

	Recommendation	Action to be taken	By Whom	Review of Actions
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## Hoey Ainscough Report Draft Review April '23 – Recommendations & Proposed Actions

R1	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>COMPLETE OTHER THAN CLLR NON-COMPLIANCE</b> Council {as a body corporate} is signed up But 4 Cllrs are refusing to take the pledge
R2	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.	Agreement on Language can be made via Working Practices WP  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.	Working Practices Then agreed at Full Council  Clerk to regulate in first instance– emails. Chairs to challenge Cllrs in - meetings. Council to agree or otherwise	<b>PART COMPLETE, MAINLY THROUGH NONCOLLABORATION BY CLLRS</b> Council is agreeing to new policies and a new agreement as to language used in correspondence and meetings stems from this. Unfortunately, those councillors who in the main are not being respectful, it seems continue not to see that their behaviour is poor, and are not agreeing to the policy amendments and therefore it appears an improvement 're-set' is unlikely.
R3	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>	Behaviour needs to be modified by first taking the pledge. 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.	Cllrs  All Cllrs have to work together to assist with a higher level of understanding	<b>PART COMPLETE, MAINLY THROUGH NONCOLLABORATION BY CLLRS</b> Those councillors who have agreed to the pledge have also agreed to treat fellow councillors and officers with respect. Those 4 councillors who have not agreed to the pledge have also not agreed to that undertaking.
R4	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 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.	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. The Clerk should respond as soon as reasonably practical or give reasons why not. Cllrs should abide by the response given.  If the requester still has concerns, the matter is taken to all councillors and the majority ruling abided by.	Cllrs  Clerk  Cllrs  Clerk and Cllrs	<b>COMPLETE OTHER THAN CLLR NON-COMPLIANCE</b> The Clerk has continued to point out when poor behaviour in meetings or via correspondence has occurred including breaches of policy, respect and good practice. However, the perpetrators do not accept his ruling, rather argue that they have the right to do what they like because they are representatives of the residents. Or they do not even engage in the process, that is, respond to the Clerk.

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<b>R5</b>	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.	All Cllrs to take the pledge  Some Cllrs to modify their behaviour	All Cllrs  Cllrs	<b>COMPLETE OTHER THAN CLLR NON-COMPLIANCE</b> Those councillors unwilling to modify their behaviour and abide by the pledge seem unlikely to consider resignation, and there is nothing the council can do about it, and they know this.
<b>R6</b>	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.	There is already a Training programme in place.  There is a SPC Training 'Statement of intent' and both Cllrs and staff are offered opportunities to train from the moment they 'sign up'.	Cllrs and Clerk	<b>COMPLETED</b> The Council has a comprehensive training and development strategy and indeed is considering an amended policy at its next working practices group meeting which includes more emphasis on training on Code of Conduct and appropriate standards of behaviour
<b>R7</b>	The Council should develop an agreed understanding of the role and expectations for individual Cllrs when they are acting as Full Council members, as committee members, as individuals and as representatives of the Council externally.	Cllrs to re-read the information already provided and abide by Policies.  Clerk to check Cllrs are aware where the information is and resend if necessary	Cllrs  Clerk	<b>PARTIALLY COMPLETED</b> The Clerk has disseminated information about Roles and Responsibilities and in individual cases on occasion has specified where improvement is needed. This will again be reinforced when the new councillor induction packs are distributed and discussed.  A Cllrs expectations will need to be addressed either in a closed all councillor session to discuss the strategic plan or via an external training session. - TBC
<b>R8</b>	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.	Cllrs to re-read the information already provided and abide by Policies – with an amendment required to email policy to clarify position  Clerk to check Cllrs are aware where the information is and resend if necessary	Cllrs  Clerk	<b>COMPLETE OTHER THAN CLLR NON-COMPLIANCE</b> One councillor continues to correspond with outside bodies, and local groups and individuals as a councillor without delegated authority and often in opposition to the council's agreements or policies. The Councillor does not agree with the views of the Hoey report nor the Clerk.

