks using the Manual Handling Assessment Form.

Whenever possible, use mechanical aids which have been provided to avoid or reduce the need for manual handling.

New Employees

Whenever a new Employee is appointed to Horsham Parish Council, they will be made aware of the following:

Explain what he/she will be required to do and to whom he/she will be directly responsible

Where the Health and Safety Policy is kept, its purposes and the employee's responsibility.

Any potentially dangerous areas of operations.

The procedures in the event of an accident, in particular, the necessity to record all accidents, however trivial they may appear at the time.

An induction checklist is used to ensure all relevant areas are covered during the induction phase.

Information, Instruction and Supervision

Horsham Parish Council will consult directly with Employees on matters affecting them relating to Health and Safety. This will include any of the following circumstances:

- Any change which may substantially affect their Health and Safety at work; e.g. changes in procedures, equipment or ways of working.
- The employer's arrangements for getting competent people to assist the Council in meeting their legal obligations.

- The information that Employees must be given on the likely risks and dangers arising from their work, measures to reduce or get rid of these risks and what they should do if they have to deal with a risk or danger.
- The planning of Health and Safety training.
- The Health and Safety consequences of introducing new technology or equipment.

The following arrangements have been made in order to ensure that Employees are provided with suitable information, instruction & supervision relating to Health and Safety issues:-

- i. External providers will provide competent Health and Safety advice to the Council on request.
- ii. Clerk is responsible for the supervision and monitoring of new starters/young persons/trainees.
- iii. The latest Health and Safety Law Poster is displayed at each premises. The person responsible for keeping the information detailed on the law poster up to date is the Clerk.
- iv. The Employer's Liability Insurance Certificate is displayed. The person responsible for obtaining insurance cover is the Clerk.
- v. The Health & Safety Policy is reviewed annually and is available in all departments.
- vi. Risk assessments are available from the council's computer system.
- vii. Provision of training on matters as required.

Arrangements - Personal Protective Equipment

Personal Protective Equipment (PPE) is a last resort to be used if all other types of control measure have been exhausted

Employees are required to maintain their issued equipment in good condition and will report any loss or damage to the Clerk.

Employees and Sub-Contractors are required to comply with any specific site rules regarding PPE.

The issue of non-disposable PPE is recorded, and Clerk are responsible for undertaking regular inspections of all PPE issued.

Arrangements - Pregnancy

Once the Council is informed, in writing, of a staff member's pregnancy, the appropriate member of staff must carry out a new risk assessment for all tasks which the member of staff is expected to carry out in their general duties of employment.

Pregnancy is not an illness though pregnant women can often be ill (particularly morning sickness) and are inclined to become very tired in later pregnancy. The changes inherent in pregnancy affect the risks of some work; for instance, the bump affects manual handling techniques and position in relation to a computer, the softening of ligaments increases the risk of Muscular-skeletal injury and the hormonal changes increase the risk of Carpal Tunnel syndrome.

When a female employee declares that she is pregnant or when it becomes obvious that she is pregnant, the Clerk will continue to ensure their workstation is comfortable and discuss any control measures with the individual.

Arrangements - Smoking

Refer to Smoking Policy.

Arrangements – Work Related Stress

Work-related stress can develop because a person is unable to cope with the demands being placed on them. Stress, including work-related stress, can be a significant cause of illness and is known to be linked with high levels of sickness absence, staff turnover and other issues such as an increase in mistakes at work.

Horsham Parish Council recognises the dangers of work-related stress. Through effective management and communication, the Council's aim is to create a supportive and positive working environment which will greatly reduce the possibility of an individual being at risk of work-related stress. Positive and supportive engagement between Councillors and employees is recognised as key to this.

The Council endeavours to have no job that is inherently dangerous to mental health. Employees are presumed able to withstand the normal pressures of the job unless they know of a particular problem, or unless any reasonable person

would realise a colleague could not cope. Horsham Parish Council is also reasonably entitled to accept a colleague's statement that they are able to cope.

Stress is not pressure and pressure is not stress. Stress is defined as the adverse reaction people have to excessive pressures or other types of demand placed on them. Stress is not an illness, but if it is prolonged or especially intense, it can lead to physical or mental health problems.

Many of the factors that can produce stress are the antithesis of good management. Consequently, measures to reduce the risk of stress are likely to improve, among other things, efficiency, effectiveness, commitment and personal development.

Specific risk assessments will be prepared if a colleague informs management that they are unable to cope. The findings of the assessment will be used to provide personal controls.

The Clerk will endeavour to take the following steps at all times:

- Schedule work sensibly and accept that, where possible, work-travel should be completed in working time.
- Encourage high productivity, discourage long hours and monitor hours.
- Manage under-performance and/or absence at an early stage - before others suffer.
- Manage re-entry after absence.
- Be approachable, communicate clearly, and listen to colleagues' needs.
- Recruit, retain, train and promote so that people are suited to the demands and pressures of the work.
- Set clear objectives, prioritise tasks, eliminate unnecessary work, and try to give warning of urgent work.
- Demonstrate zero tolerance of bullying or harassment.
- Co-ordinate workloads and holidays.
- Ensure colleagues know of other sources of help.

Arrangements - Stress

To assist, every employee must:

- Be alert to individuals or groups at particular risk - e.g. prolonged, frequent and uncharacteristic absences.
- Not harass or bully any colleague - including senior colleagues.
- Inform the Clerk if they recognise a significant change in an activity or recognise a significant stressor that is not being addressed.
- Help colleagues (including senior colleagues) by being alert to signs of distress/failure. Report your concerns to someone who can help.
- Not deal with your stress by re-distributing it amongst colleagues – e.g. storming into work in a state, banging things around etc. and getting colleagues ruffled while you calm down.

It is encouraged that you should let your Clerk know if you are:

- Coming under excess pressure in your private life.
- Suffering from anxiety or depression to an extent that interferes with your current or reasonably foreseeable work demands.
- Suffering physical illness that significantly reduces your resilience - e.g. pain that interferes with sleep or on receipt of a life-limiting prognosis.
- Suffering stress, due to work, which is threatening your health.

Giving consideration to the following aspects of your life may help you to prevent stress arising or reduce its effects:

- Manage your time and set yourself challenging but realistic objectives.
- List tasks in order of priority and tackle the most important first.
- Take care of your health through healthy eating, tackling addictions, avoiding stress crutches (drinking, sleeping pills, comfort eating, etc)
- Exercising, keeping up with friends and family, talking to someone, relaxing.
- Ensure sufficient rest and adequate number of hours of sleep and take short breaks to let yourself recuperate during busy times.
- Raise concerns if you are being mistreated.

It can help to try and identify the possible causes of stress by writing them down. Should you be absent with stress, co-operate with your Clerk in developing a sensible return to work plan, as concern for your welfare is not prying. Acknowledge your own success in stress control each step of the way.

Arrangements - Sub-Contractors

Horsham Parish Council recognises its duty to ensure that the employer of persons who will be working on their premises has been provided with information on the risks to those persons along with details of measures being taken to comply with the relevant legislation as it relates to those Employees.

The Clerk is responsible for ensuring that all Sub-Contractors are competent and possess the appropriate insurances and qualifications to carry out functions on behalf of the Company. An approval questionnaire is sent to all Sub-Contractors which is vetted the Operations Manager.

Where the contract work carries a higher risk or is of an extended duration outside the typical schedule, this information will be requested prior to the work commencing. This will include written risk assessments and method statements depending on the work activity to be carried out, the content of which should include:

- The hazards that the activity will be presenting to the Employees and customers of the Council.
- The level of risk that these hazards present.
- The controls that will be put in place to ensure that the risks are not realised.
- The monitoring system in place that ensures the risk controls remain in place.

Any incidents should be responded to immediately and a discussion after the project finishes may be appropriate to discuss any lessons learned.

All Sub-Contractors are required to conform to Horsham Parish Council's Health & Safety policy in addition to that of a client for all site work.

Arrangements - Violence and Aggression

All violent incidents must be reported to the Clerk and then recorded in the accident book. All such incidents will be investigated.

All visitors who are accessing non-public areas and are not known to Employees should be stopped and challenged immediately.

Where aggressive or threatening behaviour is identified this is brought to the immediate attention of the Clerk.

Employees should have methods of communication such as radio or telephone to call for back up or assistance when lone working.

Cash handling should be reduced or avoided altogether whenever possible to reduce the chance of conflict.

Employees are advised to walk away and seek help if they feel a situation is not manageable.

Arrangements - Work at Height

Horsham Parish Council's activities necessarily involve working at height by trained and competent personnel. Safety harnesses will be worn by operatives in accordance with the findings of risk assessments or as otherwise deemed necessary during erection and dismantling operations.

Access ladders are always inspected prior to use. Defective access equipment is reported and immediately removed from service.

All activities at height will have due regard to persons underneath and segregation will be provided as necessary.

Arrangements - Work Equipment

All work equipment will be purchased in line with Legislative requirements and bear the CE mark. For major items of equipment, a copy of the Declaration of Conformity will be obtained.

Risk assessments for significant items of equipment will be undertaken by the Clerk.

Employees are trained to safely operate and clean equipment and use the correct equipment for the task. No persons under 18 years are permitted to use machinery or other equipment without authorisation.

Tools

A selection of hand and power tools is used. The following steps are taken to ensure the safety of the user and third parties:

Hand Tools

- Use the right tool for the job
- Maintain all tools in a serviceable condition – if unserviceable either repair or replace
- Control/protect tools with obvious risks (Stanley knives, etc)
- Files should be fitted with handles to prevent hand injuries and should not be used as punches or for levering as they may break
- Chisels and punches with mushroom heads must be ground down to prevent splinters of metal flying off
- Hammer heads should be tightly wedged onto shafts, and split or damaged wooden handles replaced
- Edges of cutting tools should be kept sharp and hands kept behind the cutting edge when working

Power Tools

- All equipment should be checked prior to use for defective plugs, sockets, cables or switches.
- 110V or battery powered tools should be used wherever possible.
- Tool adjustments or changes must not be carried out unless the equipment has been isolated.
- Cables must be long enough for use without strain on the connection.
- All defects must be reported to the Clerk.
- Maintenance and repairs are only to be undertaken by a competent person.

Young Persons at Work

The Health and Safety Executive classify all people under the age of 18 years of age as a young person, including children under the age of 16. This definition applies to students, trainees and children on work experience and classifies them as Employees regardless of the number of hours worked or the period of employment.

Current legislation requires all employers to undertake risk assessments for all Employees; this includes young workers who may be working on the Council's premises. When the assessment has been completed the employer must implement suitable and sufficient control measures to ensure that the risks are controlled.

Young workers are particularly at risk of injury in the workplace due to their lack of awareness of potential hazards, immaturity and inexperience.

