



MEETING OF ALVANLEY PARISH COUNCIL

To the Members of Alvanley Parish Council: You are hereby summoned to attend the Annual Meeting of the Parish Council on Wednesday 20th May 2026 to be held in Alvanley Village Hall, which will begin at 19.00hrs for the transaction of the business set out below.

Signed *Trudy Ryall-Harvey*, Clerk
13/05/2026

clerk@alvanleyparishcouncil.gov.uk
07784 486 767

MEMBERS OF THE PUBLIC AND PRESS ARE INVITED TO ATTEND ALL COUNCIL MEETINGS
(Public Bodies (Admission to Meetings) Act 1960)

AGENDA

1.	ELECTION OF CHAIR AND VICE-CHAIR	
2.	APOLOGIES	and reason for absence.
3.	DECLARATIONS OF INTEREST	Members to declare any interest under the following categories: pecuniary, outside body and family, friend or close associate.
4.	EXCLUSION OF PRESS AND PUBLIC	Council is asked to discuss excluding the Press and Public for any items listed on the below agenda. <small>The Parish Council may exercise their right to exclude the public and press by resolution from a closed meeting due to the confidential nature to be discussed pursuant to section 1(2) of the Public Bodies (Admission to Meetings) Act 1960.</small>
5.	PUBLIC PARTICIPATION	When members of the public may comment or raise questions regarding matters affecting the Parish. <i>(max. of 3 minutes per person without prior agreement with Chair and for a total of 10 minutes).</i> <i>This provides an opportunity for members of the public (who are not usually permitted to speak during the meeting except by special invitation of the Chairman) to participate by asking questions, raising concerns or making comments on matters affecting Alvanley. No decision can be taken during this session, but the Chairman may decide to refer any matters raised for further consideration.</i> <small>N.B. Councils cannot lawfully decide items of business that is not specified in the summons/agenda (LGA1972 Sch 12, paras 10(2)(b) and Longfield Parish Council v Wright (1918) 88 LJ Ch 119</small>
6.	MINUTES	To approve the minutes of the Parish Council meeting held on 15 th April 2026
7.	ACTIONS	To receive verbal updates on any actions from the minutes since the last meeting:- <ul style="list-style-type: none"> - Cheshire Railings repair by CWaC (Commonside Crossroads) - Fingerpost – Helsby/Frodsham road junction <ul style="list-style-type: none"> - To review costs of fingerpost and milestone painting and agree next steps - Christmas Illuminations - Update on Wifi for Alvanley Village Hall
8.	MEETINGS ATTENDED	To receive verbal reports on meetings attended by Councillors since the last meeting.
9.	PLANNING	1) To note planning applications as listed on the planning register, including comments submitted since the last meeting and enforcement matters. 2) To note any planning applications received since the distribution of the Agenda.
10.	AUDIT 2025-26	1. To receive the Financial Summary for 2025-26 prepared by the Clerk. 2. To accept and sign the Certificate of Exemption. 3. To note the Internal Audit Report for 2025-26. 4. To discuss and approve the Governance Statement for 2025-26. 5. To approve the Accounting Statement for 2025-26. 6. To approve the Notice of Public Rights and Publication of Annual Governance and Accountability Return

11.	ACCOUNTS	<ol style="list-style-type: none"> 1) To accept the YTD Cash Book and Out-turn (Forecast) to date. 2) To approve the payments made in between meetings for 2026-27 3) To review the Internal Auditors recommendations and agree any actions. 4) To agree to purchase Poppy Wreath and Lamp-Post Poppies for Remembrance Sunday in November (and agree quantity of lamp-post poppies required). 5) To agree to obtain a Parish Council debit bank card for the Clerk for payments of single purchases items under the value of £500 (as per financial regulation 8.1). 6) To approve the year to date bank reconciliation. 7) To approve payments made since last meeting.
12.	PARISH COUNCIL MATTERS	<ol style="list-style-type: none"> 1) To review revised polices and agree their re-adoption of:- <ul style="list-style-type: none"> - Dignity at Work - Privacy Policy - Disciplinary Procedures - Financial Process - Lone Workers Policy (Councillors) 2) To review and approve the Councillor Induction Pack. 3) Proposed New projects for 2026 – to discuss and agree. 4) Strategic Plan– to discuss and agree first steps in the creation of the next three year Strategic Plan (until 2030) 5) To receive an update on the setting up of .gov.uk website. 6) To discuss and agree if the Parish Council wishes to organize regular ‘Drop-in’ Sessions for residents to meet and speak with the Parish Council? 7) Co-option – to discuss and vote on any applications for co-option. 8) Training – to discuss and agree training requirements moving forward:- <ul style="list-style-type: none"> - Code of Conduct (£25 per person) via CHALC - Finance for Councillors (£35 per person) via Parkinson Partnership 9) Summer Bedding x 3 planters (usually done by The White Lion – as there is going to be a change in management, to discuss who will take on the responsibility of planting these).
13.	AGENDA ITEMS	To receive any items for inclusion on the agenda for the next meeting
14.	DATE OF NEXT MEETING	The next meeting of the Parish Council will take place on Wednesday 15 th July 2026 at Alvanley Village Hall at 19.00 hrs.



MINUTES OF THE PARISH COUNCIL MEETING
HELD ON 15TH MARCH 2026
AT 19.00HRS AT ALVANLEY VILLAGE HALL

In Attendance: Cllr B Crowe

Cllr J Hughes (Chair)

Cllr A Mahoney

Cllr H Lodge

Cllr D Gilbert

Clerk: Mrs T Ryall-Harvey

Members of the Public: 3

APOLOGIES: No apologies were received.

DECLARATION OF DISCLOSABLE INTERESTS –

Cllr Lodge declared a non-pecuniary interest on any issues relating to the planning consultation 25/02767/FUL Cliff Farm, Commonside, Alvanley, Frodsham due to being friends of the applicant and undertook not to vote on any matter.

EXCLUSION OF PRESS AND PUBLIC - it was agreed that there were no issues that needed to be discussed with the exclusion of Press and Public.

PUBLIC SESSION

Cllr Lodge raised concerns that the Cricket Club flood lights are permanently switched on.

ACTION: Cllr Crowe undertook to speak to the Cricket Club to see if the sensor could be altered.

A resident raised that 6 Ardean Lea also have their external lights on throughout the evening.

Cllr Crowe reported on the update she had received in relation to the Commonside Former Landfill, Alvanley Contaminated Land Investigation under Part IIA Environmental Protection Act 1990 from Cheshire West and Chester Council.

ACTION: Cllr Crowe to ask if this could be forwarded to the Clerk of the Parish Council.

ACTION: Clerk to put it a link to the Cheshire West and Chester website regarding contamination.

Cllr Hughes reported upon the accident that took place on the morning of Monday 13th April where two people were killed on Manley Road. Fatalities are reported to CWaC – it was suggested that a site meeting be organised with CWaC highways once the investigation had been carried out to see if any improvements could be carried out.

ACTION: Clerk to approach CWaC for a site meeting once they have undertaken their investigations.

MINUTES

RESOLVED 26/014 that the Chairman signs, as a true and correct record, the minutes of the meeting held on 4th March 2026 proposed by Cllr Gilbert and seconded by Cllr Lodge and unanimously agreed.

ACTIONS (*not otherwise on the agenda*)

Verbal reports on the following issues were received:-

- Fingerpost – Helsby/Frodsham Road Junction – it was reported that following the fingerpost being

damaged, this had been removed by a local business owner and stored for safe keeping. It was confirmed to the Parish Council meeting that the materials had been purchased to undertake the repair. Cllr Hughes had contacted Helsby Parish Council to see if they would be willing to pay for the painting of the Fingerpost sign within Helsby.

ACTION: The Parish Council to arrange for its reinstallation.

ACTION: Cllr Lodge meeting with decorators to obtain a quote.

- Wifi for Village Hall – Cllr Hughes confirmed the Village Hall have approved the installation of Starlink.
- Snowdrop Village – Cllr Hughes 3,500 bulbs have been planted opposite the cricket club corner. These were kindly donated by a resident.
- Community Litter Picking Event – Cllr Crowe reported that this event went very successful.
- Christmas Illuminations – Cllr Gilbert suggested that rather than wrapping trees for 2026 the Parish Council should explore the cost of uplighting them as this would not require the trees to be trimmed. Cllr Gilbert and Cllr Hughes are meeting with an electrician to discuss if the uplighting can be achieved and costings.
- Civility and Respect – it was reported that following the Parish Council's agreement to sign up to the Civility and Respect Pledge that this had now been undertaken and the Parish Council had received it's certificate of confirmation. **ACTION:** put certificate on the website.

MEETINGS ATTENDED

Cllr Hughes reported recent meeting with Chief Inspector Fegan – Chester LPU Commander that she had attended, within the meeting Chief Inspector Fegan provided an update on the neighbourhood policing and their strategy for the future including a commitment to become more visible and saving costs, improving performance, running mini policing schemes.

PLANNING

The Planning Register dated 01/04/2026 was accepted. It was noted that no changes to the Planning Register had been received in since the last meeting.

Cllr Hughes reported that she had highlighted some planning applications that no response seemed to have been logged with CWaC Planning Department, therefore the clerk had submitted the following response to consultations:-

24/02121/FUL – The Cedars Towers Lane, Alvanley, Frodsham WA6 0LG - Remodelling of existing dwelling (revised Description) the Parish Council wished to submit a response in *support* of this consultation.

25/02767/FUL – Cliff Farm, Commonside, Alvanley, Frodsham WA6 9HA – Installation of 100 ground mounted solar photovoltaic panels (approx. 55.kWp) on land to provide renewable energy for the dwelling house – the Parish Council submitted a response in *support* of this consultation

It was also reported that it had come to the council's attention that a single temporary mobile home has been placed on the curtilage land at Greengate Farm at the top of Towers Lane. The Council undertook to monitor for 12 months whilst work on the main property was being undertaken.

FINANCIAL ITEMS

Cashbook

Proposed by Cllr Gilbert seconded by Cllr Mahoney and unanimously RESOLVED 26/015 that the year-end cashbook dated 01/04/2026 be approved as a true and correct record.

Payments by Direct Debit – proposed by Cllr Gilbert, seconded by Cllr Lodge and unanimously RESOLVED 26/016 to set up a Direct Debit for the payment of the Payroll Services for 2026-27.

Bank Reconciliation – RESOLVED 26/017 that the end of year bank reconciliation and bank statements dated 01/04/2026 were provided to the meeting, reviewed and accepted and were signed by Cllr Lodge
Proposed Cllr Hughes, Cllr Mahoney

Insurance – RESOLVED 26/018 to accept to pay £241.00 for Parish Council Insurance for 2026-27 provided by Zurich Town and Parish Council Insurance. ;proposed Gilbert, Seconded Cllr Lodge all in favour.

Payments for approval:-

Proposed by Cllr Gilbert, seconded by Cllr Crowe and unanimously RESOLVED 26/019 to accept the list below of income received and payments made or due to be made since the last meeting for approval.

Income received since the last meeting

Date	Received From	Gross Amount	Comment
10/03/2026	HMRC VTR	£534.14	VAT Rebate
27/02/2026	Bank Interest	£2.44	Bank Interest - February
31/03/2026	Bank Interest	£1.80	Bank Interest - March
13/04/2026	Cheshire West and Chester Council	£11,102.00	Annual Precept Payment

Payments made since the last meeting - for noting

Date	Payable to	Net Amount	VAT	Gross Amount	Comment
24/03/2026	CHaLC	£105.00		£105.00	CHALC - Planning Training (Hughes)
07/04/2026	JKE Website Designs	£112.50	£22.50	£135.00	Website Design & Development - Deposit
05/04/2026	CTA Systems	£58.40	£11.68	£70.08	Website and Email Provision
20/04/2026	The Accounts Centre	£10.00	£2.00	£12.00	Payroll Services for April 2026

Payments not yet made - for approval

Payable to	Net Amount	VAT	Gross Amount	Comment
Clerk's Salary	£358.24	£0.00	£358.24	Payroll for Tax Period 1
HMRC	£94.00	£0.00	£94.00	PAYE Payment for Clerk - Tax Period 1
Clerk's Expenses	£56.32	£6.57	£62.89	Stationery, Mileage and contribution towards mobile phone
CHaLC	£166.80	£0.00	£166.80	Affiliation Fees for 2026-27
Mrs Kathryn Lloyd	£60.00	£0.00	£60.00	Internal Audit for 2025-26
Zurich Town and Parish Council Insurance	£241.00	£0.00	£241.00	Insurance Renewal for 2026-27

PARISH COUNCIL MATTERS

Policy Schedule – the Policy Schedule for 2026-27 was reviewed and it was proposed by Cllr Lodge and seconded by Cllr Mahoney and unanimously RESOLVED 26/020 agreed that the following policies would be reviewed prior to the next meeting by Cllr Gilbert and Cllr Hughes and recommendations be brought to the next meeting:-

Dignity at Work

Privacy Policy

Disciplinary Procedures

Financial Process

Polices for approval – proposed by Cllr Gilbert, seconded by Cllr Mahoney and unanimously RESOLVED 26/021 that the following policies be adopted:-

Bio-diversity Policy
Community Engagement policy
Co-option Policy and Procedures
Data Retention Schedule
Equality and Diversity Policy
Financial Regulations
IT Policy

Training Policy – Cllr Gilbert highlighted to all Parish Councillors the section in the policy which states:-

Certain training is encourage for all councillors and staff to carry out at the start of their role, including Code of Conduct, induction training, GDPR, and financial governance training and also periodically (every four years) throughout their term of office to ensure they are kept up-to-date with any changes.

Any Parish Councillors not wishing to undertake training will be asked not to represent the Parish Council on external committees.

Parish Councillor Training – the Clerk provided to the meeting Training Log of all training she believed had been carried out by Parish Councillors and ask them to confirm if it was accurate.

The Clerk also provided a copy of CHaLC Training Schedule and sought confirmation if any Councillors wished to undertake any training. She highlighted that following the adoption of the Training Policy that it was ‘good practice’ for all Parish Councillors to undertake Code of Conduct Training and according to the training log no Parish Councillor had yet carried out this training since the last election.

Cllr Hughes wished to undertake the Finance for Councillors training subject to budget being available.

Roles and Responsibilities – the clerk circulated around the Parish Council a list of roles and responsibilities that she believed the Parish Councillors undertook and asked for confirmation that there were no other roles and responsibilities that she was not aware of. Following confirmation the clerk sought confirmation that these roles and responsibilities be approved for 2026-27 it was therefore, proposed by Cllr Mahoney, seconded by Cllr Crowe and unanimously RESOLVED 26/022 that the roles and responsibilities for 2026-27 be agreed as:-

Bank signatories – Cllr Hughes, Cllr Gilbert
Communications – Church Newsletter – Cllr Crowe
Parish Council Newsletter – Cllr Gilbert
Alvanley and Manley Primary School – Governor - Cllr Crowe
Litterpicking – Cllr Crowe
Planning - All Parish Councillors
Sandstone Ward Meeting – Cllr Hughes
Website Lead – Cllr Mahoney

Annual Report for 2025-26 Proposed by Cllr Lodge, seconded by Cllr Crowe and unanimously RESOLVED 26/023 that the Annual Report for 2025-26 circulated around the Parish Councillors be approved and included on the website.

Website the Clerk reported that she had spoken with the current website provider and confirmed in writing that the Parish Council did not wish to continue after July 2026 with this website.

The Clerk also reported that the deposit had been paid to JKE Website Designs for the setting up of the new

.gov.uk website. She proposed that a working group be created to review the website once the basic design had been agreed. It was therefore agreed that Cllr Mahoney, Gilbert and Hughes sit on the working group to review the website. The clerk undertook to arrange a working group meeting in between Parish Council meetings. Proposed by Cllr Mahoney and seconded

ACTION: Clerk to arrange a Working Group meeting to review the draft website design.

Letter of Thanks – Cllr Crowe suggested that a letter of thanks be sent to CWaC following the resurfacing of Burrow Lane. Proposed Cllr Crowe seconded This was unanimously agreed.

ACTION: Cllr Gilbert undertook to draft letter.

ACTION: Clerk to send letter on Parish Councils behalf.

Share Drive – Cllr Gilbert reported that he believed a ‘Shared Drive’ for all Parish Councillors where information could be stored and shared would be useful. It was therefore agreed that once the new emails had been set up a ‘Shared Drive’ be created.

