

<b>APPENDIX B</b> <b>Recommendation</b>		<b>Action to be taken</b>	<b>By Whom</b>	<b>Timescale for Completion</b>
<b>Hoey Ainscough Report Review – Recommendations &amp; Proposed Actions</b>				

<b>R1</b>	As a priority the Council should sign up to the NALC/SLCC Civility and Respect Pledge.	All Cllrs sign up and agree to abide by the pledge at a Full Council Meeting	SPC	<b>HIGH</b>  <b>21st Nov. '22</b>
<b>R2</b>	In doing so the Council should collectively agree what language is and is not appropriate in meetings and correspondence among councillors and with officers, how such language should be challenged in meetings and how meetings can be run more efficiently without getting bogged down in minutiae nor stifling legitimate debate. Behaviour needs to be re-set to improve relationships to allow Council business to be transacted.	<p>Agreement on Language can be made via Working Practices WP</p> <p>The tone of the emails is a more difficult Issue to deal with – as to how – at present this is unresolved – in the first instance this should be self-regulated by Clerk and then by majority rule from the Council if needs be.</p>	<p>Working Practices WP Then agreed at Full Council</p> <p>SPC Clerk to regulate in first instance– emails. Chairs to challenge Cllrs in - meetings. Council to agree or otherwise</p>	<p><b>HIGH</b> <b>January Working Party</b></p> <p><b>HIGH</b> <b>– Immediate action by Clerk and Cllrs</b></p>
<b>R3</b>	In agreeing to the Pledge, all councillors should give an undertaking to treat fellow councillors and officers with respect and not to make personal attacks on individuals or their integrity. <b>Until such respect is shown the Council cannot move forward</b>	<p>Behaviour needs to be modified by first taking the pledge.</p> <p>If some individuals do not understand that they are causing offence, then hopefully they will respect other Cllrs and the clerks' comments and not continue to argue their position.</p>	<p>Cllrs</p> <p>All Cllrs have to work together to assist with a higher level of understanding</p>	<p><b>HIGH</b> <b>Initially - 21st Nov '22.</b> <b>Then</b> <b>Ongoing with recourse to Code of Conduct</b></p>
<b>R4</b>	All councillors should undertake that, where they have concerns about the way a decision has been made or a procedure followed, they should discuss this respectfully with the Clerk and the Clerk should be allowed to give a ruling with reasons such as a reference to existing policy or legislation as to whether or not the concern is legitimate. This ruling should be communicated to all councillors. Where the concern is legitimate such, a	<p>Cllrs to follow the guidance not only of this recommendation and take care in how they raise issues, but then adhering to existing, and any amended, SPC policies, then await a response.</p> <p>The Clerk should respond as soon as reasonably practical or give reasons why not.</p>	<p>Cllrs</p> <p>Clerk</p> <p>Cllrs</p>	<p><b>HIGH</b>  <b>From 21st Nov. '22</b></p>

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	ruling should include the steps needed either to rectify the matter with an agreed timescale or the changes needed to prevent the matter re-occurring. Where the majority of councillors accept that the concern has been dealt with, the matter cannot be raised again for six months in line with Standing Orders.	<p>Cllrs should abide by the response given.</p> <p>If the requester still has concerns, the matter is taken to all councillors and the majority ruling abided by.</p>	Clerk and Cllrs	<p><b>HIGH</b></p> <p>From 21st Nov. '22</p>
R5	All councillors who are unwilling to take, or abide by, the Pledge and modify their behaviour to improve internal relations should consider resigning with immediate effect for the greater good of the constituents of Steyning and Council business.	<p>All Cllrs to take the pledge</p> <p>Some Cllrs to modify their behaviour</p>	<p>All Cllrs</p> <p>Cllrs</p>	<p><b>HIGH</b></p> <p>From 21st Nov. '22</p>
R6	The Council should develop a comprehensive training and development strategy for the new Council which covers all areas of Council business. It should in particular include training on the Code of Conduct and appropriate standards of behaviour.	<p>There is already a Training programme in place.</p> <p>There is a SPC Training 'Statement of intent' and both Cllrs and staff are offered opportunities to train from the moment they 'sign up'.</p>	Cllrs and Clerk	<b>COMPLETED</b>
R7	The Council should develop an agreed understanding of the role and expectations for individual Cllrs when they are acting as Full Council, as committee members, as individuals and as representatives of the Council externally.	<p>Cllrs to re-read the information already provided and abide by Policies.</p> <p>Clerk to check Cllrs are aware where the information is and resend if necessary</p>	<p>Cllrs</p> <p>Clerk</p>	<p><b>HIGH</b></p> <p>From 21st Nov.</p> <p>Before End of Nov</p>
R8	That councillors are reminded that they cannot speak on behalf of the Council unless authorised by the Full Council to do so. Any correspondence from individual councillors needs to make this clear. Where an individual represents themselves as speaking on behalf of the Council, the Clerk should correct the record at the earliest opportunity.	<p>Cllrs to re-read the information already provided and abide by Policies – with an amendment required to email policy to clarify position</p> <p>Clerk to check Cllrs are aware where the information is and resend if necessary</p>	<p>Cllrs</p> <p>Clerk</p>	<p><b>HIGH</b></p> <p>From 21st Nov.</p> <p>Before End of Nov</p>

