



LUDLOW TOWN COUNCIL A G E N D A

To: All Members of the Council, Unitary Councillors, Press
Contact: Gina Wilding
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Despatch date: 25th February 2026

POLICY & FINANCE COMMITTEE

You are summoned to attend a meeting of the Policy & Finance Committee to be held in The Guildhall, Mill Street, Ludlow SY8 1AZ on Monday 2nd March 2026 at 7.00pm

Gina Wilding

Gina Wilding
Town Clerk

Key Agenda Items:

- **FINANCIAL INFORMATION**
- **POLICY REVIEW**

The public may speak at this meeting.

In Public Open Session (15 minutes) – Members of the public are invited to make representations to the Council on any matters relating to the work of the Council or to raise any issues of concern.



1. Welcome from the Chairman and essential housekeeping information.

Councillors and members of the public are to note that the fire exits can be found to the rear of the building, right outside the Council Chamber and via the front door. The fire assembly point is on the pavement opposite the Guildhall. For fire safety purposes all Councillors should sign the attendance book and members of the public should sign the attendance sheet.

2. Recording of Meetings

Under the Openness of Local Government Regulations 2014, recording and broadcasting including blogging, tweeting and other social media is permitted during public sessions of Council meetings. The act of recording and broadcasting must not interfere with the meeting.

The Council understands that some members of the public may not wish to be recorded and asks that they make this known immediately.

3. Meeting Protocol

Members are reminded of the vital importance of mutual respect, professionalism, and full adherence to the Council's Code of Conduct, Standing Orders, and Meeting Protocol.

Councillors and officers have distinct yet complementary roles and work collaboratively in the best interests of the community. Councillors are responsible for setting policy and representing the public, while officers provide impartial advice and are tasked with implementing Council decisions.

During meetings, Members must conduct themselves with decorum, follow the established rules of debate, and respect the authority of the Chair. Disruptive behaviour, undue pressure on officers, or prioritising personal interests above Council objectives undermines good governance and is contrary to the standards of conduct expected in Council proceedings.

Maintaining integrity, accountability, and a respectful environment is essential to ensuring effective and transparent decision-making.

4. Apologies

To note apologies for absence from members of the Committee.

5. Declarations of Interests

To receive the declarations of interests from Members of the Committee.

- a) Disclosable Pecuniary Interest
- b) Declaration of conflicts of Interest
- c) Declarations of personal interest

Members are reminded that they must not participate in the discussion or voting on any matter in which they have a Disclosable Pecuniary Interest and should leave the room prior to the commencement of the debate.



- 6. Public Open Session (15 minutes)** – Members of the public are invited to make representations to the Council on any matters relating to the work of the Council or to raise any issues of concern.
- 7. Ludlow’s Unitary Councillors Session** – Ludlow’s Unitary Councillors are invited to provide a short update on Shropshire Council matters relating to Ludlow.
- 8. Minutes**
To approve the minutes of the **POLICY & FINANCE COMMITTEE** meeting held on **Monday 19th January 2026**.
- 9. Items to Action**
To consider the items to action sheet from the previous Policy and Finance Committee Meeting held on **19th January 2026**.

	ITEM	Attachment
10.	FINANCE INFORMATION To receive:-	
a)	Cash Book – Payments and Income for December 2025.	10a
b)	Reconciliation for December 2025.	10b
c)	Barclaycard - Payments, Income & Reconciliation for December 2025.	10c
d)	Petty Cash – Payments, Income & Reconciliation for December 2025.	10d
e)	Public Sector Deposit Fund – Payments, Income & Reconciliation for December 2025.	10e
f)	Income - Payments, Income & Reconciliation for December 2025.	10f
11.	DEBTORS	
a)	To receive a report of debtors.	11a
b)	To consider an explanation report on debtors.	11b
12.	Q3 INCOME AND EXPENDITURE	
a)	To note the 3 rd Quarter Income and Expenditure Report	12a
b)	To approve the 3 rd Quarter Exceptions Report	12b
13.	POLICY REVIEW	
a)	To adopt the amended Corporate Governance Policy	13a
b)	To adopt the Health and Safety Policy and Handbook as recommended by Worknest	13b
c)	To adopt the revised Sexual Harassment Risk Assessment as recommended by Staffing Committee	13c
14.	CLIMATE ACTION TASK AND FINISH GROUP	
a)	To receive the notes for the meeting held on 29 th January 2026	14a
b)	To consider the recommendations	14b



15.	OVERHAUL OF PRACTITIONERS' GUIDE To note the update.	15
16.	CCLA PUBLIC SECTOR DEPOSIT FUND INVESTMENT	
a)	To note the January 2026 statement.	16a
b)	To note the Redemption contract notes.	16b
17.	MAYOR & DEPUTY MAYOR EVENTS To note the events attended by the Mayor and Deputy Mayor in November 2025 - January 2026.	17
18.	<u>EXCLUSION OF PRESS AND PUBLIC: PUBLIC BODIES (ADMISSION TO MEETINGS) ACT 1960</u> The Chairman will move that the public be excluded from the meeting for the following item(s) of business pursuant to section 1 of the Public Bodies (Admission to Meetings) Act 1960, on the grounds that publicity would be prejudicial to the public interest by reason of the confidential nature of the business to be transacted	No papers
19.	CONTRACT To consider the terms of a contract.	19
M e m b e r s h i p		
Members of the Policy & Finance Committee		
Councillors Owen (Chair); Childs; Cowell; Gill; Ginger; Hepworth; Lyle; Maxwell-Muller; Parry; Scott-Bell; and Taylor (Vice-Chair)		
Notes		
The next Policy & Finance Committee meeting will be held on the 20th April 2026		

Item 8
Minutes

Maintaining integrity, accountability, and a respectful environment is essential to ensuring effective and transparent decision-making.

PF/170 APOLOGIES

Apologies for absence were received from Councillors Cowell, Ginger and Hepworth.

PF/171 DECLARATIONS OF INTEREST

Disclosable Pecuniary Interests

None declared.

Declaration of Conflicts of Interest

None declared.

Declarations of Personal Interest

<u>Councillor</u>	<u>Item</u>	<u>Reason</u>
D. Childs	15	Ludlow Community Hospital League of Friends
D Lyle	15	Representative on Outside Body Ludlow Community Hospital League of Friends – Steering Group

PF/172 PUBLIC OPEN SESSION (15 minutes)

There were no members of the public or press present.

PF/173 UNITARY COUNCILLORS' SESSION

There were no Unitary Councillors present.

PF/174 MINUTES

RESOLVED RO/MT (Unanimous)

That the minutes of the Policy and Finance Committee meeting held on the 24th November 2025, be approved as a correct record, and signed by the Chair.

PF/175 ITEMS TO ACTION

RESOLVED RO/DL (Unanimous)

That the items to action from the Policy and Finance Committee meeting held on the 24th November 2025, be noted.

PF/176 FINANCE INFORMATION**RESOLVED RO/MT (Unanimous)**

That the Cash Book Payments, Income and Reconciliation, Barclaycard Payments, Income and Reconciliation, Petty Cash Payments, Income and Reconciliation, Public Sector Deposit Fund Payments, Income and Reconciliation, and Income Cash Book Payments, Income and Reconciliation for October and November 2025; and PayPal Payments, Income and Reconciliation, and Electric Vehicle Charging Payments, Income and Reconciliation, October 2025, be received.

PF/177 AGED DEBTORS**a) Debtors Report****RESOLVED RO/MT (Unanimous)**

That the Debtors report be received.

PF/178 AGED DEBTORS**b) Debtors Explanation Report****RESOLVED RO/MT (Unanimous)**

That the Debtors Explanation Report be received.

PF/179 POLICY REVIEW – CORPORATE GOVERNANCE POLICY**RESOLVED RO/MM (Unanimous)**

That the two separate documents provided, be drafted into one document with tracked changes. The review of the Corporate Governance Policy be deferred to the next meeting.

PF/180 FINANCIAL REGULATIONS**RECOMMENDED RO/MM (Unanimous)**

That Financial Regulation 5.15 be amended to include the following bullet point:-

- “except that any commitment to incur expenditure on obtaining legal advice shall require consultation with the Chair of the Council (or Deputy Chair in the absence of the Chair) or of the Chair of the Policy and Finance Committee.”

PF/181 HEDGE CUTTING CONTRACTOR**RESOLVED MT/RO (Unanimous)**

That the information regarding contractor expenditure for hedge cutting be received and it be noted that officers are satisfied that in the current circumstances the use of contractors is essential.

PF/182 ASSET OF COMMUNITY VALUE**RESOLVED RO/DC (Unanimous)**

That the Council supports the Community Right To Bid nomination for Ludlow Community Hospital as an Asset of Community Value and that the Mayor and Town Clerk draft a response to be circulated to Committee members prior to submission.

PF/183 SHROPSHIRE COUNTY PENSION FUND**RECOMMENDED MT/RO (Unanimous)**

That the Actuarial Valuation Employers Contribution Rate of 16.8% for 2026/27, 2027/28 and 2028/29, be approved.

PF/184 BUDGET TASK AND FINISH GROUP**a) Notes – 20th November 2025****RESOLVED MT/RO (Unanimous)**

That the notes of the Budget Task and Finish Group meeting held on the 20th November 2025, be received.

PF/185 b) Notes – 8th January 2026**RESOLVED RO/MT (Unanimous)**

That the notes of the Budget Task and Finish Group meeting held on the 8th January 2026, be received.

PF/186 c) Recommendations**RECOMMENDED RO/MT (Unanimous)**

That:-

- a) General Reserves in excess of 3 and up to 12 months of the value of the Precept, be approved.

- b) the final budget of £1,295,579.00 for 2026/27, be approved.
 c) the precept of £946,655.00 for 2026/27, be approved.
 d) the Budget Task and Finish Group continues to meet after the annual budget is set to develop more detailed specifications and costings for the Projects/EMR Action Plan.
 e) Earmarked Reserves funds be moved as follows:-

EMR No.	Name	Amount	Action
321	Capital Reserve Henley Orchard	£2,213.34	Release to General Fund
	General Fund	£2,213.34	Increase EMR:323 Neighbourhood Fund from General Reserves
322	EMR Public Toilets	£26,478.00	Release to General Fund
	General Fund	£26,478.00	Set up site specific EMRs (Castle Street / Smithfield / Linney) and increase each EMR from General Reserves according to a detailed specifications and costings from the Projects / EMR Action Plan.
325	EMR Play Areas Fund	£51,072.00	Release to General Fund
	General Fund	£51,072.00	Set up site specific EMRs for Wheeler Road, Linney and Houseman Play Areas and increase each EMR from General Reserves according to a detailed specifications and costings from the Projects / EMR Action Plan.
327	EMR Skatepark	£997.00	Release to General Fund
	General Fund	£997.00	Increase Wheeler Road Play Area EMR from General Reserves
334	EMR Wheeler Play Area Resurface	£2,000.00	Release to General Fund
	General Fund		Increase Wheeler Road Play Area EMR from General Reserves
341	EMR Signage	£7,117.00	Release to General Fund
	General Fund	£7,117.00	Increase site specific EMRs for Wheeler Road, Linney and Houseman Play Areas from General Reserve according to a detailed specifications and costings from the Projects / EMR Action Plan.

353	EMR Contingency Fund	£55,004.00	Release to General Fund
	General Fund	£55,004.00	Set up Churchyard Walls Legal Costs EMR and increase from general reserves.
362	EMR Grant Match Funding	£20,000.00	Release to General Fund
	General Fund.	£20,000.00	Increase EMR:363 Neighbourhood Plan from General Reserves
366	EMR Legal and Reg Compliance	£30,000.00	Release to General Fund
	General Fund	£145,000.00	Increase Churchyard Walls Legal Costs EMR to a total of £200,000.00 form General Reserves.
368	EMR Mem Bench/Plaque Maintenance	£195.00	Release to General Fund
	General Fund	£195.00	Increase EMR: 342 Street Furniture from General Reserve.

PF/187 SCAFFOLDING**RESOLVED RO/MT (Unanimous)**

That the Town Wall scaffolding report be noted and quotations will continue to be sought.

PF/188 INSURANCE TASK AND FINISH GROUP**RESOLVED RO/MT (Unanimous)**

That:-

- a) the notes be amended to include the attendance of the Mayor.
- b) the notes be amended to include Gallaghers Client Directors full name.
- c) the notes of the Insurance Task and Finish Group meeting held on the 23rd December 2025, be received.
- d) a copy of the note defining insured council activities be held on the insurance file for future reference.

PF/189 CCLA PUBLIC SECTOR DEPOSIT FUND INVESTMENT**RESOLVED RO/DL (Unanimous)**

That the CCLA Public Sector Deposit Fund Investment statements for November and December 2025, be noted.

PF/190 NON DOMESTIC RATES CHALLENGE

RESOLVED RO/DL (Unanimous)

That the receipt of the final rates refund, relating to the Buttercross, in the sum of £30,022.43, be noted

The meeting closed at 7.59pm

Chair

Date

N.B. Closed Session Minutes will NOT be issued for this meeting.

Item 9
Items to Action

Policy & Finance Committee

Items to Action

Minute No.	Resolution	Action	Status	Date
DA/PF/26/07/21/23 26/07/21	<p><u>BARCLAYS.NET</u></p> <p><u>RECOMMENDED (Unanimous) GG/PA</u></p> <p>a) To open an additional Barclays Bank current account as part of the council's combined accounts, and to use the account solely for Barclays.net payments.</p> <p>b) To make a virement of £75.00 from the Contingencies Fund (501/4800) budget to the Bank Charges for the new account (101/4058).</p> <p>c) To investigate other payments options with Barclays Bank.</p>	<p>Open bank account</p> <p>Set up new account on Barclays.net</p> <p>Virement</p> <p>Investigate payment options</p>	<p>Done</p> <p>Complete</p> <p>Done</p>	<p>07/05/25</p> <p>02/08/21</p> <p>02/08/21</p>
PF/140 28/11/22	<p><u>POLICY REVIEW</u></p> <p>a) <u>Proposals from Councillor Adams</u></p> <p>That:-</p> <p>a) a standard format and style template be adopted for use by all Committees for their policies, protocols and procedure documents.</p> <p>b) an electronic Policy Library be set up from a master list of such documents.</p>	<p>Create template</p> <p>Set up electronic policy library</p>	<p>Done</p>	<p>11/01/23</p>

	<p>c) the library is structured to reflect the Council's Executive and Service functions.</p> <p>d) Standing Orders retain their existing standard format.</p> <p>e) the format and style of up to three policies per meeting of existing documents is reviewed by Policy and Finance within a timing plan to review the format and style all policies.</p> <p>f) Staff produce a draft template for the next meeting.</p>			
PF/59	<p>c) <u>Complaints Policies</u></p> <p>That the review of the Complaints policies be deferred.</p>	Defer until Communications Task and Finish completed		
PF/93	<p><u>RESIDENTIAL RENTAL</u></p> <p><u>RECOMMENDED GG/IMM (5:2:1)</u></p> <p>That a residential rent remains at £500.00 per month to be increased annually by inflation from January 2026.</p>	<p>Recommend to Full Council</p> <p>Write a letter to tenants</p>	Done	20/10/25
PF/187	<p><u>SCAFFOLDING</u></p> <p>That the Town Wall scaffolding report be noted and quotations will continue to be sought.</p>	<p>Seek quotes</p> <p>Report back to P&F</p>		

PF/186	<u>BUDGET TASK AND FINISH GROUP</u>	Recommend to Full Council	Done	26/01/26
	<u>Recommendations</u>	Make changes to EMR	Done	19/02/26
	<u>RECOMMENDED RO/MT (Unanimous)</u>			
	That:-			
	a) General Reserves in excess of 3 and up to 12 months of the value of the Precept, be approved.			
	b) the final budget of £1,295,579.00 for 2026/27, be approved.			
	c) the precept of £946,655.00 for 2026/27, be approved.			
	d) the Budget Task and Finish Group continues to meet after the annual budget is set to develop more detailed specifications and costings for the Projects/EMR Action Plan.			
	e) Earmarked Reserves funds be moved as follows:-			
PF/180	<u>FINANCIAL REGULATIONS</u>	Recommend to Full Council	Done	26/01/26
	<u>RECOMMENDED RO/MM (Unanimous)</u>	Update Financial Regulations	Done	25/02/26
	That Financial Regulation 5.15 be amended to include the following bullet point:-	Circulate to Staff, Councillors and Website	Done	25/02/26
	• “except that any commitment to incur			

	expenditure on obtaining legal advice shall require consultation with the Chair of the Council (or Deputy Chair in the absence of the Chair) or of the Chair of the Policy and Finance Committee.”			
PF/179	<u>POLICY REVIEW – CORPORATE GOVERNANCE POLICY</u> That the two separate documents provided, be drafted into one document with tracked changes. The review of the Corporate Governance Policy be deferred to the next meeting.	Bring back to P&F Tracked changes	Done Done	02/03/26 23/01/26
PF/92	<u>BUTTERCROSS NON-DOMESTIC RATES</u> That:- a) the new Buttercross ratable value of £1 and savings of £29,402.75 be noted. b) the savings of £29,402.75 made be placed in an earmarked reserve for Non-Domestic Rates.	Set up EMR Move monies to EMR	Done Done	04/08/25 19/02/26
PF/80	<u>AGED DEBTORS</u> To write a letter to Futuresound requesting payment of outstanding invoice, and that in future years the Council invoices and	Chase debt Write a letter regarding future years	Email sent Meeting with Futuresound set up	18/09/25

	receives full payment and a returnable £500.00 damage deposit in advance of the commencement of the event.		Done payment received	10/02/26
PF/174	<p><u>MINUTES</u></p> <p>That the minutes of the Policy and Finance Committee meeting held on the 24th November 2025, be approved as a correct record, and signed by the Chair.</p>	<p>Sign minute</p> <p>File minutes</p> <p>Put online</p>	<p>Done</p> <p>Done</p> <p>Done</p>	<p>19/01/26</p> <p>21/01/26</p> <p>23/01/26</p>
PF/182	<p><u>ASSET OF COMMUNITY VALUE</u></p> <p>That the Council supports the Community Right To Bid nomination for Ludlow Community Hospital as an Asset of Community Value and that the Mayor and Town Clerk draft a response to be circulated to Committee members prior to submission.</p>	<p>Circulate draft response to Councillors</p> <p>Submit response</p>	<p>Done</p> <p>Done</p>	<p>22/01/26</p> <p>22/01/26</p>
PF/183	<p><u>SHROPSHIRE COUNTY PENSION FUND</u></p> <p><u>RECOMMENDED MT/RO (Unanimous)</u></p> <p>That the Actuarial Valuation Employers Contribution Rate of 16.8% for 2026/27, 2027/28 and 2028/29, be approved.</p>	Recommend to Full Council	Done	26/01/26

PF/188	<p><u>INSURANCE TASK AND FINISH GROUP</u></p> <p>That:-</p> <p>a) the notes be amended to include the attendance of the Mayor.</p> <p>b) the notes be amended to include Gallaghers Client Directors full name.</p> <p>c) the notes of the Insurance Task and Finish Group meeting held on the 23rd December 2025, be received.</p> <p>d) a copy of the note defining insured council activities be held on the insurance file for future reference.</p>	<p>Amend notes</p> <p>Save notes in insurance folder</p>	<p>Done 23/01/26</p> <p>Done 23/01/26</p>
PF/85	<p><u>ASSERTION 10</u></p> <p>That:-</p> <p>a) the requirements to comply with Assertion 10 be noted.</p> <p>b) the following activities and workload to ensure compliance be approved:</p> <ul style="list-style-type: none"> • To source and deliver GDPR training for Councillors (budget 101/4009). • Review all websites to ensure systems and processes maintain compliance with: <ul style="list-style-type: none"> ○ The Transparency Code for Smaller Authorities, ○ The Accessibility Regulations 	<p>Councillor GDPR Training</p> <p>Review websites for compliance</p> <p>Create IT Policy – NALC Template</p>	<p>Done Training 08/12/25</p> <p>Ongoing</p> <p>Done 19/01/26</p>

	<p>(Public Sector Bodies (Websites and Mobile Applications) Accessibility Regulations 2018),</p> <ul style="list-style-type: none"> ○ Accounts and Audit Regulations, ○ Web Content Accessibility Guidelines 2.2AA and ○ the Public Sector Bodies (Websites and Mobile Applications) (No. 2) Accessibility Regulations 2018. <ul style="list-style-type: none"> ● Develop an IT Policy to ensure full compliance. 			
PF/94	<p><u>RESIDENTIAL RENTAL</u></p> <p>That a Residential Rental Task and Finish Group be set up.</p> <p>That the membership of the Residential Rental Task and Finish Working Group be made up of Councillors Childs, Ginger, Hepworth and Owen.</p>	Call the first meeting of the Residential Rental Task and Finish Group	Done	27/11/25
PF/97	<p><u>CLIMATE ACTION TASK AND FINISH GROUP</u></p> <p>That:-</p> <ul style="list-style-type: none"> a) the minutes of the Climate Action Task and Finish Group meeting held on the 21st August 2025 be received. b) the Climate Action Task and Finish Group recommendation, to spend 	Refer back to Climate Action TF to action	Done	19/11/25

	<p>£45.00 for a large scale (A0) professionally printed map of the parish or Ludlow to be annotated with the existing green areas to help bring the idea of nature corridors to life for residents to increase participation in planting insect friendly plants be approved.</p>			
PF/123	<p>b) <u>Recommendations – 2nd October 2025</u></p> <p>That the recommendation of the Climate Action Task and Finish Group meeting held on the 2nd October 2025 be approved:-</p> <ul style="list-style-type: none"> • Local Nature Recovery Strategy (LNRS) <ul style="list-style-type: none"> ○ To note the purpose of the LNRS which is to identify opportunities for creating and restoring habitats beyond existing hotspots, and look at how the county can be best connected for nature. ○ To note the three responsibilities for Town & Parish Councils: 1) Consider biodiversity in their area, 2) Agree policies and objectives to support them, 3) Act to deliver the objectives ○ To agree that Town Councils are ideally placed to identify local biodiversity opportunities and threats, mobilise community action, and act as 	Refer back to Climate Action TF to action	Done	19/11/25

	<p>a trusted intermediary between residents and higher tier authorities.</p> <ul style="list-style-type: none">○ Actions we are building on include Restoring Shropshire Verges Project and CPRE's hedgerow heroes.○ Ludlow Town Council is taking lots of proactive action to improve habitats and hotspots within its area, along with promoting actions that residents / businesses can undertake themselves.○ To respond to the consultation as above and to comment on the interactive mapping with the addition/enlarging of the following sites: Castle Gardens Wigley Field allotments Garden of Rest, St Laurences Fishmore View amenity area Gallows Bank Housman amenity area Steventon play area Sheet Road verges Sidney Road town green Eco Park Ballard Close amenity area Wheeler Road recreation area School playing fields Weyman Road community orchard site Dodmore Lane bridleway Hopton Close amenity area Parys Road play/amenity area			
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- **Climate Action Plan (CAP)**

Changes/actions relating to the CAP.