ACTION: review once the Website is up and running to see if this would be needed.

NALC Bronze Award - the Local Council Award Scheme criteria had been shared around the Parish Councillors prior to the meeting. The Parish Council agreed that once the new website had been created that the Parish Council should apply for this award.

One resident left the meeting.

Co-option – Cllr Hughes reported that an application for Co-option onto the Parish Council had been received from Mr John Wright. The Clerk confirmed that Mr Wright had completed the Co-option application confirming he met the legal criteria to become a Parish Councillor. It was therefore proposed by Cllr Hughes, seconded by Cllr Crowe and unanimously **RESOLVED 26/024** that Mr Wright be accepted as a Parish Councillor until May 2027.

One resident joined the meeting.

Mr Wright completed his Members Interests form and signed his Declaration of Acceptance of Office.

Items for inclusion on the agenda for the next meeting:-

Update Policies

Cllr Lodge sent her apologies for next meeting.

NEXT MEETING

The next meeting will be the Annual meeting of the Parish Council and will take place on Wednesday 20th May 2026 at Alvanley Village Hall at 19.00hrs.

The meeting closed at 20.04

Signed:.....

Dated:.....

Alvanley Parish Council Planning Register 2024-25

Received	Number	Location	Description	PC Response	Result
Fri 19 Jul 2024	24/02121/FUL	The Cedars Towers Lane Alvanley Frodsham WA6 0LG	Remodelling of existing dwelling (Revised Description)	Supported	Awaiting decision

Alvanley Parish Council Planning Register 2025-26

Received	Number	Location	Description	PC Response	Result
Wed 03 Sep 2025	25/02767/FUL	Cliff Farm Commonsie Alvanley Frodsham WA6 9HA	Installation of 100 ground- mounted solar photovoltaic panels (approx. 55 kWp) on land to provide renewable energy for the dwellinghouse.	Supported	Awaiting decision

Alvanley Parish Council Planning Register 2026-27

Received	Number	Location	Description	PC Response	Result
Thu 26 Mar 2026	26/00974/FUL	Birches Farm, Manley Road, Alvanley, Frodsham WA6 9DD	Erection of temporary agricultural worker's dwelling		

AGR – Agricultural application
 CAT – Conservation area tree
 FUL – Full application
 LBC – Listed building consent
 PDQ – Agricultural Buildings to Dwelling Houses
 REF - Appeal
 S73 – Minor material amendments
 LDC – Lawful Development Certificate
 TPO – Tree Preservation Order

Trudy Ryall-Harvey
 01/05/2026



Alvanley Parish Council

Clerk & RFO - Derek Bowker from 1st April 2025 - 17th February 2026

Trudy Ryall-Harvey from 18th February 2026 - 31st March 2026

Email: parishclerk@alvanleyparishcouncil.co.uk

Mobile: 07784 486 767

Information included:

Bank Reconciliation (below)

Significant variances explanation

Year End Accounts

Asset Register

Risk Assessment

Chairman for Year 2025-26

Jeanette Hughes

Email: jeanette.hughes@alvanleyparishcouncil.co.uk

CASH BOOK

Balance brought forward	£4,125
PLUS: Receipts	£6,243
LESS: Payments	£7,898
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	£2,469

BANK

Natwest Current Account	£280
Natwest Deposit Account	£2,189
LESS: unpaid cheques	£0
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	£2,469

S137 Limit for 2025-26	£8,813
Total Spend for year	£85

Parish Council Minutes are available at

<https://alvanleyparishcouncil.co.uk/224-2/>

Explanation of variances – pro forma

Name of smaller authority: **Alvanley Parish Council**

County area (local councils and parish meetings only):

Insert figures from Section 2 of the AGAR in all Blue highlighted boxes

Next, please provide full explanations, including numerical values, for the following that will be flagged in the

	2024-25 £	2025-26 £	Variance £	Variance %	Explanation Required?	Automatic responses trigger below based on figures input, DO NOT OVERWRITE THESE BOXES	Explanation from smaller authority <u>must include narrative and supporting figures</u>
1 Balances Brought Forward	5,340	4,125					
2 Precept or Rates and Levies	5,000	5,500	500	10.00%	NO		
3 Total Other Receipts	183	743	560	306%	YES		Increase of £560 due to the following:- Increase in payment received: + £446 - VAT Rebate + £150 - Other Money Received in (Grant) TOTAL + £596 Decreases in payments received: - £36 - Bank Interest TOTAL - £36
4 Staff Costs	3,391	3,846	455	13.43%	NO		
5 Loan Interest/Capital Repayment	0	0	0	0.00%	NO		
6 All Other Payments	3,008	4,052	1,044	34.71%	YES		Increase of £1,044 due to the following:- Increase in payment received: + £983 - Professional Services +£659 - General Services + £45 - Administration TOTAL + £1,687 Decreases in payments received: - £625 - Projects - £18 - VAT TOTAL - £643
7 Balances Carried Forward	4,124	2,469				VARIANCE EXPLANATION NOT REQUIRED	
8 Total Cash and Short Term Investments	4,124	2,469				VARIANCE EXPLANATION NOT REQUIRED	
9 Total Fixed Assets plus Other Long Term Investments and	9,533	3,447	-6,086	63.84%	YES		Decrease of £6,086 due to updating the Asset Register, removing the Cheshire Railings that are owned by CWaC and not the Parish Council, cleaning up of the Asset register which included Defib Batteries and Pads (as well as the Defib itself), and removal of Plaques that had been fitted to the commemorative bench.
10 Total Borrowings	0	0	0	0.00%	NO		

Rounding errors of up to £2 are tolerable

Variances of £200 or less are tolerable

BOX 10 VARIANCE EXPLANATION NOT REQUIRED IF CHANGE CAN BE EXPLAINED BY BOX 5 (CAPITAL PLUS INTEREST PAYMENT)

Alvanley Parish Council

Cashbook 2025-26

STATEMENT DATE	Description	Res	M/P	Power	People	Professional Services	General Services	Admin	S137	Projects	VAT Reclaim	Receipts	Totals	Comments
EXPENDITURE including VAT														
04/04/2025	Cheshire West											RECEIPTS		
14/04/2025	Alan Williams	04		3		-£530.00						£5,500.00	5,500.00	Precept Payment (Soldier Silhouette Costs)
30/04/2025	Bank Interest											£6.83	6.83	Bank Interest
02/05/2026	Bewcraft Signs -					-£78.00					-£15.60	£150.00	-93.60	Bench Sign
13/05/2025	Enviro Tree Service											£7.32	150.00	Bank Interest
30/05/2026	Bank Interest												7.32	Bank Interest
09/06/2025	B Crowe	05		3				-£12.60					-12.60	Gifts to Nodens for assistance with
09/06/2025	Zurich Insurance	05				-£241.00							-241.00	Annual Insurance Payment
09/06/2025	CHALC	05						-£162.63					-162.63	Annual Affiliation Fees
16/06/2025	ICO D/D							-£47.00					-47.00	Data Protection Subscription
30/06/2025	Bank Interest											£7.37	7.37	Bank Interest
18/07/2026	D Bowker	7		1		-£690.36							-690.36	Clerk's Salary for Q2
18/07/2026	Blue Sky Websites	7		5		-£391.95							-391.95	Creation of PC Website
18/07/2026	HMRC PAYE	7		1		-£162.00							-162.00	PAYE Q2
18/07/2026	Internal Audit	7		1		-£100.00							-100.00	Internal Auditor
18/07/2026	CTA Systems	7		5			-£43.40						-52.08	Website and Email provision
31/07/2026	Bank Interest											£6.55	6.55	Bank Interest
29/08/2025	Bank Interest											£5.27	5.27	Bank Interest
01/09/2026	CTA Systems			5			-£43.40						-52.08	Website and Email provision
01/09/2025	CTA Systems			5			-£43.40						-52.08	Website and Email provision
23/09/2025	CHALC	9		2				-£75.00					-75.00	Members Training
30/09/2025	Bank Interest											£5.72	5.72	Bank Interest
06/10/2025	CTA Systems			5			-£43.40						-52.08	Website and Email provision
13/10/2026	NMC Design & Print						-£80.54						-80.54	A5 Crest Comp Flyer
27/10/2025	D Bowker	10		3					-£35.00				-35.00	In Memorium Flowers
27/10/2025	D Bowker	10		3					-£30.00				-30.00	Donation To RBL
27/10/2025	RBL	10		3					-£20.00				-20.00	Poppy Wreath
27/10/2025	D Bowker	10		1		-£727.26							-727.26	Clerk's Salary for Q2
27/10/2025	CHALC												-75.00	Members Training
27/10/2025	HMRC PAYE	10		1		-£172.40							-172.40	PAYE Q2
31/10/2025	Bank Interest											£5.13	5.13	Bank Interest
06/11/2025	CTA Systems			5			-£43.40						-52.08	Website and Email provision
14/11/2025	CHALC	10		2				-£75.00					-75.00	Members Training
28/11/2025	Bank Interest											£3.57	3.57	Bank Interest
04/12/2025	CTA Systems			5			-£58.40						-70.08	Website and Email provision
29/12/2025	D Bowker												-10.98	Clerk's Stationery
29/12/2025	D Bowker	12				-£732.46							-732.46	Clerk's Salary Q3
29/12/2025	HMRC PAYE	12				-£167.20							-167.20	PAYE Q3
31/12/2025	Bank Interest											£4.11	4.11	Bank Interest

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Alvanley Parish Council

Asset Register - 2026

REF NO	Description	Identification	Date Acquired	Value at purchase	Replacement Value	Purchaser	Custodian
002	Defibrillator		2014	£465.00	£1,188.00	Parish Council	Parish Council
003	Telephone Kiosk	Church Way	2012	£1.00	£8,500.00	Parish Council	Parish Council
004	Data Collection Unit (Speed Device)	SID Unit	2016	£1,205.00	£4,500.00	Parish Council	Parish Council
005	Planter	Church Way	2014	£0.00	£370.00	CWaC	Parish Council
006	Planter	Opp Cricket Club	2014	£0.00	£370.00	CWaC	Parish Council
007	Planter	Four Lane End crossroad	2014	£0.00	£370.00	CWaC	Parish Council
008	Bench	Primrose Lane	1995	£150.00	£788.00	Parish Council	Parish Council
009	Bench	Opp Cricket Club	1995	£150.00	£788.00	Parish Council	Parish Council
010	Bench	Commonside crossroad	1995	£150.00	£788.00	Parish Council	Parish Council
011	Laptop	Dell Inspiron 15	2016	£324.17	£499.00	Parish Council	Clerk
015	Printer	HP OfficeJet Pro 6960	2016	£66.65	£110.00	Parish Council	J Hughes
016	Recovery Drive	Set Up USB	2016	£29.18	£29.99	Parish Council	Clerk
022	Lamp of Peace	Church	2024	£55.00		Parish Council	Parish Council
023	Commemorative Bench	Church	2024	£284.64	£899.00	Parish Council	Parish Council
026	Bin Hoops	Refuse collection	2024	£36.72	£17.50 per hoop	Parish Council	Parish Council
028	Metal Soldiers - WWI Soldier, WWII Soldier and WWII Soldier Female	Variable	2025	£530.00	£600.00	Parish Council	Parish Council
Total				£3,447.36	£19,799.99		



ALVANLEY PARISH COUNCIL

GENERAL RISK ASSESSMENT - 2026

Introduction

Risk management is an essential part of effective corporate governance. The council has a statutory duty to have in place arrangements for managing risk as stated in the Accounts and Audit Regulations 2015:

“A relevant authority must ensure that it has a sound system of internal control which ensures that the financial and operational management of the authority is effective and includes effective arrangements for the management of risk”

The council acknowledges that it has a responsibility to manage its risks effectively in order to protect its employees, assets, liabilities and community against potential losses. The council is aware that not all risks can be eliminated fully, however through correct and careful procedures there will be a focused approach to managing any risks.

The council adheres to the guidance given by JPAG (Joint Panel on Accountability and Governance) in their publication *“Governance and Accountability for Smaller Authorities in England”* Section 5 for the layout of this risk assessment. Risk for each area is assessed as high, medium or low (as based on the likelihood of the risk and the potential impact).

This document will be reviewed at least annually by the Clerk and the Parish Council.

Alvanley Parish Council is also audited annually. The internal audit process checks that we have adequate provision and policies in place to support this risk assessment.

Risk Assessment reviewed by:

- Jeanette Hughes Chair of Parish Council
- David Gilbert Vice Chair of Parish Council

Updated 26th February 2026

No	AREA	RISK IDENTIFIED	RISK H/M/L	CONTROLS	COMMENTS	FURTHER ACTION REQUIRED
ASSETS AND SERVICES						
1	Street furniture and other council-owned assets (e.g. Telephone box, benches, planters, noticeboard, office equipment)	Damage. Vandalism/theft. Cost of replacement/repair. Deterioration. Legal liability.	L	Insurance including public liability. Inspection by councillors and contractors. Maintenance regime.	Funds held in budget and earmarked reserves.	
2	Loss or damage of IT infrastructure/hard copy files and loss of use of office due to disaster or other reasons	Interruption to effective administration. Possible financial loss. Unable to provide services. Destruction of files and office equipment.	M	Replace equipment periodically. Office equipment insured for replacement value. Scan important files to store electronically. Computer is password protected.	Ability to use laptop and work from home or other office space nearby.	Investigate additional cyber security packages
3	Accidental loss or damage to fixed assets	Costs of repair or replacement. Loss of service until repaired/replaced.	L	Maintain insurance. Ensure a budget for replacement as required	An up-to-date register of fixed assets. Review with the Parsh Council	
4	Christmas lights.	Injury. Theft. Cost of replacement. Legal liability. Loss of amenity.	L	Specialist contractors have own insurance and risk assessments and are responsible for checking, servicing, installing and removing assets. Insurance including public liability. Annual budget for maintenance/replacements.		

5	General village maintenance	Health and safety of workers and volunteers. Loss of contract.	M	<p>Specialist contractor has own insurance and risk assessments. Contractor carries out relevant training.</p> <p>Parish Council to issue sub-contractor questionnaire for approval for all contractors undertaking works on their behalf. Volunteers to sign up to risk assessment issued by the parish Council.</p> <p>All necessary H&S legislation to be followed at all times. Organiser to provide first aid kit.</p>	At least three quotes as per the standing orders.	Clerk to investigate a first aid training course and ensure first aid kit is up to date and available to volunteers
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No	AREA	RISK IDENTIFIED	RISK H/M/L	CONTROLS	COMMENTS	FURTHER ACTION REQUIRED
ADMINISTRATIVE AND LEGAL LIABILITIES						
6	Failure to attract sufficient candidates for member vacancies or elections	Reduced representation. Unable to provide services. Possible meetings inquorate.	M	Actively publicise council activities.	Seek candidates amongst friends and colleagues. Publicise elections and vacancies on notice boards. Publicise elections and vacancies on Facebook and on APC website. Encourage volunteers and non-voting councillors to join working groups.	Currently 3 vacancies. Actively seek new councillors
7	Failure to achieve quorum at meetings	Business not transacted. Decisions not made.	M	Issue annual meeting calendar to all members. Issue meeting agendas promptly.	Record attendance.	Low council membership.
8	Lack of public consultation by council and failure to identify local needs and wishes	Decisions not based on evidence. People disenfranchised. Council does not represent public views.	L	Ensure meetings are publicised. Place articles in parish noticeboard/Facebook/website. Include public participation session at all meetings. Provide advice for members of the public attending meetings. Publish agendas and minutes on noticeboard and website. Ensure a strategic plan is in place and updated quarterly	Use Annual Parish Meetings. Ensure seating is available at meetings for public.	
9	Members acting alone outside meetings	Members outside compliance. Indemnities invalid.	M	Members read the 'Good Councillor Guide' and other relevant guidance.	New parish Councils encouraged to undertake training. Clerk to share the	

		Personal risk. Legal liability.			Members should not make commitments on behalf of the council. Attend relevant training courses by ChALC and others.	Chalc training schedule on an annual basis.	
10	Council decisions not implemented	Confidence undermined. Reputational risk. Possible losses.	M		Clerk to publish minutes within 2 weeks of meetings (marked as draft). Outstanding actions log presented and reviewed at each meeting. Chair and Vice Chair to undertake periodic independent discussion with councillors providing support to achieve their actions	Minutes to be considered at next meeting.	
11	Inaccurate, untimely, improper minutes	Poor decisions made. Poor evidence for decisions.	L		Clerk to check minutes with members not more than 7 days after meeting. Chair to support Clerk with initial Draft of Minutes	Unapproved minutes published on website (marked as draft).	
12	Inadequate document control	Poor evidence. Poor support to members.	L		Clerk to establish IT filing and retrieval system. Clerk to ensure a recognised IT back up system Clerk to enforce document version control. Clerk to check and advise all document control with the Chair person for approval	Further filing is required.	