Children under the age of 13 years of age are prohibited from any form of employment; however, children between 13 and the Minimum School Leaving Age (MSLA) can undertake work experience schemes approved by local education authorities. If the company offers placements to students, trainees or children they will be treated as Employees and will be provided with the same health and safety protection as any other employee.

Before engaging any young Employees, the Council will complete specific risk assessments, these will include: -

- The fitting out and layout of the workplace and the location of where the individual will work.
- The type of work equipment that will be used and how it is to be handled.
- How various work and processes being undertaken are organised.
- The extent of training that has been provided or that will need to be provided to the individual concerned.

Before any children are employed or they are offered work experience, the Council will notify the parental guardians of the key findings of the risk

assessments and the control measures that have been implemented to reduce the likelihood of an injury occurring.

All young people who start work with the Council will receive suitable training in order that they can undertake the work task safely without putting themselves or others at risk. All training will be assessed on a regular basis to ensure that the key instructions have been understood. Horsham Parish Council views this training as a bare minimum and will ensure that the individuals are fully supervised at all times to ensure that they are competent to carry out the task.

In addition to the normal health and safety records that are documented relating to work activities, the following information will be kept with regard to young persons.

Specific risk assessment records for the tasks that young people within the Council are required to undertake.

Details of training and information that has been given to the young person, along with records to show that the individuals have accomplished an acceptable standard of competence.

Where the young person has not reached minimum school leaving age a record will be kept of any correspondence and information that is communicated to the parents/parental guardian.

Volunteers, visitors and Equality Act 2010

- All visitors must report to the reception area and sign the visitors' book if requested.
- Any PPE worn and/or equipment used by volunteers or visitors should only be that supplied and authorised by the Council.
- On request suitable access equipment will be provided to visitors to Council premises and have measures in place to ensure the Health and Safety for all those who attend Council premises.
- Volunteers are required to abide by the Council's Health and Safety Policy when representing the Council.

National/Local Emergency including Pandemics

- The Council as a local authority may be called upon by the UK Government and/or West Sussex County Council and Horsham District Council during national emergencies including such events as a pandemic outbreak to undertake activities to support the local community, the health, safety and welfare of all Council employees will be the priority and any risk associated to their normal working practices will be risk assessed. The results will be communicated to individuals and Council; the situation will be appraised and appropriate instructions will be issued as required.

DRAFT

**Horsham Parish Council
Expenses & Allowances Policy**

Document name	Expenses & Allowances Policy
Document reference	
Version date	05.2026
Authors	Interim Clerk
Date adopted & minute reference	
Date for next review	

DRAFT

1. Introduction

Horsham Parish Council is implementing this policy to provide clear guidance about arrangements for the reimbursement of expenses incurred and seeking approval for claiming of allowances by Councillors and Council employees in performance of their role and responsibilities.

2. Law and Regulations

The Local Authorities (Members Allowances) (England) Regulations 2003 sets out the framework for Councils (Part 5 relates to Parish Councils) to allow where appropriate reimbursement of expenses incurred by Councillors in performance of their duties. The Council employees have a condition with their individual contracts of employment which states that expenses incurred during performance of their duties can be reimbursed if they are approved beforehand and receipted.

3. Expenses

Expenses are reimbursements of costs incurred by a Councillor or Council employee in carrying out the duties of the office.

- An expense will only be paid for “approved duties” as outlined in Section 26(1) of the Local Authorities (Members Allowances) (England) Regulations 2003 and which the Council has decided will include the following:
 - Attendance at a training course or conference, subject to prior approval of HR Committee
 - For carrying out any other duty approved by the Council, or any duty in connection with the discharge of the functions of the Council or any of its Committees/Steering Groups/Working Groups
 - For attendance at a meeting of any association of authorities of which the Council is a member.
- Councillors and employees should seek to use the most cost-effective form of travel and this may include use of:
 - Their own vehicle
 - Or public transport where the rate payable shall not exceed the amount of the ordinary standard class fare or any available cheap fare;
 - Travel by taxi will only be paid in exceptional circumstances.

- Where attending the same training/conference event, Councillors and employees will endeavour to make best use of Council resources and decide to travel together, wherever practicable.
- The Council will set the travel reimbursement rate in line with the HMRC (Approved Mileage Allowance Payments) or in the case of employees in line with agreed terms and conditions of employment.
- Parking and toll charges may be claimed provided these were necessarily incurred.
- The start and finish point for a Councillor's journey shall be from their own home, whereas for employees this will be from the Council office.
- All expenses should be claimed each month in arrears to assist with budgeting forecasts.

4. Approval

- Councillor's expenses can be authorised by the Clerk and the Chair of the Finance and General Purposes Committee (or Deputy in their absence).
- Council employee expenses can be authorised by the Clerk. Any expenses incurred by the Clerk to be authorised by the Chair of the Council and the Chair of the Finance and General Purposes Committee (or Deputy in their absence).

5. Subsistence

- Approval is required prior to incurring expenditure and payment will be processed on receipt of an expenses claim and associated expenditure receipts.
- Claims for subsistence (meals) and for overnight stays are considered for expenses incurred for attendance at training events or conferences, where no alternative arrangements are available.
- Claims should be for actual expenditure incurred, but in the case of employees are subject to National Joint Council for Local Government Services rates.

6. Eye Tests & Flu Vaccinations

- The Council recognises its obligations under the Display Screen Equipment (DSE) Regulations 1992 (as amended). The Council will fund the cost of one eye test every two years conducted by a suitably qualified optician for employees that use display screen equipment as part of their job specification and regular duties.

- The Council will offer all employees the option of having the flu vaccination in the autumn and undertakes to meet the cost for this to ensure the staff are given some protection from the virus.

7. Chair Allowance

- Section 15(5) of the Local Government Act 1972 sets out that a Council may pay the Chair an annual allowance, currently this is determined by the Council each year at the budget setting meeting.

8. Councillors' Annual Allowance (Basic Allowance)

- Under the Local Authorities (Members' Allowances) (England) Regulations 2003, Part 5, the Council may adopt a Basic Allowance for elected Members to recognise the time commitment and responsibilities associated with fulfilling their role.
- If the Council resolves to adopt a Basic Allowance, the amount payable each financial year will be determined during the annual budget-setting process and recorded in the Council's Allowances Scheme.
- The allowance is not dependent on attendance at meetings and is intended to cover incidental costs arising from the role, such as routine telephone calls, printing, broadband usage, and minor consumables.
- The allowance will be paid via BACS, monthly or quarterly in arrears or at another frequency approved by the Council. Councillors may choose to forgo all or part of their allowance by giving written notice to the Clerk.
- Payment will only be made to Members who have formally signed their Declaration of Acceptance of Office and will cease immediately when a Member resigns, is disqualified, or otherwise leaves office.
- The Basic Allowance is subject to income tax, and Members will be paid via the payroll and be taxed at source via individual tax codes for ensuring compliance with HMRC requirements.

9. Claim Procedure and potential Abuse of the Policy

- All claims should be dated, signed with accompanying receipts using the Council's Expenses Claim Form.
- Payments will generally be made monthly in arrears via BACS.
- Any abuse in the application of this policy by employees will be dealt with and could possibly result in disciplinary action taken.
- Any abuse in the application of this policy by Councillors will be treated as a breach of the Code of Conduct and dealt with accordingly.

Review of the policy will take place on an annual basis.

DRAFT

Disciplinary Policy & Procedure

Horsham Parish Council

Adopted:

Review Due:

1. Purpose

This Disciplinary Policy establishes a fair, transparent, and consistent process for managing concerns about conduct and performance among council employees. The policy is designed to help and encourage employees to maintain acceptable standards of behaviour, attendance, and performance.

It reflects the requirements of the **ACAS Code of Practice on Disciplinary and Grievance Procedures** and relevant legislation, including the Employment Rights Act 1996, Equality Act 2010, and UK GDPR.

Failure to follow the ACAS Code may lead an Employment Tribunal to increase compensation by up to **25%**.

2. Scope

This policy applies to **all employees of the Council**, including part-time, fixed-term, hybrid working, voluntary and agency workers, where applicable.

Councillors are **not employees** and are therefore not covered by this policy.

3. Principles

The Council will apply the following principles:

3.1 Fairness and Consistency

Disciplinary matters will be handled promptly, fairly, and consistently. Decisions will be based on thorough investigation and evidence.

3.2 Informal Resolution

Where appropriate, issues will be addressed informally through discussion, coaching, or supervision to prevent escalation.

3.3 Right to Representation

Employees have the statutory right to be accompanied to disciplinary meetings by a colleague, certified union representative, or union official.

3.4 Separation of Roles (Local Council Requirement)

Councillors involved in an investigation must not sit on disciplinary or appeal panels. Appeal panels must not include anyone involved in the original decision.

3.5 No Dismissal for First Misconduct (Except Gross Misconduct)

Dismissal will not normally occur for a first offence unless it is deemed gross misconduct.

4. Informal Action

Managers may attempt to resolve minor conduct or performance issues informally. This may include:

- Clarifying standards
- Coaching or mentoring
- Agreeing an action or improvement plan

If concerns persist or are too serious for informal resolution, the formal process will be initiated.

5. Formal Disciplinary Procedure

5.1 Step 1 – Investigation

The purpose of the investigation is to establish the facts. Investigations may involve:

- Interviews with the employee
- Statements from witnesses
- Review of documents and digital evidence

Investigatory meetings are *not* disciplinary hearings.

Where impartiality is required, the Council may appoint an external investigator, which is recommended as good practice for parish and town councils.

5.2 Step 2 – Notification of Hearing

If there is a case to answer, the employee will receive a written invite to a disciplinary hearing, including:

- The allegations
- Relevant evidence and witness statements
- Time, date, and venue of the hearing

- Their right to be accompanied

Adequate notice (normally a minimum of **5 working days**) will be given.

5.3 Step 3 – Disciplinary Hearing

A **panel of five councillors** will hear the case.

The employee and their companion may:

- Present their case
- Respond to evidence
- Question witnesses
- Submit further information

A note-taker will be present to ensure accurate record-keeping.

5.4 Step 4 – Outcome

Following private deliberation, the panel will confirm its decision in writing. Possible outcomes include:

- No action
- Informal management advice
- Written warning
- Final written warning
- Dismissal with notice
- **Summary dismissal** (for gross misconduct)

Sanctions must be proportionate and consistent with ACAS standards.

6. Misconduct and Gross Misconduct

6.1 Misconduct (Examples)

- Persistent lateness
- Unauthorised absence
- Minor breaches of council policies

6.2 Gross Misconduct (Examples)

- Theft or fraud
- Violence or threatening behaviour
- Serious breaches of safeguarding, IT, or data-protection rules

Gross misconduct may result in *summary dismissal* – the immediate termination of employment without notice or pay in lieu of notice.

7. Suspension

Suspension may be considered where:

- Attendance at work could prejudice the investigation
- Serious allegations have been made
- There are risks to individuals or council property

Suspension is a **neutral act**, reviewed regularly, typically after 5 working days. The employee will receive full pay unless legally justified otherwise.