- **Action 4** - To check whether this has been completed.
- **Action 6** - To check whether this has been completed.
- **Action 10** - To check on progress.
- **Action 11** - To prepare for P & F meeting in November.
- **Action 20** - To chase Shropshire Council for a response
- **Action 23** - To chase Shropshire Council for a response in preparation for the 2026 grass cutting season.
- **Action 26** - To begin plans for a public meeting following the completion of a green Parish map.
- **Action 29** - Feedback regarding the St Johns Gardeners to go to Services.
- **Action 30** - To set a schedule in place with the Communications & Marketing Officer.
- **Action 32** - This is being done as and when appropriate by the Town Clerk & Deputy Town Clerk.
- **Action 34** - Not yet begun but will look at this for next Spring.
- **Action 35** - Will generate a list of warm hubs (by confirming with community groups) and will publicise on our website and social media.

PF/112	<p><u>ITEMS TO ACTION</u></p> <p>That a report be presented to Full Council on the history of the CCTV project, to include details of the selection of the contractor, costings, payment schedule, Police contribution and accounting and any other important correspondence.</p>	Report to Council	Done	01/12/25
PF/113	<p>That a report be presented to Full Council upon receipt of the surveyor's report relating to the sub-station scaffolding next to the churchyard wall.</p>	Report to Council	Done	01/12/25
PF/119	<p>b) <u>Sexual Harassment Policy, Risk Assessment and Action Plan</u></p> <p>That the Sexual Harassment Risk Assessment be referred to Staffing Committee to be reviewed and updated.</p>	Referred to Staffing Committee	Done	19/11/25
PF/193 15/04/24	<p><u>ELECTRIC VEHICLE CHARGING</u></p> <p>To request that a report be brought to Council to scope out the project, timeframe and costs for installing an electric vehicle charging compound.</p>		Transferred to projects list	2025

PF/86	<u>POLICY REVIEW</u>	Recommend Policy to Full Council	Done	20/10/25
	a) <u>Information and Data Protection Policy</u>	Update and move to Adopted Policies Folder	Done	07/11/25
	<u>RECOMMENDED RO/DL (Unanimous)</u> That the Information and Data Protection Policy, as amended to state that the policy will be reviewed “annually” instead of “periodically”, be adopted.	Circulate to Staff and Councillors	Done	07/11/25
PF/87	b) <u>Data Transparency Policy</u> <u>RECOMMENDED RO/MT (Unanimous)</u> That Data Transparency Policy be amended in include the publication of the quarterly income and expenditure reports and the earmarked reserves on the Council’s website.	Amend	Done	20/10/25
PF/88	b) <u>Data Transparency Policy</u>	Recommend Policy to Full Council	Done	20/10/25
	<u>RECOMMENDED RO/DL (Unanimous)</u> That the Data Transparency Policy, as amended, be adopted.	Update and move to Adopted Policies Folder	Done	07/11/25
		Circulate to Staff and Councillors	Done	07/11/25

PF/90	d) <u>Data Breach Policy</u> <u>RECOMMENDED RO/IMM (Unanimous)</u> That the Data Breach Policy, as amended to state that it replaces the Data Breach Policy adopted on the 17 th June 2019, be adopted.	Recommend Policy to Full Council	Done	20/10/25
		Update and move to Adopted Policies Folder	Done	07/11/25
		Circulate to Staff and Councillors	Done	07/11/25
PF/91	e) <u>Freedom of Information Policy</u> <u>RECOMMENDED RO/KC (Unanimous)</u> That the Freedom of Information Policy, as amended to state that the policy will be reviewed annually, be adopted.	Recommend Policy to Full Council	Done	20/10/25
		Update and move to Adopted Policies Folder	Done	07/11/25
		Circulate to Staff and Councillors	Done	07/11/25
PF/111	<u>MINUTES</u> That the minutes of the Policy and Finance Committee meeting held on the 1 st September 2025, be approved as a correct record, and signed by the Chair.	Sign minute	Done	13/10/25
		File minutes	Done	15/10/25
		Put online	Done	15/10/25
PF/118	<u>POLICY REVIEW</u> a) <u>Recruitment and Selection Policy</u>	Recommend Policy to Full Council	Done	20/10/25
		Update and move to Adopted Policies Folder	Done	07/11/25

	<u>RECOMMENDED RO/ISB (6:0:1)</u> That the Recruitment and Selection Policy, be adopted.	Circulate to Staff and Councillors	Done	07/11/25
PF/120	<u>RECOMMENDED RO/MT (Unanimous)</u> That the Sexual Harassment Policy and Action Plan, be re-adopted.	Recommend Policy to Full Council	Done	20/10/25
		Update and move to Adopted Policies Folder	Done	07/11/25
		Circulate to Staff and Councillors	Done	07/11/25
PF/121	c) <u>Hedgerow Policy</u> <u>RECOMMENDED RO/ISB (Unanimous)</u> That Hedgerow Policy, be adopted.	Recommend Policy to Full Council	Done	20/10/25
		Update and move to Adopted Policies Folder	Done	07/11/25
		Circulate to Staff and Councillors	Done	07/11/25
PF/96	<u>LANARK VISIT</u> To approve written notification to Ludlow's Town Crier of the committee's acceptance of the invitation from Lanark, South Lanarkshire, Scotland to welcome Ludlow's Town Crier, and that the visit will take place at no cost to Ludlow Town Council.	Write a letter	Done	02/09/25

PF/79	<u>AGED DEBTORS</u>	Recommend to Full Council	Done	20/10/25
	<u>RECOMMENDED GG/KC (Unanimous)</u> That invoice number 1139 for 30p owed by Craven Arms Memorials be written off.	Raise credit note	Done	22/10/25
PF/99	<u>CCLA PUBLIC SECTOR DEPOSIT FUND INVESTMENT</u> That the Council's bank account interest rates from 2023 to present be brought to the next Policy and Finance Committee meeting.	Produce a report on interest rates	Done	13/10/25
PF/89	c) <u>Hedgerow Policy</u> That consideration of the Hedgerow Policy be deferred to the next Policy and Finance Committee meeting and a list/map of the Council's hedgerows be included in the policy.	Bring back to P&F Committee	Done	13/10/25
PF/81	<u>AGED DEBTORS</u> That the outstanding invoices relating to the Cemetery be pursued for payment including interest payable to be made within 30 days.	Pursue outstanding debts	Done	18/09/25

PF/57	<p><u>POLICY REVIEW</u> b) <u>Investment Policy</u></p> <p><u>RECOMMENDED RO/IMM (Unanimous)</u></p> <p>That the Council maintain a balance of £150,000 in the current account and all other funds be invested in the CCLA Public Sector Deposit Fund.</p>	<p>Recommend to Full Council</p> <p>Update CCLA Mandate</p> <p>Move Funds</p> <p>Create procedure</p>	<p>Done</p> <p>Done</p> <p>Done</p> <p>Done</p>	<p>28/05/25</p> <p>27/08/25</p> <p>23/09/25</p> <p>13/10/25</p>
PF/76	<p><u>MINUTES</u></p> <p>That the minutes of the Policy and Finance Committee meeting held on the 21st July 2025, be approved as a correct record, and signed by the Chair.</p>	<p>Sign minute</p> <p>File minutes</p> <p>Put online</p>	<p>Done</p> <p>Done</p> <p>Done</p>	<p>01/09/25</p> <p>03/09/25</p> <p>05/09/25</p>
PF/58	<p>b) <u>Communications Policies</u></p> <p><u>RECOMMENDED RO/IMM (Unanimous)</u></p> <p>That:-</p> <p>a) a Communications Strategy Task and Finish Working Group be set up to review the Press Protocol, Social Media Policy, Communications Protocol and Community Engagement Policy.</p> <p>b) The Communications Policy Task and Finish Working Group membership be made up of Councillors Childs, Cowell, Lyle, Maxwell-Muller, Owen and Scott</p>	<p>Recommend to Full Council</p> <p>Call a meeting</p>	<p>Done</p> <p>Done</p>	<p>28/07/25</p> <p>28/08/25</p>

	Bell.			
PF/60	<p><u>FINANCIAL INFORMATION</u></p> <p>That following their approval by the Policy and Finance Committee the quarterly Income and Expenditure report be published on the Council's website.</p>	Update website	Done	27/08/25
PF/62	<p><u>CLIMATE ACTION TASK AND FINISH GROUP</u></p> <p><u>RECOMMENDED RO/IMM (Unanimous)</u></p> <p>That:-</p> <p>a) the minutes of the Climate Action Task and Finish Group meeting held on the 11th July 2025 be received.</p> <p>b) The Climate Action Task and Finish Group recommendations from the 11th July 2025 be approved as follows:-</p> <ul style="list-style-type: none"> • That a meeting of the Ludlow Town Centre Planting Task & Finish Group be organised in September and put together a seasonal planting and tub maintenance strategy for 2025/26. This forum will allow us to begin pulling ideas together for the provision and maintenance of 	Recommend to Full Council	Done	28/07/25

	<p>planting throughout Ludlow.</p> <ul style="list-style-type: none"> • That a volunteer group named St Johns Guardians should be set up. Once up and running all updates and information to go via Services Committee. The first volunteer day to take place on a weekday in September, DLF to all be available to assist with removal of rubbish etc., spades forks and trowels to be brought by the person or loaned by the DLF. • That the updates made to the Climate Action Plan as listed above be approved. 			
PF/61	<p><u>RESIDENTIAL RENTAL</u></p> <p>That a local lettings agent be instructed to undertake an internal inspection of the residential rental property and recommend a rental value.</p>	Undertake rental valuation	Done	01/09/25
PF/56	<p><u>INSURANCE</u></p> <p>That the Council seek insurance quotations from BHIB Councils Insurance, Gallagher (AJG) and James Hallum Council Guard.</p>	Seek Quotes	Done	22/08/25

PF/51	<p><u>MINUTES</u></p> <p>That the minutes of the Policy and Finance Committee meeting held on the 16th June 2025, be approved as a correct record, and signed by the Chair.</p>	<p>Sign minute</p> <p>File minutes</p> <p>Put online</p>	<p>Done</p> <p>Done</p> <p>Done</p>	<p>21/07/25</p> <p>23/07/25</p> <p>22/08/25</p>
PF/190 24/02/25	<p><u>ALLSTAR CHARGE PASS</u></p> <p><u>RECOMMENDED SW/EG (Unanimous)</u></p> <p>That the Council apply for an Allstar Chargepass fuel account (Electric, Diesel and Petrol) with two cards.</p>	<p>Recommend Policy to Full Council</p> <p>Apply for fuel cards</p>	<p>Done</p> <p>Done</p>	<p>03/03/25</p> <p>18/08/25</p>
PF/26 16/06/25	<p><u>Insurance Quotations</u></p> <p>That insurance quotations be sought from three insurance brokers for buildings, all insured risks and motor insurance for consideration at the next Policy and Finance Committee meeting to make a recommendation to the Full Council meeting on the 28th July 2025.</p>	<p>Seek 3 insurance quotes</p>	<p>Done</p>	<p>21/07/25</p>
PF/25 16/06/25	<p><u>Insurance Task and Finish Group</u></p> <p><u>RECOMMENDED RO/KC (Unanimous)</u></p>	<p>Recommend to Full Council</p> <p>Call the first meeting on the Insurance Task and Finish</p>	<p>Done</p> <p>Done</p>	<p>23/06/25</p> <p>11/07/25</p>

	<p>That:-</p> <p>a) an Insurance Task and Finish Group be set up to review the Council's insurance requirements;</p> <p>b) the Insurance Task and Finish Group membership be made up of Councillors Hepworth, Owen and Taylor.</p>	Group		
PF/29 16/06/25	<p><u>Safeguarding – Children and Vulnerable Adults Protection Policy</u></p> <p><u>RECOMMENDED RO/KC (Unanimous)</u></p> <p>That the Safeguarding – Children and Vulnerable Adults Protection Policy be amended at 4.2 to read:</p> <p>4.2 Recruitment and Training</p> <ul style="list-style-type: none"> • Disclosure and Barring Service (DBS) checks, will be conducted for all staff, and Councillors. • Disclosure and Barring Service (DBS) checks will be conducted for volunteers working with children, young people, or vulnerable adults. • Staff, councillors and volunteers will receive regular training on safeguarding policies and procedures. 	<p>Recommend Policy to Full Council</p> <p>Update and move to Adopted Policies Folder</p> <p>Circulate to Staff and Councillors</p>	<p>Done</p> <p>Done</p> <p>Done</p>	<p>23/06/25</p> <p>27/06/25</p> <p>27/06/25</p>
PF/33 16/06/25	<p><u>Task and Finish Group Recommendations – 5th June 2025</u></p>	<p>Recommend to Full Council</p> <p>Update Climate Action Plan</p>	<p>Done</p> <p>Done</p>	<p>23/06/25</p> <p>27/06/25</p>

	<p><u>RECOMMENDED RO/DL (Unanimous)</u></p> <p>That:</p> <p>a) the following actions be taken in preparation for Ludlow Green Festival:</p> <ul style="list-style-type: none"> • Key information leaflets to be produced but only in a small number. • A QR code to be displayed linking to the information on our website. • Councillors who assist with ‘manning’ the stall will be provided with a script of information. • Councillors to be emailed asking for assistance in ‘manning’ the stall. • Councillor Lyle and Cowell will arrange obtaining free flower seeds to be given away. <p>b) an expenditure for labels and seed envelopes (£3.99 for 100 envelopes (6 x 10cm), 100 Labels off: £25.51 plus vat). Expenditure from budget code 101 4062 (climate action) which has a budget of £500 be approved.</p> <p>c) the following updates to be made to the Climate Action Plan:</p> <ul style="list-style-type: none"> • Working Group to consider what criteria could be included in 4 – <i>We will aim to include Climate Emergency reference in all new contract specifications and Invitations to Tender and we will include these references in the evaluation process;</i> 	Purchase items	<p>Done</p> <p>27/06/25</p>
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	<p>and 11 – <i>We will aim to ensure all contractors have a ‘Zero to Landfill’ policy which is regularly reviewed and updated.</i></p> <ul style="list-style-type: none">• 20 – To approach Shropshire Council to ensure they have found alternatives to using toxic weedkillers throughout the county.• 21 – The Deputy Town Clerk to progress the Hedgerow Maintenance and Management plan to be brought to the next Climate Action Task and Finish Group as a first draft document.• 22 – Could a DLF member be invited to a future meeting of the Climate Action Task and Finish Group to discuss? The Deputy Town Clerk to produce a draft document similar to a Toolbox Talk for the DLF.• 23 – The Deputy Town Clerk to confirm if Shropshire Council have been contacted regarding reducing non-essential grass cutting of verges throughout Ludlow to allow native wildflowers to grow.• 24 – To consider before the next meeting ideas for a climate action award draft criterion.• 25 – To look at the Grant Funding criteria and make suggestions regarding how climate-related criteria could be included.		
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	<ul style="list-style-type: none"> • 26 – To recommend to Policy and Finance Committee that Ludlow Town Council facilitates a community meeting to discuss environmental issues and climate change. The location should be easily accessible for all to attend. • 29 – Could we embrace the current volunteer interest in Ludlow and hold a volunteer day/morning (possibly a Saturday) at St Johns Gardens to begin interest in the site start tidying up the beds. 			
<p>PF/28 16/06/25</p>	<p><u>Financial Regulations</u></p> <p><u>RECOMMENDED RO/MT (Unanimous)</u></p> <p>That Financial Regulation paragraph 5.15. be amended to read: Individual purchases of goods or services (or series of payments for the same service) within an agreed budget for that type of expenditure may be authorised by:</p> <ul style="list-style-type: none"> • the Clerk, under delegated authority, for any items below £2,500 excluding VAT. • the Clerk, in consultation with the Chair of the Council or Chair of the appropriate Committee, for any items below £5,000 excluding VAT. • in respect of grants, Council within any 	<p>Recommend Policy to Full Council</p> <p>Update and move to Adopted Policies Folder</p> <p>Circulate to Staff and Councillors</p> <p>Update Website</p>	<p>Done</p> <p>Done</p> <p>Done</p> <p>Done</p>	<p>23/06/25</p> <p>27/06/25</p> <p>27/06/25</p> <p>27/06/25</p>

	<p>limits set by the grant giving criteria, and in accordance with any policy statement agreed by the Council.</p> <ul style="list-style-type: none"> the Council for all items over £5,000; Such authorisation must be supported by a minute (in the case of Council or Committee decisions) or other auditable evidence trail. 			
<p>PF/27 16/06/25</p>	<p><u>POLICY REVIEW</u></p> <p><u>Financial Regulations</u></p> <p><u>RECOMMENDED RO/MT (7:0:1)</u></p> <p>That:- Financial Regulation paragraph 6.6 be amended to read: For each financial year the RFO shall draw up a schedule of regular payments due in relation to a continuing contract or obligation (such as Salaries, PAYE, National Insurance, pension contributions, rent, rates, regular maintenance contracts and similar items), which the Council may authorise in advance for the year. Financial Regulation paragraph 6.9 be amended to read: The Clerk and RFO shall have delegated authority to authorise payments in the following circumstances: i. any payment necessary to avoid a</p>	<p>Recommend Policy to Full Council</p> <p>Update and move to Adopted Policies Folder</p> <p>Circulate to Staff and Councillors</p> <p>Update Website</p>	<p>Done</p> <p>Done</p> <p>Done</p> <p>Done</p>	<p>23/06/25</p> <p>27/06/25</p> <p>27/06/25</p> <p>27/06/25</p>

	<p>charge under the Late Payment of Commercial Debts (Interest) Act 1998 or to comply with contractual terms, where the due date for payment is before the next scheduled meeting of [the Council], where the Clerk certifies that there is no dispute or other reason to delay payment, provided that a list of such payments shall be submitted to the next appropriate meeting of Policy & Finance Committee.</p> <p>ii. Fund transfers within the Councils banking arrangements up to the sum of £100,000, provided that a list of such payments shall be submitted to the next appropriate meeting of Policy & Finance Committee.</p> <p>iii. payments of up to £10,000 excluding VAT in cases of serious risk to the delivery of Council services or to public safety on Council premises.</p> <p>Financial Regulation paragraph 5.18 be amended to read: In cases of serious risk to the delivery of Council services or to public safety on Council premises, the clerk may authorise expenditure of up to £10,000 excluding VAT on repair, replacement or other work that in their judgement is necessary, whether or not there is any budget for such expenditure. The Clerk shall report such action to the Chair as soon as possible and to the</p>			
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	Council as soon as practicable thereafter.			
PF/218 07/04/25	<u>POLICY REVIEW</u>	Recommend Policy to Full Council	Done	14/04/25
	<u>RECOMMENDED SW/EG (Unanimous)</u>	Update and move to Adopted Policies Folder	Done	11/06/25
	That the Neonatal Care Leave Policy amendment to the Staff handbook and new Contract of Employment, be adopted.	Circulate to Staff	Done	27/06/25
PF/10 16/06/25	<u>MINUTES</u>	Sign minute	Done	16/06/25
	That the minutes of the Policy and Finance Committee meeting held on the 7 th April 2025, be approved as a correct record, and signed by the Chair.	File minutes	Done	18/06/25
		Put online	Done	24/06/25
PF/24 16/06/25	<u>Write Off Debt</u>	Recommend to Full Council	Done	23/06/25
	<u>RECOMMENDED RO/DL (Unanimous)</u>	Write off debt	Done	25/06/25
PF/37 16/06/25	<u>Carried Forward Funds</u>	Recommend to Full Council	Done	23/06/25
		Confirm all carried forwards are made	Done	25/06/25
	That the carried forward funds from the 2024/25 budget into the 2025/26, as stated			

	in the 4 th Quarter Exceptions Report, be approved.			
PF/221	<p><u>NON-DOMESTIC RATES</u></p> <p>That a virement of £549.00 be made from budget 501/4800 Contingency Fund to 411/4011 Linney Riverside Park Rates to cover the Non-Domestic Rates charge for the Linney Boat Shed in 2025/26.</p>	Virement	Done	11/06/25
PF/135	<p>b) <u>Reserve Policy</u></p> <p><u>RECOMMENDED SW/EG (Unanimous)</u></p> <p>That:- the amended Reserves Policy be adopted.</p> <p>a) Annual Review of Reserves: To continue to monitor income trends, asset conditions, and expenditure to adjust reserves as necessary.</p> <p>b) Income Diversification: To reduce reliance on precept by exploring grants, and sponsorships.</p> <p>c) Proactive Asset Management: To conduct regular inspections of listed buildings, play areas, and other high-risk assets to prevent unexpected costs.</p>	<p>Recommend actions to Full Council</p> <p>Transfer funds to EMR</p> <p>Recommend Policy to Full Council</p> <p>Move to Adopted Policies Folder</p> <p>Circulate to Staff/ Councillors</p>	<p>Done</p> <p>Done</p> <p>Done</p> <p>Done</p> <p>Done</p>	<p>09/12/24</p> <p>09/04/25</p> <p>20/01/25</p> <p>19/02/25</p> <p>19/02/25</p>

	<p>d) Cost Monitoring: To continuously monitor operating expenses to ensure reserves remain adequate and proportionate to risks through Policy and Finance Committee.</p> <p>e) Reserve Levels To approve a General Reserve of £300,000 or equivalent to 3 months of operating expenditure, providing a balance between flexibility and prudent risk management.</p> <p>f) Earmarked Reserves: To approve total earmarked reserves of £600,000 - £800,000.</p> <p>g) Breakdown: Listed buildings maintenance: £200,000 Play areas and public toilets: £75,000. Market infrastructure: £50,000. Staffing contingencies: £50,000. Legal and regulatory compliance: £30,000. Other projects / devolution costs: £350,000</p> <p>h) To approve building total reserves of £900,000 to £1.1 million to ensure the council can handle both short-term operational risks and long-term capital obligations.</p>			
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	411/4075 – Linney Parking Meter Fees 104/4075 New code – Guildhall Card Payment Fees			
PF/192	<u>BUDGETS</u> <u>Combining of Budgets</u> <u>RECOMMENDED SW/EG (Unanimous)</u> That the Subscriptions and Publications (101/4023), and Licence Fees (101/4054) budgets be amalgamated into budget 101/4023 – Subscription and Licence Fees.	Recommend Policy to Full Council	Done	03/03/25
		Combine budgets	Done	09/04/25
PF/220	<u>Task and Finish Group Recommendations</u> That the recommendations from the Climate Action Task and Finish Group meeting held on the 27 th March 2025, be deferred to the next Policy and Finance Committee meeting.	Bring back to next meeting	Done	16/06/25
PF/216	<u>AGED DEBTORS</u> That the Ludlow Pride debt be placed on hold until the group reestablishes.	Update debtors report	Done	09/04/25