13	Failure to recognise and address conflict of interest	Lack of transparency. Open to complaints of fairness or bias.	M	All members to be given Code of Conduct and offered induction training and buddy.	Programme for New Councillors. Procedures outlined in Standing Orders.	
14	Incomplete/inaccurate register of members' interests	Lack of transparency. Open to complaints of fairness or bias.	L	All members to be given Code of Conduct and offered induction training and buddy. Programme for New Councillors. Register of Members' Interests forms sent to CW&C and on APC website.		
15	Loss of services of clerk	Interruption to effective administration. Unable to provide services.	M	Chair given appropriate passwords in sealed envelope. Contact CHALC for locum clerk if necessary. Members trained to undertake wide range of financial and administrative tasks.	Provide the good councillor guide and undertake a buddy support approach.	
16	Lack of defined objectives or strategy	Resources not directed. Poor performance. Risks not base lined.	L	Council to produce an agreed 2-year strategic plan. Strategic plan to be reviewed quarterly		
17	Allegations of libel or slander	Potential for litigation. Costs of investigation. Reduces confidence. Legal liability.	M	Clerk to intervene at meetings, review all press releases and newsletter articles before release. Adequate insurance cover. Complaints Policy. Freedom of Information Policy.	The chair person must be made aware of all potential allegations of libel or slander as soon as they are brought to the attention of the Clerk or Councillors	

18	Bad publicity	Reduces confidence.	L	Review all press releases or newsletter articles before release. Social Media Policy must be in place and approved.	Manage press relations.
19	Insurance	Inadequate insurance or over insurance. Areas not covered. Policy lapsed.	M	Ensure adequate insurance is in place and reviewed annually by the Chair and the Clerk. Approval must be given by the full council	Council covered with Zurich. Cover is reviewed annually by the full Council or if circumstances change. Policy taken out competitively on a 3-year long term undertaking basis. Insurance values included within asset register.
20	Inadequate awareness of relevant legislation and lack of knowledge	Failure to comply. Poor decisions made.	L	Maintain membership of ChALC/NALC. Ensure Clerk is appropriately qualified. Attempt to recruit Councillors with professional backgrounds and knowledge of relevant legislation. Ensure appropriate training is provided	Purchase of relevant literature Ensure training is up to date for all councillors and Clerk.
21	Failure to comply with relevant legislation	Legal liability. Reputation damage.	L	Maintain membership of ChALC/NALC. Ensure Clerk is appropriately qualified. Attempt to recruit Councillors with professional backgrounds and knowledge of relevant legislation.	Ensure training is up to date for all councillors and Clerk. Purchase of relevant literature

				Ensure appropriate training is provided Liaise with internal and external auditors.		
22	HMRC and employment law requirements not met	Costs. Legal liability. Liability for unpaid tax. Fines.	L	The independent payroll provider submits returns to HMRC and processes salaries and pensions overseen by the Parish Clerk. When appropriate, returns made to the Inland Revenue. Employer liability insurance. Subject to internal audit.	Employees have a written contract of employment. Independent payroll provider used for employee payroll	
23	Risk associated with the General Data Protection Regulations	Legal liability. Personal data, held by the council, getting into the wrong hands. Fine by the Information Commissioner. Loss of trust in the council.	M	General Privacy Notice, Publication Scheme and data protection policy in place. Clerk and members adequately trained. Security measures in place eg. safe, shredding, firewall, passwords are secure. Computers password protected. Registered with the Information Commissioner's Office (ICO). Data is only held and distributed in accordance with GDPR rules.	Minimal confidential data is held.	New GDPR policies to be drawn up
24	Health and safety of staff	Employee's welfare at stake. Legal liability.	L	Robust health and safety policy and risk assessments in	Health and Safety of staff is of the utmost important to the council as is the safety of all	

	Health and safety of councillors, visitors, contractors and work placements	Legal liability.	L	<p>place for all activities (reviewed Annually). Ensure Personal protective equipment is available and replaced when necessary.</p> <p>Full Health and Safety Policy in Place Risk assessment to be provided and approved for all activities All contractors to complete a subcontractor questionnaire for approval prior to commencing any works</p>	<p>volunteers . No activities are undertaken without the approval of the Parish Council and an understanding of the Health and Safety required</p> <p>Health and Safety of staff is of the utmost important to the council as is the safety of all volunteers. No activities are undertaken without the approval of the Parish Council and an understanding of the Health and Safety required</p>	
25						

No	AREA	RISK IDENTIFIED	RISK H/M/L	MEASURES/COMMENTS	FURTHER ACTION REQUIRED
FINANCE AND CONTRACTS					
26	Financial (general)	Misappropriation of council funds. Financial loss.	M	<p>All banking arrangements and changes to banking services approved by the council and recorded in the minutes.</p> <p>Pay invoices by cheque/internet banking.</p> <p>Internet Banking - two councillors authorise online payments.</p> <p>Bank reconciliation of accounts signed by the Chair at each Full Council meeting.</p> <p>Annual scrutiny of all financial records by internal auditor.</p> <p>Accounts sent annually to external auditor for review.</p> <p>All changes in banking instructions, mandates etc. to be in writing with a hard copy kept permanently on file.</p>	Anti-fraud and Corruption Policy to be in place.
27	Failure to respond to electors wishing to exercise right of inspection of accounts	Complaints received. Not transparent. Non-compliance.	L	<p>Clerk to respond to electors within 5 working days</p> <p>Councillors to be made aware or request with immediate effect</p>	Clerk to advertise facility and respond to requests.
28	Payments	Goods not supplied but invoiced. Invoices incorrect.	L	All invoices checked for accuracy and receipt of goods/services in line with	Internal Control Policy with robust internal controls.

			Invoices unpaid.		comprehensive Financial Regulations. List of payments presented at every Full Council meeting. Clear audit trail of all expenditure and checked via internal audit. All expenditure authorised by Full Council as per Financial Regulations.	
29	Failure of bank	Financial loss.	M	Ensure bank does not hold more than £85,000 as this amount can be reclaimed.	Policies in place in Financial Regulations.	
30	Cheque books	Loss of cheques. Fraudulent use.	L	All cheques and cheque stubs signed by Chair and Vice Chair and the clerk and only when matched to invoice/purchase order. No blank cheques signed.	Used only in line with Financial Regulations and checked at audit.	
31	Failure to complete/submit annual return on time	Poor auditors report. Public confidence suffers.	L	Chair and Vice Chair to support Clerk to ensure submission of annual return Annual return to be approved by Chair and Vice Chair prior to submission	Clerk to maintain diary.	
32	Risk associated with partnerships and contracts	Poor levels of service or total loss of service. Possible increased costs. Reputational damage. Council not achieving "Value for Money". Risk of misunderstandings.	L	NALC's national Standing Orders model adopted. Separate financial regs. Clerk to be adequately trained. Pay on agreed terms on completion of works/service.	Conduct thorough research on companies and produce reports for meetings.	

33	Orders for work, goods and services. Monitoring of performances against agreed standards under partnership agreements.	Unable to fulfil responsibilities.	M	Ensure adequate training for Councillor and Clerk. Procedures set out in Standing Orders and Financial Regulations.	Reviewed at internal audit.	
34	Failure to calculate/submit precept on time	Inadequate resources to meet commitments. Costs of re-billing.	M	Clerk to respond to Cheshire West and Chester Council notices. Agenda item for members to consider and approve. Precept to be discussed and approved in advanced based on previous performance and starting plan		
35	Inadequate annual precept and unsound budget. Late payment from CW&C.	Inadequate resources to meet commitments. Could run out of funds completely.	M	Clerk and members to build sound budget, using risk register and known commitments, and monitors this throughout the year. Contingencies in place through general reserves. Scrutiny of all financial records by Finance Committee and auditors.	Budget and reserves overseen and approved by the Parish Council. Review the needs for a Reserves Policy on an annual basis.	
36	Failure to account for and recover VAT	Wasted resources.	L	Clerk to process reclaim annually.		

				Chair and Vice Chair to discuss with Clerk and review quarterly submission. Internal auditor to check.			
37	Failure to stay within agreed budgets	Inadequate control.	L	Clerk to monitor. Councillors to review budgets at every meeting.			
38	Holding excessive or inadequate reserves	Auditors report. Poor use of resources. Inability to meet commitments.	L	Clerk to review as part of budgeting. Parish Council to review size of reserves. Council has produced and agreed 2-year strategic plan.	Parish Council to review reserves prior to the annual precept budget meeting.		
39	Fraud by Clerk	Reputation costs. Legal liability. Unable to provide services.	M	Adequate internal audit. Control systems for managing expenditure. Internal controls including prevention and detection of fraud and corruption. Fidelity Guarantee Insurance. Two signatures required on cheques and direct debit authorities. Monthly reconciliations of the bank statements to the financial records presented to Full Council.			
40	Fraud by Members	Reputation costs. Legal liability. Unable to provide services.	M	Adequate internal audit. Control systems for managing expenditure.			

				Internal controls including prevention and detection of fraud and corruption. Fidelity Guarantee Insurance. Two signatures required on cheques and direct debit authorities. Bank reconciliations of the bank statements to the financial records presented to Full Council.			
41	Failure to maintain fixed assets register	Improper control. Poor auditor's report.	L	Fixed asset register to be the responsibility of the Parish Clerk Full Council to review and approve asset register annually.	Council to review. Internal audit to review.		
42	Improper financial records	Potential for wasted resources.	M	Internal audit review to be undertaken. Full Council to approve at each meeting			
43	Failure to comply with deadlines for accounts and returns	Poor auditor's report. Reduction in confidence.	L	Clerk aware of annual deadlines. Clerk to copy Chair into all email submissions to ensure timely and accurate approach	If in doubt, liaise with internal and external auditors.		
44	Risks associated with internet banking	Misappropriation of funds. Unable to provide services. Reputational damage.	H	Invoices to be paid by bank transfer at least once per month. Bank processing should be approved by at least two official signatories.	Nat West online banking requires two signatories and account does not link to members' personal accounts.	This is currently at high risk as two signatures do not sign off online transactions.	

45	Risks of supplier (procurement) fraud including the adequacy of supplier onboarding controls	Loss of council funds.	M	<p>At least two signatories to authorise payments via electronic approval system, All transactions and income to be approved and recorded in minutes.</p> <p>Non signatory Parish Council to check bank reconciliations against bank accounts.</p> <p>Before entering into contracts with companies or other bodies the Council will carry out due diligence to safeguard public funds. All, or as many as deemed necessary, of the following measures will be taken:</p> <ul style="list-style-type: none"> - A check at Companies House; - The lowest deposit possible to be negotiated, if appropriate; - A suitable retention to be negotiated, if appropriate; - The Council to require terms and conditions, depending on the contract value, as deemed appropriate; - If appropriate the Council to buy goods and materials directly from the suppliers; - Materials to be delivered to where the Council specifies 		
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				and at an agreed time to suit the Clerk; and - New payee checks to be carried out through the Council's online banking facility.		
46	Expenditure being incurred which is not within the legal powers available to local councils.	Ultra vires expenditure – illegal transactions. Local elector challenge. Audit investigation/ public interest report	L	No expenditure to be undertaken unless approved by the full council	Recording in the minutes the powers under which expenditure is approved <u>or</u> the council must have general power of competence.	
47	Risk of a complaint from an elector if a contract is not fairly awarded.	Investigation by external auditor leading to increased audit fees, public interest report etc. Reputational damage. Poor value for money.	L	Standing Orders and Financial Regulations in place dealing with the award of contracts. Complaint procedure in place.		

DOCUMENT HISTORY

Version number	3
Approval by	Full Council
Date of approval/adoption	26 th February 2026
Maximum review period	Every year
Date for next review	February 2027

Change History

Version 1	Adopted by Full Council on: 3 rd September 2025.
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Certificate of Exemption – AGAR 2025/26 Form 2

To be completed by smaller authorities where the higher of gross income or gross expenditure did not exceed £25,000 in the year of account ended 31 March 2026 and that wish to certify themselves as exempt from a limited assurance review under Section 9 of the Local Audit (Smaller Authorities) Regulations 2015

There is no requirement to have a limited assurance review or to submit an Annual Governance and Accountability Return to the external auditor, **provided** that the authority has certified itself as exempt at a meeting of the authority after 31 March 2026 and a completed Certificate of Exemption is submitted no later than **30 June 2026** notifying the external auditor.

ALVANLEY PARISH COUNCIL

certifies that during the financial year 2025/26, the higher of the authority's total gross income for the year or total gross annual expenditure, for the year did not exceed **£25,000**

Total annual gross income for the authority 2025/26: **£6,243** PER AMOUNT £00,000

Total annual gross expenditure for the authority 2025/26: **£7,898** PER AMOUNT £00,000

There are certain circumstances in which an authority will be **unable to certify itself as exempt**, so that a limited assurance review will still be required. If an authority is **unable to confirm the statements below then it cannot certify itself as exempt** and it **must** submit the completed Annual Governance and Accountability Return Form 3 to the external auditor to undertake a limited assurance review for which a fee of **£210 +VAT** will be payable.

By signing this **Certificate of Exemption** you are confirming that:

- The authority was in existence on 1st April 2022
- In relation to the preceding financial year (2024/25), the external auditor **has not**:
 - issued a public interest report in respect of the authority or any entity connected with it
 - made a statutory recommendation to the authority, relating to the authority or any entity connected with it
 - issued an advisory notice under paragraph 1(1) of Schedule 8 to the Local Audit and Accountability Act 2014 ("the Act"), and has not withdrawn the notice
 - commenced judicial review proceedings under section 31(1) of the Act
 - made an application under section 28(1) of the Act for a declaration that an item of account is unlawful, and the application has not been withdrawn nor has the court refused to make the declaration
- The court has not declared an item of account unlawful after a person made an appeal under section 28(3) of the Act.

If the above statements apply and the authority neither received gross income, nor incurred gross expenditure, exceeding £25,000, then the Certificate of Exemption can be signed and a copy submitted to the external auditor **either** by email **or** by post (not both).

The Annual Internal Audit Report, Annual Governance Statement, Accounting Statements, an analysis of variances and the bank reconciliation plus the information required by Regulation 15 (2), Accounts and Audit Regulations 2015 including the period for the exercise of public rights still need to be fully completed and, along with a copy of this certificate, published on the authority website/webpage* before 1 July 2026.

Signing this certificate confirms the authority will comply with the publication requirements.

Signed by the Responsible Financial Officer	Date	I confirm that this Certificate of Exemption was approved by this authority on this date:	DD/MM/YYYY
SIGNATURE REQUIRED	DD/MM/YYYY		
Signed by Chair	Date	as recorded in minute reference:	
SIGNATURE REQUIRED	DD/MM/YYYY	MINUTE REFERENCE	
Generic email address of Authority	Telephone number		
parishclerk@alvanleyparishcouncil.co.uk	07784 486 767		RIC EMAIL ADDRESS NUMBER

*Published web address

www.alvanleyparishcouncil.co.uk **LY AVAILABLE WEBSITE/WEBPAGE ADDRESS**

ONLY this Certificate of Exemption should be returned EITHER by email OR by post (not both) as soon as possible after certification to your external auditor, but no later than 30 June 2026. Reminder letters for late submission will incur a charge of £40 + VAT.

Annual Internal Audit Report 2025/26

ALVANLEY PARISH COUNCIL

www.alvanleyparishcouncil.co.uk

During the financial year ended 31 March 2026, this authority's internal auditor acting independently and on the basis of an assessment of risk, carried out a selective assessment of compliance with the relevant procedures and controls in operation and obtained appropriate evidence from the authority.