During suspension, the Council will maintain communication and offer wellbeing support.

8. Appeals

Employees have the right to appeal all disciplinary outcomes. Appeals should:

- Be submitted in writing within the stated period
- Specify the grounds for appeal (e.g., procedural errors, new evidence)

Appeals will be heard by a councillor panel not involved in the original decision.

A written outcome will confirm the final decision.

9. Record-Keeping and Confidentiality

All documents will be handled confidentially and stored in compliance with **UK GDPR** and the **Data Protection Act 2018**. Records will be retained only for the lawful time period necessary.

10. Grievances Raised During Disciplinary Proceedings

If an employee raises a grievance during the disciplinary process, the Council will decide whether:

- To pause the disciplinary procedure, or

- To address the grievance separately

This aligns with ACAS guidance.

II. Governance and Local Council Considerations

- Disciplinary arrangements may be delegated to the HR Committee.
- Full Council must agree terms of reference.
- Councillors must avoid conflict of interest or prior involvement.

DRAFT

Grievance Policy & Procedure

Horsham Parish Council

Adopted:

Review Due:

1. Purpose

This Grievance Policy sets out how employees can raise concerns, problems, or complaints relating to their employment. It aims to encourage positive working relationships by ensuring grievances are taken seriously and resolved promptly, fairly, and consistently.

The policy is based on the **ACAS Code of Practice on Disciplinary and Grievance Procedures** and the ACAS guide *Discipline and Grievances at Work*.

Employment tribunals must take the ACAS Code into account and may adjust awards by up to **25%** where employers unreasonably fail to follow it.

2. Scope

This procedure applies to all council employees. It does not apply to councillors, volunteers, contractors, agency workers, or external service providers.

Employees should raise concerns about working relationships, treatment, or workplace conditions through this procedure.

3. Principles

3.1 Fair and Consistent Treatment

The Council will treat all grievances seriously and handle them promptly, fairly, and in line with the Equality Act 2010.

3.2 Informal Resolution First

Most concerns should be raised informally with the line manager before invoking the formal procedure. Informal discussion can often resolve issues quickly.

3.3 Right to be Accompanied

Employees may be accompanied by a colleague, trade union representative, or union official at any grievance meeting or appeal. The companion may address the meeting, present the employee's case, and confer with them. They cannot answer questions on the employee's behalf.

3.4 Confidentiality

Information relating to grievances will be shared only with those involved in the process. Records will be kept securely and in accordance with UK GDPR.

3.5 No Detriment

Employees will not face disciplinary action for raising a grievance in good faith, even if it is not upheld.

3.6 Council Governance Requirements (Local Council Best Practice)

- Panels hearing grievances or appeals should consist of **five councillors**, ensuring impartiality.
 - Councillors with prior involvement must not serve on grievance or appeal panels.
 - Full Council must agree terms of reference for panels.
-

4. Informal Resolution

Employees should first attempt to resolve their concern informally by discussing the matter with their line manager (Clerk or Chair of the Council).

If the grievance concerns the line manager, employees may speak with designated HR Committee contact, usually the Chair of the Committee.

The Council may consider mediation at any stage if both parties agree.

5. Formal Grievance Procedure

5.1 Step 1 – Submitting a Formal Grievance

If informal resolution is not appropriate or has failed, employees should submit their grievance **in writing**, setting out relevant facts and avoiding abusive or emotive language.

If the grievance concerns the line manager, it should be submitted to the Chair of the Council or Chair of the HR Committee.

5.2 Step 2 – Grievance Hearing

The Council will arrange a grievance hearing, normally within **5 working days** of receiving the written grievance.

Employees have the right to be accompanied.

A panel of five councillors will conduct the hearing in line with local-council governance expectations.

During the meeting, the employee:

- Explains their grievance
- Presents evidence
- Suggests possible resolutions

Following the meeting, the Council will provide a **written decision**, usually within **24 hours**, unless further investigation is required.

5.3 Step 3 – Further Investigation (If Required)

If the hearing panel needs additional information, it may:

- Interview witnesses
- Request documentation
- Seek specialist advice

The employee will be informed of the extended timescale.

6. Appeals

Employees have the right to appeal the grievance decision.

Appeals must be made in writing within the stated period. An **appeal panel** of councillors not previously involved will hear the appeal, usually within **5 working days**.

The right to be accompanied applies.

The appeal decision will be confirmed in writing, normally within **24 hours**, and is **final**.

7. Grievances Raised During Disciplinary Proceedings

Where an employee raises a grievance during a disciplinary process, the Council will decide whether to:

- Suspend the disciplinary case and address the grievance first, or
 - Continue the disciplinary process and address the grievance afterward.
-

8. Record-Keeping

A written record of the grievance, outcome, and any actions taken will be held confidentially in accordance with UK GDPR. Audio or video recordings during meetings are prohibited unless as a reasonable adjustment agreed by all parties.

9. Vexatious or Malicious Complaints

The Council may take appropriate action where a grievance is found to be frivolous, malicious, or submitted in bad faith. This is aligned with good local-government practice in dispute resolution.

DRAFT

Horsham Parish Council

Safeguarding Policy

Document Name	Safeguarding Policy
Document Reference	
Version Date	05.2026
Authors	Interim Clerk
Date adopted & minute reference	
Date for Next Review	

DRAFT

1. Introduction

Horsham Parish Council is committed to safeguarding and promoting the welfare of children, young people, and vulnerable adults. This policy outlines the Council's responsibilities and procedures to ensure a safe environment across all its services, events, and facilities.

This policy complements the Council's Lost Children Policy, which provides specific procedures for managing incidents involving separated children or vulnerable adults at public events.

2. Legal Framework

This policy is informed by the following legislation and statutory guidance:

- Children Act 1989 & 2004
- Care Act 2014
- Working Together to Safeguard Children (2023, updated 2025)
- Keeping Children Safe in Education (2025 and any subsequent updates)
- Human Rights Act 1998
- Equality Act 2010
- Public Sector Equality Duty
- Disclosure and Barring Service (DBS) Regulations

3. Definitions

- Child/Young Person: Anyone under the age of 18.
- Vulnerable Adult: A person aged 18 or over who may be unable to protect themselves from harm or exploitation.
- Safeguarding: Protecting individuals from abuse, neglect, exploitation, and harm.

4. Scope

This policy applies to:

- All Parish Council staff, councillors, volunteers, and contractors.
- Any individual or group using Council facilities or participating in Council-organised events.

5. Responsibilities

- Interim Clerk: Designated Safeguarding Lead.
- All Staff and Councillors: Must report concerns and follow safeguarding procedures.
- Event Managers: Must implement safeguarding protocols, including the Lost Children Policy.

6. Safe Practices

- All staff and volunteers working with children or vulnerable adults must undergo appropriate DBS checks.
- Council facilities must be regularly assessed for safety.
- Children and vulnerable adults must be supervised at all times by individuals who hold an appropriate DBS check, and must never be left unattended.
- Mixed-gender supervision is encouraged where possible.

7. Reporting Concerns

Any concerns about abuse, neglect, or exploitation must be reported immediately to:

- The Interim Clerk (Safeguarding Lead)
- West Sussex County Council Safeguarding Team
- Police (in emergencies)
- Reporting procedures will align with local multi-agency safeguarding

arrangements and national multi-agency child protection standards.

8. Lost Children and Vulnerable Adults

The Council's Lost Children Policy outlines procedures for:

- Identifying and supporting lost individuals.
- Coordinating searches and public announcements.
- Reuniting individuals with guardians safely.
- Logging incidents and informing police if necessary.

9. Safe Recruitment

- All recruitment involving roles with safeguarding responsibilities must include:

- Enhanced DBS checks.
- Safeguarding awareness training following national multi-agency child protection standards.
- References and identity verification.
- A commitment to share safeguarding-relevant information with partner agencies where legally required.
- Cross-agency compliance with local safeguarding partnership protocols and participation in local safeguarding audits or reviews where necessary.

10. Training and Awareness

- All staff, councillors, and volunteers must receive safeguarding induction and refresher training.
- Safeguarding information and contact details will be displayed in Council buildings and event sites.
- Training will include multi-agency safeguarding duties, information sharing and awareness of national standards.
- The Council will promote online safety awareness at events and

through staff/volunteer training.

11. Data Protection and Record Keeping

- UK GDPR (data minimisation, lawful basis for safeguarding).
- Secure storage and retention of safeguarding records.
- Sharing information under “vital interests” or statutory duties.

12. Policy Review

This policy will be reviewed annually or following any significant changes in legislation or Council operations.

DRAFT

Accessibility Statement

Attachment 5g

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

- 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 most of the website using a screen reader (including the most recent versions of JAWS, NVDA and VoiceOver)
- We've also made the website text 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:

- you can't modify the line height or spacing of text
- some PDF documents aren't fully accessible to screen reader software
- you can't skip to the main content when using a screen reader
- there's a limit to how far you can magnify the map on our 'contact us' page

What to do if you can't access parts of this website

If you need information on this website in a different format like accessible PDF, large print, easy read, audio recording for example, please use the details below to request:

- Email: TBC
- Call: TBC
- We'll consider your request and get back to you in 15 working days.

Reporting accessibility problems with this website

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- Email: TBC
- Call: TBC

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Contact Us

- Interim Clerk: Gill Gray
- Post: TBC
- Email: TBC
- Call: TBC

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Horsham 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.

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How this website was tested

Our Website developers, Aubergine 262 carried out scans and test according to the WCAG 2.2AA standard. This test was last carried out in TBC

This statement was prepared May 2026.

MODEL COUNCILLOR-OFFICER PROTOCOL

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DRAFT

INTRODUCTION

The purpose of this Protocol is to guide Councillors and Officers of the Council in their relations with one another. The Protocol's intention is to build and maintain good working relationships between Councillors and Officers as they work together. Employees who are required to give advice to Councillors are referred to as "Officers" throughout.

A strong, constructive, and trusting relationship between Councillors and Officers is essential to the effective and efficient working of the Council.

This Protocol also seeks to reflect the principles underlying the Code of Conduct which applies to 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.

The following extract from the Local Government Association guidance on the 2020 Model Councillor Code of Conduct states that:

"Both 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, there is the importance of mutual respect. Councillor-officer relationships should be conducted in a positive and constructive way.

Therefore, it is important that any dealings between 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.

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 chairs of committees have additional responsibilities. These responsibilities will result in increased expectations and relationships with Officers that are more complex. Such 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 Councillors or other Officers.

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

The roles are quite 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 code requires Councillors to respect an officer's impartiality and professional expertise.

In turn Officers should respect a 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 Councillor-officer protocol which sets out how this relationship works and what both Councillors and Officers can expect in terms of mutual respect and good working relationships."