Items 10a

Payments & Income – December 2025

Receipts for Month 9

Nominal Ledger Analysis

Receipt Ref	Name of Payer	£ Amnt Received	£ Debtors	£ VAT	A/c	Centre	£ Amount	Transaction Detail
	Balance Brought Fwd :	79,705.13					79,705.13	
	Banked: 29/11/2025	16.00						
	Linney Parking Meter	16.00		2.67	1075	411	13.33	Linney Parking Meter 29/11/25
	Banked: 30/11/2025	34.00						
	Linney Parking Meter	34.00		5.67	1075	411	28.33	Linney Parking Meter 30/11/25
	Banked: 01/12/2025	1,416.88						
	SumUp	-24.37			4524	104	-24.37	Mkt Card Payment Fees
	Market Rents	686.50			1020	201	686.50	Market Rents - 28/11/25
	Market Rents	685.75			1020	201	685.75	Market Rents - 29/12/25
	Market Rents	69.00			1037	201	69.00	Market Rents - Winter Fest
	Banked: 01/12/2025	398.00						
	Sales Recpts Page 792	398.00	398.00		101			Sales Recpts Page 792
	Banked: 01/12/2025	1,666.66						
Std Rec	Bensons of Ludlow Ltd	1,666.66			1000	115	1,666.66	BX Shop Rent
	Banked: 01/12/2025	500.00						
Std Rec	J Hughes	500.00			1050	401	500.00	Cemetery House Rent
	Banked: 01/12/2025	29.50						
	SumUp	-0.50			4523	104	-0.50	BX Card Payment Fees
	BX Museum Tickets	8.40			1006	119	8.40	BX Museum Tickets - 28/11/25
	BX Museum Tickets	15.60			1006	119	15.60	BX Museum Tickets - 29/11/25
	BX Museum Tickets	6.00			1006	119	6.00	BX Museum Tickets - 30/11/25
	Banked: 01/12/2025	20.00						
	Linney Parking Meter	20.00		3.33	1075	411	16.67	Linney Parking Meter 01/12/25
	Banked: 02/12/2025	51.60						
	SumUp	-0.90			4524	104	-0.90	Mkt Card Payment Fees
	Market Rents	52.50			1020	201	52.50	Market Rents - 01/12/25
	Banked: 02/12/2025	51.60						
	SumUp	-0.90			4524	104	-0.90	Mkt Card Payment Fees
	Market Rents	52.50			1020	201	52.50	Market Rents - 01/12/25
	Banked: 02/12/2025	-51.60						
	Correction	-51.60			4524	104	0.90	Correction
					1020	201	-52.50	Correction
	Banked: 02/12/2025	2.00						
	Linney Parking Meter	2.00		0.33	1075	411	1.67	Linney Parking Meter 02/12/25
	Banked: 02/12/2025	88.48						
	SumUp	-1.52			4525	104	-1.52	GH Card Payment Fees
	Hodgekinson	90.00			1166	105	90.00	Mayor's Xmas Meal
	Banked: 03/12/2025	899.00						
	Sales Recpts Page 793	899.00	899.00		101			Sales Recpts Page 793
	Banked: 03/12/2025	1,305.00						
1	Income Cashbook	1,305.00			205		1,305.00	Income

Receipts for Month 9

Nominal Ledger Analysis

<u>Receipt Ref</u>	<u>Name of Payer</u>	<u>£ Amnt Received</u>	<u>£ Debtors</u>	<u>£ VAT</u>	<u>A/c</u>	<u>Centre</u>	<u>£ Amount</u>	<u>Transaction Detail</u>
	Banked: 03/12/2025	12.00						
	Linney Parking Meter	12.00		2.00	1075	411	10.00	Linney Parking Meter 03/12/25
	Banked: 04/12/2025	1,010.00						
	Sales Recpts Page 794	1,010.00	1,010.00		101			Sales Recpts Page 794
	Banked: 04/12/2025	937.00						
	Sales Recpts Page 795	937.00	937.00		101			Sales Recpts Page 795
	Banked: 04/12/2025	316.57						
	SumUp	-5.43			4524	104	-5.43	Mkt Card Payment Fees
	Market Rents	322.00			1020	201	322.00	Market Rents - 03/12/25
	Banked: 04/12/2025	4.00						
	Linney Parking Meter	4.00		0.67	1075	411	3.33	Linney Parking Meter 04/12/25
	Banked: 05/12/2025	37.35						
	SumUp	-0.65			4524	104	-0.65	Mkt Card Payment Fees
	Market Rents	38.00			1038	201	38.00	Market Rents - 04/12/25 Xmas
	Banked: 05/12/2025	8.00						
	Linney Parking Meter	8.00		1.33	1075	411	6.67	Linney Parking Meter 05/12/25
	Banked: 05/12/2025	28.36						
	Stripe	-0.64			4524	104	-0.64	Mkt Card Payment Fees
	D Green	29.00			1038	201	29.00	Market Rents - Xmas
	Banked: 06/12/2025	26.00						
	Linney Parking Meter	26.00		4.33	1075	411	21.67	Linney Parking Meter 06/12/25
	Banked: 07/12/2025	16.00						
	Linney Parking Meter	16.00		2.67	1075	411	13.33	Linney Parking Meter 07/12/25
	Banked: 08/12/2025	2,062.00						
	Sales Recpts Page 796	2,062.00	2,062.00		101			Sales Recpts Page 796
	Banked: 08/12/2025	40.71						
	SumUp	-0.69			4523	104	-0.69	BX Card Payment Fees
	BX Museum Tickets	2.40			1006	119	2.40	BX Museum Tickets - 05/12/25
	BX Museum Tickets	14.40			1006	119	14.40	BX Museum Tickets - 06/12/25
	BX Museum Sales	20.15		3.07	1008	119	17.08	BX Museum Sales - 07/12/25
	BX Museum Tickets	4.45			1006	119	4.45	BX Museum Tickets - 07/12/25
	Banked: 08/12/2025	1,055.11						
	SumUp	-18.14			4524	104	-18.14	Mkt Card Payment Fees
	Market Rents	577.00			1020	201	577.00	Market Rents - 05/12/25
	Market Rents	496.25			1020	201	496.25	Market Rents - 06/12/25
	Banked: 08/12/2025	12.00						
	Linney Parking Meter	12.00		2.00	1075	411	10.00	Linney Parking Meter 08/12/25
	Banked: 08/12/2025	876.16						
	Barclays Bank	876.16			1196	101	876.16	Interest Paid

Receipts for Month 9

Nominal Ledger Analysis

<u>Receipt Ref</u>	<u>Name of Payer</u>	<u>£ Amnt Received</u>	<u>£ Debtors</u>	<u>£ VAT</u>	<u>A/c</u>	<u>Centre</u>	<u>£ Amount</u>	<u>Transaction Detail</u>
	Banked: 09/12/2025	132.71						
	SumUp	-2.29			4524	104	-2.29	Mkt Card Payment Fees
	Market Rents	135.00			1020	201	135.00	Market Rents - 08/12/25
	Banked: 09/12/2025	10.00						
	Linney Parking Meter	10.00		1.67	1075	411	8.33	Linney Parking Meter 09/12/25
	Banked: 10/12/2025	2,235.00						
2	Income Cashbook	2,235.00			205		2,235.00	Income
	Banked: 10/12/2025	6.00						
	Linney Parking Meter	6.00		1.00	1075	411	5.00	Linney Parking Meter 10/12/25
	Banked: 11/12/2025	464.00						
3	Income Cashbook	464.00			205		464.00	Income
	Banked: 11/12/2025	397.68						
	SumUp	-6.82			4524	104	-6.82	Mkt Card Payment Fees
	Market Rents	404.50			1020	201	404.50	Market Rents - 10/12/25
	Banked: 11/12/2025	14.00						
	Linney Parking Meter	14.00		2.33	1075	411	11.67	Linney Parking Meter 11/12/25
	Banked: 12/12/2025	24.00						
	Linney Parking Meter	24.00		4.00	1075	411	20.00	Linney Parking Meter 12/12/25
	Banked: 13/12/2025	12.00						
	Linney Parking Meter	12.00		2.00	1075	411	10.00	Linney Parking Meter 13/12/25
	Banked: 14/12/2025	30.00						
	Linney Parking Meter	30.00		5.00	1075	411	25.00	Linney Parking Meter 14/12/25
	Banked: 15/12/2025	52.15						
	SumUp	-0.90			4523	104	-0.90	Buttercross Card Payment Fees
	BX Museum Tickets	4.80			1006	119	4.80	BX Museum Tickets - 12/12/25
	BX Museum Tickets	28.10			1006	119	28.10	BX Museum Tickets - 13/12/25
	BX Museum Tickets	20.15			1006	119	20.15	BX Museum Tickets - 14/12/25
	Banked: 15/12/2025	1,267.21						
	SumUp	-21.79			4524	104	-21.79	Mkt Card Payment Fees
	Market Rents	633.50			1020	201	633.50	Market Rents - 12/12/25
	Market Rents	555.00			1020	201	555.00	Market Rents - 13/12/25
	Market Rents	100.50			1037	201	100.50	Market Rents - 14/12/25 Xmas
	Banked: 15/12/2025	16.00						
	Linney Parking Meter	16.00		2.67	1075	411	13.33	Linney Parking Meter 15/12/25
	Banked: 16/12/2025	120.42						
	SumUp	-2.08			4524	104	-2.08	Mkt Card Payment Fees
	Market Rents	122.50			1020	201	122.50	Market Rents - 15/12/25
	Banked: 16/12/2025	4.00						
	Linney Parking Meter	4.00		0.67	1075	411	3.33	Linney Parking Meter 16/12/25

Receipts for Month 9

Nominal Ledger Analysis

<u>Receipt Ref</u>	<u>Name of Payer</u>	<u>£ Amnt Received</u>	<u>£ Debtors</u>	<u>£ VAT</u>	<u>A/c</u>	<u>Centre</u>	<u>£ Amount</u>	<u>Transaction Detail</u>
	Banked: 17/12/2025	2,250.00						
2	Income Cashbook	2,250.00			205		2,250.00	Income
	Banked: 17/12/2025	8.00						
	Linney Parking Meter	8.00		1.33	1075	411	6.67	Linney Parking Meter 17/12/25
	Banked: 18/12/2025	276.76						
	SumUp	-4.74			4524	104	-4.74	Mkt Card Payment Fees
	Market Rents	281.50			1020	201	281.50	Market Rents - 17/12/25
	Banked: 18/12/2025	26.00						
	Linney Parking Meter	26.00		4.33	1075	411	21.67	Linney Parking Meter 18/12/25
	Banked: 19/12/2025	43.25						
	SumUp	-0.75			4524	104	-0.75	Mkt Card Payment Fees
	Market Rents	44.00			1038	201	44.00	Market Rents - 18/12/25 Xmas
	Banked: 19/12/2025	6.00						
	Linney Parking Meter	6.00		1.00	1075	411	5.00	Linney Parking Meter 19/12/25
	Banked: 20/12/2025	14.00						
	Linney Parking Meter	14.00		2.33	1075	411	11.67	Linney Parking Meter 20/12/25
	Banked: 21/12/2025	28.00						
	Linney Parking Meter	28.00		4.67	1075	411	23.33	Linney Parking Meter 21/12/25
	Banked: 22/12/2025	449.50						
	Sales Recpts Page 798	449.50	449.50		101			Sales Recpts Page 798
	Banked: 22/12/2025	25.00						
	Sales Recpts Page 799	25.00	25.00		101			Sales Recpts Page 799
	Banked: 22/12/2025	35.00						
	SumUp	-0.60			4523	104	-0.60	BX Card Payment Fees
	BX Museum Tickets	3.60			1006	119	3.60	BX Museum Tickets - 19/12/25
	BX Museum Sales	13.00		2.17	1008	119	10.83	BX Museum Sales - 20/12/25
	BX Museum Tickets	2.40			1006	119	2.40	BX Museum Tickets - 20/12/25
	BX Museum Sales	9.95		1.16	1008	119	8.79	BX Museum Sales - 21/12/25
	BX Museum Tickets	6.65			1006	119	6.65	BX Museum Tickets - 21/12/25
	Banked: 22/12/2025	1,130.58						
	SumUp	-19.42			4524	104	-19.42	Mkt Card Payment Fees
	Market Rents	598.50			1020	201	598.50	Market Rents - 19/12/25
	Market Rents	551.50			1020	201	551.50	Market Rents - 20/12/25
	Banked: 22/12/2025	30.00						
	Linney Parking Meter	30.00		5.00	1075	411	25.00	Linney Parking Meter 22/12/25
	Banked: 23/12/2025	1,031.00						
	Sales Recpts Page 797	1,031.00	1,031.00		101			Sales Recpts Page 797
	Banked: 23/12/2025	177.44						
	SumUp	-3.06			4524	104	-3.06	Mkt Card Payment Fees
	Market Rents	180.50			1020	201	180.50	Market Rents - 22/12/25

Receipts for Month 9

Nominal Ledger Analysis

<u>Receipt Ref</u>	<u>Name of Payer</u>	<u>£ Amnt Received</u>	<u>£ Debtors</u>	<u>£ VAT</u>	<u>A/c</u>	<u>Centre</u>	<u>£ Amount</u>	<u>Transaction Detail</u>
	Banked: 23/12/2025	36.00						
	Linney Parking Meter	36.00		6.00	1075	411	30.00	Linney Parking Meter 23/12/25
	Banked: 24/12/2025	3,360.00						
3	Income Cashbook	3,360.00			205		3,360.00	Income
	Banked: 24/12/2025	24.00						
	Linney Parking Meter	24.00		4.00	1075	411	20.00	Linney Parking Meter 24/12/25
	Banked: 25/12/2025	36.00						
	Linney Parking Meter	36.00		6.00	1075	411	30.00	Linney Parking Meter 25/12/25
	Banked: 26/12/2025	8.00						
	Linney Parking Meter	8.00		1.33	1075	411	6.67	Linney Parking Meter 26/12/25
	Banked: 27/12/2025	48.00						
	Linney Parking Meter	48.00		8.00	1075	411	40.00	Linney Parking Meter 27/12/25
	Banked: 28/12/2025	66.00						
	Linney Parking Meter	66.00		11.00	1075	411	55.00	Linney Parking Meter 28/12/25
	Banked: 29/12/2025	131.00						
4	Income Cashbook	131.00			205		131.00	Income
	Banked: 29/12/2025	531.39						
	SumUp	-9.11			4524	104	-9.11	Mkt Card Payment Fees
	Market Rents	305.50			1020	201	305.50	Market Rents - 24/12/25
	Market Rents	235.00			1020	201	235.00	Market Rents - 27/12/25
	Banked: 29/12/2025	48.00						
	Linney Parking Meter	48.00		8.00	1075	411	40.00	Linney Parking Meter 29/12/25
	Banked: 29/12/2025	22.95						
	Stripe	-0.55			4524	104	-0.55	Mkt Card Payment Fees
	J Kightley	23.50			1037	201	23.50	Market Rents - C&C
	Banked: 30/12/2025	58.00						
	Linney Parking Meter	58.00		9.67	1075	411	48.33	Linney Parking Meter 30/12/25
	Banked: 31/12/2025	56.00						
	Linney Parking Meter	56.00		9.33	1075	411	46.67	Linney Parking Meter 31/12/25
Total Receipts for Month		27,609.42	6,811.50	132.73			20,665.19	
Cashbook Totals		<u>107,314.55</u>	<u>6,811.50</u>	<u>132.73</u>			<u>100,370.32</u>	

Payments for Month 9

Nominal Ledger Analysis

<u>Date</u>	<u>Payee Name</u>	<u>Reference</u>	<u>£ Total Amnt</u>	<u>£ Creditors</u>	<u>£ VAT</u>	<u>A/c</u>	<u>Centre</u>	<u>£ Amount</u>	<u>Transaction Detail</u>
01/12/2025	Shropshire Council	Std Ord	2,495.00			4011	201	2,495.00	NDR Market
01/12/2025	Shropshire Council	Std Ord	220.00			4011	401	220.00	NDR Cemetery
01/12/2025	Shropshire Council	Std Ord	55.00			4011	411	55.00	NDR Linney Boat house
01/12/2025	TV Licence	Std Ord	14.95			4023	101	14.95	TV Licence
01/12/2025	Screwfix	1	74.13	74.13		501			Catenary Wire 3mmx50m
01/12/2025	Water Plus	2	57.40	57.40		501			BX Water - 2025/26
03/12/2025	Allstar Business Solutions Ltd	3	31.90	31.90		501			Fuel
04/12/2025	Water Plus	4	17.52	17.52		501			Linney Toi Water - Oct-Nov 25
04/12/2025	Water Plus	6	16.68	16.68		501			Cem Water - Oct-Nov 25
05/12/2025	Water Plus	7	141.04	141.04		501			Smithfield Toi Water - Oct 25
05/12/2025	Paul Berick	0361731815	125.00	125.00		501			Switch On Entertainer
05/12/2025	Shropshire Association of Loca	2861321843	220.00	220.00		501			Training
05/12/2025	Travis Perkins Trading Co Ltd	2861315654	420.47	420.47		501			Timber & Postcrete
05/12/2025	Border Computer Services Ltd	2861310345	876.72	876.72		501			IT Support Contract 2025/26
05/12/2025	Visit Shropshire Hills C.I.C	2861316432	45.00	45.00		501			Visit Shrop Hills Annual Mem
05/12/2025	Mark Bishop Fire & Security	2861313834	69.31	69.31		501			BX Alarm Call Point Glass
05/12/2025	IAC Audit and Consultancy Ltd	2861311553	450.30	450.30		501			Interim Internal Audit
05/12/2025	The Play Inspection Company	2861313989	398.40	398.40		501			Annual Play Area Inspections
05/12/2025	J B Roadshow Mobile Disco	2861312716	340.00	340.00		501			Rem Sun/Armistice PA System
05/12/2025	Phil Morgan Contracting	2861315104	4,200.00	4,200.00		501			Wheeler Rd Hedge Trimming
05/12/2025	A Heiron	2861310166	180.00	180.00		501			Grave Dig - Dipper GG/8/207
05/12/2025	WorkNest Limited	2861317791	1,132.92	1,132.92		501			E-Learning Annual Sub
05/12/2025	Floweller Hospitality Ltd	0461925594	484.50	484.50		501			Mayor's Xmas Meal Catering
05/12/2025	Sunshine Radio FM Ltd	0361729739	720.00	720.00		501			Switch-On - Sunshine Bus
05/12/2025	Border Engineering & Fabricati	0361730522	711.31	711.31		501			Xmas Lights Fabrication
05/12/2025	TFM Farm & Country Superstore	0461823727	348.60	348.60		501			SIN8262993/TFM Farm & Country
05/12/2025	North Shropshire Scaffolding	0361731283	982.80	982.80		501			Churchyard Wall Scaffolding
05/12/2025	Robert Breakwell	2861314924	234.90	234.90		501			Switch On DLF Support
05/12/2025	Ludlow Homecare Ltd	0561981876	75.90	75.90		501			285303/285525/Ludlow Homecare
05/12/2025	Mimi Hart	0561982724	50.00	50.00		501			Switch On Entertainment
05/12/2025	Roundabout Stationery	2861315083	123.77	123.77		501			Stationery
05/12/2025	Russell Jones	0461820118	350.00	350.00		501			Seniors Party Entertainment
05/12/2025	JPS	0461823908	136.80	136.80		501			Milwaukee Combi Drill
05/12/2025	EvaStore Ltd	0361729462	101.24	101.24		501			GH Confidential Paper Shred
05/12/2025	Menai Foam and Board Limited	2861313845	545.04	545.04		501			Toilet Cleaning Supplies
05/12/2025	Links Electrical Supplies Ltd	0461823848	493.63	493.63		501			Credit - Electrics
05/12/2025	Barclays Bank	17	92.82	92.82		501			Bank Charges - Oct-Nov

Payments for Month 9

Nominal Ledger Analysis

<u>Date</u>	<u>Payee Name</u>	<u>Reference</u>	<u>£ Total Amnt</u>	<u>£ Creditors</u>	<u>£ VAT</u>	<u>A/c</u>	<u>Centre</u>	<u>£ Amount</u>	<u>Transaction Detail</u>
									25
07/12/2025	Shropshire Council	Std Ord	1,035.00			4011	121	1,035.00	NDR Guildhall
08/12/2025	Water Plus	8	47.31	47.31		501			GH Water - Oct 25
08/12/2025	Waste Managed Ltd	9	410.99	410.99		501			Depot Waste Removal - Dec 25
08/12/2025	Barclays Bank	35	25.50	25.50		501			Purchase Ledger DDR Payment
10/12/2025	Allstar Business Solutions Ltd	11	241.62	241.62		501			Fuel
12/12/2025	Public Works Loan Board	36	994.97	994.97		501			Loan Repayment
15/12/2025	Barclaycard	1	3,833.44			204		3,833.44	Barclaycard
15/12/2025	AIB Merchant Services	16	35.08	35.08		501			Linney Parking Meter Fees
16/12/2025	West Mercia Energy	12	151.55	151.55		501			Credit Depot Electric - Aug 25
16/12/2025	Alphabet (UK) Ltd	31	539.99	539.99		501			Van Leasehire - MJ73 VZY
16/12/2025	Alphabet (UK) Ltd	32	539.99	539.99		501			Van Leasehire - MJ73 ZGH
16/12/2025	Alphabet (UK) Ltd	33	403.19	403.19		501			Van Leasehire - LD23 TLT
17/12/2025	Allstar Business Solutions Ltd	26	74.96	74.96		501			Fuel - EV
17/12/2025	Plusnet plc	30	27.99	27.99		501			GH Broadband
18/12/2025	West Mercia Energy	13	1,534.67	1,534.67		501			Xmas Lights Electric - Oct 25
22/12/2025	Ludlow Town Council Payroll	10	9,600.91	9,600.91		501			Payroll - Nov 25
22/12/2025	Water Plus	15	316.24	316.24		501			Castle St Toi Water - Nov 25
22/12/2025	Cheaper Waste Ltd	29	1,053.63	1,053.63		501			Mkt Waste Removal - Jan 26
23/12/2025	West Mercia Energy	14	706.77	706.77		501			Depot Electric - Oct 25
23/12/2025	EE Ltd	28	325.32	325.32		501			Mobile Phone Charges
24/12/2025	Ludlow Town Council Payroll	21	10,636.42	10,636.42		501			Payroll - Dec 25
24/12/2025	Ludlow Town Council Payroll	22	31,316.98	31,316.98		501			Payroll - Dec 25
24/12/2025	Ludlow Town Council Payroll	23	60.00	60.00		501			Payroll - Dec 25
24/12/2025	Allstar Business Solutions Ltd	25	210.94	210.94		501			Fuel
24/12/2025	SCG Together	27	33.58	33.58		501			GH Telephone - Nov 25
30/12/2025	Siemens Financial Servcies Ltd	34	226.80	226.80		501			GH Photocopier Rental
31/12/2025	Water Plus	18	145.25	145.25		501			Smithfield Toi Water - Nov 25
31/12/2025	Water Plus	19	58.13	58.13		501			Market Water - Nov 25
31/12/2025	Water Plus	20	37.86	37.86		501			GH Water - Nov 25
31/12/2025	Allstar Business Solutions Ltd	24	34.34	34.34		501			Fuel - EV
Total Payments for Month			81,692.47	74,039.08	0.00			7,653.39	
Balance Carried Fwd			25,622.08						
Cashbook Totals			107,314.55	74,039.08	0.00			33,275.47	

Item 10b

Reconciliation – December 2025

Bank Reconciliation Statement as at 31/12/2025
for Cashbook 1 - Barclays Combined