The internal audit for 2025/26 has been carried out in accordance with this authority's needs and planned coverage. On the basis of the findings in the areas examined, the internal audit conclusions are summarised in this table. Set out below are the objectives of internal control and alongside are the internal audit conclusions on whether, in all significant respects, the control objectives were being achieved throughout the financial year to a standard adequate to meet the needs of this authority.

Internal control objective	Yes	No*	Not covered**
	A. Appropriate accounting records have been properly kept throughout the financial year.	✓	
B. This authority complied with its financial regulations, payments were supported by invoices, all expenditure was approved and VAT was appropriately accounted for.	✓		
C. This authority assessed the significant risks to achieving its objectives and reviewed the adequacy of arrangements to manage these.	✓		
D. The precept or rates requirement resulted from an adequate budgetary process; progress against the budget was regularly monitored; and reserves were appropriate.	✓		
E. Expected income was fully received, based on correct prices, properly recorded and promptly banked; and VAT was appropriately accounted for.	✓		
F. Cash payments were properly supported by receipts, all cash expenditure was approved and VAT appropriately accounted for.			✓
G. Salaries to employees and allowances to members were paid in accordance with this authority's approvals, and PAYE and NI requirements were properly applied.	✓		
H. Asset and investments registers were complete and accurate and properly maintained.	✓		
I. Periodic bank account reconciliations were properly carried out during the year.	✓		
J. Accounting statements prepared during the year were prepared on the correct accounting basis (receipts and payments or income and expenditure), agreed to the cash book, supported by an adequate audit trail from underlying records and where appropriate debtors and creditors were properly recorded.	✓		
K. If the authority certified itself as exempt from a limited assurance review in 2024/25, it met the exemption criteria and correctly declared itself exempt. <i>(If the authority had a limited assurance review of its 2024/25 AGAR tick "not covered")</i>	✓		
L. The authority published the required information on a website/webpage up to date at the time of the internal audit in accordance with the relevant legislation.	✓		
M. In the year covered by this AGAR, the authority correctly provided for a period for the exercise of public rights as required by the Accounts and Audit Regulations <i>(during the 2025/26 AGAR period, were public rights in relation to the 2024-25 AGAR evidenced by a notice on the website and/or authority approved minutes confirming the dates set)</i> .	✓		
N. The authority has complied with the publication requirements for 2024/25 AGAR <i>(see AGAR Page 1 Guidance Notes)</i> .	✓		
O. The authority has complied with laws, regulations & proper practices relating to digital and data compliance.			✓
P. (For local councils only) Trust funds (including charitable) – The council met its responsibilities as a trustee.	Yes	No	Not applicable

For any other risk areas identified by this authority adequate controls existed (list any other risk areas on separate sheets if needed). Date(s) internal audit undertaken

Name of person who carried out the internal audit

11/04/2026

Kath Lloyd

Signature of person who carried out the internal audit

Date

11/04/2026

*If the response is 'no' please state the implications and action being taken to address any weakness in control identified (add separate sheets if needed).

**Note: If the response is 'not covered' please state when the most recent internal audit work was done in this area and when it is next planned; or, if coverage is not required, the annual internal audit report must explain why not (add separate sheets if needed).

Section 1 – Annual Governance Statement 2025/26

We acknowledge as the members of:

ALVANLEY PARISH COUNCIL
ENTER NAME OF AUTHORITY

our responsibility for ensuring that there is a sound system of internal control, including arrangements for the preparation of the Accounting Statements. We confirm, to the best of our knowledge and belief, with respect to the Accounting Statements for the year ended 31 March 2026, that:

	Agreed		'Yes' means that this authority:
	Yes	No*	
1. We have put in place arrangements for effective financial management during the year, and for the preparation of the accounting statements.			<i>prepared its accounting statements in accordance with the Accounts and Audit Regulations.</i>
2. We maintained an adequate system of internal control including measures designed to prevent and detect fraud and corruption and reviewed its effectiveness.			<i>made proper arrangements and accepted responsibility for safeguarding the public money and resources in its charge.</i>
3. We have assured ourselves that there are no matters of actual or potential non-compliance with laws, regulations and Proper Practices that could have a significant financial effect on the ability of this authority to conduct its business or manage its finances.			<i>has only done what it has the legal power to do and has complied with Proper Practices in doing so.</i>
4. We provided proper opportunity during the year for the exercise of electors' rights in accordance with the requirements of the Accounts and Audit Regulations.			<i>during the year gave all persons interested the opportunity to inspect and ask questions about this authority's accounts.</i>
5. We carried out an assessment of the risks facing this authority and took appropriate steps to manage those risks, including the introduction of internal controls and/or external insurance cover where required.			<i>considered and documented the financial and other risks it faces and dealt with them properly.</i>
6. We maintained throughout the year an adequate and effective system of internal audit of the accounting records and control systems.			<i>arranged for a competent person, independent of the financial controls and procedures, to give an objective view on whether internal controls meet the needs of this smaller authority.</i>
7. We took appropriate action on all matters raised in reports from internal and external audit.			<i>responded to matters brought to its attention by internal and external audit.</i>
8. We considered whether any litigation, liabilities or commitments, events or transactions, occurring either during or after the year-end, have a financial impact on this authority and, where appropriate, have included them in the accounting statements.			<i>disclosed everything it should have about its business activity during the year including events taking place after the year end if relevant.</i>
9. (For local councils only) Trust funds including charitable. In our capacity as the sole managing trustee we discharged our accountability responsibilities for the fund(s)/assets, including financial reporting and, if required, independent examination or audit.	Yes	No	N/A <i>has met all of its responsibilities where as a body corporate it is a sole managing trustee of a local trust or trusts.</i>
10. We have put in place arrangements for the effective IT and data management in accordance with proper practices during the year under review.			<i>has made suitable arrangements for its IT and data management and has complied with proper practices in doing so.</i>

*For any statement to which the response is 'no', an explanation must be published

This Annual Governance Statement was approved at a meeting of the authority on:

DD/MM/YYYY

and recorded as minute reference:

MINUTE REFERENCE

Signed by the Chair and Clerk of the meeting where approval was given:

Chair

SIGNATURE REQUIRED

Clerk

SIGNATURE REQUIRED

Information required by the Transparency Code (not part of the Annual Governance Statement)

	Yes	No
The authority website is up to date and the information required by the Transparency Code has been published.	<input type="checkbox"/>	<input type="checkbox"/>

www.alvanleyparishcouncil.co.uk ONLY AVAILABLE WEBSITE/WEBPAGE ADDRESS

Section 2 – Accounting Statements 2025/26 for

ALVANLEY PARISH COUNCIL

	Year ending		Notes and guidance
	31 March 2025 £	31 March 2026 £	
			<i>Please round all figures to nearest £1. Do not leave any boxes blank and report £0 or Nil balances. All figures must agree to underlying financial records.</i>
1. Balances brought forward	5,340	4,124	<i>Total balances and reserves at the beginning of the year as recorded in the financial records. Value must agree to Box 7 of previous year.</i>
2. (+) Precept or Rates and Levies	5,000	5,500	<i>Total amount of precept (or for IDBs rates and levies) received or receivable in the year. Exclude any grants received.</i>
3. (+) Total other receipts	183	743	<i>Total income or receipts as recorded in the cashbook less the precept or rates/levies received (line 2). Include any grants received.</i>
4. (-) Staff costs	3,391	3,846	<i>Total expenditure or payments made to and on behalf of all employees. Include gross salaries and wages, employers NI contributions, employers pension contributions, gratuities and severance payments.</i>
5. (-) Loan interest/capital repayments	0	0	<i>Total expenditure or payments of capital and interest made during the year on the authority's borrowings (if any).</i>
6. (-) All other payments	3,008	4,052	<i>Total expenditure or payments as recorded in the cashbook less staff costs (line 4) and loan interest/capital repayments (line 5).</i>
7. (=) Balances carried forward	4,124	2,469	<i>Total balances and reserves at the end of the year. must equal (1+2+3) - (4+5+6).</i>
8. Total value of cash and short term investments	4,124	2,469	<i>The sum of all current and deposit bank accounts, cash holdings and short term investments held as at 31 March – To agree with bank reconciliation.</i>
9. Total fixed assets plus long term investments and assets	9,533	3,447	<i>The value of all the property the authority owns – it is made up of all its fixed assets and long term investments as at 31 March.</i>
10. Total borrowings	0	0	<i>The outstanding capital balance as at 31 March of all loans from third parties (including PWLB).</i>

For Local Councils Only	Yes	No	
11. Do the figures in the accounting statements above exclude any Trust transactions?	✓		<i>For guidance refer to the Practitioners' Guide sections 2.31 to 2.33.</i>

I certify that for the year ended 31 March 2026 the Accounting Statements in this Annual Governance and Accountability Return have been prepared on either a receipts and payments or income and expenditure basis following the guidance in Governance and Accountability for Smaller Authorities – a Practitioners' Guide to Proper Practices and present fairly the financial position of this authority.

Signed by Responsible Financial Officer before being presented to the authority for approval.

SIGNATURE REQUIRED

Date

DD/MM/YYYY

I confirm that these Accounting Statements were approved by this authority on this date:

DD/MM/YYYY

as recorded in minute reference:

MINUTE REFERENCE

Signed by Chair of the meeting where the Accounting Statements were approved

SIGNATURE REQUIRED

Smaller authority name: **Alvanley Parish Council**

**NOTICE OF PUBLIC RIGHTS AND PUBLICATION
OF ANNUAL GOVERNANCE & ACCOUNTABILITY
RETURN (EXEMPT AUTHORITY)**

ACCOUNTS FOR THE YEAR ENDED 31 MARCH 2026

**Local Audit and Accountability Act 2014 Sections 25, 26 and 27
The Accounts and Audit Regulations 2015 (SI 2015/234)**

NOTICE	NOTES
<p>1. Date of announcement Monday 1st June 2026(a)</p> <p>2. Each year the smaller authority prepares an Annual Governance and Accountability Return (AGAR). The AGAR has been published with this notice. It will not be reviewed by the appointed auditor, since the smaller authority has certified itself as exempt from the appointed auditor's review. Any person interested has the right to inspect and make copies of the AGAR, the accounting records for the financial year to which it relates and all books, deeds, contracts, bills, vouchers, receipts and other documents relating to those records must be made available for inspection by any person interested. For the year ended 31 March 2026, these documents will be available on reasonable notice by application to:</p> <p>(b) Mrs T Ryall-Harvey (Clerk & RFO) 07784 486 767 clerk@alvanleyparishcouncil.gov.uk</p> <p>commencing on (c) Wednesday 3 June 2026</p> <p>and ending on (d) Tuesday 14 July 2026</p> <p>3. Local government electors and their representatives also have:</p> <ul style="list-style-type: none">• The opportunity to question the appointed auditor about the accounting records; and• The right to make an objection which concerns a matter in respect of which the appointed auditor could either make a public interest report or apply to the court for a declaration that an item of account is unlawful. Written notice of an objection must first be given to the auditor and a copy sent to the smaller authority. <p>The appointed auditor can be contacted at the address in paragraph 4 below for this purpose between the above dates only.</p> <p>4. The smaller authority's AGAR is only subject to review by the appointed auditor if questions or objections raised under the Local Audit and Accountability Act 2014 lead to the involvement of the auditor. The appointed auditor is:</p> <p>PKF Littlejohn LLP (Ref: SBA Team) 30 Churchill Place London E14 5RE sba@pkf-l.com</p> <p>5. This announcement is made by (e) Mrs T Ryall-Harvey (RFO)</p>	<p>(a) Insert date of placing of the notice which must be not less than 1 day before the date in (c) below</p> <p>(b) Insert name, position and address/telephone number/ email address, as appropriate, of the Clerk or other person to which any person may apply to inspect the accounts</p> <p>(c) Insert date, which must be at least 1 day after the date of announcement in (a) above and exactly 30 working days before the date appointed in (d) below</p> <p>(d) The inspection period between (c) and (d) must be 30 working days inclusive and must include the first 10 working days of July.</p> <p>(e) Insert name and position of person placing the notice – this person must be the responsible financial officer for the smaller authority</p>

LOCAL AUTHORITY ACCOUNTS: A SUMMARY OF YOUR RIGHTS

Please note that this summary applies to all relevant smaller authorities, including local councils, internal drainage boards and 'other' smaller authorities.

The basic position

The [Local Audit and Accountability Act 2014](#) (the Act) governs the work of auditors appointed to smaller authorities. This summary explains the provisions contained in Sections 26 and 27 of the Act. The Act and the [Accounts and Audit Regulations 2015](#) also cover the duties, responsibilities and rights of smaller authorities, other organisations and the public concerning the accounts being audited.

As a local elector, or an interested person, you have certain legal rights in respect of the accounting records of smaller authorities. As an interested person you can inspect accounting records and related documents. If you are a local government elector for the area to which the accounts relate you can also ask questions about the accounts and object to them. You do not have to pay directly for exercising your rights. However, any resulting costs incurred by the smaller authority form part of its running costs. Therefore, indirectly, local residents pay for the cost of you exercising your rights through their council tax.

The right to inspect the accounting records

Any interested person can inspect the accounting records, which includes but is not limited to local electors. You can inspect the accounting records for the financial year to which the audit relates and all books, deeds, contracts, bills, vouchers, receipts and other documents relating to those records. You can copy all, or part, of these records or documents. Your inspection must be about the accounts, or relate to an item in the accounts. You cannot, for example, inspect or copy documents unrelated to the accounts, or that include personal information (Section 26 (6) – (10) of the Act explains what is meant by personal information). You cannot inspect information which is protected by commercial confidentiality. This is information which would prejudice commercial confidentiality if it was released to the public and there is not, set against this, a very strong reason in the public interest why it should nevertheless be disclosed.

When smaller authorities have finished preparing accounts for the financial year and approved them, they must publish them (including on a website). There must be a 30 working day period, called the 'period for the exercise of public rights', during which you can exercise your statutory right to inspect the accounting records. Smaller authorities must tell the public, including advertising this on their website, that the accounting records and related documents are available to inspect. By arrangement you will then have 30 working days to inspect and make copies of the accounting records. You may have to pay a copying charge. The 30 working day period must include a common period of inspection during which all smaller authorities' accounting records are available to inspect. This will be 1-14 July 2026 for 2025/26 accounts. The advertisement must set out the dates of the period for the exercise of public rights, how you can communicate to the smaller authority that you wish to inspect the accounting records and related documents, the name and address of the auditor, and the relevant legislation that governs the inspection of accounts and objections.

The right to ask the auditor questions about the accounting records

You should first ask your smaller authority about the accounting records, since they hold all the details. If you are a local elector, your right to ask questions of the external auditor is enshrined in law. However, while the auditor will answer your questions where possible, they are not always obliged to do so. For example, the question might be better answered by another organisation, require investigation beyond the auditor's remit, or involve disproportionate cost (which is borne by the local taxpayer). Give your smaller authority the opportunity first to explain anything in the accounting records that you are unsure about. If you are not satisfied with their explanation, you can question the external auditor about the accounting records.

The law limits the time available for you formally to ask questions. This must be done in the period for the exercise of public rights, so let the external auditor know your concern as soon as possible. The

advertisement or notice that tells you the accounting records are available to inspect will also give the period for the exercise of public rights during which you may ask the auditor questions, which here means formally asking questions under the Act. You can ask someone to represent you when asking the external auditor questions.

Before you ask the external auditor any questions, inspect the accounting records fully, so you know what they contain. Please remember that you cannot formally ask questions, under the Act, after the end of the period for the exercise of public rights. You may ask your smaller authority other questions about their accounts for any year, at any time. But these are not questions under the Act.

You can ask the external auditor questions about an item in the accounting records for the financial year being audited. However, your right to ask the external auditor questions is limited. The external auditor can only answer 'what' questions, not 'why' questions. The external auditor cannot answer questions about policies, finances, procedures or anything else unless it is directly relevant to an item in the accounting records. Remember that your questions must always be about facts, not opinions. To avoid misunderstanding, we recommend that you always put your questions in writing.