This Protocol covers:

1. The respective roles and responsibilities of the Councillors and the officer;
2. Relationships between Councillors and Officers;
3. Where/who a Councillor or an officer should go to if they have concerns;
4. Who is responsible for making decisions.

BACKGROUND

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

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

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

ROLES OF COUNCILLORS AND OFFICERS

The respective roles of Councillors and Officers can be summarised as follows:

5. Councillors and Officers are servants of the public and they are indispensable to one another, but their responsibilities are distinct.
6. Councillors are responsible to the electorate and serve only for their term of office.
7. Officers are responsible to the Council. Their job is to give advice to Councillors and to the Council, and to carry out the Council's work under the direction and control of the Council and relevant committees.

Councillors

Councillors have four main areas of responsibility:

8. To determine Council policy and provide community leadership;
9. To monitor and review Council performance in implementing policies and delivering services;
10. To represent the Council externally; and
11. To act as advocates for their constituents.

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

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

In line with the Councillors' Code of Conduct, a 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.

Officers can expect Councillors:

12. to give strategic leadership and direction and to seek to further their agreed policies and objectives with the understanding that Councillors have the right to take the final decision on issues based on advice
13. to act within the policies, practices, processes and conventions established by the Council
14. to work constructively in partnership with Officers acknowledging their separate and distinct roles and responsibilities
15. to understand and support the respective roles and responsibilities of Officers and their associated workloads, pressures and reporting lines
16. to treat them fairly and with respect, dignity and courtesy
17. to act with integrity, to give support and to respect appropriate confidentiality
18. to recognise that Officers do not work under the instruction of individual Councillors or groups
19. not to subject them to bullying, intimidation, harassment, or put them under undue pressure.
20. to treat all Officers, partners (those external people with whom the Council works) and members of the public equally, and not discriminate based on any characteristic such as age, sex, race, sexual orientation, gender identity, disability or religion.
21. not to request Officers to exercise discretion which involves acting outside the Council's policies and procedures
22. not to authorise, initiate, or certify any financial transactions or to enter into any contract, agreement or undertaking on behalf of the Council or in their role as a Councillor without proper and lawful authority
23. not to use their position or relationship with Officers to advance their personal interest or those of others or to influence decisions improperly
24. to comply at all times with the Councillors' Code of Conduct, the law, and such other policies, procedures, protocols and conventions agreed by the Council.
25. respect the impartiality of Officers and do not undermine their role in carrying out their duties
26. do not ask Officers to undertake work, or act in a way which seeks to support or benefit a particular political party or gives rise to an officer being criticised for operating in a party-political manner
27. do not ask Officers to exceed their authority where that authority is given

Chairs and vice-chairs of Council and committees

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

Officers

The primary role of Officers is to advise, inform and support all members and to implement the agreed policies of the Council.

Officers are responsible for day-to-day managerial and operational decisions within the Council, including directing and overseeing the work of any more junior Officers. Councillors should avoid inappropriate involvement in such matters.

In performing their role Officers will act professionally, impartially and with neutrality. Whilst Officers will respect a Councillor's view on an issue, the officer should not be influenced or pressured to make comments, or recommendations which are contrary to their professional judgement or views.

Officers must:

28. implement decisions of the Council and its 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 or whether the decision differs from the officer's point of view.
29. work in partnership with Councillors in an impartial and professional manner
30. treat Councillors fairly and with respect, dignity and courtesy
31. treat all Councillors, partners and members of the public equally, and not discriminate based on any characteristic such as age, sex, race, sexual orientation, gender identity, disability or religion.
32. assist and advise all parts of the Council. Officers must always act to the best of their abilities in the best interests of the authority as expressed in the Council's formal decisions.
33. respond to enquiries and complaints in accordance with the Council's standards protocol
34. be alert to issues which are, or are likely to be, contentious or politically sensitive, and be aware of the implications for Councillors, the media or other sections of the public.
35. act with honesty, respect, dignity and courtesy at all times
36. provide support and learning and development opportunities for Councillors to help them in performing their various roles in line with the Council's training and development policy
37. not seek to use their relationship with Councillors to advance their personal interests or to influence decisions improperly

38. comply, at all times, with the Officers' Code of Conduct, and such other policies or procedures approved by the Council

Officers have the right not to support Councillors in any role other than that of Councillor, and not to engage in actions incompatible with this Protocol.

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

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

The Relationship: General

Councillors and Officers are indispensable to one another. However, their responsibilities are distinct. Councillors are accountable to the public, whereas Officers are accountable to the Council as a whole.

At the heart of this Protocol is the importance of mutual respect and also of civility. Councillor/officer relationships are to be conducted in a positive and constructive way. Therefore, it is important that any dealings between Councillors and 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.

Individual Councillors should not actively seek to undermine majority decisions of the corporate body, as this could then bring them into conflict with Officers who have been charged with promoting and implementing the Council's collectively determined course of action.

Councillors should not raise matters relating to the conduct or capability of an officer, or of 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 has no means of responding to criticisms like this in public.

A Councillor who is unhappy about the actions taken by, or conduct of, an officer should:

39. avoid personal attacks on, or abuse of, the officer at all times
40. ensure that any criticism is well founded and constructive
41. ensure that any criticism is made in private
42. take up the concern with the Chair of the Council

Neither should an officer raise with a Councillor matters relating to the conduct or capability of another Councillor or officer or to the internal management of the Council in a manner that is incompatible with the objectives of this Protocol.

Potential breaches of this Protocol are considered below.

Expectations

All Councillors can expect:

43. A commitment from Officers to the Council as a whole, and not to any individual Councillor, group of Councillors or political group;
44. A working partnership;
45. Officers to understand and support respective roles, workloads and pressures;
46. A timely response from Officers to enquiries and complaints;
47. Officer's professional and impartial advice, not influenced by political views or personal preferences;
48. 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;
49. Officers to be aware of and sensitive to the public and political environment locally;
50. Respect, courtesy, integrity and appropriate confidentiality from Officers and other Councillors;
51. Training and development opportunities to help them carry out their role effectively;
52. Not to have personal issues raised with them by Officers outside the Council's agreed procedures;
53. That Officers will not use their contact with Councillors to advance their personal interests or to influence decisions improperly.

Officers can expect from Councillors:

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

Some general principles

Close personal relationships between Councillors and Officers can confuse their separate roles and get in the way of the proper conduct of Council business, not least by creating a perception in others that a particular Councillor or officer is getting preferential treatment.

Special relationships with particular individuals are not recommended as it can create suspicion that an employee favours that Councillor above others.

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 Officers over a particular matter. Councillors should not give instructions directly to the Proper Officer's staff without the express approval of the Proper Officer.

COUNCILLORS' ACCESS TO INFORMATION AND TO COUNCIL DOCUMENTS

Councillors are free to approach 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. This can range from a request for general information about some aspect of the Council's activities to a request for specific information on behalf of a constituent. Such approaches should normally be directed to the Officer.

The legal rights of Councillors to inspect Council documents are covered partly by statute and partly by the common law.

The common law right of Councillors is based on the principle that any member has a prima facie right to inspect 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. This principle is commonly referred to as the "need to know" principle.

The exercise of this common law right depends therefore upon the Councillor's ability to demonstrate that they have the necessary "need to know." In this respect a member has no right to "a roving commission" to go and examine documents of the 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.

In some circumstances (e.g. a committee member wishing to inspect documents relating to the functions of that committee) a Councillor's "need to know" will normally be presumed. In other circumstances (e.g. a Councillor wishing to inspect documents which contain personal information about third parties) a Councillor will normally be expected to justify the request in specific terms. Any Council information provided to a Councillor must only be used by the Councillor for the purpose for which it was provided i.e. in connection with the proper performance of the Councillor's duties as a member of the Council.

For completeness, 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.

CORRESPONDENCE

Correspondence between an individual Councillor and an officer should not normally be copied (by the officer) to any other Councillor. Where exceptionally it is necessary to copy the correspondence to another Councillor, this should be made clear to the original 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 Councillor has received an e-mail by adding "CC Councillor X."

Official letters or emails on behalf of the Council should normally be sent out under the name of the officer, rather than under the name of a Councillor. 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 should never be sent out in the name of a Councillor.

Correspondence to individual Councillors from Officers should not be sent or copied to complainants or other third parties if they are marked "confidential." In doing so, the relevant officer should seek to make clear what is to be treated as being shared with the Councillor in confidence only and why that is so.

PRESS AND MEDIA

Councils are accountable to their electorate. Accountability requires local understanding. This will be promoted by the Council, explaining its objectives and policies to the electors and customers. Councils use publicity to keep the public informed and to encourage public participation. The Council needs to tell the public about the services it provides. Good effective publicity should aim to improve public awareness of the 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's Media Protocol.

The 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 expressly or impliedly make any political opinion, comment or statement.

Any press release that may be necessary to clarify the Council's position in relation to disputes, major planning developments, court issues or individuals' complaints should be approved by the officer.

The Chair (or Chair of a committee) may act as spokespersons for the Council in responding to the press and media and making public statements on behalf of the Council but should liaise with the officer on all forms of contact with the press and media. The Council may also appoint individual Councillors as spokespeople where there is an area of particular expertise but this should only be done with the agreement of the Council.

The 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 must have regard to it and follow its provisions when making any decision on publicity.

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

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

IF THINGS GO WRONG

Procedure for Officers:

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

The principal Council's monitoring officer may be able to offer a mediation/conciliation role or it may be necessary to seek independent advice. The Chair of the Council should not attempt to deal with grievances or work-related performance or line management issues on their own. The Council should delegate authority to a small group of Councillors to deal with all personnel matters.

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.

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

Procedure for Councillors:

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

Report to: Shadow Council

Meeting date: 23.03.2026

Report Author: Interim Clerk

Subject: Horsham Parish Council – Finance Software Comparison Report

1. Introduction

Horsham Parish Council is establishing its financial systems in advance of its first operational year. As a newly created authority with an anticipated precept of approximately £188,575 and a newly elected council of around 18 members, the Council requires a finance system that is:

- Intuitive and easy to use
- Cloud-based and accessible remotely
- Compliant with AGAR, VAT126, and relevant local government accounting requirements
- Supported by robust onboarding and ongoing training
- Scalable for future modules such as allotments, bookings, and cemeteries

Scribe, AdvantEDGE and Rialtas Omega were evaluated based on quotes, functionality and implementation readiness.

Executive Summary

Software	Year 1 Cost	Ongoing Annual	Key Strength	Best Fit
Rialtas (Omega)	£2,322 (ex VAT)	£589 (Omega support) + £404 (Web access) from Year 2 onwards = £993/year	Traditional, powerful ledger system	Councils needing deep accounting tools
AdvantEDGE	£1,195 (ex VAT) first year	£708/year (Finance + extra concurrent user)	Integrated, modern cloud system	Councils wanting automation & modular expansion

Scribe	£719 setup + £77/month (= £1,643 in Year 1)	£924/year (£77 × 12)	Extremely easy to use; unlimited support; built for councils	New councils wanting fast onboarding
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2. Detailed Comparison

A. Year 1 Cost Comparison

Rialtas Omega

- Setup + training + initial support bundle = **£2,322** ex. VAT
- Support for Omega is free only until **1 April 2026**, then standard annual charges apply.