<u>Bank Statement Account Name (s)</u>	<u>Statement Date</u>	<u>Page No</u>	<u>Balances</u>
60949167 - Savings Account	01/12/2025	9	24,508.08
60664030 - Current Account	01/12/2025	9	1,000.00
			25,508.08
<u>Unpresented Payments (Minus)</u>		<u>Amount</u>	
		0.00	
			0.00
			25,508.08
<u>Unpresented Receipts (Plus)</u>			
30/12/2025		58.00	
31/12/2025		56.00	
			114.00
			25,622.08
		Balance per Cash Book is :-	25,622.08
		Difference is :-	0.00

Signatory 1:

NameSignedDate

Signatory 2:

NameSignedDate

Item 10c

Barclaycard Payments, Income & Reconciliation – December 2025

Receipts for Month 9

Nominal Ledger Analysis

<u>Receipt Ref</u>	<u>Name of Payer</u>	<u>£ Amnt Received</u>	<u>£ Debtors</u>	<u>£ VAT</u>	<u>A/c</u>	<u>Centre</u>	<u>£ Amount</u>	<u>Transaction Detail</u>
	Banked: 15/12/2025	3,833.44						
1	Barclays Combined	3,833.44			201		3,833.44	Barclaycard
Total Receipts for Month		3,833.44	0.00	0.00			3,833.44	
Cashbook Totals		<u>3,833.44</u>	<u>0.00</u>	<u>0.00</u>			<u>3,833.44</u>	

Payments for Month 9

Nominal Ledger Analysis

<u>Date</u>	<u>Payee Name</u>	<u>Reference</u>	<u>£ Total Amnt</u>	<u>£ Creditors</u>	<u>£ VAT</u>	<u>A/c</u>	<u>Centre</u>	<u>£ Amount</u>	<u>Transaction Detail</u>
		Balance Brought Fwd :	1,200.00					1,200.00	
16/10/2025	Amazon	DDR	3.29			4354	302	3.29	Safety Signage
16/10/2025	Amazon	BACS	3.29			4354	302	3.29	Gas Leak Signage
16/10/2025	Correction	DDR	-3.29			4354	302	-3.29	Correction
18/10/2025	Shropshire Council	DDR	80.00		13.33	4227	201	66.67	Parking Permits - 17/10/25
19/10/2025	Amazon	DDR	12.34		2.06	4022	101	10.28	Mobile Phone Case
19/10/2025	Amazon	DDR	7.98		1.33	4022	101	6.65	Mobile Phone Case
19/10/2025	Amazon	DDR	3.98		0.66	4022	101	3.32	Mobile Phone Screen Protector
19/10/2025	Amazon	DDR	63.92		10.64	4022	101	53.28	Mobile Phone Cases x8
19/10/2025	Shropshire Council	DDR	80.00		13.33	4227	201	66.67	Parking Permits - 18/10/25
19/10/2025	Amazon	DDR	7.99		1.33	4022	101	6.66	Mobile Phone Case
19/10/2025	Amazon	DDR	9.97		1.66	4022	101	8.31	Mobile Phone Case
21/10/2025	Shropshire Council	DDR	56.00		9.33	4227	201	46.67	Parking Permits - 20/10/25
22/10/2025	Zapmap	DDR	12.83		2.14	4320	500	10.69	EV Charging
23/10/2025	Shropshire Council	DDR	80.00		13.33	4227	201	66.67	Parking Permits - 22/10/25
24/10/2025	Shropshire Council	DDR	76.00		12.67	4227	201	63.33	Parking Permits - 24/10/25
25/10/2025	Shropshire Council	DDR	80.00		13.33	4227	201	66.67	Parking Permits - 24/10/25
26/10/2025	Amazon	DDR	39.49		6.58	4322	500	32.91	Workwear Boots - KA
26/10/2025	Shropshire Council	DDR	80.00		13.33	4227	201	66.67	Parking Permits - 25/10/25
27/10/2025	Shropshire Council	DDR	80.00		13.33	4227	201	66.67	Parking Permits - 26/10/25
28/10/2025	Shropshire Council	DDR	60.00		10.00	4227	201	50.00	Parking Permits - 27/10/25
29/10/2025	Amazon	DDR	3.75		0.63	4232	119	3.12	BX Merchandise - Gliders
29/10/2025	Amazon	DDR	8.99		1.50	4232	119	7.49	BX Merchandise - Gliders
30/10/2025	Amazon	DDR	21.66		3.61	4022	101	18.05	Wireless Headphones - KP
30/10/2025	Amazon	DDR	9.65		1.61	4022	101	8.04	Mobile Phone Case
30/10/2025	Amazon	DDR	5.65		0.95	4022	101	4.70	Mobile Phone Screen Protector
30/10/2025	Shropshire Council	DDR	80.00		13.33	4227	201	66.67	Parking Permits - 29/10/25
31/10/2025	Shropshire Council	DDR	80.00		13.33	4227	201	66.67	Parking Permits - 30/10/25
01/11/2025	Amazon	DDR	80.00		13.33	4227	201	66.67	Parking Permits - 31/10/25
02/11/2025	Shropshire Council	DDR	84.00		14.00	4227	201	70.00	Parking Permits - 01/11/25
03/11/2025	Amazon	DDR	-12.34		-2.06	4022	101	-10.28	Credit - Mobile Phones Case
03/11/2025	Amazon	DDR	2.59		0.43	4022	101	2.16	Button Batteries x10
03/11/2025	CPA Horticulture	DDR	193.14		32.19	4222	410	160.95	Play Bark - Housman Play Area
04/11/2025	Shropshire Council	DDR	64.00		10.67	4227	201	53.33	Parking Permits - 03/11/25

Payments for Month 9

Nominal Ledger Analysis

<u>Date</u>	<u>Payee Name</u>	<u>Reference</u>	<u>£ Total Amnt</u>	<u>£ Creditors</u>	<u>£ VAT</u>	<u>A/c</u>	<u>Centre</u>	<u>£ Amount</u>	<u>Transaction Detail</u>
05/11/2025	uCheck	DDR	35.90		2.40	4009	101	33.50	DBS Check - Cllr Harris
05/11/2025	UK Health Security Agency	DDR	3.90			4222	115	3.90	UK Health Security Agency
05/11/2025	Adobe Systems Software Ireland	DDR	19.97			4023	101	19.97	Adobe Subscription
06/11/2025	Ebay	DDR	11.99			4207	105	11.99	Seniors Party - Mince Pie Bags
06/11/2025	Love Tiki	DDR	55.73		9.29	4207	105	46.44	Seniors Party - Crackers
06/11/2025	Shropshire Council	DDR	80.00		13.33	4227	201	66.67	Parking Permits - 05/11/25
06/11/2025	Amazon	DDR	14.98		2.50	4022	101	12.48	Torch
07/11/2025	Amazon	DDR	25.49		4.25	4207	105	21.24	Seniors Party - Banquet Roll
08/11/2025	Shropshire Council	DDR	80.00		13.33	4227	201	66.67	Parking Permits - 07/11/25
09/11/2025	Shropshire Council	DDR	80.00		13.33	4227	201	66.67	Parking Permits - 08/11/25
09/11/2025	Zapmap	DDR	15.81		2.64	4320	500	13.17	EV Charging
10/11/2025	Amazon	DDR	39.88		6.66	4022	101	33.22	Legionella Thermometer x3
11/11/2025	Shropshire Council	DDR	72.00		12.00	4227	201	60.00	Parking Permits - 10/11/25
12/11/2025	Adobe Systems Software Ireland	BACS	47.48			4023	101	47.48	Creative Cloud Monthly Sub
13/11/2025	UK Health Security Agency	DDR	105.60		17.60	4222	115	88.00	Radon Detectors x4
13/11/2025	Shropshire Council	DDR	56.00		9.33	4227	201	46.67	Parking Permits - 12/11/25
14/11/2025	Shropshire Council	DDR	80.00		13.33	4227	201	66.67	Parking Permits - 13/11/25
14/11/2025	Shropshire Council	DDR	80.00		13.33	4227	201	66.67	Parking Permits - 13/11/25
15/11/2025	Shropshire Council	DDR	48.00		8.00	4227	201	40.00	Parking Permits - 14/11/25
16/11/2025	Shropshire Council	DDR	80.00		13.33	4227	201	66.67	Parking Permits - 15/11/25
16/11/2025	Zoom Video Communications Inc.	BACS	15.59		2.60	4023	101	12.99	Zoom Monthly Subscription
17/11/2025	Ebay	DDR	8.65			4026	101	8.65	Keyboard - GW
17/11/2025	High Street Positives	DDR	35.00			4023	101	35.00	High Street Positives
18/11/2025	Shropshire Council	DDR	80.00		13.33	4227	201	66.67	Parking Permits - 17/11/25
18/11/2025	Postage	DDR	6.59			4021	101	6.59	Postage
Total Payments for Month			2,633.44	0.00	412.48			2,220.96	
Balance Carried Fwd			0.00						
Cashbook Totals			3,833.44	0.00	412.48			3,420.96	

Bank Reconciliation Statement as at 31/12/2025
for Cashbook 5 - Barclaycard

<u>Bank Statement Account Name (s)</u>	<u>Statement Date</u>	<u>Page No</u>	<u>Balances</u>
Barclaycard	31/12/2025	9	0.00
			0.00
<u>Unpresented Payments (Minus)</u>		<u>Amount</u>	
		0.00	
			0.00
			0.00
<u>Unpresented Receipts (Plus)</u>			
		0.00	
			0.00
			0.00
		Balance per Cash Book is :-	0.00
		Difference is :-	0.00

Signatory 1:

NameSignedDate

Signatory 2:

NameSignedDate

Item 10d

Petty Cash Payments, Income & Reconciliation – December 2025

Receipts for Month 9

Nominal Ledger Analysis

<u>Receipt Ref</u>	<u>Name of Payer</u>	<u>£ Amnt Received</u>	<u>£ Debtors</u>	<u>£ VAT</u>	<u>A/c</u>	<u>Centre</u>	<u>£ Amount</u>	<u>Transaction Detail</u>
	Balance Brought Fwd :	29.68					29.68	
	Banked: 05/12/2025	170.32						
1	Income Cashbook	170.32				205	170.32	Petty Cash Restore
Total Receipts for Month		170.32	0.00	0.00			170.32	
Cashbook Totals		<u>200.00</u>	<u>0.00</u>	<u>0.00</u>			<u>200.00</u>	

Payments for Month 9

Nominal Ledger Analysis

<u>Date</u>	<u>Payee Name</u>	<u>Reference</u>	<u>£ Total Amnt</u>	<u>£ Creditors</u>	<u>£ VAT</u>	<u>A/c</u>	<u>Centre</u>	<u>£ Amount</u>	<u>Transaction Detail</u>
04/12/2025	Spar	8	2.40			4032	101	2.40	Newspapers
04/12/2025	Spar	9	2.40			4032	101	2.40	Newspapers
04/12/2025	Councillors Milk Money	10	5.40			4212	105	5.40	Councillors Milk Money
04/12/2025	Savers	11	2.29			4207	105	2.29	Seniors Party CateringSupplies
04/12/2025	Tesco	12	2.88		0.48	4158	111	2.40	Switch On - Chocolate Coins
05/12/2025	Roundabout Stationery	1	9.50		1.58	4158	111	7.92	Switch On - Snow Spray & Pens
05/12/2025	Pot Luck	2	0.99			4158	111	0.99	Switch On - Craft Supplies
05/12/2025	Pot Luck	3	2.98			4158	111	2.98	Switch On - Craft Supplies
05/12/2025	B&Q	4	2.00		0.33	4158	111	1.67	Switch On Reindeer Food Bucket
05/12/2025	Home Bargains	5	0.99			4158	111	0.99	Switch On - Craft Supplies
05/12/2025	Aldi Stores	6	7.20			4158	111	7.20	Switch On - Reindeer Food
05/12/2025	Aldi Stores	7	6.59			4158	111	6.59	Switch On - Reindeer Food
10/12/2025	Spar	13	5.35		0.28	4017	101	5.07	Town Walls Mtg Refreshments
15/12/2025	Spar	14	2.40			4032	101	2.40	Newspapers
15/12/2025	Spar	15	2.60			4032	101	2.60	Newspapers
22/12/2025	Spar	16	2.60			4032	101	2.60	Newspapers
Total Payments for Month			58.57	0.00	2.67			55.90	
Balance Carried Fwd			141.43						
Cashbook Totals			200.00	0.00	2.67			197.33	

Bank Reconciliation Statement as at 31/12/2025
for Cashbook 3 - Petty Cash

<u>Bank Statement Account Name (s)</u>	<u>Statement Date</u>	<u>Page No</u>	<u>Balances</u>
Petty Cash	31/12/2025	9	141.43
			<u>141.43</u>
<u>Unpresented Payments (Minus)</u>		<u>Amount</u>	
		0.00	
			<u>0.00</u>
			141.43
<u>Unpresented Receipts (Plus)</u>			
		0.00	
			<u>0.00</u>
			141.43
		Balance per Cash Book is :-	141.43
		Difference is :-	0.00

Signatory 1:

NameSignedDate

Signatory 2:

NameSignedDate

Item 10e

Public Sector Deposit Fund Payments, Income & Reconciliation – December 2025

Receipts for Month 9

Nominal Ledger Analysis

<u>Receipt Ref</u>	<u>Name of Payer</u>	<u>£ Amnt Received</u>	<u>£ Debtors</u>	<u>£ VAT</u>	<u>A/c</u>	<u>Centre</u>	<u>£ Amount</u>	<u>Transaction Detail</u>
	Balance Brought Fwd :	1,923,924.91					1,923,924.91	
	Banked: 02/12/2025	6,325.26						
	Public Sector Deposit Fund	6,325.26			1196	101	6,325.26	Income Reinvested
	Total Receipts for Month	6,325.26	0.00	0.00			6,325.26	
	Cashbook Totals	<u>1,930,250.17</u>	<u>0.00</u>	<u>0.00</u>			<u>1,930,250.17</u>	

Payments for Month 9

Nominal Ledger Analysis

<u>Date</u>	<u>Payee Name</u>	<u>Reference</u>	<u>£ Total Amnt</u>	<u>£ Creditors</u>	<u>£ VAT</u>	<u>A/c</u>	<u>Centre</u>	<u>£ Amount</u>	<u>Transaction Detail</u>
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0.00

Total Payments for Month			0.00	0.00	0.00			0.00	
--------------------------	--	--	------	------	------	--	--	------	--

Balance Carried Fwd			1,930,250.17						
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Cashbook Totals			1,930,250.17	0.00	0.00			1,930,250.17	
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<u>Bank Statement Account Name (s)</u>	<u>Statement Date</u>	<u>Page No</u>	<u>Balances</u>
Public Sector Deposit Fund	31/12/2025	9	1,930,250.17
			<u>1,930,250.17</u>
<u>Unpresented Payments (Minus)</u>		<u>Amount</u>	
		0.00	
			<u>0.00</u>
			1,930,250.17
<u>Unpresented Receipts (Plus)</u>			
		0.00	
			<u>0.00</u>
			1,930,250.17
		Balance per Cash Book is :-	1,930,250.17
		Difference is :-	0.00

Signatory 1:

NameSignedDate

Signatory 2:

NameSignedDate

Item 10f

Income Payments, Income & Reconciliation – December 2025

Receipts for Month 9

Nominal Ledger Analysis

Receipt Ref	Name of Payer	£ Amnt Received	£ Debtors	£ VAT	A/c	Centre	£ Amount	Transaction Detail
	Balance Brought Fwd :	34.58					34.58	
	Banked: 03/12/2025	1,471.10						
	A Siddons	39.00			1018	101	39.00	Street Trading Permit No. 918
	Market Rents	57.50			1020	201	57.50	Market Rents - 01/12/25
	Electricity	13.00		2.17	1022	201	10.83	Electricity - 01/12/25
	Parking Permits	32.00		5.33	1040	201	26.67	Parking Permits - 01/12/25
	Market Rents	76.00			1037	201	76.00	Market Rents - 30/11/25 Xmas
	Electricity	13.00		2.17	1022	201	10.83	Electricity - 30/11/25
	Parking Permits	80.00		13.33	1040	201	66.67	Parking Permits - 30/11/25
	Market Rents	465.25			1020	201	465.25	Market Rents - 29/11/25
	BX Market Rents	20.00			1003	201	20.00	BX Market Rents - 29/11/25
	Electricity	29.00		4.83	1022	201	24.17	Electricity - 29/11/25
	Parking Permits	80.00		13.33	1040	201	66.67	Parking Permits - 29/11/25
	Market Rents	304.50			1020	201	304.50	Market Rents - 28/11/25
	BX Market Rents	38.00			1003	201	38.00	BX Market Rents - 28/11/25
	Electricity	22.50		3.75	1022	201	18.75	Electricity - 28/11/25
	Parking Permits	80.00		13.33	1040	201	66.67	Parking Permits - 28/11/25
	Linney Parking Meter	44.00		7.33	1075	411	36.67	Linney Parking Meter 27/11/25
	BX Museum Sales	6.20		1.03	1008	119	5.17	BX Museum Sales - 21/11/25
	BX Museum Tickets	4.60			1006	119	4.60	BX Museum Tickets - 21/11/25
	BX Museum Donations	4.00			1007	119	4.00	BX Museum Donations - 22/11/25
	BX Museum Sales	11.00		1.83	1008	119	9.17	BX Museum Sales - 22/11/25
	BX Museum Tickets	21.60			1006	119	21.60	BX Museum Tickets - 22/11/25
	BX Museum Sales	10.75		1.79	1008	119	8.96	BX Museum Sales - 23/11/25
	BX Museum Tickets	19.20			1006	119	19.20	BX Museum Tickets - 23/11/25
	Banked: 10/12/2025	2,727.95						
	Toilet Coin Boxes	103.05		17.17	1174	303	85.88	Toilet Coin Boxes - 03/12/25
	Market Rents	230.00			1020	201	230.00	Market Rents - 03/12/25
	Electricity	18.00		3.00	1022	201	15.00	Electricity - 03/12/25
	Parking Permits	80.00		13.33	1040	201	66.67	Parking Permits - 03/12/25
	Market Rents	18.00			1038	201	18.00	Market Rents - 04/12/25 F&C
	BX Market Rents	18.00			1003	201	18.00	BX Market Rents - 04/12/25
	Electricity	4.00		0.67	1022	201	3.33	Electricity - 04/12/25
	Parking Permits	72.00		12.00	1040	201	60.00	Parking Permits - 04/12/25
	Produce Market Parking	464.00	464.00		101			Sales Recpts Page 801
	Market Rents	243.50			1020	201	243.50	Market Rents - 05/12/25
	BX Market Rents	38.00			1003	201	38.00	BX Market Rents - 05/12/25
	Electricity	21.00		3.50	1022	201	17.50	Electricity - 05/12/25
	Parking Permits	80.00		13.33	1040	201	66.67	Parking Permits - 05/12/25
	Market Rents	656.75			1020	201	656.75	Market Rents - 06/12/25
	BX Market Rents	40.00			1003	201	40.00	BX Market Rents - 06/12/25
	Electricity	29.00		4.83	1022	201	24.17	Electricity - 06/12/25
	Parking Permits	80.00		13.33	1040	201	66.67	Parking Permits - 06/12/25
	Market Rents	225.50			1020	201	225.50	Market Rents - 08/12/25
	Electricity	21.00			1022	201	21.00	Electricity - 08/12/25
	Parking Permits	76.00			1040	201	76.00	Parking Permits - 08/12/25
	Toilet Coin Boxes	78.10		13.02	1174	303	65.08	Toilet Coin Boxes - 10/12/25
	BX Museum Sales	7.00		1.17	1008	119	5.83	BX Museum Sales - 28/11/25
	BX Museum Donations	0.20			1007	119	0.20	BX Museum Donations - 28/11/25

Receipts for Month 9

Nominal Ledger Analysis

<u>Receipt Ref</u>	<u>Name of Payer</u>	<u>£ Amnt Received</u>	<u>£ Debtors</u>	<u>£ VAT</u>	<u>A/c</u>	<u>Centre</u>	<u>£ Amount</u>	<u>Transaction Detail</u>
	BX Museum Tickets	22.80			1006	119	22.80	BX Museum Tickets - 28/11/25
	BX Museum Sales	3.50		0.58	1008	119	2.92	BX Museum Sales - 29/11/25
	BX Museum Tickets	32.40			1006	119	32.40	BX Museum Tickets - 29/11/25
	Parking Permits	16.80			1006	119	16.80	Parking Permits - 30/11/25
	BX Museum Donations	0.80			1007	119	0.80	BX Museum Donations - 05/12/25
	BX Museum Tickets	16.80			1006	119	16.80	BX Museum Tickets - 05/12/25
	BX Museum Donations	0.10			1007	119	0.10	BX Museum Donations - 06/12/25
	BX Museum Sales	1.50		0.25	1008	119	1.25	BX Museum Sales - 06/12/25
	BX Museum Tickets	14.40			1006	119	14.40	BX Museum Tickets - 06/12/25
	BX Museum Donations	1.00			1007	119	1.00	BX Museum Donations - 07/12/25
	BX Museum Tickets	14.75			1006	119	14.75	BX Museum Tickets - 07/12/25
	Banked: 17/12/2025	2,258.85						
	Market Rents	96.50			1020	201	96.50	Market Rents - 15/12/25
	Electricity	20.00		3.33	1022	201	16.67	Electricity - 15/12/25
	Parking Permits	44.00		7.33	1040	201	36.67	Parking Permits - 15/12/25
	Toilet Coin Boxes	71.15		11.86	1174	303	59.29	Toilet Coin Boxes - 15/12/25
	Market Rents	21.00			1037	201	21.00	Market Rents - 14/12/25 C&C
	BX Market Rents	23.50			1003	201	23.50	BX Market Rents - 14/12/25
	Electricity	13.00		2.17	1022	201	10.83	Electricity - 14/12/25
	Parking Permits	80.00		13.33	1040	201	66.67	Parking Permits - 14/12/25
	Market Rents	665.50			1020	201	665.50	Market Rents - 13/12/25
	BX Market Rents	40.00			1003	201	40.00	BX Market Rents - 13/12/25
	Electricity	30.00		5.00	1022	201	25.00	Electricity - 13/12/25
	Parking Permits	80.00		13.33	1040	201	66.67	Parking Permits - 13/12/25
	Market Rents	337.50			1020	201	337.50	Market Rents - 12/12/25
	BX Market Rents	38.00			1003	201	38.00	BX Market Rents - 12/12/25
	Electricity	26.50		4.42	1022	201	22.08	Electricity - 12/12/25
	Parking Permits	80.00		13.33	1040	201	66.67	Parking Permits - 12/12/25
	A Siddons	39.00			1018	101	39.00	Street Trading Permit No. 919
	Linney Parking Meter	130.00		21.67	1075	411	108.33	Linney Parking Meter 11/12/25
	Market Rents	266.50			1020	201	266.50	Market Rents - 10/12/25
	Electricity	19.50		3.25	1022	201	16.25	Electricity - 10/12/25
	Parking Permits	80.00		13.33	1040	201	66.67	Parking Permits - 10/12/25
	BX Museum Tickets	8.40			1006	119	8.40	BX Museum Tickets - 12/12/25
	BX Museum Sales	17.50		2.92	1008	119	14.58	BX Museum Sales - 13/12/25
	BX Museum Donations	1.00			1007	119	1.00	BX Museum Donations - 13/12/25
	BX Museum Tickets	4.30			1006	119	4.30	BX Museum Tickets - 13/12/25
	BX Museum Sales	13.75		2.00	1008	119	11.75	BX Museum Sales - 14/12/25
	BX Museum Tickets	12.25			1006	119	12.25	BX Museum Tickets - 14/12/25
	Banked: 24/12/2025	3,453.50						
	Market Rents	275.50			1020	201	275.50	Market Rents - 22/12/25
	Electricity	26.50		4.42	1022	201	22.08	Electricity - 22/12/25
	Parking Permits	80.00		13.33	1040	201	66.67	Parking Permits - 22/12/25
	Toilet Coin Boxes	83.90		13.98	1174	303	69.92	Toilet Coin Boxes - 22/12/25
	Market Rents	646.50			1020	201	646.50	Market Rents - 20/12/25
	BX Market Rents	40.00			1003	201	40.00	BX Market Rents - 20/12/25
	Electricity	29.00		4.83	1022	201	24.17	Electricity - 20/12/25
	Parking Permits	80.00		13.33	1040	201	66.67	Parking Permits - 20/12/25