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<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>PARTIALLY COMPLETED</b> The Cllrs understanding of fiduciary duties and vicarious liability has been discussed but is yet to be set out within an SCP policy.
<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> The Council has up-to-date HR and grievance policies.
<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>COMPLETED</b> The Clerk has successfully completed the CiLCA qualification
<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>COMPLETE OTHER THAN CLLR NON-COMPLIANCE</b> The email policy has been amended and agreed by council, but one councillor has opposed the changes and ignores some policy guidance. Not all emails are going through the Clerk
<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 to source policy guidance & present to Working Practices for SPC approval	<b>NO ACTION YET</b>
<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>PARTIALLY COMPLETED</b> There is an understanding of how governance matters should be raised, and a new Officer/ Councillor protocol is now in place, but this might still need to be reinforced - this is yet to be decided
<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>PARTIALLY COMPLETED</b> The appraisal process has helped with many time-wasting practices having been dealt with, by council agreement – still some work to do

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<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>COMPLETED</b> New Councillor / Officer protocol is now agreed and in place
<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>PARTIALLY COMPLETED</b> Staffing structure is being and has been discussed. New KPI's for the Clerk to be determined in line with new Councils goals after the election
<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>PARTIALLY COMPLETED</b> There is advice sought when required, but there is room for improvement, and this is yet to be discussed and agreed by the Personnel Committee / Council
<b>R19</b>	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	Working Practices	<b>COMPLETED</b> Up to date policies in place and on Web Site
<b>R20</b>	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	<b>COMPLETED</b> A 'Need to know' statement is now included within the amended SPC Email Policy.
<b>R21</b>	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	<b>NO ACTION YET</b>
<b>R22</b>	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	<b>COMPLETED</b> There is a policy in place
<b>R23</b>	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	<b>COMPLETED</b> There is a policy in place
<b>R24</b>	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	<b>COMPLETED</b> All Councillors receive an induction pack which includes F. Regs , Standing Orders and other most relevant policies and are asked to bring it to all meetings. {New version to be distributed after '23 election}

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<b>R25</b>	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	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  Chairs to continue use this Standing order, but have in mind when it should be waived	Chairman	<b>ONGOING</b> Despite initial reluctance from some Cllrs, and sometimes annoyance from same when Chairman attempts to use this rule in a strict manor, nonetheless it is being observed more successfully as time passes and Cllrs get used to the idea.
<b>R26</b>	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	Cllrs  Chairman	<b>COMPLETE OTHER THAN CLLR NON-COMPLIANCE</b> Minutes are now being agreed in a way more conforming to best practice, however some councillors are still determined to discuss matters which are not necessarily concerning their accuracy
<b>R27</b>	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> The style and content of minutes is now rarely challenged. There is progressively less of a disruption caused by some Cllrs concerning Draft Minute agreement.
<b>R28</b>	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	<b>PARTIALLY COMPLETED</b> There is progress concerning a lesser consideration for voting to be recorded, however there is still room for improvement
<b>R29</b>	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	<b>COMPLETE OTHER THAN CLLR NON-COMPLIANCE</b> The issue is less frequent than before, but one councillor remains keen to have his views discussed in his absence
<b>R30</b>	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>COMPLETED</b> This guidance tool is now being used to good effect when necessary
<b>R31</b>	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>COMPLETE OTHER THAN CLLR NON-COMPLIANCE</b> Some Councillors are choosing not to give any apologies when absent.

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## Hoey Ainscough Report Draft Review April '23 – Recommendations & Proposed Actions

<b>R32</b>	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>PARTIALLY COMPLETED</b> There is a strategic plan in place, but a new one is to be considered after the election as per recommendation
<b>R33</b>	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>PARTIALLY COMPLETED</b> There is a policy in place and the council has actively pursued more resident engagement since November, but there is still much work to do
<b>R34</b>	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>NO ACTION YET</b>
<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.	Consultation is already in place.  Council to maintain open minded approach to support and expertise	Councillors & Clerk	<b>PARTIALLY COMPLETED</b> The Council has used support and has continued to engage in discussions with HDC, but could do more
<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	Draft Implementation Plan completed and agreed at 21st November Full Council meeting  Progress review May 15th SPC Full Council Meeting – Then sent to HDC  Final Review at October 23 SPC Full Council Meeting – Then sent to HDC	SPC & Clerk	<b>PARTIALLY COMPLETED</b> Implementation plan completed and agreed  Six-month draft review completed

### Of the 36 Recommendations: -

11 - Fully Completed,

11 - Partially Completed,

8 - Complete, other than the refusal or reluctance by Cllr or Cllrs to comply

1 - Ongoing

3 - Not been actioned yet

2 - Partly complete mainly through noncollaboration from Cllr or Cllrs