AdvantEDGE

- Setup: £222 (setup + client config)
- Training (3 hrs): £265
- Annual licence (Band 4): £565/year
- Extra concurrent user: £143/year
- **First-year total incl. VAT: £1,434**

Scribe

- Setup: **£719**
- Monthly subscription: **£77/month = £924/year** for Accounts module only
- **Year 1 total: £1,643**

Ranking (cheapest Year 1 → most expensive):

1. **AdvantEDGE** (£1,434)
2. **Scribe** (£1,643)
3. **Rialtas** (£2,322)

B. Ongoing Annual Cost Comparison (after Year 1)

Software	Annual Cost	Notes
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Rialtas	£993/year	Omega support £589 + Web Access £404
AdvantEDGE	£708/year	Band 4 finance + extra user
Scribe	£924/year	£77 × 12 months

Ranking (cheapest ongoing → most expensive):

1. **AdvantEDGE** (£708/year)
2. **Scribe** (£924/year)
3. **Rialtas** (£993/year)

C. Features & Functionality

Rialtas Omega

- ✓ Double-entry system and strong ledger capability
- ✓ Asset, allotment, and cemetery modules available
- ✓ Traditional accounting workflows
- ✗ Higher setup cost
- ✗ More complex, steeper learning curve

AdvantEDGE Finance

- ✓ Paperless workflows for daily → year-end processing
- ✓ Two accounting modes (R&P / I&E)
- ✓ Three product levels (Lite/Classic/Enterprise)
- ✓ Hourly cloud backups, UK-hosted servers
- ✓ Modular expansion (assets, bookings, cemeteries etc.)
- ✓ Good balance of features vs price
- ✗ Concurrent user licensing adds extra cost

Scribe Accounts

- ✓ Very user-friendly; ideal for clerks without finance background
- ✓ Designed specifically for parish councils
- ✓ Unlimited users included
- ✓ One-click AGAR, automated VAT, asset register, budgeting, forecasting
- ✓ Fast onboarding & unlimited training/support
- ✓ Strong cloud accessibility; excellent support reputation

- X More expensive than AdvantEDGE in long term
- X Extra modules cost more (bookings, cemetery, allotments)

D. Implementation, Training & Support

Provider	Training	Support	Notes
Rialtas	Full day (7.5 hrs) included in cost	Standard support contract	Traditional model
AdvantEDGE	3 hrs online (Teams) included in quote	Included phone/email/helpdesk	Solid but limited
Scribe	Unlimited free training via Scribe Academy	Unlimited support (webinars, onboarding, Zoom)	Best training package

3. Overall Value Assessment

Cost Efficiency

- **AdvantEDGE** is the cheapest both in Year 1 and ongoing.
- **Scribe** is mid-range cost but offers major workflow benefits.
- **Rialtas** is the most expensive.

Functionality vs Ease of Use

- **Rialtas** = most traditional, complex, best for ledger-heavy operations.
- **AdvantEDGE** = modern, automated, scalable, strong middle-ground.
- **Scribe** = easiest, fastest to learn, best for new councils and non-technical users.

Support & Training

- **Scribe** is the clear winner with *unlimited training + onboarding + academy*.

Suitability for *Horsham Parish Council*

From the business case:

- Expected precept: **£188,575** (Band 4 for AdvantEDGE, confirming quoted price)
- New council forming from scratch with ~18 new councillors → heavy training need

- Clerk wants fast setup, strong compliance, and minimal admin burden

These factors match **Scribe's strengths** very closely.

4. Recommendation: Best Value

Recommended: Scribe Accounts

Reason: Best balance of usability, functionality, onboarding support, and suitability for a newly forming parish council.

Why Scribe offers the best value:

1. **Fastest to implement** — setup in 24 hours, ideal for a newly formed authority.
2. **Unlimited training & support** — crucial for a clerk + 18 new councillors.
3. **Purpose-built for parish councils** — AGAR, VAT126, reserves, assets, allotments, all automated.
4. **Unlimited users included** — no extra cost for councillor read-only access.
5. **Cloud-based flexibility** — matches modern working patterns and remote access needs.

Although **AdvantEDGE** is cheaper, Scribe's **time savings, onboarding support, and council-specific design** make it the better investment for Horsham Parish Council's first operating year.

5. Suitability for Horsham Parish Council

- The Council is in its **first year of operation**, requiring a system that is rapidly deployable and easy to learn.
- The Clerk will be onboarding **approximately 18 new councillors**, creating a need for **unlimited training** and simple user access.
- Anticipated income (>£188,575.00) means **Income & Expenditure accounting is required**, which Scribe automates effectively.

Scribe specifically addresses:

- Reduced administrative burden during the formation year
- Automated AGAR and VAT returns
- Remote working requirements

- Scalable modules for future services (allotments, bookings, cemetery)
-

Conclusion

After reviewing all three quotes, **Scribe** delivers the strongest combination of:

- Cost-effectiveness
- Ease of onboarding
- Comprehensive support
- Legislative compliance
- Cloud accessibility
- Scalability for future council operations

It is therefore recommended that **Horsham Parish Council approves the procurement of Scribe Accounts as its primary financial management system.**

Attachment 7

Report to: Shadow Council

Meeting date: 23.03.2026

Report Author: Interim Clerk

Subject: Payroll Provider Comparison Report

1. Purpose of Report

This report compares payroll quotations received for the new parish council. It includes MI Payroll, Sussex Payroll Services, and estimated costs for West Sussex County Council (WSCC).

2. Summary of Quotes Received

2.1 MI Payroll

- Setup: £100 payroll + £225 pension admin
- Monthly payroll (1–5 staff): £75
- Notes: Not pension advisors; LGPS costs unknown

2.2 Sussex Payroll Services

- Setup: £50
- Monthly payroll (up to 5 staff): £51.88
- Pension admin: £23.06 per file + optional charges
- Additional charges: BACS £11; postage £10 + stamps; year-end £46.12

2.3 West Sussex County Council (Estimated)

- Annual cost: £371.73 estimated cost as no quote was available at the time this report was prepared.
- Includes: payslips, pension contributions, joiners, leavers, councillor allowances (quarterly in arrears)

3. Comparison Table (Summary)

A comparison table will be finalised with confirmed WSCC details.

4. Preliminary Observations

MI Payroll: Higher predictable monthly cost; simple structure.

Sussex Payroll Services: Lowest monthly base cost but charges may add up.

WSCC: Single annual charge; may be cost-effective depending on service scope.

5. Recommendations

- WSCC appears competitively priced for annual cost; and it is confirmed that year-end, Real Time Information, and support are included. The Interim Clerk to compare the costs when a quotation is received.
- Consider council preference for local government-aligned services (WSCC may align best).
- Review administrative responsiveness and support availability.
- Select provider based on balance of cost, LGPS capability, and Council priorities.

Report to: Shadow Council

Meeting date: 23.03.2026

Report Author: Interim Clerk

Subject: Recommendation for New Parish Council Support – Horsham Twinning Association Visit (4–8 June 2026)

1. Purpose of Report

To seek the Shadow Council's recommendation that the new Parish Council formally supports the Horsham Twinning Association's planned visit from Horsham's twin town **Lage in Germany**, taking place **Thursday 4 June to Monday 8 June 2026**, without financial support due to the lack of an allocated budget.

2. Background

The Horsham Twinning Association maintains cultural, civic and social links between Horsham and its twin towns. Their published events diary confirms a delegation visit from **Lage** from **4–8 June 2026**, where visitors will stay with local host families and participate in a programme of activities (full details yet to be published).

More details can be found at the Association's website:
<https://horsham-twinning.org.uk/Events.html>

3. Event Details to Follow

A full programme of activities will be available once provided by the Horsham Twinning Association.

The details known to date are:

- The visitors will travel by coach from Lage in Germany and are likely to be around 25-30 in number.

4. Requested Support from the Parish Council

The Twinning Association is **not** requesting any financial contribution. Instead, it is proposed that the new Parish Council could offer:

4.1 Formal Civic Support

- A Parish Council resolution acknowledging and supporting the visit.
- Recognition of the event's value for community cohesion and international partnerships.

4.2 Non-Financial Practical Support

Examples include:

- Promotion via Parish Council communication channels.
- Attendance by councillors at selected events as community representatives.
- Facilitating introductions to local groups interested in participating.

No additional budget is required for these actions.

5. Benefits of Supporting the Event

- **Strengthening community ties** with Horsham's established twin towns.
- **Promoting cultural exchange** and broadening community perspectives.
- **Enhancing civic presence**, showing support for volunteer-led international partnerships.
- **Encouraging local involvement** in a long-standing programme of international friendship.

6. Financial Implications

There are **no financial implications** arising from this report. All support would be non-financial and within existing staff and member capacity.

7. Recommendation

That the Shadow Council **recommends to the new Parish Council** that it:

1. **Formally supports** the Horsham Twinning Association's visit from **Lage**, 4–8 June 2026; and
2. **Provides non-financial assistance** where appropriate and feasible, within existing operational resources.

Report to: Shadow Council

Meeting date: 23.03.2026

Report Author: Interim Clerk

Subject: Recommendation for Appointment of Internal Auditor (2026–27)

1. Purpose of Report

To recommend the appointment of an internal auditor for the 2026–27 financial year, based on sector compliance, proven experience with other local councils, and the quotation received from Mulberry Local Authority Services Ltd (LAS).

2. Background

All parish councils are required to maintain an adequate and effective internal audit function to review governance, financial management, and internal controls.

The internal auditor must be **independent, competent**, and able to carry out the audit in accordance with the **Smaller Authorities Proper Practices (Practitioners' Guide)**.

Mulberry Local Authority Services Ltd has submitted a quotation for the provision of internal audit services for 2026–27. The following information summarises their credentials and service offer.

3. Summary of Quotation from Mulberry Local Authority Services Ltd

3.1 Sector Compliance and Professional Standards

- LAS delivers audits fully aligned with the **Smaller Authorities Proper Practices Panel (SAPPP) Practitioners' Guide**.
- One of their directors, **Mark Mulberry**, is the internal audit representative on the SAPPP, directly contributing to sector guidance and standards.
- The firm is a founder member of the **Internal Audit Forum** working alongside NALC to improve internal audit practice nationally.

3.2 Experience and Credibility

- Over **20 years of internal audit experience** specifically within local councils.
- In 2025/26, LAS provided internal audit services to **over 330 councils**, ranging from small exempt authorities to large town councils managing multi-million-pound budgets.
- Their auditors can rotate between clients to ensure independence.