The right to make objections at audit

You have inspected the accounting records and asked your questions of the smaller authority. Now you may wish to object to the accounts on the basis that an item in them is in your view unlawful or there are matters of wider concern arising from the smaller authority's finances. A local government elector can ask the external auditor to apply to the High Court for a declaration that an item of account is unlawful, or to issue a report on matters which are in the public interest. You must tell the external auditor which specific item in the accounts you object to and why you think the item is unlawful, or why you think that a public interest report should be made about it. You must provide the external auditor with the evidence you have to support your objection. Disagreeing with income or spending does not make it unlawful. To object to the accounts you must write to the external auditor stating you want to make an objection, including the information and evidence below and you must send a copy to the smaller authority. The notice must include:

- confirmation that you are an elector in the smaller authority's area;
- why you are objecting to the accounts and the facts on which you rely;
- details of any item in the accounts that you think is unlawful; and
- details of any matter about which you think the external auditor should make a public interest report.

Other than it must be in writing, there is no set format for objecting. You can only ask the external auditor to act within the powers available under the [Local Audit and Accountability Act 2014](#).

A final word

You may not use this 'right to object' to make a personal complaint or claim against your smaller authority. You should take such complaints to your local Citizens' Advice Bureau, local Law Centre or to your solicitor. Smaller authorities, and so local taxpayers, meet the costs of dealing with questions and objections. In deciding whether to take your objection forward, one of a series of factors the auditor must take into account is the cost that will be involved, they will only continue with the objection if it is in the public interest to do so. They may also decide not to consider an objection if they think that it is frivolous or vexatious, or if it repeats an objection already considered. If you appeal to the courts against an auditor's decision not to apply to the courts for a declaration that an item of account is unlawful, you will have to pay for the action yourself.

For more detailed guidance on public rights and the special powers of auditors, copies of the publication Local authority accounts: A guide to your rights are available from the NAO website.	If you wish to contact your authority's appointed external auditor please write to the address in paragraph 4 of the <i>Notice of Public Rights and Publication of Unaudited Annual Governance & Accountability Return</i> .
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Budget Element	Calc. %	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	2026-27	2026-27 Budget	2025-26 YE	Variance	Commentary	
EXPENDITURE																			
People														5,927	5,000	3,851	-2,076	Costs include VAT	
Clerk & HMRC		452.24	452.24	452.24	452.24	452.24	452.24	452.24	452.24	452.24	452.24	452.24	452.24						
Professional services																			
Insurance			241											241	280	241	0		
Internal Audit		60												60	400	100	40		
External Audit														0	250	0	0		
Payroll Services			12	12	12	12	12	12	12	12	12	12	12	132	0	0	-132		
General Services																			
Email and Website Hosting		70	70	70	70								192	472	500	933	461	Annual Hosting Fee £136 +VAT, Annual New Interactive Web Site	
New Interactive Web Site		135	335										280	470	470	0	-470		
Parish Hall Hire														280	280	480	200		
Admin & Expenses														167	170	163	-4		
CHALC Membership														0	0	0	0		
Other memberships (SLCC)														0	0	0	0		
Data Protection Fee							47							47	52	47	0		
PPE for Events and Councillors							50							50	50	0	0		
Parish Council Logo Costs							50							0	200	0	-50	0 Art Work	
Clerk Equipment		63	50		50									363	600	0	0	0 New Computer for Clerk etc	
Admin & Expenses			25	60										445	500	330	-115		
Training									50	75	25			0	0	0	0		
Elections														0	0	0	0	0 Next election is 2027	
Projects																			
Ad Hoc Beneficial Items (S137)								50						50	50	877	827	Purchase of Poppy Wreath and Donation to RBL	
Christmas Lights & Consumables											1,300			1,300	1,300	786	-514	£500 based on last year and £400 for consumables	
Electricity for Christmas Lights 2026											100			100	100	0	-100		
CWAC Approval Costs for Christmas Lights on lighting columns									400					400	400	0	-400		
Painting of Finger Posts														0	0	0	0		
Parish Council Questionnaire						100								100	100	0	-100		
Inflation %		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	Provision	
Contingency % of above		0	43	20	22	22	21	38	34	18	70	18	37	343	380	0	0		
TOTAL CASH OUT		947	1,203	579	666	586	682	1,087	1,023	507	2,034	532	1,098	10,947	10,532	7,903			
RECEIPTS																			
Precept		11,102												11,102	11,102	5,500			
Bank Interest	Monthly	5	5	5	4	4	4	3	3	3	2	2	2	42	42	59			
VAT recovery													361	361	534				
Money taken from reserves														0	0	0			
Ward contribution														0	0	0			
Other														0	0	0			
TOTAL CASH IN		11,107	5	5	4	4	4	3	3	3	2	2	363	11,505	11,505	6,243			
Transaction Cash flow		10,160	-1,198	-574	-662	-582	-678	-1,084	-1,020	-504	-2,032	-830	-735						
RESERVES																			
Grants & Projects - to be taken from reserves														0	2,706				
General Reserves														0	2,706				
TOTAL IN RESERVES		0	0	0	0	0	0	0	0	0	0	0	0	0	2,706				
Cash in Bank		12,629	11,430	10,856	10,194	9,612	8,933	7,849	6,829	6,325	4,293	3,762	3,027						

Items approved for payment in between meetings:-

	Budget
Staff Expenses (Salary & HMRC Payment)	£5,000
Clerk's Equipment, Admin and Expenses	£600.00
Training	£500.00
Internal Audit	£400.00
Payroll	£144.00
Website	£470.00
Room Hire	£280.00
CHALC Membership	£170.00
Other memberships	£0.00
Data Protection fee	£52.00
PPE for Events & Councillors	£50.00

Approved payments can only be accepted in-line with the budget - if payment is to go over budget it should be brought to the meeting for approval.

As per Financial Regulation 5.6

5.6. For each financial year the Clerk and RFO shall draw up a list of due payments which arise on a regular basis as the result of a continuing contract, statutory duty, or obligation (such as but not exclusively) Salaries, PAYE and NI, Superannuation Fund and regular maintenance contracts and the like for which council may authorise payment for the year provided that the requirements of regulation 4.1 (Budgetary Controls) are adhered to, provided also that a list of such payments shall be submitted to the next appropriate meeting of council.

Council: ALVANLEY PARISH COUNCIL

Internal Auditor Kathryn Lloyd

Year Ending: 31st March 2026

Date of Report 11th April 2026

This internal audit has been conducted in accordance with SAPP Practitioners' Guide - March 2025 - Section 4 'Internal Audit'. It is recommended that a council completes an intermediate mid-year audit which allows any weaknesses in governance and internal controls to be corrected during the financial year and an end-of-financial-year audit.

Internal audit is the periodic independent review of a council's internal controls resulting in an assurance report designed to improve the effectiveness and efficiency of the activities and operating procedures under the council's control. Managing the council's internal controls should be a daytoday function of the council through its staff and management and not left for internal audit. It would be incorrect to view internal audit as the detailed inspection of all records and transactions of a council to detect error or fraud. This report is based on the evidence made available to me and sampling tests undertaken by me and consequently the report is limited to those matters set out below.

The council is required to take appropriate action on all matters raised in reports from internal and external audit and to respond to matters brought to its attention by internal and external audit. Failure to take appropriate action may lead to further audit enquiries being raised and the external auditor issuing a qualified opinion.


To the Chairman of Alvanley Parish Council

I have examined council business documents including policies, agendas & minutes, accounting and financial statements and other documents relevant to this internal audit.

I confirm that I am independent of the council, its officers and councillors and its activities and I identified no conflicts of interest to my work with this council to the best of my knowledge.

The results of this internal audit are recorded on the next page.

Yours sincerely


Kath Lloyd
Internal Auditor

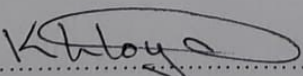
Date: 11/04/2026

Area of work checked	Outcome
Implementation of previous auditor recommendations	No evidence of a previous internal audit
Implementation of previous AGAR weaknesses/ recommendations	Not applicable
Key Governance Review	No evidence
Transparency	Evidence Produced
Accounting	Evidence Produced
Budget	Evidence Produced
Income Control	Evidence produced
Bank Reconciliation	Evidence Produced
Petty Cash	Not applicable
Asset Control	Evidence Produced
Risk Management	Evidence Produced
General Administration	Evidence Produced
Proper Process/Practice	Evidence Produced
Payroll/HR	Evidence produced.
Information and Data Compliance	Evidence Produced
Year-end process	Not audited

Recommendations

- The Council needs to ensure that all invoices and remittance advice notes are retained for inspection by auditors and/or HMRC
- There is no evidence that Councillors are considering the implications of Assertion 10 in the Annual Accounting Statement and plans need to be put in place to move towards a more secure email and website.
- There is a comprehensive strategic plan in place on the website which shows ambitious performance indicators for the council which is promising.
- I have also noted the Financial Processes on the website which demonstrate an awareness by Councillors of their responsibilities.

I am satisfied that the accounts and systems used comply with the standards expected of the Council although there are obviously some gaps in the evidence produced which need to be attended to as a matter of urgency.

Signed 

Date..... 11/04/2026.....

Alvanley Parish Council

Bank Reconciliation to Cashbook 5th May 2026

Presented at Council Meeting - Wednesday 20th May 2026

Prepared

Balance shown on Cashbook	£12,388.15
Current Account	£434.97
Reserves Account	£12,194.18
Less: Uncleared payments	£241.00
TOTAL	£12,388.15
Reconciliation	Yes



SLA P.C.OF ALVANLEY

① **£434.97**

Account balance: £434.97



SLA PCC OF ALVANLEY

£12,194.18

Available: £12,194.18

Income received since the last meeting

31/04/2026	Bank Interest	£4.79	Bank Interest for April

Payments made since the last meeting - for noting

Date	Payable to	Net Amount	VAT	Gross Amount	Comment
01/05/2026	CTA IT Solutions Ltd	£105.00	£0.00	£105.00	Domain, Emails and Hosting

Payments not yet made - for approval

Payable to	Net Amount	VAT	Gross Amount	Comment
The Accounts Centre	£10.00	£2.00	£12.00	Payroll Services for April
Clerk's Salary	£358.04	£0.00	£358.04	Payroll for Tax Period 2
Clerk's Expenses	£57.45	£0.00	£57.45	Clerk's Expenses
HMRC	£94.20	£0.00	£94.20	PAYE Payment for Clerk



Alvanley Parish Council Privacy Policy

Our personal data – what is it?

“Personal data” is any information about a living individual which allows them to be identified from that data (for example a name, photographs, videos, email address, or address). Identification can be directly using the data itself or by combining it with other information which helps to identify a living individual (e.g. a list of staff may contain personnel ID numbers rather than names but if you use a separate list of the ID numbers which give the corresponding names to identify the staff in the first list then the first list will also be treated as personal data). The processing of personal data is governed by legislation relating to personal data which applies in the United Kingdom including the General Data Protection Regulation (the “GDPR) and other legislation relating to personal data and rights such as the Human Rights Act.

Who are we?

This Privacy Notice is provided to you by Alvanley Parish Council which is the data controller for your data.

Other data controllers the council works with:

- [e.g. other data controllers, such as local authorities
- Community groups
- Charities
- Other not for profit entities
- Contractors
- Credit reference agencies]

We may need to share your personal data we hold with them so that they can carry out their responsibilities to the council. If we and the other data controllers listed above are processing your data jointly for the same purposes, then the council and the other data controllers may be “joint data controllers” which mean we are all collectively responsible to you for your data. Where each of the parties listed above are processing

your data for their own independent purposes then each of us will be independently responsible to you and if you have any questions, wish to exercise any of your rights (see below) or wish to raise a complaint, you should do so directly to the relevant data controller.

A description of what personal data the council processes and for what purposes is set out in this Privacy Notice.

The council will process some or all of the following personal data where necessary to perform its tasks:

- Names, titles, and aliases, photographs;
- Contact details such as telephone numbers, addresses, and email addresses;
- Where they are relevant to the services provided by a council, or where you provide them to us, we may process information such as gender, age, marital status, nationality, education/work history, academic/professional qualifications, hobbies, family composition, and dependants;
- Where you pay for activities such as use of a council hall, financial identifiers such as bank account numbers, payment card numbers, payment/transaction identifiers, policy numbers, and claim numbers;
- The personal data we process may include sensitive or other special categories of personal data such as criminal convictions, racial or ethnic origin, mental and physical health, details of injuries, medication/treatment received, political beliefs, trade union affiliation, genetic data, biometric data, data concerning and sexual life or orientation.

How we use sensitive personal data

- We may process sensitive personal data including, as appropriate:
 - information about your physical or mental health or condition in order to monitor sick leave and take decisions on your fitness for work;
 - your racial or ethnic origin or religious or similar information in order to monitor compliance with equal opportunities legislation;
 - in order to comply with legal requirements and obligations to third parties.
- These types of data are described in the GDPR as “Special categories of data” and require higher levels of protection. We need to have further justification for collecting, storing and using this type of personal data.
- We may process special categories of personal data in the following circumstances:

- In limited circumstances, with your explicit written consent.
- Where we need to carry out our legal obligations.
- Where it is needed in the public interest.
- Less commonly, we may process this type of personal data where it is needed in relation to legal claims or where it is needed to protect your interests (or someone else's interests) and you are not capable of giving your consent, or where you have already made the information public.

Do we need your consent to process your sensitive personal data?

- In limited circumstances, we may approach you for your written consent to allow us to process certain sensitive personal data. If we do so, we will provide you with full details of the personal data that we would like and the reason we need it, so that you can carefully consider whether you wish to consent.

The council will comply with data protection law. This says that the personal data we hold about you must be:

- Used lawfully, fairly and in a transparent way.
- Collected only for valid purposes that we have clearly explained to you and not used in any way that is incompatible with those purposes.
- Relevant to the purposes we have told you about and limited only to those purposes.
- Accurate and kept up to date.
- Kept only as long as necessary for the purposes we have told you about.
- Kept and destroyed securely including ensuring that appropriate technical and security measures are in place to protect your personal data to protect personal data from loss, misuse, unauthorised access and disclosure.

We use your personal data for some or all of the following purposes:

- To deliver public services including to understand your needs to provide the services that you request and to understand what we can do for you and inform you of other relevant services;
- To confirm your identity to provide some services;
- To contact you by post, email, telephone or using social media (e.g., Facebook, Twitter, WhatsApp);
- To help us to build up a picture of how we are performing;

- To prevent and detect fraud and corruption in the use of public funds and where necessary for the law enforcement functions;
- To enable us to meet all legal and statutory obligations and powers including any delegated functions;
- To carry out comprehensive safeguarding procedures (including due diligence and complaints handling) in accordance with best safeguarding practice from time to time with the aim of ensuring that all children and adults-at-risk are provided with safe environments and generally as necessary to protect individuals from harm or injury;
- To promote the interests of the council;
- To maintain our own accounts and records;
- To seek your views, opinions or comments;
- To notify you of changes to our facilities, services, events and staff, councillors and other role holders;
- To send you communications which you have requested and that may be of interest to you. These may include information about campaigns, appeals, other new projects or initiatives;
- To process relevant financial transactions including grants and payments for goods and services supplied to the council
- To allow the statistical analysis of data so we can plan the provision of services.

Our processing may also include the use of CCTV systems for the prevention and prosecution of crime.

What is the legal basis for processing your personal data?

The council is a public authority and has certain powers and obligations. Most of your personal data is processed for compliance with a legal obligation which includes the discharge of the council's statutory functions and powers. Sometimes when exercising these powers or duties it is necessary to process personal data of residents or people using the council's services. We will always take into account your interests and rights. This Privacy Notice sets out your rights and the council's obligations to you.

We may process personal data if it is necessary for the performance of a contract with you, or to take steps to enter into a contract. An example of this would be processing your data in connection with the use of sports facilities, or the acceptance of an allotment garden tenancy. Sometimes the use of your personal data requires your consent. We will first obtain your consent to that use.

Sharing your personal data

This section provides information about the third parties with whom the council may share your personal data. These third parties have an obligation to put in place appropriate security measures and will be responsible to you directly for the manner in which they process and protect your personal data. It is likely that we will need to share your data with some or all of the following (but only where necessary):

- The data controllers listed above under the heading “Other data controllers the council works with”;
- Our agents, suppliers and contractors. For example, we may ask a commercial provider to publish or distribute newsletters on our behalf, or to maintain our database software;
- On occasion, other local authorities or not for profit bodies with which we are carrying out joint ventures e.g. in relation to facilities or events for the community.

How long do we keep your personal data?