Receipts for Month 9

Nominal Ledger Analysis

<u>Receipt Ref</u>	<u>Name of Payer</u>	<u>£ Amnt Received</u>	<u>£ Debtors</u>	<u>£ VAT</u>	<u>A/c</u>	<u>Centre</u>	<u>£ Amount</u>	<u>Transaction Detail</u>
	Market Rents	402.50			1020	201	402.50	Market Rents - 19/12/25
	BX Market Rents	38.00			1003	201	38.00	BX Market Rents - 19/12/25
	Electricity	22.50		3.75	1022	201	18.75	Electricity - 19/12/25
	Parking Permits	80.00		13.33	1040	201	66.67	Parking Permits - 19/12/25
	Market Rents	40.00			1038	201	40.00	Market Rents - 18/12/25 Xmas
	BX Market Rents	18.00			1003	201	18.00	BX Market Rents - 18/12/25
	Electricity	8.00		1.33	1022	201	6.67	Electricity - 18/12/25
	Parking Permits	16.00		2.67	1040	201	13.33	Parking Permits - 18/12/25
	Market Rents	236.50			1020	201	236.50	Market Rents - 17/12/25
	Electricity	19.50		3.25	1022	201	16.25	Electricity - 17/12/25
	Parking Permits	76.00		12.67	1040	201	63.33	Parking Permits - 17/12/25
	A Siddons	39.00			1018	101	39.00	Street Trading Permit No. 920
	Linney Parking Meter	76.00		12.67	1075	411	63.33	Linney Parking Meter 18/12/25
	Stretton Memorials	131.00			1051	401	131.00	Mem Fee - PE Watkins F/4/947
	BX Museum Sales	9.20		1.53	1008	119	7.67	BX Museum Sales - 19/12/25
	BX Museum Tickets	10.80			1006	119	10.80	BX Museum Tickets - 19/12/25
	BX Museum Tickets	3.60			1006	119	3.60	BX Museum Tickets - 20/12/25
	BX Museum Tickets	4.15			1006	119	4.15	BX Museum Tickets - 21/12/25
	A Siddons	961.35			540		961.35	Street Trading Permit No. 921
Total Receipts for Month		9,911.40	464.00	384.76			9,062.64	
Cashbook Totals		<u>9,945.98</u>	<u>464.00</u>	<u>384.76</u>			<u>9,097.22</u>	

Payments for Month 9

Nominal Ledger Analysis

<u>Date</u>	<u>Payee Name</u>	<u>Reference</u>	<u>£ Total Amnt</u>	<u>£ Creditors</u>	<u>£ VAT</u>	<u>A/c</u>	<u>Centre</u>	<u>£ Amount</u>	<u>Transaction Detail</u>
03/12/2025	Barclays Combined	1	1,305.00			201		1,305.00	Income
05/12/2025	Petty Cash	1	170.32			220		170.32	Petty Cash Restore
10/12/2025	Barclays Combined	2	2,235.00			201		2,235.00	Income
11/12/2025	Barclays Combined	3	464.00			201		464.00	Income
17/12/2025	Barclays Combined	2	2,250.00			201		2,250.00	Income
24/12/2025	Barclays Combined	3	3,360.00			201		3,360.00	Income
29/12/2025	Barclays Combined	4	131.00			201		131.00	Income
Total Payments for Month			9,915.32	0.00	0.00			9,915.32	
Balance Carried Fwd			30.66						
Cashbook Totals			9,945.98	0.00	0.00			9,945.98	

Bank Reconciliation Statement as at 31/12/2025
for Cashbook 6 - Income Cashbook

<u>Bank Statement Account Name (s)</u>	<u>Statement Date</u>	<u>Page No</u>	<u>Balances</u>
Income Cashbook	31/12/2025	9	30.66
			<u>30.66</u>
<u>Unpresented Payments (Minus)</u>		<u>Amount</u>	
		0.00	
			<u>0.00</u>
			30.66
<u>Unpresented Receipts (Plus)</u>			
		0.00	
			<u>0.00</u>
			30.66
		Balance per Cash Book is :-	30.66
		Difference is :-	0.00

Signatory 1:

NameSignedDate

Signatory 2:

NameSignedDate

Item 11a
Aged Debtors

Outstanding Balances by Month as at 31/01/2026

A/C Code	Customer Name	Balance	Jan 2026	Dec 2025	Nov 2025	Prior Months	On A/c Pymnts
Ledger No 1: Sales Ledger							
CEMADAJ00	CEMADAJ001	25.00	0.00	0.00	0.00	25.00	0.00
CEMCOSD00	CEMCOSD001	25.00	25.00	0.00	0.00	0.00	0.00
CEMDAVE00	CEMDAVE001	25.00	0.00	25.00	0.00	0.00	0.00
CEMDIAC001	CEMDIAC001	131.00	0.00	131.00	0.00	0.00	0.00
CEMRICM001	CEMRICM001	109.00	0.00	109.00	0.00	0.00	0.00
COC001	CHAMBER	914.00	0.00	914.00	0.00	0.00	0.00
GHF001	GHF	-962.00	0.00	0.00	0.00	0.00	-962.00
HSK001	HOSKINS	-450.00	737.00	1,137.00	0.00	0.00	-2,324.00
MBC001	M AND B CRAMP	0.50	0.50	0.00	0.00	0.00	0.00
PET001	PRODUCE	685.50	228.50	0.00	0.00	0.00	0.00
PPP001	PRODUCE PARKING	62.00	24.00	0.00	0.00	0.00	0.00
SCPARKS	SC	201.60	0.00	0.00	0.00	201.60	0.00
Total Sales Ledger No 1		766.60	1,015.00	2,316.00	0.00	226.60	-3,286.00
TOTAL SALES LEDGER BALANCES		766.60	1,015.00	2,316.00	0.00	226.60	-3,286.00

Item 11b
Aged Debtors - Report

Debtor	Invoice Date	Invoice No.	Invoice Amount	Description	Action Taken	Date
AE Stoodley & Son	31/01/2026	CEM149	£834.00	Cem Fee - GG/9/227	Paid	09/02/2026
Mrs J Adams	31/10/2025	CEM128	£25.00	Cem Transfer Fee - L/6/1405	Referred to Cemetery Officer to chase	
Mr AW Bridges	31/01/2026	CEM142	£511.00	Cem Fee - H/7/302	Paid	31/01/2026
Ms D Coss	31/01/2026	CEM148	£25.00	Cem Transfer Fee - J/9/2103		
Mrs E Davies	31/12/2025	CEM138	£25.00	Cem Transfer Fee - I/5/635		
Mrs CE Diamond	31/12/2025	CEM136	£131.00	Cem Fee - H/8/325	Referred to Cemetery Officer to chase	
Miss VJ Harper	31/12/2025	CEM137	£25.00	Cem Fee - F/3/902	Paid	31/01/2026
Mrs SA Noakes	31/01/2026	CEM143	£25.00	Cem Fee - F/6/1017	Paid	14/01/2026
Mr MJ Richards	31/12/2025	CEM133	£109.00	Cem Fee - F/7/1079	Referred to Cemetery Officer to chase	
Ludlow Chamber of Trade & Commerce	18/12/2025	1217	£1,234.00	Tinsel Tuesday - Rent, Electric & Parking	Part Paid (Parking) - £914.00 Outstanding	02/01/2026
Futuresound	22/01/2025	1146	£1,086.36	Use of Castle Square	Paid	10/02/2026
Graham Heiron Funerals	31/12/2025	CEM139	£937.00	Cem Fee - F/3/902	Paid	25/11/2025
	19/01/2026		-£962.00	Cem Fee Credit - Bromley F/3/921	Invoice to be raised by Cemetery Officer	
Hoskins Family Funeral Services	31/12/2025	CEM141	£1,137.00	Cem Fee - 1/2/530 Bach	Paid - Cemetery Office to raise invoice for additional transfer costs - Overpayment of £200 for stay on account for future invoice	14/01/2026
	02/01/2026		-£1,362.00	Payment on Account - Invoice CEM141 Bach		
	13/01/2026		-£962.00	Payment on Account - Invoice CEM146 Theaker		
	31/01/2026	CEM146	£937.00	Cem Fee - I/2/531 Theaker	Paid - Cemetery Office to raise invoice for additional transfer costs	13/01/2026
	31/01/2026	CEM150	£1,137.00	Cem Fee - K/8/1759	Paid	06/02/2026
	31/01/2026		-£200.00	Refund of Overpayment CEM 141 Bach		
M & B Cramp	31/01/2026	1218	£261.50	Whole Market Let - January 2026	Paid	17/02/2026
	12/02/2026	1219	£523.00	Whole Market Let - February 2026	Paid	17/02/2026
Local to Ludlow Produce Market	31/01/2026	1220	£236.00	Whole Market Let - January 2026		
	12/02/2026	1221	£457.00	Whole Market Let - February 2026		
Produce Market Parking Permits	22/01/2026	1222	£24.00	Parking Permits - 22/01/26		
	12/02/2026	1223	£38.00	Parking Permits - 12/02/26		
Shropshire Council	17/01/2019	801	£201.60	Play Area Transfer - Legal Fees		
Victoria Allen Funeral Services	31/01/2026	CEM144	£1,206.00	Cem Fee - K/8/1768	Paid	13/01/2026
	31/01/2026	CEM145	£289.00	Cem Fee - E/2/398	Paid	13/01/2026
	31/01/2026	CEM147	£398.00	Cem Fee - GG/9/228	Paid	23/01/2026

Item 12a

3rd Quarter Income and Expenditure Report

	Actual Year To Date	Current Annual Bud	Variance Annual Total	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
<u>101 General Administration</u>							
1018 Street Trading Income	5,208	7,000	1,792			74.4%	
1171 Miscellaneous Income	193	0	(193)			0.0%	
1176 Precept Received	946,000	946,000	0			100.0%	
1187 Neighbourhood Fund	2,271	0	(2,271)			0.0%	2,271
1196 Interest Received	45,602	50,000	4,398			91.2%	
General Administration :- Income	<u>999,274</u>	<u>1,003,000</u>	<u>3,726</u>			<u>99.6%</u>	<u>2,271</u>
4009 Training/Manuals	6,809	7,000	191		191	97.3%	
4016 Annual Town Meeting	85	100	15		15	85.0%	
4017 Miscellaneous	29	150	121		121	19.0%	
4019 Mobile Phones	2,957	3,500	543		543	84.5%	
4021 Postage	337	250	(87)		(87)	134.9%	
4022 Stationery	849	900	51		51	94.3%	
4023 Subscriptions & Licence Fees	3,395	3,100	(295)		(295)	109.5%	
4024 ALC Subscription	2,644	2,600	(44)		(44)	101.7%	
4025 Paper Recycling & Confidential	180	250	70		70	72.2%	
4026 Office Equipment	1,166	2,000	834		834	58.3%	
4028 Liability Insurance	26,854	32,000	5,146		5,146	83.9%	
4029 Motor Insurance	3,376	3,000	(376)		(376)	112.5%	
4031 Web-site	1,503	1,500	(3)		(3)	100.2%	
4032 Newsletter	80	3,000	2,920		2,920	2.7%	
4034 Photocopier	1,950	2,500	550		550	78.0%	
4039 RBS Accounts Package	2,027	2,200	173		173	92.1%	
4053 HR and H&S Advice	5,243	5,500	257		257	95.3%	
4055 Professional Fees/Legal	33,857	45,000	11,143		11,143	75.2%	
4057 Audit Fees	3,811	3,800	(11)		(11)	100.3%	
4062 Climate Action	34	860	826		826	4.0%	
4070 Fire Safety	1,039	1,500	461		461	69.3%	
4072 Bus Shelter	8,387	21,200	12,813		12,813	39.6%	
4080 General Data Protection Reg	73	100	27		27	73.0%	
4102 Risk Assessment Software	0	700	700		700	0.0%	
4120 Council Minute Book Binding	0	2,660	2,660		2,660	0.0%	
4610 Loan Charges	1,990	2,000	10		10	99.5%	
General Administration :- Indirect Expenditure	<u>108,676</u>	<u>147,370</u>	<u>38,694</u>	<u>0</u>	<u>38,694</u>	<u>73.7%</u>	<u>0</u>
Net Income over Expenditure	<u>890,598</u>	<u>855,630</u>	<u>(34,968)</u>				
6001 less Transfer to EMR	2,271	0	(2,271)				
Movement to/(from) Gen Reserve	<u>888,327</u>	<u>855,630</u>	<u>(32,697)</u>				

	Actual Year To Date	Current Annual Bud	Variance Annual Total	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
<u>102 Staff Costs</u>							
4000 Salaries and Wages	520,890	636,915	116,025		116,025	81.8%	
4001 Actuarial Pension Fund Deficit	7,300	7,300	0		0	100.0%	
4002 CC Salaries and Wages	788	600	(188)		(188)	131.3%	
4005 Other Costs	585	500	(85)		(85)	117.0%	
4056 Payroll Processing Fees	0	2,200	2,200		2,200	0.0%	
4060 Recruitment Costs	1,180	1,000	(180)		(180)	118.0%	
4063 Staff Counselling	189	1,800	1,611		1,611	10.5%	
4064 Staff Medicals	95	900	805		805	10.6%	
Staff Costs :- Indirect Expenditure	<u>531,027</u>	<u>651,215</u>	<u>120,188</u>	<u>0</u>	<u>120,188</u>	<u>81.5%</u>	<u>0</u>
Net Expenditure	<u>(531,027)</u>	<u>(651,215)</u>	<u>(120,188)</u>				
<u>103 Insurance Claims</u>							
1070 Insurance Claims Received	250	0	(250)			0.0%	
Insurance Claims :- Income	<u>250</u>	<u>0</u>	<u>(250)</u>				<u>0</u>
Net Income	<u>250</u>	<u>0</u>	<u>(250)</u>				
<u>104 Transaction Fees</u>							
4058 Bank Charges	1,048	1,700	652		652	61.7%	
4075 Linney Parking Meter Fees	1,690	2,200	510		510	76.8%	
4327 Market Online Booking Fees	273	600	327		327	45.5%	
4523 Buttercross Card Payment Fees	43	80	37		37	53.2%	
4524 Market Card Payment Fees	1,411	800	(611)		(611)	176.4%	
4525 Guildhall Card Payment Fees	22	0	(22)		(22)	0.0%	
Transaction Fees :- Indirect Expenditure	<u>4,486</u>	<u>5,380</u>	<u>894</u>	<u>0</u>	<u>894</u>	<u>83.4%</u>	<u>0</u>
Net Expenditure	<u>(4,486)</u>	<u>(5,380)</u>	<u>(894)</u>				
<u>105 Civic Ceremonial</u>							
1160 Civic Regalia Income	34	0	(34)			0.0%	
1166 Mayor's Charity	20	0	(20)			0.0%	
1173 Seniors Party Donations	0	0	0			0.0%	100
Civic Ceremonial :- Income	<u>54</u>	<u>0</u>	<u>(54)</u>				<u>100</u>
4040 Election Expenses	9,792	4,000	(5,792)		(5,792)	244.8%	
4200 Mayors Allowance	3,467	3,280	(187)		(187)	105.7%	2,846
4201 Mayor Making	1,580	1,500	(80)		(80)	105.3%	
4202 Mayor's Sunday	195	300	105		105	64.9%	
4206 Remembrance Sunday	501	800	299		299	62.7%	

	Actual Year To Date	Current Annual Bud	Variance Annual Total	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
4207 Seniors Party	1,247	1,200	(47)		(47)	103.9%	
4208 Childrens Xmas Grotto	286	350	64		64	81.8%	
4209 Civic Awards	135	150	15		15	90.0%	
4210 Civic Regalia	365	500	135		135	72.9%	
4211 Twinning	300	600	300		300	50.0%	
4212 Members Expenses	65	400	335		335	16.4%	
4213 Mayors Board Updating	834	1,000	166		166	83.4%	
4216 Mayors Charity Expenditure	404	0	(404)		(404)	0.0%	
Civic Ceremonial :- Indirect Expenditure	19,171	14,080	(5,091)	0	(5,091)	136.2%	2,846
Net Income over Expenditure	(19,118)	(14,080)	5,038				
6000 plus Transfer from EMR	2,846	0	(2,846)				
6001 less Transfer to EMR	100	0	(100)				
Movement to/(from) Gen Reserve	(16,372)	(14,080)	2,292				
<u>110 Community Grants</u>							
1175 Tree of Light Donations	565	0	(565)			0.0%	
Community Grants :- Income	565	0	(565)				0
4091 Shaping Places Project Expend	5,020	11,382	6,362		6,362	44.1%	
4110 Visitor Information Services	5,000	5,000	0		0	100.0%	
4150 Youth Forum	1,000	1,000	0		0	100.0%	
4156 Assembly Rooms	5,000	5,000	0		0	100.0%	
4159 Ludlow Piano Festival	750	750	0		0	100.0%	
4160 Project Support Grants	1,500	10,000	8,500		8,500	15.0%	
4161 Ludlow Town Band	1,050	1,050	0		0	100.0%	
4183 Ludlow Hockey Club	1,000	1,000	0		0	100.0%	
Community Grants :- Indirect Expenditure	20,320	35,182	14,862	0	14,862	57.8%	0
Net Income over Expenditure	(19,755)	(35,182)	(15,427)				
<u>111 Community Projects</u>							
4158 Christmas Lights	21,678	20,000	(1,678)		(1,678)	108.4%	
4181 Town Plan	0	1,500	1,500		1,500	0.0%	
4182 Churchyard Wall Loan Expenditu	0	1,252	1,252		1,252	0.0%	
4604 CCTV	1,113	4,000	2,887		2,887	27.8%	
4705 Skatepark	0	1,000	1,000		1,000	0.0%	
Community Projects :- Indirect Expenditure	22,792	27,752	4,960	0	4,960	82.1%	0
Net Expenditure	(22,792)	(27,752)	(4,960)				

	Actual Year To Date	Current Annual Bud	Variance Annual Total	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
<u>115 Property</u>							
1000 Buttercross Shop Rent	16,667	20,000	3,333			83.3%	
Property :- Income	<u>16,667</u>	<u>20,000</u>	<u>3,333</u>			83.3%	0
4222 Maintenance	2,256	2,000	(256)		(256)	112.8%	
Property :- Indirect Expenditure	<u>2,256</u>	<u>2,000</u>	<u>(256)</u>	0	(256)	112.8%	0
Net Income over Expenditure	<u>14,411</u>	<u>18,000</u>	<u>3,589</u>				
<u>117 Buttercross Market</u>							
4013 Electricity	399	400	1		1	99.9%	
Buttercross Market :- Indirect Expenditure	<u>399</u>	<u>400</u>	<u>1</u>	0	1	99.9%	0
Net Expenditure	<u>(399)</u>	<u>(400)</u>	<u>(1)</u>				
<u>119 Buttercross</u>							
1006 Buttercross Museum Tickets	4,725	6,000	1,275			78.7%	
1007 Buttercross Museum Donations	213	0	(213)			0.0%	
1008 Buttercross Museum Merchandise	1,067	1,200	133			89.0%	
1010 Buttercross Rates Refund	47,951	0	(47,951)			0.0%	47,951
Buttercross :- Income	<u>53,956</u>	<u>7,200</u>	<u>(46,756)</u>			749.4%	47,951
4011 Rates	6,362	5,500	(862)		(862)	115.7%	
4012 Water Rates	574	800	226		226	71.7%	
4013 Electricity	883	1,500	617		617	58.9%	
4014 Gas	563	1,400	837		837	40.2%	
4020 Telephone	18	700	682		682	2.6%	
4222 Maintenance	1,152	1,500	348		348	76.8%	
4232 Buttercross Museum Merchandise	300	700	400		400	42.8%	
4233 Buttercross Lift Contract	200	300	100		100	66.7%	
4234 Clock Service	0	350	350		350	0.0%	
4522 Buttercross Museum Events	48	150	102		102	32.3%	
4526 Buttercross Rates Challenge	16,783	0	(16,783)		(16,783)	0.0%	16,783
Buttercross :- Indirect Expenditure	<u>26,883</u>	<u>12,900</u>	<u>(13,983)</u>	0	(13,983)	208.4%	16,783
Net Income over Expenditure	<u>27,073</u>	<u>(5,700)</u>	<u>(32,773)</u>				
6000 plus Transfer from EMR	16,783	0	(16,783)				
6001 less Transfer to EMR	47,951	0	(47,951)				
Movement to/(from) Gen Reserve	<u>(4,095)</u>	<u>(5,700)</u>	<u>(1,605)</u>				

	Actual Year To Date	Current Annual Bud	Variance Annual Total	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
<u>121</u> <u>Guildhall</u>							
4011 Rates	10,354	10,500	146		146	98.6%	
4012 Water Rates	469	2,200	1,731		1,731	21.3%	
4013 Electricity	3,298	6,500	3,202		3,202	50.7%	
4020 Telephone	1,661	2,200	539		539	75.5%	
4222 Maintenance	1,532	3,000	1,468		1,468	51.1%	
4604 CCTV	0	700	700		700	0.0%	
4612 IT Package & cloud backup	2,592	3,000	408		408	86.4%	
Guildhall :- Indirect Expenditure	19,906	28,100	8,194	0	8,194	70.8%	0
Net Expenditure	(19,906)	(28,100)	(8,194)				
<u>201</u> <u>Markets</u>							
1003 Buttercross Market Rent	2,627	2,000	(627)			131.3%	
1020 Market Rents	122,957	130,000	7,043			94.6%	
1022 Electricity	3,602	3,500	(102)			102.9%	
1023 Specialist Markets	740	1,200	461			61.6%	
1025 Antique Market	8,890	10,200	1,310			87.2%	
1027 Food Festival	0	300	300			0.0%	
1030 Produce Market (Ludlow 21)	7,735	8,500	765			91.0%	
1036 Tuesday Markets	1,768	0	(1,768)			0.0%	
1037 Sunday Markets	18,400	16,350	(2,050)			112.5%	
1038 Thursday Markets	11,207	10,000	(1,207)			112.1%	
1040 Parking Permits	13,607	0	(13,607)			0.0%	
1171 Miscellaneous Income	10	0	(10)			0.0%	
Markets :- Income	191,542	182,050	(9,492)			105.2%	0
4011 Rates	24,950	25,700	750		750	97.1%	
4012 Water Rates	537	1,000	463		463	53.7%	
4013 Electricity	3,264	4,000	736		736	81.6%	
4017 Miscellaneous	132	300	168		168	44.1%	
4018 Online Booking System	4,000	500	(3,500)		(3,500)	800.0%	3,500
4030 Advertsing	2,480	4,000	1,520		1,520	62.0%	
4036 MACCs Licence & Maintenance	851	850	(1)		(1)	100.1%	
4222 Maintenance	597	3,000	2,403		2,403	19.9%	
4223 Waste Management	9,402	10,500	1,098		1,098	89.5%	
4227 Parking Permits	12,934	0	(12,934)		(12,934)	0.0%	
Markets :- Indirect Expenditure	59,148	49,850	(9,298)	0	(9,298)	118.7%	3,500
Net Income over Expenditure	132,394	132,200	(194)				
6000 plus Transfer from EMR	3,500	0	(3,500)				
Movement to/(from) Gen Reserve	135,894	132,200	(3,694)				