3.3 Audit Approach

- Two-stage audit:
 - **Interim Audit** – governance, accountability, policies, risk management, financial regulations.
 - **Final Audit** – AGAR verification and financial checks before external audit submission.
- Audits can be conducted **on-site or remotely**.
- Councils also receive access to an **annual internal audit guide** to help prepare for audit visits.

3.4 Fees (from 1 April 2026)

- **Precept below £1 million:** £80 per hour + VAT
 - **Precept £1 million or more:** £85 per hour + VAT
 - Travel (if required): **45p per mile** (no charge for travel time)
 - Option of **one-year** or **three-year** engagement, with hourly rate fixed for the duration if a three-year term is chosen.
-

4. Assessment

Mulberry Local Authority Services Ltd meets all the requirements for an internal auditor:

✓ Independent

No involvement in council decision-making or financial processes.

✓ Competent and sector-specialist

Their long-standing focus on town and parish councils makes them highly experienced in the exact regulatory framework applicable to this council.

✓ Proven and widely used

Supporting **330+ councils** provides strong assurance of reliability and expertise.

✓ Compliant with statutory guidance

Direct involvement in SAPPP ensures they work to the latest proper practices.

✓ Flexible and transparent fee structure

Hourly rate and optional multi-year agreement provide cost control.

Given their depth of experience, sector credibility, and extensive work with other councils, LAS represents a strong option for the council's internal audit provision.

5. Recommendation

That the Shadow Council:

Appoints Mulberry Local Authority Services Ltd as the Internal Auditor for the financial year 2026–27,

on a one-year engagement, based on:

- Proven track record with more than **330 local councils**
 - Full compliance with SAPPP and proper practices
 - Experienced, qualified auditors with deep sector knowledge
 - Flexible delivery model and transparent pricing
-

6. Next Steps

If approved:

1. Confirm preferred engagement term one year.
2. Authorise the Clerk to notify Mulberry LAS and arrange scheduling for the interim audit.
3. Prepare for the audit using the firm's annual internal audit guide.
4. Interim Clerk will request assistance from Mulberry LAS to liaise with Moore the appointed external auditors following the notification from the SAAA that the new Parish Council is subject to a limited assurance review for 2025/2026.

Report to: Shadow Council

Meeting date: 23.03.2026

Report Author: Interim Clerk

Subject: Horsham Parish Council Selection of Unity Trust Bank as Banking Provider

1. Purpose of Report

The purpose of this report is to present a recommendation to the Shadow Council regarding the selection of Unity Trust Bank as the banking provider for the new Parish Council and outline documentation required.

2. Background

Unity Trust Bank specialises in public sector and community-focused banking, offering governance structures and transparent fees.

3. Summary of Unity Trust Bank Offering

- Unity Tier 2 Current Account suitable for turnover between £100k and £2m.
- Monthly fee £6 plus 15p per transaction; minimum opening deposit £50; no interest.
- Clear transaction charges and strong mandate control processes.

4. Requirements from Unity Council Checklist

- Balance sheet, AGAR, governing documents including Standing Orders and minutes.
- Last six months bank statements.
- Personal details for key contacts and signatories.
- Memorable word for online banking.
- Signatures in black ink; no electronic signatures.

5. Advantages

- Governance alignment, transparent fees, secure online banking.

6. Recommendation

Approve Unity Trust Bank as the Parish Council's banking provider.

7. Draft Resolution

Council is asked to RESOLVE:

1. That Unity Trust Bank be approved as the official banking provider for the new Parish Council.
2. That the Interim Clerk be authorised to complete and prepare the application, including all required documentation.
3. That the Shadow Council confirms the Interim Clerk to act as key contact, the newly elected Parish Council to agree signatories, and online banking users.
4. It is noted that elected authorised signatories use wet-ink signatures as required by Unity Trust Bank.
5. That the Interim Clerk oversee preparation for online banking activation and liaise with Unity Trust Bank support teams.
6. That upon account opening, the Clerk arrange the transfer of existing balances and implement recommended secure banking practices.

Report to: Shadow Council

Meeting date: 23.03.2026

Report Author: Interim Clerk

Subject: Horsham Parish Council – Draft Community Engagement & Communications Strategy

1. Introduction

Draft Community Engagement & Communications Strategy – for Recommendation to Horsham Parish Council (proposed May 2026 Adoption)

Purpose of Report:

To present a comprehensive, compliant, and future-ready Community Engagement & Communications Strategy for the Shadow Council’s consideration, with a view to **formal adoption** by the newly elected Horsham Parish Council in **May 2026**.

Why this matters:

Effective engagement is central to a local council’s democratic purpose, embedding transparency, inclusivity, and accountability. National guidance stresses that parish councils should use clear communication, robust consultation, and accessible practices to ensure local voices shape decisions.

The Strategy aligns all engagement activity with the **Horsham Neighbourhood Plan**, embeds the **Publicity Code, Transparency Codes**, and **UK GDPR/FOI** obligations, and sets the foundations for achieving NALC’s **Local Council Award Scheme** standards.

2. Officer Report

2.1 Background

Horsham Parish Council will serve approximately **22,000 residents**, across multiple neighbourhoods, demographics and community groups. Effective engagement will be essential in ensuring that the new Council establishes trust and legitimacy from day one.

The LGA highlights that councils must adopt a blended, inclusive approach to engagement, combining traditional methods with digital tools to reach a broad demographic.

The Strategy has been drafted using current best practice from:

- National Association of Local Councils (NALC) – communication, governance, award scheme guidance
- Society of Local Council Clerks (SLCC) – establishing new councils and engagement structures
- Breakthrough Communications – communications, community engagement, data compliance best practice and toolkits
- Statutory frameworks: Publicity Code, Transparency Codes, FOI/EIR, UK GDPR (including 2025/26 AGAR Assertion 10 requirements)

2.2 Rationale for Adoption

Adopting this Strategy at the first meeting after the May 2026 elections will enable the new Council to:

- Meet statutory transparency and governance standards from day one
- Demonstrate a clear commitment to community involvement
- Provide coherent, non-party-political messaging compliant with the Publicity Code
- Embed inclusive, accessible engagement practices in line with government guidance on broadening participation
- Advance towards LCAS Quality level within the first year

2.3 Key Features of the Strategy

- Strong alignment with **Horsham Neighbourhood Plan** priorities
- A full governance and compliance framework
- A structured engagement ladder
- Clear channel plan, including accessible formats and offline reach
- First 90-day implementation plan
- Crisis communications procedures aligned with sector best practice
- Metrics and dashboards for quarterly reporting

3. Recommendation

That the Shadow Council RECOMMENDS the attached Community Engagement & Communications Strategy for formal adoption by Horsham Parish Council at its

first full meeting following the May 2026 elections, and authorises the Clerk to undertake preparatory steps including:

1. Developing the supporting policy suite (Communications, Social Media, Press & Media, Data Protection, FOI/EIR).
 2. Finalising website content structure (noting placeholder until website completion).
 3. Establishing required compliance systems (council-owned domain, accessibility, data map, templates).
 4. Preparing the 90-day post-adoption action plan for the new Council.
-

4. Draft Resolution (for inclusion in minutes)

Resolved:

That the Horsham Parish Shadow Council recommends the Community Engagement & Communications Strategy (Version 1.0) for adoption by the newly elected Horsham Parish Council at its first full meeting after the May 2026 elections; and instructs the Clerk to undertake preparatory governance and compliance actions outlined in the accompanying report.

5. Community Engagement & Communications Strategy (Adoption-Ready Version)

Horsham Parish Council

Community Engagement & Communications Strategy

Version 1.0 – For Adoption May 2026

Website: *[Placeholder – insert URL once launched]*

Population: approx. 22,000 residents

Section 1 – Purpose & Outcomes

This Strategy sets out how the Council will communicate clearly, listen actively, and involve residents in shaping decisions, consistent with national guidance emphasising that good communication is core to effective local governance.

Strategic outcomes:

- A well-informed, engaged community.
 - Transparent, accessible governance in line with statutory duties.
 - Inclusive engagement reflecting the diversity of Horsham.
 - Evidence-led decision-making, informed by Horsham Neighbourhood Plan themes.
 - Continuous improvement aligned with National Association of Local Councils (NALC) Quality standards.
-

Section 2 – Principles

- **Two-way & timely:** engage early enough to influence decisions.
 - **Inclusive & accessible:** follow government engagement principles to broaden participation.
 - **Objective & impartial:** all communication must comply with the Publicity Code.
 - **Transparent:** meet Transparency Code requirements for agendas, minutes, finance, governance.
 - **Compliant:** maintain GDPR/FOI standards, including Assertion 10 digital/data compliance.
-

Section 3 – Governance & Compliance

- **Publicity Code:** applies to all council communications; prohibits party-political promotion; ensures objectivity.
 - **Transparency Codes:** requires publication of meeting papers, financial information, and governance documentation. [_](#)
 - **UK GDPR/FOI/EIR:** council-owned domain, privacy notices, data maps, DPIAs, FOI response workflows.
 - **Open meetings:** allow recording/filming/social media use. [_](#)
 - **Event safety (as applicable):** plan for emerging Martyn’s Law requirements. [_](#)
-

Section 4 – Engagement Framework

Engagement Ladder

- **Inform:** updates, explainers, newsletters, noticeboards.

- **Consult:** surveys (online & paper), statutory consultations, workshops
- **Involve:** co-design groups, stakeholder workshops.
- **Collaborate:** joint working with partners and community groups.
- **Empower:** resident-led projects and stewardship opportunities.

All consultations will follow a structured protocol: scope → stakeholder mapping → accessible materials → mixed-method engagement → analysis → “You Said, We Did” publication.

Section 5 – Channels

Digital

- Website (*placeholder until launch*) – WCAG 2.2 AA compliant; publishes statutory items.
- Email bulletins (opt-in; privacy compliant).
- Social media – factual, non-political; moderated.

Offline

- Noticeboards, print leaflets, new-resident packs.
- Local press relations.
- Pop-ups, drop-ins, town-hall events (LGA-endorsed mixed-model engagement).

Toolkits & Templates

- Communications & GDPR toolkits from Breakthrough Communications for consistency and efficiency.
-

Section 6 – Inclusion & Accessibility

- Large print, Easy Read, captions on videos.
 - Targeted outreach to seldom-heard groups.
 - Paper surveys and assisted digital where needed.
 - Inclusive venues and timings guided by government engagement principles.
-

Section 7 – Crisis Communications

- Crisis playbook (contacts, holding lines, escalation).
 - Neutral, factual, timely updates.
 - Use Breakthrough Comms/NALC support if needed for crisis messaging.
-

Section 8 – Metrics & Reporting

Quarterly dashboard includes:

- Reach (web/email/social).
 - Participation rates.
 - Diversity of participation.
 - Transparency compliance.
 - GDPR/FOI/accessibility compliance.
 - Progress towards LCAS Quality standards.
-

Section 9 – First 90-Day Action Plan (Post-Adoption)

- Adopt communications, social media, data protection, FOI/EIR policies (using templates).
- Finalise website content structure & ensure accessibility targets.
- Launch email bulletin and social channels.
- Publish agendas (3 clear days) & draft minutes (within 1 month) per Transparency Code.
- Deliver councillor induction on communications, GDPR, FOI, and crisis response.
- Publish Quarter 1 dashboard.