We will keep some records permanently if we are legally required to do so. We may keep some other records for an extended period of time. For example, it is currently best practice to keep financial records for a minimum period of 8 years to support HMRC audits or provide tax information. We may have legal obligations to retain some data in connection with our statutory obligations as a public authority. The council is permitted to retain data in order to defend or pursue claims. In some cases, the law imposes a time limit for such claims (for example 3 years for personal injury claims or 6 years for contract claims). We will retain some personal data for this purpose as long as we believe it is necessary to be able to defend or pursue a claim. In general, we will endeavour to keep data only for as long as we need it. This means that we will delete it when it is no longer needed.

Your rights and your personal data

You have the following rights with respect to your personal data:

When exercising any of the rights listed below, in order to process your request, we may need to verify your identity for your security. In such cases we will need you to respond with proof of your identity before you can exercise these rights.

1) The right to access personal data we hold on you

- At any point you can contact us to request the personal data we hold on you as well as why we have that personal data, who has access to the personal data and where we obtained the personal data from. Once we have received your request we will respond within one month.

- There are no fees or charges for the first request but additional requests for the same personal data or requests which are manifestly unfounded or excessive may be subject to an administrative fee.

2) The right to correct and update the personal data we hold on you

- If the data we hold on you is out of date, incomplete or incorrect, you can inform us and your data will be updated.

3) The right to have your personal data erased

- If you feel that we should no longer be using your personal data or that we are unlawfully using your personal data, you can request that we erase the personal data we hold.
- When we receive your request, we will confirm whether the personal data has been deleted or the reason why it cannot be deleted (for example because we need it for to comply with a legal obligation).

4) The right to object to processing of your personal data or to restrict it to certain purposes only

- You have the right to request that we stop processing your personal data or ask us to restrict processing. Upon receiving the request, we will contact you and let you know if we are able to comply or if we have a legal obligation to continue to process your data.

5) The right to data portability

- You have the right to request that we transfer some of your data to another controller. We will comply with your request, where it is feasible to do so, within one month of receiving your request.

6) The right to withdraw your consent to the processing at any time for any processing of data to which consent was obtained

- You can withdraw your consent easily by telephone, email, or by post (see Contact Details below).

7) The right to lodge a complaint with the Information Commissioner's Office.

- You can contact the Information Commissioners Office on 0303 123 1113 or via email <https://ico.org.uk/global/contact-us/email/> or at the Information Commissioner's Office, Wycliffe House, Water Lane, Wilmslow, Cheshire SK9 5AF.

Transfer of Data Abroad

Any personal data transferred to countries or territories outside the European Economic Area (“EEA”) will only be placed on systems complying with measures giving equivalent protection of personal rights either through international agreements or contracts approved by the European Union. Our website is also accessible from overseas so on occasion some personal data (for example in a newsletter) may be accessed from overseas.

Further processing

If we wish to use your personal data for a new purpose, not covered by this Privacy Notice, then we will provide you with a new notice explaining this new use prior to commencing the processing and setting out the relevant purposes and processing conditions. Where and whenever necessary, we will seek your prior consent to the new processing.

Changes to this notice

We keep this Privacy Notice under regular review.

Contact Details

Please [contact us](#) if you have any questions about this Privacy Notice or the personal data we hold about you or to exercise all relevant rights.



ALVANLEY PARISH COUNCIL'S DISCIPLINARY POLICY

Introduction

1. This policy is based on and complies with the 2015 ACAS Code of Practice.
2. It also takes into account the ACAS guide on discipline and grievances at work.
3. The policy is designed to help council employees improve unsatisfactory conduct and performance in their jobs. Wherever possible, the council will try to resolve its concerns about employees' behaviour informally, without starting the formal procedure set out below.
4. The policy will be applied fairly, consistently and in accordance with the Equality Act 2010.
5. This policy confirms:
 - Informal coaching and supervision will be considered, where appropriate, to improve conduct and/or attendance.
 - The council will fully investigate the facts of each case.
 - The council recognises that misconduct and unsatisfactory work performance are different issues. The disciplinary policy will also apply to work performance issues to ensure that all alleged instances of employees' underperformance are dealt with fairly and in a way that is consistent with required standards. However, the disciplinary policy will only be used when performance management proves ineffective. For more information, see ACAS Performance Management.
 - Employees will be informed in writing about the nature of the complaint against them and given the opportunity to state their case.
 - Employees will be provided, where appropriate, with written copies of evidence and relevant witness statements in advance of a disciplinary hearing.
 - Employees may be accompanied or represented by a companion – a workplace colleague, a trade union representative or a trade union official - at any investigatory, disciplinary or appeal meeting. The companion is permitted to address such meetings, to put the employee's case and confer with the employee. The companion cannot answer questions put to the employee, address the meeting against the employee's wishes or prevent the employee from explaining their case.
- The council will give employees reasonable notice of any meetings in this procedure. Employee must make all reasonable efforts to attend. Failure to attend any meeting may

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

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

Examples of misconduct

6. Misconduct is employee behaviour that can lead to the employer taking disciplinary action. The following list contains some examples of misconduct (the list is not exhaustive):
 - Unauthorised absence.
 - Poor timekeeping.
 - Misuse of the council's resources and facilities, including telephone, email and internet.
 - Inappropriate behaviour.
 - Refusal to follow reasonable instructions.
 - Breach of health and safety rules.

Examples of gross misconduct

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

- Bullying, discrimination and harassment.
- Incapacity at work because of alcohol or drugs.
- Violent behaviour.
- Fraud or theft.
- Gross negligence.
- Gross insubordination.
- Serious breaches of council policies and procedures, e.g. the Health and Safety Policy, Equality and Diversity Policy, Data Protection Policy and any policies regarding the use of information technology.
- Serious and deliberate damage to property.
- Use of the internet or email to access pornographic, obscene or offensive material.
- Disclosure of confidential information.

Suspension

8. If allegations of gross misconduct or serious misconduct are made, the council may suspend the employee while further investigations are carried out. Suspension will be on full pay. Suspension does not imply any determination of guilt or innocence, as it is merely a measure to enable further investigation.
9. While on suspension, the employee is required to be available during normal hours of work in the event that the council needs to make contact. The employee must not contact or attempt to contact or influence anyone connected with the investigation in any way or discuss this matter with any other employee or councillor.
10. The employee must not attend work. The council will make arrangements for the employee to access any information or documents required to respond to any allegations.

Examples of unsatisfactory work performance

11. The following list contains some examples of unsatisfactory work performance (the list is not exhaustive):

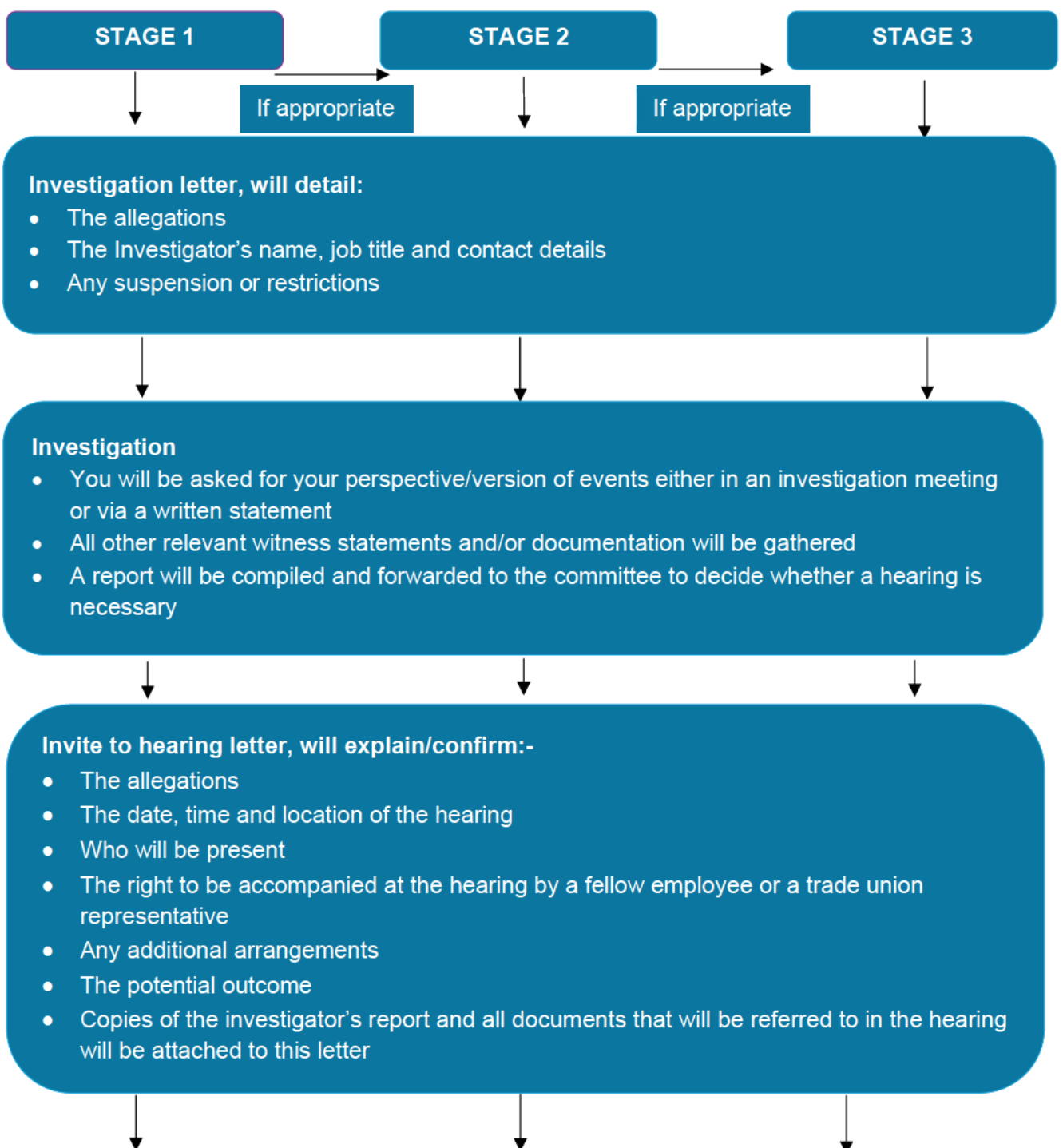
- Inadequate application of management instructions/office procedures.
- Inadequate IT skills.
- Unsatisfactory management of staff.
- Unsatisfactory communication skills.

Committee role

Once the investigator has completed their investigation, the findings will be passed to the committee for review. The committee will carefully consider the information provided and determine the appropriate next steps. These may include:

- No further action
- A decision to reset expectations, or
- Proceeding to a formal hearing

The procedure



The Hearing

- An appropriate level of management will conduct the disciplinary hearing ('the Chair'), and there may also be a note-taker present. In some cases, a Human Resources Partner will also be present
- The Chair will explain the role of all those in attendance, the allegations and go through the evidence that has been gathered
- You will be given the opportunity to respond in full. This will include time to ask questions and present evidence. If you intend to call any witnesses, you must give us advance written notice that you intend to do this
- The Chair will adjourn at the end to consider their decision
- Where possible, the outcome will be given the same day. Where this is not possible, because for example, the Chair requires further time to consider their decision or complete further investigation, you will be informed
- You will be informed of the outcome verbally (either in person or by phone) and then in writing

**Potential outcome:
First Written
warning**

**Potential outcome:
Final Written
warning**

**Potential outcome:
Dismissal (with or
without notice/pay
in lieu of notice)**

Outcome letter will advise:

- The nature of the misconduct that has led to the outcome (including any prior warnings that have been taken into account, if appropriate)
- The action or improvement required
- The timescale for implementing such action (if relevant)
- That this is a first/final written warning and that the next stage may be final written warning/dismissal if there is no sustained improvement or change
- That the warning will remain live for 12 months
- That whilst the warning will not remain active after this time in relation to future disciplinary matters, a record of what has occurred will be kept and may be referred to if relevant
- The right of appeal

Outcome letter will advise:

- The reasons for dismissal
- Any prior warnings that have been taken into account, if appropriate
- The date on which employment will end
- The right of appeal

12. Preliminary enquiries. The council may make preliminary enquiries to establish the basic facts of what has happened in order to understand whether there may be a case to answer under the disciplinary procedure.
13. If the employee's manager believes there may be a disciplinary case to answer, the council may initiate a more detailed investigation undertaken to establish the facts of a situation or to establish the perspective of others who may have witnessed misconduct.
14. Informal Procedures. Where minor concerns about conduct become apparent, it is the manager's responsibility to raise this with the employee and clarify the improvements required. A file note will be made and kept by the manager. The informal discussions are not part of the formal disciplinary procedure. If the conduct fails to improve, or if further matters of conduct become apparent, the manager may decide to formalise the discussions and invite the employee to a first stage disciplinary hearing.

Disciplinary investigation

15. A formal disciplinary investigation may sometimes be required to establish the facts and whether there is a disciplinary case to answer.
16. If a formal disciplinary investigation is required, the Council's staffing committee will appoint an Investigator who will be responsible for undertaking a fact-finding exercise to collect all relevant information. The Investigator will be independent and will normally be a councillor. If the staffing committee considers that there are no councillors who are independent (for example, because they all have direct involvement in the allegations about the employee), it will appoint someone from outside the Council. The Investigator will be appointed as soon as possible after the allegations have been made. The staffing committee will inform the Investigator of the terms of reference of the investigation. The terms of reference should specify:
 - The allegations or events that the investigation is required to examine.
 - Whether a recommendation is required
 - How the findings should be presented. For example, an investigator will often be required to present the findings in the form of a written report.
 - Who the findings should be reported to and who to contact for further direction if unexpected issues arise or advice is needed.
17. The Investigator will be asked to submit their findings, usually within 35 Calendar days of appointment, where possible. In cases of alleged unsatisfactory performance or of allegations of minor misconduct, the appointment of an investigator may not be necessary and the Council may decide to commence disciplinary proceedings at the next stage - the disciplinary meeting (see paragraph 22).
18. The Staffing Committee will notify the employee in writing of the alleged misconduct and details of the person undertaking the investigation. The employee may be asked to meet an investigator as part of the disciplinary investigation. The employee will be given sufficient notice of the meeting with the Investigator so that they have a reasonable time to prepare for it. The letter will explain the investigatory process and that the meeting is part of that process. The employee will be provided with a copy of the council's disciplinary procedure. The council will also inform the employee that

when they meet with the Investigator, they will have the opportunity to comment on the allegations of misconduct.

19. Employees may be accompanied or represented by a workplace colleague, a trade union representative or a trade union official at any investigatory meeting.
20. If there are other persons (e.g. employees, councillors, members of the public or the council's contractors) who can provide relevant information, the Investigator should try to obtain it from them in advance of the meeting with the employee.
21. The Investigator has no authority to take disciplinary action. Their role is to establish the facts of the case as quickly as possible and prepare a report that recommends to the Staffing Committee whether or not disciplinary action should be considered under the policy.
22. The Investigator's report will contain their recommendations and the findings on which they were based. They will recommend either:
 - The employee has no case to answer, and there should be no further action under the council's disciplinary procedure.
 - The matter is not serious enough to justify further use of the disciplinary procedure and can be dealt with informally.
 - The employee has a case to answer, and a formal hearing should be convened under the council's disciplinary procedure.
23. The Investigator will submit the report to the staffing committee, which will decide whether there is no case to answer; the matter should be considered informally, or a formal Disciplinary Hearing should be convened. If the Investigator is a member of the Committee making the decision, they should recuse themselves from any formal votes or decision-making regarding their findings as to whether there is a case to answer at a Disciplinary Hearing.
24. If the council decides that it will not take disciplinary action, it may consider whether mediation would be appropriate in the circumstances.

The disciplinary meeting

25. If the Staffing Committee decides that there is a case to answer, it will appoint a staffing sub-committee of three councillors to formally hear the allegations. The staffing sub-committee will appoint a Chair from one of its members. The Investigator shall not sit on the sub-committee. The staffing sub-committee will be given the delegated authority to make a decision in relation to the Disciplinary.
26. No councillor with direct involvement in the matter shall be appointed to the sub-committee. The employee will be invited, in writing, to attend a disciplinary meeting. The sub-committee's letter will confirm the following:
 - The names of its chair and the other two members.
 - Details of the alleged misconduct, its possible consequences and the employee's statutory right to be accompanied at the meeting.
 - A copy of the information provided to the sub-committee, which may include the investigation report, supporting evidence and a copy of the Council's disciplinary procedure.