	Actual Year To Date	Current Annual Bud	Variance Annual Total	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
<u>202</u> <u>Mayfair</u>							
1024 May Fair	9,632	9,632	0			100.0%	
	<u>9,632</u>	<u>9,632</u>	<u>0</u>			<u>100.0%</u>	<u>0</u>
Mayfair :- Income	9,632	9,632	0			100.0%	0
4000 Salaries and Wages	2,196	0	(2,196)		(2,196)	0.0%	
4224 May Fair	5,145	9,632	4,487		4,487	53.4%	
	<u>7,341</u>	<u>9,632</u>	<u>2,291</u>	<u>0</u>	<u>2,291</u>	<u>76.2%</u>	<u>0</u>
Mayfair :- Indirect Expenditure	7,341	9,632	2,291	0	2,291	76.2%	0
	<u>2,291</u>	<u>0</u>	<u>(2,291)</u>				
Net Income over Expenditure	2,291	0	(2,291)				
<u>205</u> <u>Tourism</u>							
1056 Town Trails Income	140	0	(140)			0.0%	140
	<u>140</u>	<u>0</u>	<u>(140)</u>				<u>140</u>
Tourism :- Income	140	0	(140)				140
	<u>140</u>	<u>0</u>	<u>(140)</u>				
Net Income	140	0	(140)				
6001 less Transfer to EMR	140	0	(140)				
	<u>0</u>	<u>0</u>	<u>0</u>				
Movement to/(from) Gen Reserve	0	0	0				
<u>301</u> <u>Street Lighting</u>							
4222 Maintenance	1,530	4,000	2,470		2,470	38.3%	
	<u>1,530</u>	<u>4,000</u>	<u>2,470</u>	<u>0</u>	<u>2,470</u>	<u>38.2%</u>	<u>0</u>
Street Lighting :- Indirect Expenditure	1,530	4,000	2,470	0	2,470	38.2%	0
	<u>(1,530)</u>	<u>(4,000)</u>	<u>(2,470)</u>				
Net Expenditure	(1,530)	(4,000)	(2,470)				
<u>302</u> <u>Street Furniture</u>							
1059 Street Furniture Income	3,737	0	(3,737)			0.0%	
	<u>3,737</u>	<u>0</u>	<u>(3,737)</u>				<u>0</u>
Street Furniture :- Income	3,737	0	(3,737)				0
4222 Maintenance	253	1,000	747		747	25.3%	
4354 Signage	53	250	197		197	21.3%	
4501 Street Furniture	2,641	1,500	(1,141)		(1,141)	176.1%	
	<u>2,948</u>	<u>2,750</u>	<u>(198)</u>	<u>0</u>	<u>(198)</u>	<u>107.2%</u>	<u>0</u>
Street Furniture :- Indirect Expenditure	2,948	2,750	(198)	0	(198)	107.2%	0
	<u>790</u>	<u>(2,750)</u>	<u>(3,540)</u>				
Net Income over Expenditure	790	(2,750)	(3,540)				
<u>303</u> <u>Toilets</u>							
1174 Toilet Block Income	4,573	7,000	2,427			65.3%	
	<u>4,573</u>	<u>7,000</u>	<u>2,427</u>			<u>65.3%</u>	<u>0</u>
Toilets :- Income	4,573	7,000	2,427			65.3%	0
4222 Maintenance	1,976	5,000	3,024		3,024	39.5%	
4319 Consumable Goods	2,868	4,000	1,132		1,132	71.7%	

	Actual Year To Date	Current Annual Bud	Variance Annual Total	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
4356 Toilet Cleansing	1,564	2,000	436		436	78.2%	
Toilets :- Indirect Expenditure	6,408	11,000	4,592	0	4,592	58.3%	0
Net Income over Expenditure	(1,835)	(4,000)	(2,165)				
<u>304 Castle Street Toilets</u>							
4012 Water Rates	3,691	3,200	(491)		(491)	115.4%	
4013 Electricity	3,551	5,000	1,449		1,449	71.0%	
Castle Street Toilets :- Indirect Expenditure	7,242	8,200	958	0	958	88.3%	0
Net Expenditure	(7,242)	(8,200)	(958)				
<u>305 Smithfield Toilets</u>							
4012 Water Rates	1,089	1,800	711		711	60.5%	
4013 Electricity	847	1,000	153		153	84.7%	
4317 Water Management	356	400	44		44	89.0%	
Smithfield Toilets :- Indirect Expenditure	2,293	3,200	907	0	907	71.6%	0
Net Expenditure	(2,293)	(3,200)	(907)				
<u>306 Linney Toilets</u>							
4012 Water Rates	155	400	245		245	38.9%	
4013 Electricity	651	800	149		149	81.4%	
Linney Toilets :- Indirect Expenditure	806	1,200	394	0	394	67.2%	0
Net Expenditure	(806)	(1,200)	(394)				
<u>401 Cemetery</u>							
1050 Cemetery House Rent	5,000	6,000	1,000			83.3%	
1051 Cemetery Fees	15,930	15,000	(930)			106.2%	
1053 Grave Digging Fees	17,007	0	(17,007)			0.0%	
1054 Babies Memorial Donations	20	0	(20)			0.0%	20
Cemetery :- Income	37,957	21,000	(16,957)			180.7%	20
4011 Rates	2,197	1,600	(597)		(597)	137.3%	
4012 Water Rates	220	500	280		280	44.1%	
4013 Electricity	297	500	203		203	59.5%	
4222 Maintenance	324	2,000	1,676		1,676	16.2%	
4230 Cemetery Registers Restoration	0	500	500		500	0.0%	
4306 Grave Digging	10,737	0	(10,737)		(10,737)	0.0%	
4510 Chapel Maintenance	0	1,000	1,000		1,000	0.0%	

	Actual Year To Date	Current Annual Bud	Variance Annual Total	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
4511 Cemetery House Maintenance	422	1,000	578		578	42.2%	
4515 Babies Memorial	0	200	200		200	0.0%	
4516 Cemetery Extension (Capital)	0	2,000	2,000		2,000	0.0%	
4606 Cemetery Paths (Capital Item)	5,500	2,000	(3,500)		(3,500)	275.0%	
Cemetery :- Indirect Expenditure	19,698	11,300	(8,398)	0	(8,398)	174.3%	0
Net Income over Expenditure	18,259	9,700	(8,559)				
6001 less Transfer to EMR	20	0	(20)				
Movement to/(from) Gen Reserve	18,239	9,700	(8,539)				
<u>403 Allotments</u>							
1076 Allotments Rent	945	945	0			100.0%	
Allotments :- Income	945	945	0			100.0%	0
4222 Maintenance	415	945	530		530	43.9%	
Allotments :- Indirect Expenditure	415	945	530	0	530	43.9%	0
Net Income over Expenditure	530	0	(530)				
<u>410 Amenities</u>							
4222 Maintenance	5,393	7,240	1,847	33	1,814	74.9%	
4303 Plants	2,322	5,000	2,678		2,678	46.4%	
4357 Pest Control	0	200	200		200	0.0%	
4400 Wheeler Rd Play Area Resurface	0	2,000	2,000		2,000	0.0%	
4401 Housman Cres Play Area Fencing	0	200	200		200	0.0%	
4402 Tree Survey & Works	3,071	2,000	(1,071)		(1,071)	153.6%	
Amenities :- Indirect Expenditure	10,786	16,640	5,854	33	5,821	65.0%	0
Net Expenditure	(10,786)	(16,640)	(5,854)				
<u>411 Linney Riverside Park</u>							
1075 Linney Park Car Park Meter	14,023	15,000	977			93.5%	
Linney Riverside Park :- Income	14,023	15,000	977			93.5%	0
4011 Rates	549	549	0		0	100.0%	
4013 Electricity	351	300	(51)		(51)	117.1%	
4608 Linney Car Park	1,300	15,000	13,700		13,700	8.7%	
Linney Riverside Park :- Indirect Expenditure	2,200	15,849	13,649	0	13,649	13.9%	0
Net Income over Expenditure	11,823	(849)	(12,672)				

Detailed Income & Expenditure by Budget Heading 31/01/2026

Month No: 10

Cost Centre Report

	Actual Year To Date	Current Annual Bud	Variance Annual Total	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
<u>500 Direct Labour Force</u>							
4013 Electricity	924	1,500	576		576	61.6%	
4223 Waste Management	3,781	2,500	(1,281)		(1,281)	151.3%	
4311 Vehicle Service & Repair	165	500	335		335	33.0%	
4313 Vehicle Lease Hire	12,360	15,000	2,640		2,640	82.4%	
4318 Vehicle Tax	715	0	(715)		(715)	0.0%	
4319 Consumable Goods	1,046	1,500	454		454	69.8%	
4320 Fuel	3,565	6,000	2,435		2,435	59.4%	
4322 Clothing & PPE	2,291	1,600	(691)		(691)	143.2%	
4323 Equipment	1,784	29,623	27,839		27,839	6.0%	
Direct Labour Force :- Indirect Expenditure	26,632	58,223	31,591	0	31,591	45.7%	0
Net Expenditure	(26,632)	(58,223)	(31,591)				
<u>501 Contingencies</u>							
4800 Contingency Fund	40,867	170,703	129,836	2,000	127,836	25.1%	
4801 Infrastructure Fund	0	5,000	5,000		5,000	0.0%	
4803 DLF Equip Replacement Fund	0	3,000	3,000		3,000	0.0%	
Contingencies :- Indirect Expenditure	40,867	178,703	137,836	2,000	135,836	24.0%	0
Net Expenditure	(40,867)	(178,703)	(137,836)				
Grand Totals:- Income	1,333,314	1,265,827	(67,487)			105.3%	
Expenditure	944,230	1,295,871	351,641	2,033	349,608	73.0%	
Net Income over Expenditure	389,084	(30,044)	(419,128)				
plus Transfer from EMR	23,129	0	(23,129)				
less Transfer to EMR	50,482	0	(50,482)				
Movement to/(from) Gen Reserve	361,731	(30,044)	(391,775)				

Item 12b
3rd Quarter Exceptions Report

Income and Expenditure

Exceptions Report 2025/26

Third Quarter – October to December 2025 *(Seventh to Ninth month)*

Please note: The financial year runs from April (month 1) to March (month 12)

In Q3 expenditure and income expectation is 75%.

Variations of 15% or more are reported as exceptions.

Some income or expenditure is incremental throughout the year, and others are in one off amounts.

Please read this report in conjunction with the Q3 Income and Expenditure Report.

Key	Explanation
	Green indicates: <ul style="list-style-type: none"> Income in excess of expectation. Expenditure below expectation.
	Red indicates: <ul style="list-style-type: none"> Income below expectation. Expenditure in excess of budget.

CODE	DESCRIPTION	EXCEPTION	Budget %	Q3 Total	Budget	Movement to/from EMR
General Admin		Income				
101/1171	Miscellaneous Income	Sale of old mobile phones	No Budget	£113.00	£0.00	
101/1176	Precept Received	Annual income received in April	100.0%	£946,000.00	£946,000.00	
101/1187	Neighbourhood Fund	Annual income received, transferred to EMR	No Budget	£2,271.00	£0.00	£2,271.00 to EMR 323
101/1196	Interest Received	Funds in high interest account increased	91.2%	£45,602.00	£50,000.00	
General Admin		Expenditure				
101/4017	Miscellaneous	Meeting refreshments	52.0%	£78.00	£100.00	
101/4023	Subscription & Licence Fees	Budget increased for next year	105.9%	£3,282.00	£3,100.00	
101/4024	ALC Subscription	Annual subscription paid in full	101.7%	£2,644.00	£2,600.00	
101/4026	Office Equipment	Variable expenditure	55.4%	£1,108.00	£2,000.00	
101/4029	Motor Insurance	Annual bill paid.	105.1%	£3,153.00	£3,000.00	
101/4031	Website	Annual website and email hosting	100.2%	£1,503.00	£1,500.00	
101/4032	Newsletter	Spring Edition being published in March.	2.5%	£75.00	£3,000.00	
101/4039	RBS Accounts Package	Annual account and cemetery software fee paid in full.	92.1%	£2,027.00	£2,200.00	

101/4053	HR & H&S Advice	Annual Support fee and insurance paid	95.3%	£5,243.00	£5,500.00	
101/4057	Audit Fees	Interim Audit invoiced in Q4, and awaiting External Auditor invoice	42.7%	£1,247.00	£3,800.00	
101/4062	Climate Action	Lumpy expenditure	4.0%	£34.00	£860.00	
101/4072	Bus Shelter	Developments have required further committee approval	39.6%	£8,387.00	£21,200.00	
101/4102	Risk Assessment Software	Developments have required further committee approval	0.0%	£0.00	£700.00	
101/4120	Council Minute Book Binding	Ongoing project, 15 volumes ready to be bound.	0.0%	£0.00	£2,660.00	
101/4610	Loan Charges	Annual repayments made in June and December each year	99.5%	£1,990.00	£2,000.00	
Staff Costs		Expenditure				
102/4001	Actuarial Pension Fund Deficit	Annual fee paid in full.	100.0%	£7,300.00	£7,300.00	
102/4002	CC Salaries & Wages	Budget insufficient for number of events attended by Civic Ceremonial staff, increased for next year.	131.3%	£788.00	£600.00	
102/4056	Payroll Processing Fee	Annual fee due later in the year	0.0%	£0.00	£2,200.00	
102/4060	Recruitment Costs	Recruitment requirement exceeded the available budget. Budget increased to £2,000 in 2026 / 27.	118.0%	£1,180.00	£1,000.00	
102/4063	Staff Counselling	Available to all staff when required – cheaper service secured with same company – budget reduced next year.	10.5%	£189.00	£1,800.00	
102/4064	Staff Medicals	DLF medicals to be scheduled for later in the year – estimated cost £800.	10.6%	£95.00	£900.00	
Insurance Claims		Income				
103/1070	Insurance Claims Received	Housman Play Area claim excess recovered from third party	No Budget	£250.00	£0.00	
Transaction Fees		Expenditure				
104/4058	Bank Charges	Newly created budgets being monitored in first year.	51.6%	£878.00	£1,700.00	
101/4327	Market Online	Being impacted by the introduction of card	45.5%	£273.00	£600.00	

	Booking Fees	payments.				
104/4524	Market Card Payment Fees	Largest proportion of market income received between Apr-Dec. More traders are paying by card. (Overall Transaction fees 77.7%, increase in card payment fees reduces bank charges for paying in cash).	170.6%	£1,365.00	£800.00	
104/4523	Buttercross Card Payment Fees	Variable expenditure depending on Museum income and card/cash breakdown	48.7%	£39.00	£80.00	
104/4525	Guildhall Card Payment Fees	New facility - budget being monitored. Card machine used for Street Trading, Cemetery Fees, Memorial Benches and Mayor's Charity events payments.	No Budget	£21.00	£0.00	
Civic Ceremonial		Income				
105/1160	Civic Regalia Income	Payment from Mayor's Allowance for Past Consort badge	No Budget	£34.00	£0.00	
105/1166	Mayor's Charity	Income transferred to Mayor's Charity Account in Q4	No Budget	£370.00	£0.00	
105/1173	Senior's Party Donations	Donation received, transferred to EMR	No Budget	£100.00	£0.00	£100.00
Civic Ceremonial		Expenditure				
105/4200	Mayor's Allowance	Variable expenditure requirements.	96.7%	£3,173.00	£3,280.00	£2,846.00
105/4211	Twinning	Lumpy expenditure	50.0%	£300.00	£600.00	
105/4212	Members Expenses	Lumpy expenditure	1.4%	£5.00	£400.00	
Community Grants		Income				
110/1175	Tree of Light Donations	Rotary contribution to LED up lighter	No Budget	£565.00	£0.00	
Community Grants		Expenditure				
110/4091	Shaping Places Project	SC grant funded project - expenditure for workshop food, equipment, room hire and Recipe card printing.	44.1%	£5,020.00	£11,3825.00	
110/4110	Visitor Information Centre	Annual grant paid in full.	100.0%	£5,000.00	£5,000.00	
110/4150	Youth Forum	Annual grant paid in full.	100.0%	£1,000.00	£1,000.00	

110/4156	Assembly Rooms	Annual grant paid in full.	100.0%	£5,000.00	£5,000.00	
110/4156	Ludlow Piano Festival	Annual grant paid in full.	100.0%	£750.00	£750.00	
110/4160	Project Support Grant	Variable expenditure dependant on grant made.	15.0%	£1,500.00	£10,000.00	
110/4161	Ludlow Town Band	Annual grant paid in full.	100.0%	£1,050.00	£1,050.00	
110/4183	Ludlow Hockey Club	Annual grant paid in full.	100.0%	£1,000.00	£1,000.00	
Community Projects		Expenditure				
111/4158	Christmas Lights	Seasonal Expenditure	97.0%	£19,399.00	£20,000.00	
111/4604	CCTV	Maintenance costs	27.8%	£1,113.00	£4,000.00	
Buttercross		Income				
119/1007	Buttercross Museum Donations	Lumpy income	No Budget	£196.00	£0.00	
Buttercross		Expenditure				
119/4011	Rates	Budget in transition - rates refund after successful challenge, 2023-26 received transferred to EMR. 2017-23 refund received in Q4, fees yet to be deducted.	-210.3%	£11,566.00	£5,500.00	£14,113.00
119/4232	Buttercross Museum Merchandise	Concentrating on reducing number of lines in current stock, including a sale of slow sellers.	42.8%	£300.00	£700.00	
119/4234	Clock Service	Annual service due in March.	0.0%	£0.00	£350.00	
119/4522	Buttercross Museum Events	Lumpy expenditure	32.3%	£48.00	£150.00	
Guildhall		Expenditure				
121/4012	Water Rates	Invoiced for 8 months, budget was increased last year prior to the discovery of a leak, expected underspend.	19.6%	£431.00	£2,200.00	
121/4013	Electricity	Invoiced for 8 months. Higher usage during winter months.	40.7%	£2,646.00	£6,500.00	
121/4222	Maintenance	Lumpy expenditure	51.1%	£1,532.00	£3,000.00	
Markets		Income				
201/1003	Buttercross Market Rent	Increase in frequency of trader use/ higher usage during high season.	129.8%	£2,596.00	£2,000.00	

201/1036	Tuesday Markets	Whole Market Lets – August Makers Markets and December Tinsel Tuesdays	No Budget	£1768.00		
201/1037	Sunday Markets	Most markets held between April and December.	109.2%	£17,861.00	£16,350.00	
201/1038	Thursday Markets	All markets held between April and December.	112.6%	£11,261.00	£10,000.00	
Markets		Expenditure				
201/4018	Online Booking System	New market website and booking system. Funds from EMR 329 used to cover this expenditure.	800.0%	£4,000.00	£500.00	£3,500.00 from EMR 329
201/4222	Maintenance	Lumpy expenditure. Replacement stall tops and canopy purchased in Q4.	22.4%	£671.00	£3,000.00	
Mayfair		Income				
	Mayfair	Annual fee paid	100.0%	£9,632.00	£9,632.00	
Mayfair		Expenditure				
	Mayfair	Annual event has taken place, further staff costs yet to be transferred.	53.4%	£5,145.00	£9,632.00	
Tourism		Income				
205/1056	Town Trails Income	At cost income moved to EMR to cover reprint	No Budget	£140.00	£0.00	£140.00
Street Furniture		Income				
302/1059	Street Furniture Income	Three memorial benches and one plaque purchased, 5-year maintenance fee to be moved to EMR	No Budget	£3,737.00	£0.00	
Street Furniture		Expenditure				
302/4222	Maintenance	Variable expenditure	25.3%	£253.00	£1,000.00	
302/4354	Signage	Variable expenditure	21.3%	£53.00	£250.00	
302/4501	Street Furniture	See Street Furniture Income	176.1%	£2,641.00	£1,500.00	
Toilets		Expenditure				
303/4222	Maintenance	Variable expenditure	34.1%	£1,705.00	£5,000.00	
Castle Street Toilets		Expenditure				
304/4012	Water Rates	Difficult to access water meter read every 6 months can lead to inaccurate estimated bills.	105.0%	£3,362.00	£3,200.00	
304/4013	Electricity	Invoiced for 7 months. Higher usage in winter months.	51.8%	£2,588.00	£5,000.00	
Smithfield Toilets		Expenditure				

305/4012	Water Rates	Invoiced for 8 months.	52.2%	£939.00	£1,800.00	
Linney Toilets		Expenditure				
306/4012	Water Rates	Invoiced for 8 months.	34.5%	£138.00	£400.00	
Cemetery		Income				
401/1054	Babies Memorial Donations		No Budget	£20.00	£0.00	£20.00 to EMR 355
Cemetery		Expenditure				
401/4011	Rates	Increased costs, annual charge of £2197.32	123.6%	£1,977.00	£1,600.00	
401/4012	Water Rates	Lower usage than budgeted	37.9%	£190.00	£500.00	
401/4013	Electricity	Invoiced for 8 months	52.2%	£261.00	£500.00	
401/4222	Maintenance	Variable expenditure	16.2%	£324.00	£2,000.00	
401/4510	Chapel Maintenance	Variable expenditure	0.0%	£0.00	£1,000.00	
401/4511	Cemetery House Maintenance	Variable expenditure. Electrical inspection carried out in Q4.	42.2%	£422.00	£1,000.00	
Allotments		Income				
403/1076	Allotments Rent	Annual rent paid	100.0%	£945.00	£945.00	
Allotments		Expenditure				
403/4222	Maintenance	Lumpy expenditure	43.9%	£415.00	£945.00	
Amenities		Expenditure				
410/4303	Plants	Further expenditure anticipated in Q4	46.4%	£2,322.00	£5,000.00	
410/4357	Pest Control	Works due in Q4	0.0%	£0.00	£200.00	
410/4400	Wheeler Road Play Area Resurface	Accruing funds for future project	0.0%	£0.00	£2,000.00	
410/4402	Tree Survey & Works	Tree inspection and necessary works completed.	153.6%	£3,071.00	£2,000.00	
Linney Riverside Park		Expenditure				
411/4013	Electricity	Insufficient budget	103.6%	£311.00	£300.00	
411/4608	Linney Car Park	Lumpy expenditure. Income earmarked to Linney Riverside Park and excess income will go to an EMR.	8.7%	£1,300.00	£15,000.00	
Direct Labour Force		Expenditure				
500/4223	Waste Management	Refer to attached report	151.3%	£3,781.00	£2,500.00	

500/4311	Vehicle Service & Repair	3 main vans on lease hire, maintenance costs covered.	21.0%	£105.00	£500.00	
500/4318	Vehicle Tax	First year charges for lease hire vehicles	No Budget	£715.00	£0.00	
500/4319	Consumable Goods	Lumpy expenditure	52.6%	£788.00	£1,500.00	
500/4320	Fuel	Moved to new fuel card in Sept 2025. DLF short of 2 member of staff from June to December, lower vehicle usage. Continued budget monitoring needed.	59.2%	£3,550.00	£6,000.00	
500/4322	Clothing & PPE	DLR workwear refresh and 2 new starters	105.8%	£1,693.00	£1,600.00	
Contingencies		Expenditure				
501/4800	Contingency Fund	Buttercross lift switch relocation; Town Walls scaffolding; HR investigation support; VE Day; Guildhall electrical works; Guildhall and Buttercross fire risk assessments; Visit Shropshire membership; VJ Day; Guildhall Chamber sound system; Guildhall heating system.	11.7%	£18,041.00	£170,703.00	



CEMETERY WASTE MANAGEMENT

Report No. PF/26

Policy & Finance Committee 2nd March 2026

1. INTRODUCTION

- 1.1 This report provides an explanation of the legislative and operational changes impacting the Cemetery Waste Management.