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# Hoey Ainscough Report Review – Recommendations & Proposed Actions

<b>R9</b>	That councillors understand their fiduciary duties and vicarious liability and be reminded that they are all individually and severally liable for the finances and employment practices of the Council. Individual councillors should therefore be reminded that they should not act alone and unilaterally once Council collectively has made a decision or agreed a course of action	A Cllrs fiduciary duties and vicarious liability to be written into their guidance pack / information with greater clarity. Then woven into the appropriate SPC policy, then agreed.	Clerk with approval from Council	<b>MEDIUM</b>  Before end of Council term
<b>R10</b>	The Council should consider working with Horsham and the West Sussex Association or any other appropriate organisation approved by Horsham to ensure it has comprehensive and up-to-date HR and grievance policies and that these are effectively enforced	There are policies already in place	N/A	<b>COMPLETED</b>
<b>R11</b>	The Clerk should complete CiLCA as a matter of priority. A timetable should be agreed between the Chair and the Clerk with dedicated 'professional development' time set aside in the working week to allow this to happen	Clerk  Chair & Vice Chair to continue to monitor progress and complete appraisal review before end of 2022	Clerk  Chair and Vice Chair	<b>MEDIUM</b>  Cilca completed before end of Council Term
<b>R12</b>	The Council should ensure that its email policy is properly enforced, and the Clerk empowered to draw a line under correspondence such that if the policy is breached the Clerk will simply reply to say that the email will not be responded to as it falls outside the policy. There may be exceptions for significant urgent matters, but the Council as a whole shall agree a definition of what those exceptions should be. All emails should go through the Clerk.	Email Policy to be amended  Clerk to respond to breaches as per set out in recommendation  Cllrs to abide by response	SPC  Clerk	<b>HIGH</b>  <b>MEDIUM</b>  <b>MEDIUM</b>

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<b>R13</b>	The Council should have an agreed and enforced policy for dealing with persistent or vexatious correspondence to ensure that the business of the Council is not unnecessarily diverted.	A new policy should be put in place which covers vexatious behaviour	Clerk's office to source policy guidance & present to Working Practices for SPC approval	<b>MEDIUM</b>  Before end of Jan '23
<b>R14</b>	The Council should agree how governance issues should be raised in meetings to allow reasonable discussion but also to allow other business to be transacted.	This item should be discussed at Working Practices and written into Councillor / Officer protocol then agreed at Full Council	Clerk's office to source policy guidance & present to Working Practices for SPC approval	<b>LOW</b>  Before end of Council term
<b>R15</b>	The Council and the Clerk should agree a work schedule to ensure that officers' time is focussed and that there are realistic expectations on their time within agreed working hours.	Produce a working schedule for both Clerk's and Council's agreement	Personnel Committee	<b>MEDIUM</b>  Before end of Feb '23
<b>R16</b>	The Council needs to agree a councillor-officer protocol which would include a shared agreement as to the circumstances when councillors should have access to officer time and how the Clerk should respond to queries from individual councillors.	This item should be discussed at Personnel Committee and written into Councillor / Officer protocol then agreed at Full Council	Personnel Committee	<b>MEDIUM</b>  Before end of Feb '23
<b>R17</b>	The Council should review its current staffing structure to ensure it is in line with its strategy and able to help the Council deliver it and that the Clerk's key performance objectives and time are geared to deliver that strategy	Review of Staffing Structure  K. P. I's are already in place, but need to be reviewed before end of 2022	Clerk , Chair & Vice Chair, then Personnel Com' Clerk/Chair/V. Chair	<b>MEDIUM</b>  <b>HIGH</b>
<b>R18</b>	The Council should ensure that the Clerk and the Council make best use of external support and advice from its memberships of professional bodies	Largely this already happens.  To be reviewed by Personnel Committee	Personnel Committee	<b>LOW</b>  Before end of Council term

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R19	The Council needs to review whether it has all appropriate and up-to-date policies in place and ensure that policies are available on the website.	Some policies to be reviewed and appropriate amendments put in place  Policies are available on Web Site	Working Practices	LOW Before end of Council term COMPLETED
R20	The Council needs to adopt a clear statement of councillors' right to information and a 'need to know' policy and review its implementation of freedom of information requests in the light of that policy.	A 'Need to Know' policy to be put in place or its points added to an existing policy	Working Practices	MEDIUM  Before end of Feb'23
R21	The Council should adopt a recording of meetings policy and decide how long it needs to keep recordings once minutes have been agreed	SPC to consider amending either its Communications policy or its Retention and Disposal policy and or its Community Engagement policy	Working Practices	LOW  Before end of Council term
R22	The Council needs to adopt a social media Policy which would cover both appropriate use of social media by individuals and the Council's own approach to social media as an organisation	There is a policy already in place	N/A	COMPLETED
R23	The Council needs to review its approach towards planning delegation if this has not already been done in the last six months.	There is a policy now in place	N/A	COMPLETED
R24	All councillors need to be familiar with Standing Orders and should have a pack which contains all policies, Financial Regulations and Standing Orders that they bring to each and every meeting to aid understanding and avoid confusion.	There is a pack distributed to Cllrs when they take up the position after election	N/A	COMPLETED