- The time and place for the meeting. The employee will be given reasonable notice of the hearing so that they have sufficient time to prepare for it.
- Whether witnesses may attend on the employee's and the council's behalf, and if they may, both parties should inform each other of their witnesses' names at least two working days before the meeting.
- The employee may be accompanied by a companion - a workplace colleague, a trade union representative or a trade union official.

27. The purpose of the disciplinary meeting hearing is for the allegations to be put to the employee and then for the employee to give their perspective. It will be conducted as follows:

- The chair will introduce the members of the sub-committee to the employee and explain the arrangements for the hearing.
- The chair will set out the allegations and invite the Investigator to present the findings of the investigation report (if there has been a previous investigation).
- The chair will invite the employee to present their account.
- The employee (or the companion) will set out their case and present evidence (including any witnesses and/or witness statements).
- Any member of the sub-committee and the employee (or the companion) may question the Investigator and any witness.
- The employee (or companion) will have the opportunity to sum up.

28. The chair will provide the employee with the sub-committee's decision with reasons, in writing, within 7 calendar days of the meeting. The chair will also notify the employee of the right to appeal the decision in the event that formal action is taken.

29. The disciplinary meeting may be adjourned to allow matters that were raised during the meeting to be further investigated by the sub-committee.

Disciplinary action

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

First written warning:

31. If the employee's conduct has fallen below acceptable standards, a first written warning will be issued. A first written warning will set out:

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

Final written warning:

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

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

Dismissal:

33. The council may dismiss:

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

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

The appeal:

35. An employee who is the subject of disciplinary action will be notified of the right of appeal. Their written notice of appeal must be received by the council within seven calendar days of the employee receiving written notice of the disciplinary action and must specify the grounds for appeal.

36. The grounds for appeal include:

- A failure by the council to follow its disciplinary policy.
- The sub-committee did not support the sub-committee's disciplinary decision.
- The disciplinary action was too severe in the circumstances of the case.
- New evidence has come to light since the disciplinary meeting.

37. Where possible, the appeal will be heard by a panel of 3 members of the staffing committee who have not previously been involved in the case. This includes the Investigator. There may be insufficient members of the staffing committee who have not previously been involved. If so, the appeal panel will be a committee of 3 members of the council who may include members of the staff committee. The appeal panel will appoint a chair from one of its members.

38. The employee will be notified, in writing, within 14 calendar days of receipt of the notice of appeal of the time, date and place of the appeal meeting. The employee will be advised that they may be accompanied by a companion - a workplace colleague, a trade union representative or a trade union official.
39. At the appeal meeting, the chair will:
- Introduce the panel members to the employee.
 - Explain the purpose of the meeting, which is to hear the employee's reasons for appealing against the disciplinary decision.
 - Explain the action that the appeal panel may take.
40. The employee (or companion) will be asked to explain the grounds for appeal.
41. The chair will inform the employee that they will receive the decision and the panel's reasons, in writing, usually within five working days of the appeal hearing.
42. The appeal panel may decide to uphold the disciplinary decision of the staffing committee, substitute a less serious sanction or decide that no disciplinary action is necessary. If it decides to take no disciplinary action, no record of the matter will be retained in the employee's personnel file.
43. If an appeal against dismissal is upheld, the employee will be paid in full for the period from the date of dismissal and continuity of service will be preserved.
44. The appeal panel's decision is final.

Important notice

This is an example of an employment policy designed for a small council, adhering to statutory minimum requirements, and does not constitute legal advice. As with all policies, it should be consistent with your terms and conditions of employment.

This document was commissioned by the National Association of Local Councils (NALC) for the purpose of its members. Every effort has been made to ensure that the contents of this document are correct at the time of publication. NALC cannot accept responsibility for errors, omissions and changes to information subsequent to publication.

Date of policy:

Approving committee:

Date of committee meeting:

Policy version reference:

Supersedes: [Name of old policy and reference]

Policy effective from:

Date for next review:



Alvanley Parish Council Financial Processes

Adopted

The Parish Council has adopted the model financial regulations recommended by NALC and they provide the formal basis of ensuring regularity and effective financial control in the conduct of the Parish Council's business. This document supplements those regulations by providing interpretation and more detailed guidance. It is not intended that this document amends any part of the regulation and in the event of any conflict between this document and the regulations, the regulations shall be regarded as the definitive statement of the Council's policies. The definitions in the financial regulations (1.4) apply in this document.

Banking (Financial Regulations 6 and 2.4)

- The Council shall not accept cash payments or make payments in cash
- Any payments which have to be made in cash by the Clerk (for example for postage or minor stationery items) or any member of the Council shall be refunded on a regular basis, at least quarterly.
- The bank account mandate requires two signatories for cheque payments and double authorisation for internet banking
- Two Councillors (agreed by the Parish Council at a meeting) and the Clerk are authorised signatories (internet banking approval)
-
- On approving an internet banking payment, the second approver shall inform the Clerk by email that the approval has been completed
- Amendments to, or setting up of Standing Orders and Direct Debits shall be approved in writing or on-line in accordance with the bank mandate

Internet Security (Financial Regulations 7 and 2.7)

- Where a computer requires use of a personal identification number (PIN) or other password(s), for access to the council's records on that computer, a note shall be made of the PIN and Passwords and shall be handed to and retained by the Chairman of Council in a sealed dated envelope. This envelope may not be opened other than in the presence of two other councillors. After the envelope has been opened, in any circumstances, the PIN and / or passwords shall be changed as soon as practicable.
- Regular back-up copies of the records on any computer shall be made and shall be stored securely away from the computer in question, and preferably off site.
- The Clerk and any Councillors using computers for the council's financial business, shall ensure that anti-virus, anti-spyware and firewall software with automatic updates, together with a high level of security, is used.

Annual Budget (Financial Regulations 4)

- The annual budget process is:
 - November – first draft
 - January – second review and approval in principle and approval of precept
 - March – final approval of the budget
- A three year budget forecast will be presented and discussed at the November meeting
- Expenditure is recorded and presented to the PC at every meeting
- Budget tracking is carried out at each PC meeting as a standing agenda item
- Reconciliation of expenditure against invoices is double checked by a fourth Councillor (not an authorised signatory) on a quarterly basis (Financial Regulations 2.6)

Payments (Financial Regulations 6)

- Payment approvals in accordance with the budget are presented at each PC meeting
- Payments made in between PC meetings are informed to the PC at the next PC meeting
- Any non-budget items must be approved at a PC meeting
- Any variances from the annual budgeted expenditure (ie more than £100) must be noted and approved at a PC meeting

Contracts and Tenders (Financial Regulations 5)

- For expenditure above £3,000, the Clerk shall obtain 3 quotations (priced descriptions of the proposed supply) (Financial Regulations 5.6);
- Where the value is below £3,000 and above £100 the Clerk shall strive to obtain 3 estimates (Financial Regulations 5.7);
- The Parish Council shall not be obliged to accept the lowest of any tender, quote or estimate.
- Potential new vendors shall be vetted by conducting relevant searches to check their credentials and suitability to engage in the work proposed. Results shall be kept for 2 years after the work is completed, unless there are complications in which case they shall be kept indefinitely with the incumbent Parish Clerk.

Governance

- At least once a year, prior to approving the Annual Governance Statement, the council must review the effectiveness of its system of internal control which shall be in accordance with proper practices. (Financial Regulations 2.4)
- As part of the review of the effectiveness of internal control, the practices set out above will be reviewed at a meeting of the PC:



ALVANLEY PARISH COUNCIL

LONE WORKING POLICY (COUNCILLORS)

Adopted: [Insert date]

Review Date: [Insert date]

Version: 1.0

1. Introduction

Alvanley Parish Council has a duty of care to ensure the safety and wellbeing of councillors when carrying out council business. To minimise risk, the Council requires that councillors do **not** undertake any duties that would result in them working alone. This policy sets out the arrangements to ensure councillors are accompanied or supported at all times when carrying out council-related activities.

2. Scope

This policy applies to all elected and co-opted councillors. It covers all activities undertaken on behalf of the Council, including site visits, inspections, meetings with residents, and travel to council-related locations.

3. Prohibition of Lone Working

Councillors must **not** undertake any council duties alone. Activities that must not be carried out without another councillor, the Clerk, or an authorised volunteer present include:

- Site inspections (e.g., footpaths, play areas, assets)
- Meetings with residents or contractors
- Delivery of notices or council correspondence
- Visits to locations where risks cannot be fully assessed
- Any activity taking place in an isolated or private setting

Where a task cannot be completed safely with at least two people present, it must be postponed until appropriate support is available.

4. Responsibilities

4.1 The Council

The Council will:

- Ensure councillors have adequate support to avoid lone working
- Arrange paired or group attendance for site visits and meetings
- Maintain a rota or availability list to facilitate safe working
- Review any incidents or concerns raised by councillors

4.2 Councillors

Councillors must:

- Comply with this policy and avoid lone working in all circumstances
- Arrange for another councillor or the Clerk to accompany them
- Decline or postpone activities where support is not available
- Report any situations where lone working was unavoidable or attempted

5. Safe Working Arrangements

5.1 Meetings with Members of the Public

- Meetings must be attended by at least two councillors, or one councillor and the Clerk
- Meetings should take place in public or community venues
- Home visits are not permitted unless two people are present

5.2 Site Visits and Inspections

- All site visits must involve at least two people
- Visits should be scheduled during daylight hours
- Councillors must not undertake physical tasks such as lifting, climbing or repairs

5.3 Travel

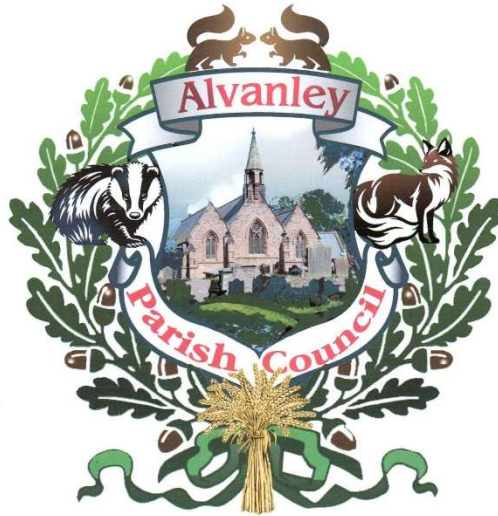
- Councillors should travel separately if appropriate, but must meet another councillor or the Clerk at the destination
- No councillor should attend a site or meeting alone

6. Incident Reporting

Any incident, near-miss, or situation where a councillor felt pressured or obliged to work alone must be reported to the Clerk. The Council will review such reports and take action to prevent recurrence.

7. Review

This policy will be reviewed annually or sooner if required due to changes in legislation, guidance, or following an incident.



Alvanley Parish Council

COUNCILLOR INDUCTION PACK

Correspondence Address: 76 Oaklea Avenue, Hoole, Chester CH2 3RE
Phone: 07784 486 767
Website: www.alvanleyparishcouncil.gov.uk

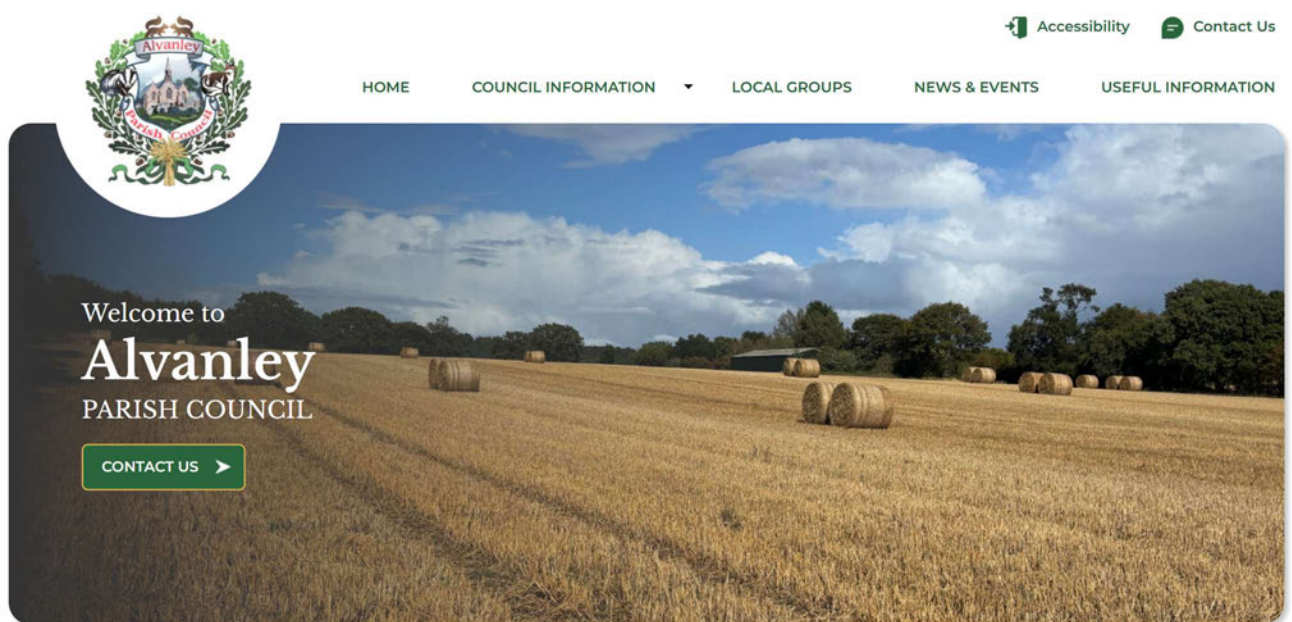
Welcome to Alvanley Parish Council!

We look forward to working with you during your term of office

The contents of this welcome pack form the basis of your induction to Alvanley Parish Council.

Please do not hesitate to ask the clerk, about any aspect of this pack or council matters that puzzle you as you start to get involved. All councillors have been new at some time. A fresh pair of eyes often raises very good points that can improve what we do and how we do it!

The clerk will arrange for you to have a dedicated e-mail account which should be used for all parish council related matters. All future correspondence will be sent to that address, including agendas/materials for council meetings.



Our website is a great place to start to navigate the work of the council! All of our policies and important documents can be found here too, including our [Standing Orders](#) and [Financial Regulations](#). These define, in great detail, how the council operates and manages its affairs. The website also contains our [Publication Scheme](#), which outlines the information we must disclose as part of our responsibilities under data protection legislation. These policies and documents are reviewed routinely, some each year.

On our website, you can also find our previous [agendas and minutes](#) of Council.

The next few pages contain some more information about the council, as well as links to the specific policy documents on our website, where relevant.



1. The Council

Alvanley Parish Council is the first tier of local government and we play an important role in promoting the village of Alvanley, representing its interests and supporting the work of different groups in the community. Alvanley parish councillors do not represent political parties and are simply unpaid public servants acting on behalf of their local community.

Alvanley Parish Council does not have responsibility for any land or buildings within Alvanley.

Alvanley Parish Council areas of responsibility include:

- Organising Annual Community Litter Picking Events.
- Speed Indicator Device outside the White Lion.
- Providing Christmas lighting on Primrose Road
- Installing and maintaining the community defibrillator by the White Lion.
- Managing the parish council noticeboard near the Village Hall.

Copies of the Annual Report and Financial Summary Report are produced in April each year and presented at the Annual Parish Council Meeting. These offer you an idea of the topics handled by the parish council and bring you up to date on what's been happening in recent times.

Alvanley Parish Council does not have responsibility for the following services:

- Highways, including parking, and public rights of way;
- Bins, waste collection and street cleaning, including maintenance of verges (but we can organize and participate in Highway Volunteer scheme with the local borough council) ;

- Housing issues;
- Health and social services;
- Schools and education;
- Libraries;
- Crime prevention and policing.

These are dealt with by Cheshire West and Chester Council (CW&C) which is the second tier of local government. They have a comprehensive [website](#) where many routine issues can be reported. It is often helpful to carry out a Google search to find the correct area of the site (e.g. “report fly tipping in Cheshire West”) or there are direct weblinks to various departments on our website. We sometimes offer guidance and support to residents experiencing problems with these matters or direct them to the appropriate department or officer. Alvanley also has an [elected borough councillor](#) who can follow up such issues within CW&C.