Report to: Shadow Council

Meeting date: 23.03.2026

Report Author: Interim Clerk

Subject: Horsham Neighbourhood Plan (Horsham Blueprint Business Neighbourhood Plan)

1. Introduction

The Localism Act 2011 empowers communities to shape development in their local area through the creation of a Neighbourhood Plan. For the **unparished area of Horsham Town**, a dedicated Neighbourhood Forum—**Horsham Blueprint Business Neighbourhood Forum**—was established to prepare such a plan. The Forum represents the three Neighbourhood Councils of **Denne, Forest and Trafalgar**.

Once approved by referendum and “made” by Horsham District Council (HDC), the Neighbourhood Plan became a statutory part of the Development Plan and is now used to determine planning applications.

2. Development of the Horsham Blueprint Neighbourhood Plan

2.1 Formation of the Forum

- The unparished nature of Horsham Town meant that a Neighbourhood Forum was required.
- The three Neighbourhood Councils collaborated to form the **Horsham Blueprint Business Neighbourhood Forum**, creating:
 - A designated neighbourhood area map
 - A constitution
 - A representative organisational structure

These were formally approved by Horsham District Council.

2.2 Community Engagement

The Forum undertook extensive outreach activities including:

- Surveys
- Public exhibitions
- Events within Horsham Town Centre
- Youth engagement initiatives (e.g., digital modelling via Minecraft).

Community contributions were incorporated directly into policy development.

2.3 Examination and Referendum

- The plan underwent formal examination in line with statutory requirements.
- A joint **public and business referendum** took place on **20 October 2022**, with:
 - **84% of residents** voting in favour
 - **90% of businesses** voting in favour

These results demonstrated extraordinarily strong community endorsement.

3. Adoption (“Making”) of the Plan

Following the referendum, the plan was presented to Horsham District Council.

On **14 December 2022**, Full Council formally “**made**” the *Horsham Blueprint Business Neighbourhood Development Plan 2019–2036*, giving it statutory status within the Local Plan framework.

This means:

- It now forms part of the **Development Plan for Horsham District**.
- Planning decisions within Denne, Forest and Trafalgar wards must consider the policies set out within the Plan.

4. Purpose and Content of the Neighbourhood Plan

The Neighbourhood Plan sets out a **vision for Horsham Town up to 2036**, reflecting the aspirations of residents, workers and visitors.

It contains:

- **Fifteen core policies** guiding development
- Objectives to ensure future growth meets local needs
- Provisions addressing social, environmental, and economic well-being of the community

The plan aims to manage development positively while protecting local character and ensuring sustainable growth.

5. Link to the “Made” Neighbourhood Plan

Horsham District Council hosts the official documents, including the **Made Plan** and its appendices.

You can access the made Horsham Blueprint Neighbourhood Plan here:

→ **Horsham Blueprint Business Neighbourhood Plan – Made Document (August 2022)**

<https://www.horsham.gov.uk/planning/neighbourhood-planning/horsham-town-unparished-area>

(See: *HBBNP Main Plan August 2022*)

6. Summary for Shadow Council

- The Horsham Neighbourhood Plan is a community-led statutory planning document covering the unparished areas of Horsham Town.
- It was developed through extensive engagement by the Horsham Blueprint Business Neighbourhood Forum.
- The plan successfully passed referendum in October 2022 and was made by HDC in December 2022.
- It now forms part of the statutory development framework guiding planning decisions within Horsham Town.
- This report and information is proposed to be part of the handover pack for the new Parish Council.
- New Parish Council is recommended to use the Neighbourhood Plan as a foundation for setting parish priorities, as it captures the community's agreed vision, provides an evidence-based policy framework, and strengthens consistency and legitimacy in decision-making.

Attachment 13

Asset ID	Asset Category	Asset Name / Description	Location	Acquisition Date	Supplier	Acquisition Cost (£)	Current Value for Register (£)	Insurance Value (£)	Notes / Condition
001	Land	Bennetts Field Allotments (1.732 acres)	Bennetts Field allotments, Higgins Way, Horsham RH13 6EH						
002	Land	Birds Farm Allotments (1.328 acres)	Birds Farm allotments, Blunts Way, Horsham RH12 2BJ						
003	Land	Chesworth Allotments (10.2 acres)	Chesworth allotments, Arun Way, Horsham RH13 5DD						
004	Land	Clarence Road Allotments (1.767 acres)	Clarence Road allotments, Clarence Road, Horsham RH13 5HW						
005	Land	Depot Road Allotments (3.975 acres)	Depot Road allotments, 71 Depot Road, Horsham RH13 5HN						
006	Land	Highwood Allotments (0.97 acres)	Highwood allotments, Rochford Grove, Horsham RH12 1QT						
007	Land	Redford Avenue/Shelleys Allotments (7.106 acres)	Shelley allotments, Redford Avenue, Horsham RH12 2HP						
008	Speed Indicator Device	SID – St Leonards Road	St Leonards Road						In place – licence with legal
009	Speed Indicator Device	SID – 100 Comptons Lane	100 Comptons Lane						To be installed – licence with legal
010	Speed Indicator Device	SID – Larchwood, Kerves Lane	Larchwood, Kerves Lane						Not yet installed
011	Speed Indicator Device	SID – Merryfield Drive	Merryfield Drive						In place – licence with legal
012	Speed Indicator Device	SID – 119 Rushams Road	119 Rushams Road						In place – licence with legal
013	Speed Indicator Device	SID - Hills Farm Lane	Hills Farm Lane						In place – licence with legal
014	Speed Indicator Device	SID – 78/80 Rushams Road	78/80 Rushams Road						In place – licence with legal
015	Street Furniture	Noticeboard – New Street (Outside Butchers)	New Street						
016	Street Furniture	Noticeboard – North Street Subway	North Street Subway						Joint ownership historically, now PC responsible
017	Street Furniture	Noticeboard – Victory Road Recreation Ground (Trafalgar Infant School Entrance)	Victory Road Recreation Ground – Trafalgar Infant School Entrance						
019	Street Furniture	Noticeboard – Victory Road Recreation Ground (Churchill Avenue Entrance)	Victory Road Recreation Ground – Churchill Avenue entrance						
020	Street Furniture	Bench – Redford Football Field	Redford Football Field						
021	Street Furniture	Picnic Table – Victory Road Recreation Ground	Victory Road Recreation Ground						
	Sundry Items	One gazebo 3m x 3m	Office						
	Sundry Items	Display Boards x ?	Office						
	Speed Indicator Device								This will be an installation hole only - presumably has some sort of cover - due to be installed 20th March if there are no unexpected issues with revised location
	Installation Hole	Blackbridge Lane	Blackbridge Lane						

Report to: Shadow Council

Meeting date: 23.03.2026

Report Author: Interim Clerk

Subject: Transitional Arrangements from the Shadow Horsham Parish Council to the Parish Council of Horsham

1. Purpose of the Report

To present the transitional arrangements required to move from the **Shadow Horsham Parish Council** to the formally constituted **Parish Council of Horsham** on **1 April 2026**, in accordance with the final recommendations of Horsham District Council's Community Governance Review (CGR).

2. Background

2.1 Community Governance Review Outcomes

Horsham District Council undertook a Community Governance Review of the **unparished area of Horsham**, including two rounds of public consultation in 2025, which demonstrated overall support for the creation of a parish/town council.

On **10 November 2025**, the Governance Committee approved final recommendations, adopted by Full Council on **19 November 2025**, including:

- Constitution of a **new parish of Horsham** effective **1 April 2026**.
- Establishment of **The Parish Council of Horsham**.
- Division of the parish into nine wards electing **18 councillors**.
- First elections scheduled for **7 May 2026**.

2.2 Establishment of the Shadow Parish Council

The **Horsham District Council (Reorganisation of Community Governance) Order 2025** created an interim body—the **Shadow Horsham Parish Council**—to undertake preparatory work before vesting.

The Shadow Council comprises appointed district councillors and the Chairs of the Denne, Forest, and Trafalgar Neighbourhood Councils and Horsham Blueprint Business Neighbourhood Forum.

2.3 Dissolution of Neighbourhood Councils

The three Neighbourhood Councils will dissolve on different dates – Forest Neighbourhood Council on 1st June 2026, Trafalgar Neighbourhood Council on 10th June 2026 and Denne Neighbourhood Council on **TBC**, the date of the inaugural parish elections and first meeting of HPC are a couple of weeks apart in May, this will ensure uninterrupted representation in the unparished area.

3. Role of the Shadow Council

The Shadow Council is responsible for preparing:

- Drafting Governance documents (Standing Orders, Financial Regulations, Code of Conduct).
 - The draft 2026/27 budget and precept.
 - Arrangements for initial asset and any potential service transfers.
 - Proposed administrative and staffing structures for the new council.
 - Preparatory work for the first Annual Parish Council Meeting.
 - Resident communications and website arrangements.
- An Interim Clerk has been appointed by HDC to support these functions.
-

4. Key Periods and Transitional Milestones

4.1 Pre-Vesting Period (Nov 2025 – Mar 2026)

Key preparatory actions include:

- Drafting core governance documents.
- Preparing financial controls and draft budget.
- Mapping initial assets and agreeing transfer schedules.
- Establishing service requirements and SLAs.
- Developing induction and communications materials.

4.2 Vesting through to Elections on 7 May 2026

On vesting day 1 April 2026:

- The **Parish Council of Horsham** becomes a legal entity.
- Draft documents are presented for formal adoption in May 2026.
- Financial and banking arrangements can be prepared for May 2026.

- The new Parish Council will meet week commencing 18th May for the first Full Council, once the Planning Committee membership is agreed the first Planning Committee can meet week commencing 26th May. In the meantime, the community and NC members may continue to comment on planning applications through the usual channels. They may also contact their District Councillor to request a call-in if they have concerns. The HDC Planning Team can provide further clarification if needed.
- Interim Clerk continues to ensure governance and preparation continues with HDC who have contracted the role since January 2026.
- The insurance policy for the Parish Council of Horsham will be effective and coverage under the policy officially begins.

4.3 May 2026 – Elections through to Inaugural APCM

Elections for 18 councillors will be held on **7 May 2026**.

The **first Annual Parish Council Meeting** will occur between 8–21 days after the election, at which the Council must:

- Elect a Chair and Vice-Chair.
- Adopt governance documents.
- Establish committees.
- Set the meeting schedule and priorities.