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R25	The '2-minute' rule in Standing Orders should be enforced and all councillors should support the Chair in ensuring the meeting is run efficiently and without conflict. The rule may be waived in exceptional circumstances where an agenda item is of particular significance, but this must be agreed at the start of the agenda item and a revised time limit (say 5 minutes) agreed	<p>This rule has been more robustly enforced recently by all SPC Chairman to ensure meetings are run more efficiently and with less disruption or unnecessary diversion</p> <p>Chairs to continue use this Standing order, but have in mind when it should be waived</p>	Chairman	<p>Ongoing</p> <p>Already being used</p>
R26	Minutes should be agreed at the following meeting. Amendments can only be proposed by those who attended the meeting and should be factual only rather than opinion	Councillors to continue to be aware of the comments noted within the recommendation and abide by them Chairman to enforce this	<p>Cllrs</p> <p>Chairman</p>	<p>Ongoing</p> <p><b>MEDIUM</b></p>
R27	Minutes should be done in the recommended style as a record of the decisions made at meetings to help anybody understand the process by which a decision is made. So, they should make clear the decision taken with some brief summary of matters considered for and against	None	Clerk	<b>COMPLETED</b>
R28	The requirement that voting is recorded should be reconsidered	Cllrs should be aware that Standing orders gives them the right to ask for voting to be recorded, however this should be used sparingly and not agreed for the whole or 'rest of the' meeting	Cllrs / Chairman	<p><b>LOW PRIORITY</b></p> <p>But enforced at &amp; after 21st Nov. '22</p>
R29	The practice of allowing a councillor who cannot attend a meeting to send their views for consideration at that meeting should be stopped	This practice to stop forthwith	Cllrs	<p><b>LOW PRIORITY</b></p> <p>But enforced at &amp; after 21st Nov. '22</p>

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R30	The agendas for meetings should be timetabled to ensure business is effectively transacted. Where there needs to be a variation to the timetable that should be agreed at the start of the meeting	Timetabling 'guidance' to start at the 21st of November Full Council Meeting This is still subject to Chairmans discretion	Clerk / Chairman	<b>LOW PRIORITY</b>  <b>But enforced at &amp; after 21st Nov. '22</b>
R31	Apologies for absence should only be accepted where a valid reason is either given to the meeting or given to the Clerk in confidence	This was reviewed at the recent meeting with HDC Monitoring Officer, and it was generally agreed that current practice is acceptable – to avoid conflict	All	<b>COMPLETED</b>
R32	After the next election the new Council should develop a fully costed and resourced long-term strategic plan for the Town putting personal agendas and differences aside for the greater good of the Steyning community	None	Clerk & SPC	<b>COMPLETED</b>
R33	The Council should review its communication strategy in conjunction with the public to evaluate its effectiveness and ensure that the public understands the work of the Council, is engaged in developing a vision for Steyning and is able to participate more fully in local decision-making.	Low priority to be reviewed by new Council if they feel it necessary	New Council	<b>LOW</b>  <b>After May 2023</b>
R34	The Council Chair and Clerk should look to learn from and share best practice with outstanding local councils.	Best Practice is already shared and taken up when appropriate. Needs to be discussed more openly when disruption lessens	Chairman & Clerk	<b>LOW</b>  <b>Before end of Council term</b>

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<b>R35</b>	Where Steyning Parish Council needs to use external support to comply with these recommendations, they should consult with Horsham District Council and the West Sussex Association before agreeing such support to ensure they have considered all the options and are obtaining expert advice at value for money.	<p>Consultation is already in place.</p> <p>Council to maintain open minded approach to support and expertise</p>	Councillors & Clerk	<p><b>LOW</b></p> <p><b>ONGOING</b></p>
<b>R36</b>	Steyning Parish Council should develop an initial implementation plan within six weeks of the report which should be shared with the monitoring officer of Horsham District Council. They should also report on their progress in implementing this action plan to the monitoring officer in 6 months and again in 12 months after the date of this report	<p>Draft Implementation Plan completed and agreed at 21st November Full Council meeting</p> <p>Progress review April 17th SPC Full Council Meeting – Then sent to HDC</p> <p>Final Review at October 23 SPC Full Council Meeting – Then sent to HDC</p>	SPC & Clerk	<p><b>COMPLETED BY 21st Nov '22</b></p> <p><b>APRIL 2023</b></p> <p><b>OCTOBER 2023</b></p>