2. RECOMMENDATIONS

- 2.1 To note the update.

3. BACKGROUND INFORMATION

- 3.1 The original budget was set for £2,500.00 in January 2025, which was based on the contract fee of approx. £119 per month.
- 3.2 When the original budget was set, there was a mutually beneficial arrangement to take green waste to a local farm for their use. When the farmer no longer had any use for our green waste, the arrangement ended.
- 3.3 Workplace recycling in England changed on 31 March 2025, and the new requirement was for all workplaces in England to separate their waste before it's collected, including any waste produced by employees, customers and visitors.

Workplaces must always separate:

- dry recyclable materials (plastic, metal, glass, paper and card)
- food waste
- non-recyclable waste (also called residual waste)

4.4 Operational changes in 2025 / 26 also affected the amount of waste being collected by staff.

4. CURRENT SITUATION

4.1 The cost of these changes are explained in the table below:

Change	Additional Cost	Effective From
Separation of waste changes to contract	£90 - £130 per month	March 2025
Green waste collection	£240 per quarter	April 2025
Additional waste from planters, etc	£90 per moth	July 2025
One-off skip hire for clearing out storage space	£250.00 one-off	July 2025

5. BUDGET

5.1 The budget for cemetery waste management in 2026 / 27 has been increased to £4,100.00, which is aligned with the costs associated with the changes that took place in 2025.

Town Clerk
February 2026

Implications

Wards Affected (All)

Financial (As stated in the report)

Health & Safety (As stated in the report)

Law & Order (None)

Environmental Implications (As stated in the report)

Item 13a
Policy Review
Corporate Governance

POLICY:	LOCAL CODE OF CORPORATE GOVERNANCE
Policy number:	LTC / CG / 26 / v.2
Available to:	All Staff, Councillors & Public (upon request)
Supersedes Version:	Local Code of Corporate Governance – 20 th January 2016
Approved by:	Full Council
Approval date:	Provisionally 9 th March 2026
Review due:	Annual

1. Description

The Chartered Institute of Public Finance and Accountancy (CIPFA) and Society of Local Authority Chief Executives (SOLACE) have published a framework document for Corporate Governance in Local Government.

Ludlow Town Council is committed to the principles of good corporate governance and wishes to confirm its commitment and intentions through the development, adoption and maintenance of a Local Code of Corporate Governance, as recommended by the CIPFA/SOLACE Framework.

2. Purpose of this policy

This document, Ludlow Town Council's "Local Code of Corporate Governance", therefore sets out and describes the Council's commitment to corporate governance. It also identifies the arrangements that have or will be made to secure its effective implementation and application in all aspects of the Council's work.

3. Scope

For the purpose of this Local Code, Ludlow Town Council accepts the definition of Corporate Governance as stated within the CIPFA/SOLACE Framework, as follows:

“Governance is about how local government bodies ensure that they are doing the right things, in the right way, for the right people, in a timely, inclusive, open, honest and accountable manner.



It comprises the systems and processes, and cultures and values, by which local government bodies are directed and controlled and through which they account to, engage with and, where appropriate, lead their communities”.

Ludlow Town Council recognises that effective local government relies upon establishing and maintaining the confidence of the public in both the elected Members and Officers of the Council.

Ludlow Town Council recognises that the setting of high standards of self-governance provides a clear and demonstrable lead to both our existing and potential partners, and therefore provides the basis of effective community governance.

4. Procedure

4.1 THE PRINCIPLES

Ludlow Town Council positively recognises and accepts the following six core principles of good governance, as identified within the CIPFA/SOLACE Framework:

- **Focusing on the purpose of the authority and on outcomes for the community and creating and implementing a vision for the local area**
- **Members and Officers working together to achieve a common purpose with clearly defined functions and roles**
- **Promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour**
- **Taking informed and transparent decisions which are subject to effective scrutiny and managing risk**
- **Developing the capacity and capability of members and officers to be effective**
- **Engaging with local people and other stakeholders to ensure robust public accountability**

The six core principles each have a number of supporting principles, which in turn have a range of specific requirements that apply across the Council's business.



Principle One - Focusing on the purpose of the authority and on outcomes for the community and creating and implementing a vision for the local area

The function of governance is to ensure that authorities, other local government organisations or connected partnerships fulfil their purpose and achieve their intended outcomes for citizens and service users and operate in an effective, efficient, economic and ethical manner. This concept should guide all governance activity.

The Council needs to develop and articulate a clear vision of its purpose and intended outcomes for citizens and service users that are clearly communicated, both within the organisation and to external stakeholders.

~~The principles supporting this core principle and the action the council propose to take in relation thereto are as follows:~~

The principles supporting this core principle and the actions the Council proposes to take in relation thereto are designed to ensure that governance arrangements are focused not only on compliance and effective processes, but also on the achievement of clearly defined, measurable outcomes that reflect the needs and priorities of the community.

Supporting Principles:	Ludlow Town Council will:
Exercising strategic leadership by developing and clearly communicating the authority’s purpose and vision and it’s intended outcome for citizens and service users	<ul style="list-style-type: none"> • Make an explicit commitment to openness in all its dealings and publish its agendas and minutes of meetings, subject only to the need to preserve confidentiality where it is proper and appropriate so to do. • Engage and consult its community and other stakeholders by establishing clear channels of communication. • Allocate resources in accordance with agreed policies. • Publish an annual report on a timely basis to communicate the Council’s activities and achievements, its financial position and performance. • Put in place arrangements for an independent audit of its operations and financial performance. • Define and review measurable outcomes linked to the Council's vision and priorities, and use these outcomes to inform decision-making, performance monitoring and the allocation of resources.
Ensuring that users receive a high quality of service whether	<ul style="list-style-type: none"> • Decide how the quality of service for users is to be measured and make sure that the

Supporting Principles:	Ludlow Town Council will:
directly, by commissioning, or in partnership	<p>information needed to review service quality effectively and regularly is available.</p> <ul style="list-style-type: none"> • Play an active role in Local Area Partnerships and Local Joint Committees. • Adopt effective arrangements to identify and deal with failure in service delivery.
Ensuring that the authority makes best use of resources and that tax payers and service users receive excellent value for money	<ul style="list-style-type: none"> • Decide how value for money is to be measured and make sure that the authority has the information needed to review value for money and performance effectively. • Adopt best practice in commissioning and procurement. • Publish annual budgets and accounts and internal audit reports. • Adopt and maintain robust Financial Regulations.

Principle Two - Members and Officers working together to achieve a common purpose with clearly defined functions and roles

The governing body of an organisation has overall responsibility for directing and controlling that organisation. In local government the governing body is the full council.

The principles supporting this core principle and the action the council propose to take in relation thereto are as follows:

Supporting Principles:	Ludlow Town Council will:
Ensuring effective leadership throughout the authority and being clear about roles and responsibilities.	<ul style="list-style-type: none"> • Adopt and maintain terms of reference for Council committees' that are clear and unambiguous. • Adopt, maintain and keep under review a scheme of delegations to officers. • Ensure the Town Clerk/Responsible Financial Officer accept and understand their responsibilities for all aspects of operational and financial management. • Ensure all staff have clear conditions of employment and job descriptions which set out their roles and responsibilities. • Ensure that all members accept and understand their role and responsibility for providing effective strategic leadership and for ensuring that the council successfully

Supporting Principles:	Ludlow Town Council will:
	<p>discharges its overall responsibilities.</p> <ul style="list-style-type: none"> • Provide members with a statement of the duties and responsibilities expected of them as elected representatives of the local community.
<p>Ensuring that a constructive working relationship exists between elected members and officers and that the responsibilities of members and officers are carried out to a high standard</p>	<ul style="list-style-type: none"> • Provide Job Descriptions and develop protocols to ensure that Councillors, the Town Clerk and senior officers share a clear understanding of their respective roles and objectives. • Adopt appropriate codes of conduct for Members and officers and for Member and officer relationships. • Maintain registers for the declaration of interests by Members and officers and for recording the receipt of any gifts and hospitality, which they receive. • Make the Town Clerk responsible to the Council for ensuring that agreed procedures are followed and that Statutes and Regulations are complied with. • Make the Responsible Financial Officer responsible for ensuring that appropriate advice is given on all financial matters, for keeping proper financial records and accounts, and for maintaining an effective system of internal financial control. • Make the Town Clerk and/or Senior Officer(s) responsible and accountable to the Council for all aspects of operational management.
<p>Ensuring relationships between the authority, its partners and the public are clear so that each knows what to expect of the other</p>	<ul style="list-style-type: none"> • Foster effective relationships and partnerships with other public sector bodies and representatives of bodies in the private and voluntary sectors. • Appoint representatives to serve on Local Joint Committees and outside bodies. • Provide opportunities for members of the public and representatives of organisations to address meetings of the council. • Enter Service Level Contracts for the work the council does for partners and for the work they do for the town council. • Provide an external website that residents and partners can access to obtain relevant and up to date information on the Council and its activities.

Principle Three - Promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour

Good governance flows from a shared ethos or culture, as well as from systems and structures. It cannot be reduced to a set of rules, or achieved fully by compliance with a set of requirements. This spirit or ethos of good governance can be expressed as values and demonstrated in behaviour.

The Council recognises that effective governance is underpinned by ethical leadership and a positive organisational culture. Elected Members collectively set the tone for the Council and are responsible for demonstrating the values of integrity, openness, accountability and respect. Officers are expected to uphold and promote these values in the delivery of services and in their relationships with Members, partners and the public.

A hallmark of good governance is the development of shared values, which become part of the organisation’s culture, underpinning policy and behaviour throughout the organisation, from the governing body to all staff. These are in addition to compliance with legal requirements.

The principles supporting this core principle and the action the council propose to take in relation thereto are as follows:

Supporting Principles:	Ludlow Town Council will:
Ensuring elected members and officers exercise leadership by behaving in ways that exemplify high standards of conduct and effective governance	<ul style="list-style-type: none"> • Adopt policies that create a climate of openness, support and respect. • Ensure that the standards of conduct and personal behaviour expected of Members and staff are upheld, and are defined and communicated through appropriate Codes of Conduct and Protocols. • Put in place arrangements to ensure that Members and employees are not influenced by prejudice, bias or conflicts of interest, and that appropriate procedures are in place for declaring and recording personal and/or prejudicial interests. • Adopt a policy for “whistle-blowing”
Ensuring that organisational values are put into practice and are effective	<ul style="list-style-type: none"> • Develop and maintain shared values including leadership values for both the organisation and staff reflecting public expectations, and communicate these with • Members, staff, the community and partners. • Put in place arrangements to ensure that systems and processes are designed in conformity with appropriate ethical standards.

Supporting Principles:	Ludlow Town Council will:
	<ul style="list-style-type: none"> • Will review at least annually its existing governance arrangements against this Code of Corporate Governance. • Maintain and develop this Code to ensure its ongoing application and effectiveness. • Publish an annual governance statement that invites comments on compliance and any changes deemed necessary. • Develop and maintain an effective complaints procedure.

Principle Four - Taking informed and transparent decisions which are subject to effective scrutiny and managing risk

Decision making within a good governance framework is complex and challenging. It must further the organisation’s purpose and strategic direction and be robust in the medium and longer terms. To make such decisions, elected members must be well informed.

Members making decisions need the support of appropriate systems, to help to ensure that decisions are implemented and that resources are used legally and efficiently.

~~Risk management is important to the successful delivery of public services. An effective risk management system identifies and assesses risks, decides on appropriate responses and then provides assurance that the chosen responses are effective.~~

Risk management is integral to the successful delivery of public services and to the achievement of the Council’s objectives. An effective governance framework requires a coherent assurance approach which integrates risk management, internal control, internal audit and governance review. This provides Members with confidence that risks are being managed appropriately and that resources are being used legally, efficiently and effectively.

The principles supporting this core principle and the action the council propose to take in relation thereto are as follows:

Supporting Principles:	Ludlow Town Council will:
Being rigorous and transparent about how decisions are taken and listening and acting on the outcome of constructive scrutiny.	<ul style="list-style-type: none"> • Have democratic structures that are properly constituted to ensure clear accountability. • Respond positively to the findings and recommendation of auditors and put in place arrangements for the effective implementation of agreed actions. • Adopt a formal complaints procedure, which is

Supporting Principles:	Ludlow Town Council will:
	<p>easily accessible, effective and transparent.</p> <ul style="list-style-type: none"> • Publicise proposed activities and decisions as a means of encouraging public engagement and constructive scrutiny of the Council's performance. • Maintain a Freedom of Information policy and act on requests for information in an efficient and timely manner. • Put in place arrangements to safeguard Members and employees against conflicts of interest and adopt appropriate procedures for recording declarations of interest for public inspection.
<p>Having good quality information, advice and support to ensure that services are delivered effectively and are what the community wants/needs</p>	<ul style="list-style-type: none"> • Ensure that those making decisions for the Council are provided with information that is fit for purpose – relevant, timely and gives clear explanations of technical issues and their implications. • Ensure that proper professional advice is available in written format prior to decisions being taken on matters that have legal or financial implications, and that the advice given receives due consideration. • Make provision for Members and public questions at council meetings. • Publicise a schedule/calendar of meeting and circulate agenda papers to the press. • Have regard to public representations, the outcome of any public consultations and/or the views expressed at Annual Town Meetings.
<p>Ensuring that an effective risk management system is in place</p>	<ul style="list-style-type: none"> • Maintain a coherent assurance framework which integrates risk management, internal control, internal audit and governance review, and which informs the preparation of the Annual Governance Statement. • Ensure that risk management is embedded into the culture of the Council, with Members and managers at all levels recognising that risk management is part of their jobs. • Develop appropriate risk assessment systems. • Employ an independent internal audit service. • Adopt appropriate health and safety policies and provide appropriate insurance cover for all council activities including public liability insurance cover. • Ensure that effective arrangements for whistle-blowing are in place.

Supporting Principles:	Ludlow Town Council will:
<p>Authorities using their legal powers to the full benefit of the citizens and communities in their area</p>	<ul style="list-style-type: none"> • Actively recognise the limits of lawful activity placed on it by, for example, the ultra-vires doctrine, but also strive to utilise its powers to the full benefit of its community. • Recognise the limits of lawful action and observe both the specific requirements of legislation and the general responsibilities placed on Councils by public law. • Observe all specific legislative requirements placed upon it, as well as the requirements of general law, and in particular to integrate the key principles of good administrative law – rationality, legality and natural justice – into its procedures and decision-making processes.

Principle Five - Developing the capacity and capability of members and officers to be effective

Effective local government relies on public confidence in elected members and officers. Good governance strengthens credibility and confidence in our public services.

Authorities need people with the right skills to direct and control them effectively. Governance roles and responsibilities are challenging and demanding, and elected members need the right skills for their roles. In addition, governance is strengthened by the participation of people with many different types of knowledge and experience.

Good governance means drawing on the largest possible pool of potential members to recruit people with the necessary skills. Encouraging a wide range of people to stand for election or apply for appointed positions will develop a membership that has a greater range of experience and knowledge. It will also help to increase the diversity of authority members in terms of age, ethnic background, social class, life experiences, gender and disability. This concept should also be borne in mind when members are appointed to the boards of other public service organisations.

The principles supporting this core principle and the action the council propose to take in relation thereto are as follows:

Supporting Principles:	Ludlow Town Council will:
<p>Making sure that members and officers have the skills, knowledge, experience and resources they need to perform well in their roles</p>	<ul style="list-style-type: none"> • Provide induction programmes tailored to individual needs and opportunities for • Members and Officers to update their knowledge on a regular basis. • Ensure that officers have the skills, resources and support necessary to perform effectively in

Supporting Principles:	Ludlow Town Council will:
	their roles and that these roles are properly understood throughout the Council. <ul style="list-style-type: none"> • Maintain comprehensive and effective HR policies, including an Equalities policy.
Developing the capability of people with governance responsibilities and evaluating their performance, as individuals and as a group	<ul style="list-style-type: none"> • Assess the skills required by Members and Officers and make a commitment to develop those skills to enable roles to be carried out effectively. • Develop skills on a continuing basis to improve performance, including the ability to scrutinise and challenge and to recognise when outside expert advice is needed. • Ensure that effective arrangements are in place for reviewing performance and agreeing action, which might be needed, for example, to address any training or development needs.
Encouraging new talent for membership of the authority so that best use can be made of individuals' skills and resources in balancing continuity and renewal	<ul style="list-style-type: none"> • Ensure that effective arrangements are in place to encourage individuals from all sections of the community to engage with, contribute to and participate in the work of the Council. • Publish the qualifying criteria, role and remuneration for councillors on the website to encourage new talent and representatives of all sections of the community to consider standing for election.

Principle Six - Engaging with local people and other stakeholders to ensure robust public accountability

Local government is accountable in a number of ways. Elected members are democratically accountable to their local area and this gives a clear leadership role in building sustainable communities. All members must account to their communities for the decisions they take and the rationale behind those decisions. The Council is subject to external review through the external audit of its financial statements. It is required to publish its financial statements and is encouraged to prepare an annual report. Both members and officers are subject to codes of conduct. Additionally, where a breach of the Code of Conduct may have occurred, an aggrieved person may appeal either to the Monitoring Officer and/or Standards Committee of Shropshire Council or direct to the Standards Board.

The Council recognises its role as a community leader and advocate for the town of Ludlow. In fulfilling this role, it will work collaboratively with partners, stakeholders and the wider community to help shape the social, economic and environmental well-being of the area.



The principles supporting this core principle and the action the council propose to take in relation thereto are as follows:

Supporting Principles:	Ludlow Town Council will:
Exercising leadership through a robust scrutiny function which effectively engages local people and all local institutional stakeholders, including partnerships, and develops constructive accountability relationships	<ul style="list-style-type: none"> • Make clear to councillors, all staff and the community to whom they are accountable and for what. • Include details on the council’s website on the means by which local people and others can participate in council decisions and can call the Council to account. • Positively welcome complaints and constructive criticism as a means of improving service delivery.
Taking an active and planned approach to dialogue with and accountability to the public to ensure effective and appropriate service delivery whether directly by the authority, in partnership or by commissioning	<ul style="list-style-type: none"> • Ensure clear channels of communication are in place with all sections of the community and other stakeholders. • Hold meetings in public unless there are good reasons for confidentiality. • Provide the opportunity for citizens of Ludlow to have their say at all ordinary council meetings and at the Annual Town Meetings, which will be held primarily to listen to and respond to the public and other stakeholders. • Publish at least annually the Council’s vision, activities and achievements, together with its financial position and performance and invite feedback.
Making best use of human resources by taking an active and planned approach to meet responsibility to staff	<ul style="list-style-type: none"> • Develop and maintain a clear policy on how staff and their representatives are consulted and involved in decision-making. • Establish a joint consultative committee between Members and employees. • Identify the development needs of Members and employees and offer support by appropriate training

In giving effect to these principles, the Council will publish information proactively, in accessible and understandable formats, using digital channels where appropriate, and will seek to ensure that information provided to the public is timely, clear and relevant.

4. ANNUAL REVIEW AND REPORTING

4.1 The council accepts that in order to comply with the principles of good governance it must undertake to ensure that systems and processes are continually monitored and reviewed, and are kept up to date.

- 4.2 An annual review of the Council’s Corporate Governance arrangements will be carried out using the guidance contained in the CIPFA/SOLACE Framework. ~~The purpose of the review will be to provide assurance that governance arrangements are adequate and operating effectively or to identify action, which is planned to ensure effective governance in the future. The results of the review will take the form of an Annual Governance Statement prepared by the Town Clerk. It will be submitted to the Finance and General Purposes Committee and subsequently to Council for consideration and review.~~ The purpose of the review will be to provide assurance that governance arrangements are adequate and operating effectively, or to identify significant governance issues and actions required to address them. The results of the review will take the form of an Annual Governance Statement prepared by the Town Clerk. The Statement will identify significant governance issues, actions taken during the year, and any planned improvements with associated responsibilities and timescales. It will be submitted to the Finance and General Purposes Committee and subsequently to Council for consideration and approval.
- 4.3 The preparation and publication of the Annual Governance Statement will meet the statutory requirement of the Accounts and Audit Regulations, which requires authorities to “conduct a review at least once in a year of the effectiveness of its system of internal control” and to prepare a statement on internal control “in accordance with proper practices”. As such the Annual Governance Statement will be prepared in accordance with the timetable for the preparation of financial statements in accordance with the Audit and Accounts Regulations.
- 4.4 The Council is committed to continuous improvement in governance and will use the findings of the annual review, internal and external audit, risk management processes and stakeholder feedback to strengthen its governance arrangements over time.