5. Governance Documents for Adoption

5.1 The following documents will be presented to the new Council:

1. Standing Orders
2. Financial Regulations
3. Code of Conduct
4. Scheme of Delegation
5. Risk Management Strategy & Register
6. Member–Officer Protocol
7. Complaints Procedure
8. FOI/EIR Publication Scheme
9. GDPR/Data Protection Policies

10. Draft Asset Register

These ensure compliance with statutory requirements and best practice.

5.2 Archives

It is anticipated that there will be archive documents passed from the Neighbourhood Councils, these will need to be stored securely and will provide historical information that is useful for the new Parish Council.

6. Financial Arrangements

6.1 Budget and Precept

Initial set-up costs for 2025/26 were **£80,000**, as agreed in committee recommendations adopted by Horsham District Council.

The Shadow Council has prepared the draft 2026/27 budget for early adoption by Horsham Parish Council.

6.2 Financial Controls

From 1 April 2026 the new council must prepare to:

- Open bank accounts and approve signatories at the first meeting.
 - Implement procurement and expenditure controls, agreed at the first meeting.
 - Establish internal and external audit processes, agreed at the first meeting.
-

7. Asset and Service Transfers

The Shadow Council, working with Horsham District Council officers, has:

- Identified assets within the unparished area that are statutory (eg. Allotments) or suitable for immediate transfer.
- Confirmed no TUPE-related staffing transfers are anticipated unless advised.

Final transfer arrangements will be confirmed post-vesting, as permitted by the Reorganisation Order.

8. Communications and Engagement

During transition:

- The Shadow Council maintains communications via HDC platforms.
 - A dedicated parish council website will be launched in April.
 - Residents will receive clear information regarding elections and the new governance structure.
 - Joint messaging with Neighbourhood Councils is maintained through their dissolution.
-

9. Handover Pack

A Handover Pack will be issued to the newly elected councillors containing:

- All draft governance documents.
 - Financial plans and precept information.
 - Asset and contract schedules.
 - Contact lists and officer liaison details.
 - A six-month forward plan.
 - Minutes and records of the Shadow Council.
-

10. Options

Option 1 – Approve the transitional arrangements (Recommended)

Ensures legal, administrative, and operational preparedness for vesting and elections.

Option 2 – Request amendments

Would require re-consultation with HDC officers and may delay handover activities.

11. Risk Assessment

Failure to approve the transitional arrangements could result in:

- Non-compliance with statutory obligations.
 - Delays in establishing lawful financial and governance systems.
 - Insufficient continuity following dissolution of Neighbourhood Councils.
Approval mitigates these risks.
-

12. Recommendations

The Shadow Council is asked to:

1. **Approve** the transitional arrangements outlined in this report.
2. **Authorise** the Interim Clerk to finalise the Handover Pack for May 2026.
3. **Confirm** arrangements for publishing communications regarding the transition and elections.
4. **Note** the statutory timetable and responsibilities for vesting day and the inaugural meeting.

Subject: Authority for Appointing Members to Committees of the New Parish Council

Prepared by: Interim Clerk

For: Shadow Council

Date: 23/03/2026

1. Purpose of This Briefing

This note clarifies the **legal position** regarding the appointment of individuals to committees of the newly elected Parish Council. Specifically, it addresses the question of whether the Shadow Council may require the Parish Council to appoint members to serve on the new committees.

2. Summary of the Legal Position

Under **Section 102 of the Local Government Act 1972**, the authority to appoint members—whether councillors or non-councillors—to Parish Council committees rests **solely with the Parish Council itself**.

Section 102 provides that a Parish Council may:

- Establish committees for discharge of its functions;
 - Appoint members to those committees;
 - Include **non-councillors** as committee members where appropriate.
 - There is **no statutory role** for a Shadow Council or any predecessor body in directing who must be appointed to these committees.
-

3. Distinction From Councillor Co-option

It is important to note that this matter **does not involve co-option to the Council**, which is governed by separate statutory provisions (e.g., LGA 1972, ss.79–80 and s.87). Those provisions apply only to filling vacancies for *councillors* and are not relevant to committee appointments.

Committee membership is an **internal governance decision**, not a statutory co-option process.

4. No Legal Basis for Required Appointment of Former Neighbourhood Council Members

While the Parish Council may choose to draw on the experience of individuals previously involved in Neighbourhood Councils:

- There is **no legal obligation** to appoint such individuals;
 - No external body may **direct, require, or mandate** their appointment;
 - The Parish Council must retain independence in making decisions that serve the **best interests of the parish as a whole**.
-

5. Governance Considerations

In exercising its powers under s.102, the Parish Council will ensure that committee appointments:

- Support transparent and effective governance;
 - Reflect the skills, experience, and availability needed for the committee's remit;
 - Maintain the elected Council's authority and accountability to its electorate.
-

6. Best Practice Approach

The Parish Council should value the experience and commitment many residents have shown through past community involvement. When forming committees, Councillors can consider:

- Relevant skills and experience;
- Community knowledge;
- Willingness to contribute time and work constructively;
- The overall balance and needs of the committee.

Residents may be invited to express interest when vacancies or opportunities arise. All appointments will be made transparently and in line with legal requirements.

7. Conclusion

The appointment of committee members is a statutory function **exclusively** conferred on the newly elected Parish Council. Neither the Shadow Council nor former

Neighbourhood Councils hold any legal authority to insist on, direct, or constrain these appointments.

It is absolutely recognised the valuable contribution made by members of the former Neighbourhood Councils, and the Parish Council may choose to include individuals with relevant skills and experience. But that has to be a **Council decision**, made independently and transparently, in the best interests of the whole community.

Presentation to the Shadow Council

Adoption of a Temporary Parish Council Logo (Until June 2026)

1. Introduction

The Interim Clerk has worked with HDC and has prepared the proposed **temporary logo** for the Parish Council during the interim period.

As you know, the new Parish Council will formally come into existence on 1st April 2026 and following the May 2026 elections the newly elected Councillors will take office. Until then, the Parish Council requires a visual identity that is:

- Appropriate and neutral
- Usable for formal correspondence
- Suitable for public-facing materials
- Clearly distinguishable from other local bodies

The proposal is that the Council adopts a **temporary holding logo**, with the understanding that the newly elected Council in May 2026 will have full opportunity to influence and redesign the permanent logo.

2. Purpose of Introducing a Temporary Logo

A consistent visual identity supports several practical needs during the interim period:

a. Public recognition

Residents need a clear, recognisable symbol associated with the emerging Parish Council and its communications.

b. Professional presentation

The Shadow Council will be issuing agendas, minutes, public notices, consultation documents, and digital communications.

A cohesive logo adds professionalism and clarity.

c. Avoiding delays

Waiting until after May 2026 for all branding decisions could:

- Delay the new Council's immediate ability to communicate
- Create inconsistencies in the presentation of materials

- Require last-minute design work at a point when the new Council will have many priorities
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3. The Proposed Temporary Logo



The temporary logo has been designed with the following principles:

- **Neutrality:** No assumptions about future branding preferences
 - **Simplicity:** Easy to reproduce on documents and online
 - **Clarity:** Clearly identifiable as belonging to the Parish Council
 - **Flexibility:** Works in both colour and black-and-white
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4. Consultation and Future Permanent Design

It is essential to emphasise that this logo is **strictly temporary**.

Once the new Council is elected in May 2026, Members will be invited to:

- Review the temporary logo
- Propose a new design
- Engage with residents, if desired
- Commission professional artwork
- Agree branding guidelines for all future use

The permanent logo will therefore be **shaped by the democratically elected Council**, not by officers or the shadow structure.

5. Recommendation

That the Shadow Parish Council:

1. **Formally adopts the temporary logo** for use during the interim period (April–June 2026).
 2. **Authorises officers** to use the logo on all official documentation, website materials, social media (if applicable), and public notices.
 3. **Notes** that a full review and redesign will take place once the new Council is elected.
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6. Closing Statement

Adopting a temporary logo now ensures that the Local Council can operate professionally and consistently while leaving full design choices for the future elected Council.

I welcome any questions or comments.

Horsham Parish Council Schedule of Meetings and Civic Events 2026-2027			
Date	Meetings	Civic Events/Community Events	Notes
19/05/26	Inaugural and Annual Meeting of the Council		Park Barn
26/05/26	Planning Committee		Park Barn
27/05/26		Annual Parish/Town Meeting	Venue TBC
02/06/26	Human Resources Committee		Park Barn
04-08/06/26		Visit from friends in Lage – Twinning Association	Potential to support
11/06/26	Finance & General Purposes Committee		Park Barn
16/06/26	Full Council		Park Barn
23/06/26	Planning Committee		Park Barn
27/06/26	Armed Forces Day	Potential Civic Event	
30/06/26	Policy & Resources Committee		Park Barn
07/07/26	Finance & General Purposes Committee		Park Barn
14/07/26	Full Council		Park Barn
21/07/26	Planning Committee		Park Barn
28/07/26	Human Resources Committee		Park Barn
01/09/26	Policy & Resources Committee		Park Barn
10/09/26	Finance & General Purposes Committee		Park Barn
15/09/26	Battle of Britain Day	Potential Civic Event	
15/09/26	Full Council		Park Barn
22/09/26	Planning Committee		Park Barn

30/09/26	Human Resources Committee		Park Barn
06/10/26	Finance & General Purposes Committee		TBC
15/10/26	Full Council		TBC
20/10/26	Planning Committee		TBC
27/10/26	Policy & Resources Committee		TBC
03/11/26	Human Resources Committee		TBC
08/11/26	Remembrance Sunday Service	Civic Event	TBC
10/11/26	Finance & General Purposes Committee		TBC
11/11/26	Armistice Day	Civic Event	TBC
19/11/26	Full Council		TBC
24/11/26	Planning Committee		TBC
01/12/26	Policy & Resources Committee		TBC
08/12/26	Finance & General Purposes Committee		TBC
17/12/26	Planning Committee & Full Council		TBC

05/01/27	Human Resources Committee		TBC
12/01/27	Finance & General Purposes Committee		TBC
21/01/27	Full Council		TBC
26/01/27	Planning Committee		TBC
02/02/27	Policy & Resources Committee		TBC
09/02/27	Finance & General		TBC

	Purposes Committee		
18/02/27	Full Council		TBC
23/02/27	Planning Committee		TBC
02/03/27	Human Resources Committee		TBC
09/03/27	Finance & General Purposes Committee		TBC
18/03/27	Full Council		TBC
23/03/27	Planning Committee		TBC
06/04/27	Policy & Resources Committee		TBC
13/04/27	Finance & General Purposes Committee		TBC
22/04/27	Full Council		TBC
27/04/27	Planning Committee		TBC
29/04/27	Annual Parish/Town Meeting		TBC
13/05/27	Annual Meeting of the Council		TBC