Alvanley Parish Council does not act as the planning authority, although we are consulted on each application which is submitted within the parish and sometimes beyond. CW&C is the local planning authority and all planning applications, current and historic, are available on CW&C’s [website](#). You can search using a reference number if you know it, or by line of an address.

Crime prevention and policing is the responsibility of Cheshire Constabulary. However, we have a close working relationship with their local Police Community Support Officer, who acts as a liaison between the police and the community.

Councillors

The Parish of Alvanley comprises of the village of Alvanley and has a total of 8 parish councillors. A list of councillors and their full contact details will be provided to you. This is for internal use only by the clerk and other councillors.

We publish the name and council e-mail addresses of all councillors on the parish council noticeboard (located by Alvanley Village Hall) and on our website. Councillor photos are also included on the website.

Elections are held every 4 years. The next parish council elections will take place in May 2027.

Committees and Outside Body Representation

The Full Council meets every other month, all dates are available on the website, but delegates some of its functions to working groups and the clerk. This means that matters tend to be discussed in detail by the appropriate working group, which recommends actions for approval by Full Council. Conversely, strategic decisions made by Full Council may be cascaded to a working group, volunteer, councillor(s) and/or the clerk for implementation. The [Standing Orders](#) set out the powers and duties of each committee.

The council currently has no committees.

Councillors may also be asked to sit on local liaison committees and organisation to ensure the council remains up to date with relevant local matters, representation on these bodies will be reviewed annually.

Staff

The council employs one member of staff – Mrs Trudy Ryall-Harvey - as Parish Clerk and Responsible Financial Officer. She works 5 hours per week, on a flexible basis.

Acronyms

As a new member of the council, you are likely to see and hear many acronyms at meetings and in e-mails. This can seem very daunting if you are unaware of the terminology. Whilst not an exhaustive list, Appendix 1 sets out some of the more common acronyms used by councillors.

2. Code of Conduct

Code of Conduct

Please read and familiarise yourself with the council's [Code of Conduct](#) which is available on the website. We have largely adopted CW&C's Code of Conduct, last updated in 2024. This document aims to promote and maintain high standards of conduct amongst councillors and helps to underpin public confidence in the council and its members. Any complaints about a Alvanley councillor are handled by CW&C's Monitoring Officer.

Register of Interests

When you join the council, you will be given a Register of Interests form. Please complete it as soon as possible but in any event, within 28 days of your election/co-option to the council. An electronic version of the form is available on CW&C's website. The completed form should be returned to the clerk. If you have any questions, please contact the clerk. Full guidance on completing the form is available in Appendix B of the Code of Conduct document.

Declarations of Interests

An opportunity is provided at the start of each meeting of the council for you to declare any interests in items on the agenda.

This does not preclude you from declaring interests at other points during the meeting, if it becomes clear that you may have a conflict of interests.

Cheshire Association of Local Councils ([ChALC](#)) provide regular general and specific training sessions for councillors which cover the Code of Conduct.

3. Guidance and Training

Alvanley Parish Council is a member of the Cheshire Association of Local Councils (ChALC). ChALC is a member-based organisation that exists to promote the rights and interests of town and parish councils across the boroughs of Cheshire East, Cheshire West and Chester, Halton, Warrington and Trafford. ChALC also provides professional support for member councils in all aspects of their work and when necessary, can provide formal, legal advice on a wide range of council related issues. ChALC is affiliated to the National Association of Local Councils (NALC).

An online copy of NALC's 'Good Councillor's Guide' should have been provided to you when you expressed an interest in joining the council. This provides a straightforward overview of the role of a local councillor. Councillors may register in their own name for a login to NALC's website using their hpc.gov.uk email address.

Training

ChALC runs a comprehensive programme of training aimed at supporting the core work of town/parish clerks, councillors and chairs. They are suitable for both new and experienced councillors and include sessions by experts in planning and local government finance. ChALC also partners with [Breakthrough Communications](#) who deliver online training in a range of communication skills for clerks and councillors and [CloudyIT](#), who provide IT training and support.

A copy of the latest virtual training program provided by ChALC is available online at [ChALC Training Events](#) and the clerk will circulate other opportunities as they arise. Please consider attending an introductory course as soon as possible, and any others you feel would assist you in your role as a councillor. The clerk can book you onto those course(s) you wish to attend. The cost of attending will be covered by the council, which has provision in the budget for this. For further details, see our Training Policy on the website.

Any Parish Councillors not wishing to undertake training will be asked not to represent the Parish Council on external committees.

4. Meetings

The parish council meets in Alvanley Village Hall for its Parish Council Meetings. A schedule of meetings will be provided to you. Meetings dates can also be found on the [website](#).

Agendas are sent out by e-mail, together with minutes from previous council and reports relating to the agenda items. Hard copies are not provided.

All meetings are open to the public and there is a "Public Participation" section to each Parish Council Meeting. This is when any member of the public can ask a question or raise an issue. It lasts a maximum of 10 minutes, although the chair may choose to extend the time if a number of people wish to speak. It is important to note that this is the public's only opportunity to participate in the meeting, other than at the chair's discretion.

If the council needs to discuss a confidential matter (e.g. a competitive tender or a legal or HR matter), this is conducted at the end of the meeting as 'Confidential' business, sometimes referred as a 'Part B' matter. The press and public must leave before this section of the meeting commences.

The May council meeting is termed the Annual Meeting of Alvanley Parish Council. This is the meeting at which councillors elect a chair and vice chair for the forthcoming year and appoint members to committees and outside bodies.

An Annual Parish Meeting is also held in April each year for the benefit of all residents. The council's chair delivers an address describing activities over the previous year.

Councillors are expected to attend all Full Council meetings. If you cannot attend, please make sure that you let the clerk know in advance. If you do not attend meetings for a period of 6 months without providing a reason(s) that is accepted by the council, then you cease to become a councillor.

5. Finance

The council's financial year runs from 1st April to 31st March each year.

The council's main source of income is the precept (money raised for it by CW&C as part of the council tax). The precept for Alvanley Parish Council is currently around £11,000. The council agrees how much precept it will request for the forthcoming financial year at the January meeting of Full Council. This is based on a the Parish Council reviewing a budget and considers costs and income expected by Full Council. The clerk can provide you with a copy of the council's latest budget and each annual precept request is provided on the website.

The Financial Summary Report summarising the council's income, expenditure, assets, at the end of the previous financial year is also available on the website, along with the Strategic Plan which sets out the council's goals for the upcoming year.

6. Planning

The parish council is consulted on all planning applications submitted to CW&C as the local planning authority for sites within the parish, and for some sites outside the parish which may impact us e.g. within neighbouring parishes.

Alvanley Parish Council does not have a planning committee but instead relies on councillors reviewing each application, mostly during Full Council meetings, and suggesting a response. The procedure is described in an Appendix within the Standing Orders and is coordinated by the clerk. A report containing our planning responses along with any decisions which have been made by CW&C is included in the meeting agenda pack.

Although planning matters can seem daunting at first, and it is undoubtedly a wide and complex field, courses such as those run by ChALC provide a good grounding and include sessions aimed at those with no prior knowledge. Other parish councillors can also share their experience and provide guidance. It may also be reassuring to remember that you are not personally deciding the planning application but simply recommending a response which will be submitted by Helsby Parish Council as a whole. Providing local insight and 'insider knowledge' can be very useful for a CW&C planning officer who may only be aware of the site through Google Maps and what the applicant has told them!

The Department for Local Communities and Local Government has produced a ['Plain English guide to the Planning System'](#) which was published in 2015. Although there continues to be much discussion about planning reforms, the guide nevertheless still provides a useful summary of the overall system.

Please do not hesitate to get in touch with the clerk if you have any questions or queries as a result of your induction session.

With very best wishes for your time on Alvanley Parish Council.

APPENDIX 1

List of Acronyms for new Alvanley Parish Councillors

Acronym	Full Name
AGAR	Annual Governance and Accountability Return
AONB	Area of Outstanding Natural Beauty
CCG	Clinical Commissioning Group
CHALC	Cheshire Association of Local Councils
CIL	Community Infrastructure Levy
CILCA	Certificate in Local Council Administration
CNC	Cycle North Cheshire
CW&C	Cheshire West and Chester Council
EA	Environment Agency
FOI	Freedom of Information
GDPR	General Data Protection Regulation
HR	Human Resources
LEA	Local Education Authority
LEP	Local Enterprise Partnership
LGA	Local Government Act
LPA	Local Planning Authority
NALC	National Association of Local Councils
NPPF	National Planning Policy Framework
PCC	Police and Crime Commissioner
PCSO	Police Community Support Officer
POS	Public Open Space
PPG	Planning Policy Guidance
PROW	Public Right of Way
RFO	Responsible Financial Officer
SLCC	Society of Local Council Clerks
SPG	Supplementary Planning Guidance
SUDS	Sustainable Drainage System
T/PC	Town/Parish Council
TPO	Tree Preservation Order
TRO	Traffic Regulation Order
TTRO	Temporary Traffic Regulation Order



Strategic Plan for Alvanley Parish Council (2027–2030)

A strategic plan for Alvanley Parish Council covering 2027–2030 can be built by extending the council's existing priorities from the 2025–2026 plans while preparing for medium-term needs.

The outline below is grounded in the council's current vision, values, and strategic priorities.

1. Vision (2027–2030)

To maintain a **thriving, inclusive, and sustainable rural parish** that protects its heritage, strengthens community life, and improves the well-being of all residents.

2. Core Values

These values remain consistent with the 2025–2026 plan:

- **Community First** – prioritising residents' needs.
- **Transparency & Accountability** – open governance and communication.
- **Inclusivity & Respect** – ensuring all voices are heard.
- **Sustainability** – protecting green spaces and reducing environmental impact.
- **Collaboration** – working with residents, businesses, and Cheshire West & Chester Council.
- **Heritage & Growth** – balancing preservation with progress.
- **Safety & Well-being** – supporting a safe, healthy parish.

3. Strategic Priorities (2027–2030)

A. Community Engagement & Participation

- Expand digital engagement through the new interactive website.
- Introduce quarterly community forums and youth engagement sessions.
- Develop volunteer programmes for village maintenance and events.

B. Infrastructure & Environment

- Continue enhancement of public spaces, footpaths, and verges.
- Work with transport authorities to improve road safety.
- Launch a parish-wide biodiversity initiative (tree planting, pollinator corridors).

C. Public Services & Safety

- Strengthen coordination with police and community safety officers.
- Improve signage, and maintenance reporting systems.
- Support emergency preparedness and resilience planning.

D. Economic Development & Local Businesses

- Promote local businesses through parish events and online directories.
- Work with Cheshire West & Chester Council to attract rural investment.
- Explore small-grant schemes for community enterprises.

E. Health & Well-being

- Expand walking routes and promote active lifestyles.
- Support mental health initiatives and services for vulnerable residents.
- Improve access to recreational spaces and community activities.

4. Governance, Finance & Performance Monitoring

- Maintain annual budgeting and precept-setting processes (e.g., 2025 precept £11,102).
- Publish KPIs for each strategic priority and review progress annually.
- Ensure compliance with Annual Governance and Accountability Return requirements.

5. Implementation Timeline (2027–2030)

- **2027:** Promote new website features, begin biodiversity programme, expand community forums.
- **2028:** Infrastructure upgrades, business support initiatives, expanded health & well-being programmes.
- **2029:** Review KPIs, adjust priorities, deepen partnerships with local authorities.
- **2030:** Final evaluation and preparation for next strategic cycle.

Alvanley Parish Council – Action Plan & KPIs (2027–2030)

A detailed, measurable plan aligned with the council’s vision, values, and statutory responsibilities.

1. Community Engagement & Participation

Objective A1 — Strengthen communication and resident involvement

Actions (2027–2030)

- A1.1: Promote enhanced parish website with real-time reporting tools (2027).
- A1.2: Introduce quarterly Community Forums and annual Parish Assembly improvements.
- A1.3: Establish Youth Voice Panel (2028).
- A1.4: Expand volunteer programmes for litter-picking, footpath maintenance, and events.
- A1.5: Publish bi-annual “State of the Parish” report.

KPIs

- Website engagement increases by **30% by end of 2028**.
- Minimum **4 community forums per year** with attendance above 25 residents.
- Youth Panel established with **at least 8 active members by 2029**.
- Volunteer participation increases by **20% year-on-year**.
- Resident satisfaction (survey) reaches **80% positive by 2030**.

2. Infrastructure, Environment & Sustainability

Objective B1 — Improve local infrastructure and protect the rural environment

Actions

- B1.1: Annual review and upgrade of footpaths, stiles, and signage.
- B1.2: Work with Highways to improve road safety (speed limits, crossings, signage).
- B1.3: Launch Biodiversity Programme: tree planting, wildflower corridors.
- B1.4: Improve drainage and flood-resilience in known hotspots.
- B1.5: Install additional benches, bins, and community noticeboards.

KPIs

- **100% of parish footpaths inspected annually**; 90% of defects resolved within 6 months.
- Road safety improvements implemented at **3 priority locations by 2029**.
- Plant **100+ native trees** and establish **1 pollinator corridors** by 2030.
- Flood-risk areas reduced by **25%** through drainage improvements.
- Install **2 new public amenities** (benches/bins/boards) by 2028.

3. Public Services & Safety

Objective C1 — Enhance safety, resilience, and public service coordination

Actions

- C1.1: Quarterly liaison meetings with Cheshire Police.
- C1.2: Introduce parish emergency resilience plan (2027).
- C1.3: Promote reporting tools for potholes, fly-tipping, and vandalism.
- C1.4: Support neighbourhood watch schemes.

KPIs

- Crime reports reduced by **10% by 2030**.
- Emergency plan adopted and tested annually.
- Resident reporting of issues increases by **30%** (indicating engagement).
- At least 1 **active neighbourhood watch groups** by 2028.

4. Local Economy & Business Support

Objective D1 — Support local businesses and rural economic vitality

Actions

- D1.1: Create online directory of local businesses (2027).
- D1.2: Explore micro-grant scheme for community enterprises (2028).
- D1.3: Work with CWAC to secure rural development funding.
- D1.4: Promote tourism through heritage trails and walking routes.

KPIs

- Business directory includes **90% of local businesses** by 2028.
- At least 2 **micro-grants awarded** by 2030 (subject to budget).
- Secure **minimum £40k external funding** over the plan period.
- Visitor numbers to walking routes increase by **10%**.

5. Health, Well-being & Social Inclusion

Objective E1 — Improve quality of life and support vulnerable residents

Actions

- E1.1: Expand walking routes and promote active lifestyle campaigns.
- E1.2: Partner with health providers to deliver mental-health awareness sessions.
- E1.3: Support social groups for older residents and isolated individuals.
- E1.4: Improve accessibility of community spaces.
- E1.5: Develop annual programme of community events (heritage day, Christmas lights).

KPIs

- Walking route usage increases by **10% by 2030**.
- Deliver **2 mental-health sessions per year**.
- Reduce reported social isolation by **15%** (survey-based).
- **100% of community spaces accessibility-audited** by 2028; improvements completed by 2030.
- Minimum **2 community events per year** with rising attendance.

6. Governance, Finance & Performance Monitoring

Objective F1 — Ensure transparent, accountable, and efficient governance

Actions

- F1.1: Publish annual budget, precept rationale, and financial summary.
- F1.2: Maintain compliance with AGAR and internal audit requirements.
- F1.3: Introduce KPI dashboard reviewed quarterly by council.
- F1.4: Conduct annual councillor training (governance, planning, finance).
- F1.5: Review and update all policies every 1 to 2 years.

KPIs

- **100% compliance** with statutory reporting deadlines.
- Quarterly KPI dashboard published on website.
- All councillors complete **minimum 3 hours training per year**.
- Policies reviewed on schedule with **no overdue items**.
- Precept increases kept within **inflation-aligned limits** unless justified.

7. Year-by-Year Delivery Timeline

2027 – Foundation Year

- Website upgrade
- Emergency resilience plan
- Business directory
- First biodiversity projects
- Community forums launched

2028 – Expansion Year

- Youth Panel established
- Micro-grant scheme
- Accessibility audits
- Major footpath upgrades

2029 – Consolidation Year

- Road safety improvements
- Flood-resilience works
- KPI mid-term review
- Additional pollinator corridors

2030 – Evaluation & Renewal Year

- Full strategic plan evaluation
- Resident satisfaction survey
- Prepare 2031–2035 strategy
- Final biodiversity and infrastructure targets met