5. Legal

Accounts and Audit Regulations 2015
 Local Government Act (LGA) 1972, s. 151
 Local Government Act (LGA) 1972, s. 140

6. Other relevant policies

Standing Orders
Financial Regulations
Councillors Code of Conduct

Item 13b
Policy Review
Health and Safety Policy & Handbook



**Health and Safety Policy
November 2025**

worknest
H&S

CONTENTS

1. INTRODUCTION

2. HEALTH AND SAFETY POLICY STATEMENT

2.1 ENVIRONMENTAL POLICY STATEMENT

3. ORGANISATION FOR HEALTH AND SAFETY

4. HEALTH AND SAFETY RESPONSIBILITIES

The Council
Town Clerk
Deputy Town Clerk
Project Management
Supervisors
Employees
Contractors
WorkNest

5. HEALTH AND SAFETY RULES

General
Working Practices
Hazard / Warning Signs and Notices
Working Conditions / Environment
Protective Clothing and Equipment
Fire Precautions
Accidents
Health
Rules Covering Gross Misconduct

6. ARRANGEMENTS

Accident, Incident and Ill-Health Recording, Reporting and Investigation
Asbestos
Communication and Consultation
Confined Spaces
Contractors
Disabled Persons
Display Screen Equipment
Driving for Work
Drugs and Alcohol
Electricity
Environment
Excavation, Ground and Floor Penetration
Fire
First Aid
Gas Installations and Appliances
Hazardous Substances (COSHH)
Health, Safety and Welfare
Health Surveillance
Legionnaires Disease
Lifting Operations and Equipment
Liquefied Petroleum Gas (LPG) and Compressed Gas
Lone Working
Machinery Maintenance
Manual Handling
New and Expectant Mothers

Noise
Outdoor and Peripatetic Working
Permits to Work
Personal Protective Equipment
Risk Assessment
Smoking
Stress
Training
Vibration
Violence
Visitors
Waste Management
Work Equipment
Work At Height
Working Time Regulations
Young Persons

7. RISK ASSESSMENT

Risk Assessment
Fire Risk Assessment

8. MONITORING OF HEALTH AND SAFETY

The Council
Town Clerk
Administration
Grounds Maintenance Manager

9. LEGAL EXPENSES INSURANCE

INTRODUCTION

1. INTRODUCTION

This Health and Safety Manual has been prepared by WorkNest on our behalf and with our involvement. It contains our Health and Safety Policy as required by the Health and Safety at Work Act 1974 and it defines the way we manage the health and safety hazards and risks associated with our business, premises and activities.

Ludlow Town Council are committed to managing health and safety effectively to protect our employees and other persons with whom we interact because we recognise that we have not only a moral and legal duty but also that our employees are our greatest asset.

Our Health and Safety Policy Statement sets out our commitment and the objectives we aspire to in managing health and safety. It is signed by the most senior person in our organisation to demonstrate that our commitment is led from the top.

Our approach to managing health and safety will be pragmatic and proportionate and will be prioritised according to risk with the objective of maintaining continuous improvement. We accept that we cannot eliminate risk from everything we do but we can manage risk in such a way that exposure to hazards is controlled as far as is reasonably practical.

We recognise that improvement in health and safety will not happen by chance and that planning to manage using a systematic approach through risk assessment is a necessary first step and an ongoing process. In moving forwards we will wherever possible eliminate risk through selection and design of buildings, facilities, equipment and processes. Where risks cannot be eliminated they will be minimised by the use of physical controls or, as a last resort, through systems of work and personal protection.

Our success in managing health and safety will be measurable and we look to establish performance standards against which we can monitor our progress to identify future actions to go into our improvement programme.

Based on our performance measurement in the form of accident monitoring, internal monitoring and external audits we will review our health and safety arrangements periodically and at least annually. The results of our measurement will be recorded and presented to the Council in our Annual Report.

This Policy has been created by the named consultant from WorkNest with the co-operation of our staff. They have signed the Policy to confirm that at the time of creation it is suitable, sufficient and relevant to our circumstances and operations. Our nominated responsible person has signed the Policy to confirm that it is a true reflection of the activities and operations that we undertake and the circumstances in which the company operates.

Creation Date	Signed on behalf of WorkNest	Confirmed
22 nd October 2015	Dan O'Brien	

POLICY REVIEW

This Health and Safety Policy will be reviewed annually by WorkNest Ltd in conjunction with our nominated responsible person.

As each review is completed it will be signed off by the consultant from WorkNest and confirmed by our nominated responsible person.

Review Date	Signed on behalf of WorkNest	Confirmed
30 th January 2019	Kelvin Jones	

1 st September 2021	Kelvin Jones	
25 th November 2024	Adam Spiers	
25 th November 2025	Adam Spiers	

DOCUMENT CONTROL

The hardcopies of the Health and Safety Policy provided will remain the controlled copies and we will retain a register of these. Any amendments made to the policy will be provided for each of these accordingly to ensure all copies in circulation remain the current version.

Should further copies of the policy be printed either in whole or part, then these will be marked as 'UNCONTROLLED COPY'. Where further controlled copies are required then these should be issued accordingly and added to the register of controlled copies.

Register

Copy Number or Reference	Location kept
1	WorkNest Health & Safety Portal N:Drive

AMENDMENT RECORD

Any amendments made to the Health and Safety Policy will be recorded below with information on changes made.

Where significant changes are to be made which could impact on the business or client, we will consider the reasons for change, potential problems and how it will be implemented.

Date	Section	Ref /Title	Details of amendment made	Change made by
22.10.15	Handbook	Fire	Updated Table	D. O'Brien
30.01.19	Handbook	COSSH	Updated Table	Kelvin Jones
30.01.19	Policy and Handbook	Smoking	Updated Paragraph	Kelvin Jones
01.09.21	Policy and Handbook	Arrangements	Paragraph inserted relating to Infection Control (Pandemics and Epidemics). Handbook – Added PPE Jewellery paragraph. Amended Asbestos, CoSHH and Ladder/Stepladder Guidance.	Kelvin Jones
25.11.24	Policy and Handbook	Health & Safety Responsibilities	Removal of Project Manager and introduce Deputy Town Clerk. Also, amend "The Council" naming from "The Board".	Adam Spiers

LEGISLATION

Extracts of relevant legislation are provided for ease of reference on the WorkNest webpage. Full copies of relevant legislation are available on the Office of Public Sector Information web page (www.opsi.gov.uk) and the National Archives (www.legislation.gov.uk)

GUIDANCE

Guidance on a number of health and safety issues can be accessed by logging onto the WorkNest webpage which we hope you will find useful as a quick reference source.

Should you require further advice or assistance not available here then remember that advice on any health and safety issue is available from the **WorkNest** advice line - **Tel: 0845 226 8393**.

FORMS

Relevant forms and templates that may be utilised can be accessed by logging onto the WorkNest webpage.

POLICY STATEMENTS

2. HEALTH AND SAFETY POLICY STATEMENT

The management of Ludlow Town Council recognises that it has a legal duty of care towards protecting the health and safety of its employees and others who may be affected by the company's activities, and that managing health and safety is a business critical function.

In order to discharge its responsibilities the management will:

- bring this Policy Statement to the attention of all employees
- carry out and regularly review risk assessments to identify proportionate and pragmatic solutions to reducing risk
- communicate and consult with our employees on matters affecting their health and safety
- comply fully with all relevant legal requirements, codes of practice and regulations at International, National and Local levels
- eliminate risks to health and safety, where possible, through selection and design of materials, buildings, facilities, equipment and processes
- encourage staff to identify and report hazards so that we can all contribute towards improving safety
- ensure that emergency procedures are in place at all locations for dealing with health and safety issues
- maintain our premises, provide and maintain safe plant and equipment
- only engage contractors who are able to demonstrate due regard to health & safety matters
- provide adequate resources to control the health and safety risks arising from our work activities
- provide adequate training and ensure that all employees are competent to do their tasks
- provide an organisational structure that defines the responsibilities for health and safety
- provide information, instruction and supervision for employees
- regularly monitor performance and revise policies and procedures to pursue a programme of continuous improvement

This Health and Safety Policy will be reviewed at least annually and revised as necessary to reflect changes to the business activities and any changes to legislation. Any changes to the Policy will be brought to the attention of all employees.

Signed:

Dated:

Position:

Town Clerk

2.1 ENVIRONMENTAL POLICY STATEMENT

The management of Ludlow Town Council recognises that the day-to-day operations can impact both directly and indirectly on the environment. We aim to protect and improve the environment through good management and by adopting best practice wherever possible. We will work to integrate environmental considerations into our business decisions and adopt greener alternatives wherever possible, throughout our operations.

In order to discharge its responsibilities the management will:

- bring this Environmental Policy Statement to the attention of all stakeholders
- carry out regular audits of the environmental management system
- comply fully with all relevant legal requirements, codes of practice and regulations at International, National and Local levels
- eliminate risks to the environment, where possible, through selection and design of materials, buildings, facilities, equipment and processes
- ensure that emergency procedures are in place at all locations for dealing with environmental issues
- establish targets to measure the continuous improvement in our environmental performance
- identify and manage environmental risks and hazards
- improve the environmental efficiency of our transport and travel
- involve customers, partners, clients, suppliers and subcontractors in the implementation of our objectives
- minimise waste and increase recycling within the framework of our waste management procedures
- only engage contractors who are able to demonstrate due regard to environmental matters
- prevent pollution to land, air and water
- promote environmentally responsible purchasing
- provide adequate resources to control environmental risks arising from our work activities
- provide suitable training to enable employees to deal with their specific areas of environmental control
- reduce the use of water, energy and any other natural resources
- source materials from sustainable supply, when practicable

This Environmental Policy will be reviewed at least annually and revised as necessary to reflect changes to the business activities and any changes to legislation. Any changes to the Policy will be brought to the attention of all stakeholders.

Signed:

Dated:

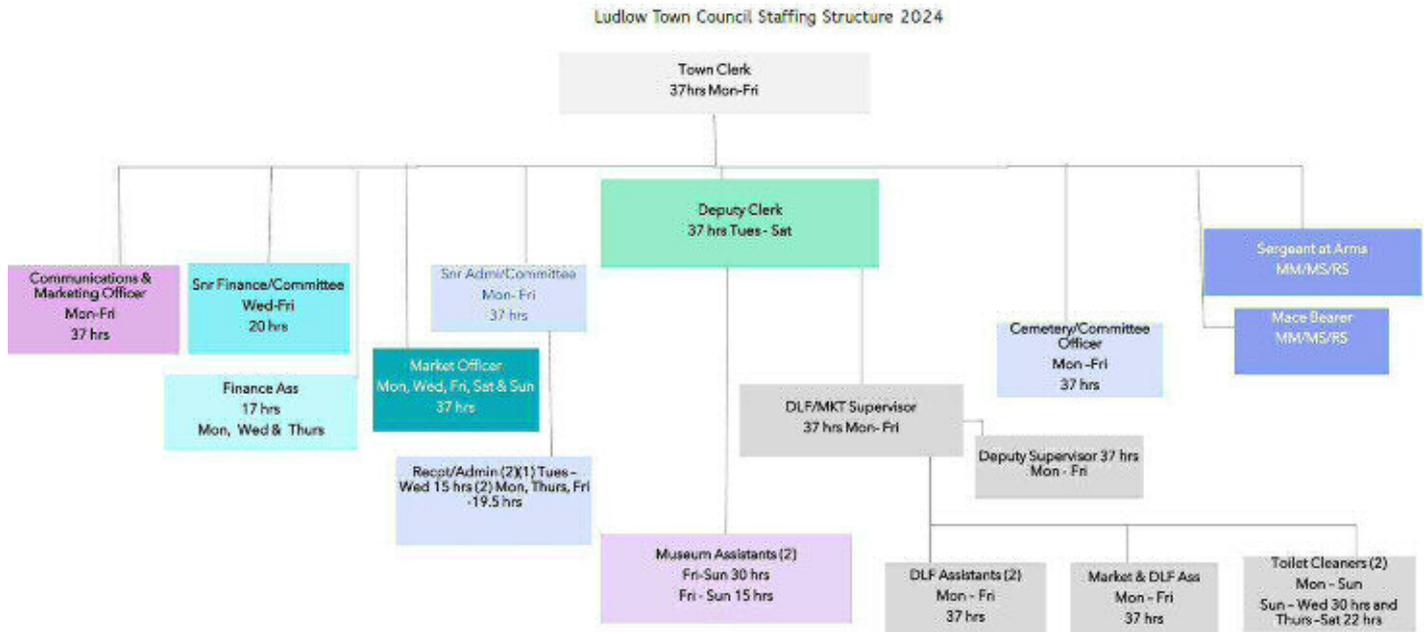
Position:

Town Clerk

**ORGANISATION FOR
HEALTH & SAFETY**

Ludlow Town Council

Organisation Chart for the Management of Health and Safety



3. ORGANISATION FOR HEALTH AND SAFETY

The overall responsibility for health and safety rests at the highest management level. However, it is the responsibility of every employee to co-operate in providing and maintaining a safe place of work.

This part of our policy allocates responsibilities to line managers to provide a clear understanding of individuals' areas of accountability in controlling factors that could lead to ill health, injury or loss. Managers are required to provide clear direction and accept responsibility to create a positive attitude and culture towards health and safety.

The following positions have been identified as having key responsibilities for the implementation of our health and safety arrangements:

Council

Town Clerk

Deputy Town Clerk

Supervisor

HEALTH AND SAFETY RESPONSIBILITIES

4. HEALTH AND SAFETY RESPONSIBILITIES

The Council

The Council has the ultimate responsibility for the health and safety of Ludlow Town Council but discharges this responsibility through the Town Clerk down to individual managers, supervisors and employees.

The Council has nominated the Town Clerk to have special responsibility for health and safety.

The Council will ensure that:

- they provide a lead in developing a positive health and safety culture throughout the organisation
- all its decisions reflect its health and safety intentions
- adequate resources are made available for the implementation of health and safety
- they will promote the active participation of employees in improving health and safety performance
- they will review the health and safety performance of the company on an annual basis

Town Clerk

The Town Clerk has overall responsibility for ensuring our compliance with Health and Safety legislation but delegates the responsibility for implementation to Deputy Clerk, Grounds Maintenance Supervisor, & designated administrators.

The Town Clerk will ensure that:

- our Health and Safety Policy is implemented, monitored, developed, communicated effectively, reviewed and amended as required
- a health and safety plan of continuous improvement is created and that senior management monitor progress against agreed targets
- suitable and sufficient funds, people, materials and equipment are provided to meet all health and safety requirements
- senior management designated with health and safety responsibilities are provided with support to enable health and safety objectives to be met
- a positive health and safety culture is promoted and that senior management develop a pro-active safety culture which will permeate into all activities undertaken and reach all personnel
- a system of communication and consultation with employees is established
- effective training programmes have been put into place
- an annual report on the safety performance of the company is presented to the Council

Deputy Town Clerk

The Deputy Town Clerk will ensure that in their areas of control:

- they actively lead the implementation of our Health and Safety Policy
- they supervise their staff to ensure that they work safely, providing increased supervision for new and young workers
- safe systems of work are developed and implemented
- risk assessments are completed, recorded and regularly reviewed
- accidents, ill health and 'near miss' incidents at work are investigated, recorded and reported
- they communicate and consult with staff on health and safety issues
- they encourage staff to report hazards and raise health and safety concerns
- safety training for staff is identified, undertaken and recorded to ensure staff are competent to carry out their work in a safe manner
- issues concerning safety raised by anyone are thoroughly investigated and, when necessary, further effective controls implemented
- premises, plant and work equipment are maintained in a safe condition
- statutory examinations are planned, completed and recorded
- personal protective equipment is provided, staff instructed in its use and that records are kept
- adequate arrangements for fire and first aid are established
- any safety issues that cannot be dealt with are referred to the Town Clerk for action
- welfare facilities provided are maintained in a satisfactory state
- hazardous substances are stored, transported, handled and used in a safe manner according to manufacturers' instructions and established rules and procedures
- health surveillance is carried out and records are kept
- contractors engaged are reputable, can demonstrate a good health and safety record and are made aware of relevant local health and safety rules and procedures
- health and safety notices are displayed
- agreed safety standards are maintained particularly those relating to housekeeping
- health and safety rules are followed by all

Project Management

Project management duties are shared by the Town Clerk and Deputy Town Clerk. They will be responsible for the co-ordination of health and safety provision for the duration of the project.

They will ensure that:

- They work with the appointed Principal Designer to fulfil all legal duties
- they understand the client company's health and safety policy and their responsibilities
- the requirements of the construction phase plan are adhered to and the documentation is properly administered
- the following are determined at the planning stage:
 - the most appropriate order and method of work
 - the provision of adequate lighting
 - the allocation of responsibilities to other contractors on site
 - any hazards which may occur due to overhead or underground services and/or other situations which might lead to improvisation on site
 - the provision of appropriate facilities for welfare, sanitation and first aid
 - the provision of adequate emergency procedures and fire protection provision
 - written method statements and risk assessments to establish safe working methods to explain the sequence of operations, to outline the potential hazards at each stage and indicate precautions to be used
 - sufficient funds to allow a safe system of work and welfare facilities to be provided
- tasks are only carried out by contractors who have been able to demonstrate their health and safety competence
- all materials purchased are accompanied with a material safety data sheet, when appropriate
- the precautions and working methods are discussed with any contractors and any other person affected by the work, prior to commencing of any work
- work is carried out as planned, adhering to current legislation and the agreed safe system of work
- the site is organised so that the work is carried out to the required standard to minimise the risk to personnel, equipment and materials
- all plant and equipment provided is maintained in accordance with current legislation
- plant and equipment is only operated by trained and competent personnel
- any records and documentation required by law are maintained
- all repairs to plant carried out on site are carried out in a safe and proper manner
- all information relating to health and safety of the site personnel is communicated to them
- arrangements are implemented with other contractors to avoid any confusion in responsibilities
- responsibilities are assigned and accepted to appropriate persons

- the electrical supply is installed and maintained, so not to present a risk
- provisions are made for the delivery and stacking of materials to prevent unnecessary manual handling
- they provide suitable personal protective equipment and ensure it is used appropriately
- they set a good example by wearing appropriate PPE while on site
- the site is maintained to a good standard of housekeeping
- disciplinary action is taken against individuals who continue to disregard or disobey health and safety rules

Supervisors

The Supervisors will ensure that in their areas of control:

- they implement our Health and Safety Policy
- they supervise their staff to ensure that they work safely, providing increased supervision for new and young workers
- they communicate and consult with staff on health and safety issues
- health and safety rules are followed by all
- they encourage staff to report hazards and raise health and safety concerns
- issues concerning safety raised by anyone are thoroughly investigated and, when necessary, further effective controls implemented and communicated to staff
- any safety issues that cannot be dealt with are referred to a senior manager for action
- safety training for staff is identified, undertaken and recorded to ensure they are competent to carry out their work in a safe manner
- safe systems of work are developed and implemented
- accidents, ill health and 'near miss' incidents at work are recorded, investigated and reported
- personal protective equipment is readily available and maintained, and relevant staff are aware of the correct use of this and the procedures for replacement
- hazardous substances are stored, transported, handled and used in a safe manner according to manufacturers' instructions and established rules and procedures

Employees

All employees must:

- take reasonable care of their own safety
- take reasonable care of the safety of others affected by their actions
- observe the safety rules
- comply with the Health and Safety Policy
- conform to all written or verbal instructions given to them to ensure their personal safety and the safety of others
- dress sensibly and safely for their particular working environment or occupation
- conduct themselves in an orderly manner in the work place and refrain from any antics or pranks
- use all safety equipment and/or protective clothing as directed
- avoid any improvisations of any form which could create an unnecessary risk to their personal safety and the safety of others
- maintain all equipment in good condition and report defects to their supervisor
- report any safety hazard or malfunction of any item of plant or equipment to their supervisor
- report all accidents to their supervisor whether an injury is sustained or not
- attend as requested any health and safety training course
- observe all laid down procedures for processes, materials and substances used
- observe the fire evacuation procedure and the position of all fire equipment and fire exit routes

Contractors

All contractors must:

- take reasonable care of their own safety
- take reasonable care of the safety of others affected by their actions
- observe the safety rules
- submit their health and safety policy and relevant risk assessments to us for approval
- comply with and accept our health and safety policy, if they do not have one
- conform to all written or verbal instructions given to them to ensure their personal safety and the safety of others
- dress sensibly and safely for their particular working environment or occupation
- conduct themselves in an orderly manner in the work place and refrain from any antics or pranks
- use all safety equipment and/or protective clothing as directed
- avoid any improvisations of any form which could create an unnecessary risk to their personal safety and the safety of others
- maintain all equipment in good condition and report defects to their supervisor
- report any safety hazard or malfunction of any item of plant or equipment to their supervisor
- report all incidents to their supervisor and to us whether an injury is sustained or not
- attend as requested any health and safety training course
- observe all laid down procedures for processes, materials and substances used
- observe the fire evacuation procedure and the position of all fire equipment and fire exit routes

WorkNest

WorkNest, in agreement with management, provides us with the following services:

- development of our documentation throughout the period of our contract and keeping it updated for:
 - changes in Health and Safety legislation relevant to us
 - organisational changes which affect our management system
- a general risk assessment in the first part of the contract that forms the basis of our risk management programme and helps us plan our future actions to reduce risk.
- a consultant visit to train senior managers and to support our implementation of this Policy by:
 - assisting us to complete specific risk assessments
 - providing further training, as agreed, on relevant agreed topics
 - reviewing and auditing our health and safety procedures and legal compliance
 - providing advice on implementing changes and system procedures

WorkNest is also contracted to:

- fulfil the role of 'Competent Person', providing advice and assistance on Health and Safety issues
- provide for us a telephone advisory service - available 24 hours per day, 365 days of the year
- provide crisis help if we have a serious accident or incident involving the Enforcement Authorities
- provide legal fees insurance, the terms of which are defined in our insurance policy document
- provide briefings to help keep us up to date with new and forthcoming legislation

HEALTH AND SAFETY RULES

5. HEALTH AND SAFETY RULES

This section of our Health and Safety Policy specifies the rules laid down for the attention of all employees. These rules are prepared in accordance with legal requirements and acknowledged safe working practices. In addition to the legal duty imposed upon employees to comply with these rules, failure to observe them will be considered to be a breach of the contract of employment and will result in disciplinary action being taken.

Employees are reminded that a breach of health and safety legislation by an employee is a criminal offence and action taken by an Enforcing Officer against an individual may result in heavy penalties.

Safety rules may vary depending upon the nature of work and the circumstances therefore the overriding requirement is that employees are expected to act in a sensible manner and adhere to verbal instructions given by Management.

General

- It is the duty of all employees to co-operate with management in fulfilling our legal obligations in relation to health and safety.
- Employees must not intentionally or recklessly interfere with anything provided in the interests of health, safety or welfare.
- Employees are required to notify to management of any unsafe activity, item or situation.

Working Practices

- Employees must not operate any item of plant or equipment unless they have been trained and authorised.
- Employees must make full and proper use of all equipment guarding.
- Employees must not clean any moving item of plant or equipment.
- Employees under the age of 18 years must not operate any item of plant or equipment unless they have received sufficient training or are under adequate supervision.
- Employees must not make any repairs or carry out maintenance work of any description unless authorised to do so.
- Employees must use all substances, chemicals, liquids etc, in accordance with all written instructions.
- Employees must not smoke except in prescribed areas.

Hazard / Warning Signs and Notices

- Employees must comply with all hazard/warning signs and notices displayed on the premises.

Working Conditions / Environment

- Employees must make proper use of all equipment and facilities provided to control working conditions/ environment.
- Employees must keep stairways, passageways and work areas clear and in a clean and tidy condition.
- Employees must dispose of all rubbish, scrap and waste materials within the working area, using the facilities provided.
- Employees must clear up any spillage or liquids within the work area in the prescribed manner.
- Employees must deposit all waste materials and substances at the correct disposal points and in the prescribed manner.

Protective Clothing and Equipment

- Employees must use all items of protective clothing/equipment provided as instructed.
- Employees must store and maintain protective clothing/equipment in the approved manner.
- Employees must report any damage, loss, fault or unsuitability of protective clothing/equipment to their supervisor.

Fire Precautions

- Employees must comply with all laid down emergency procedures.
- Employees must not obstruct any fire escape route, fire equipment or fire doors.
- Employees must not misuse any fire fighting equipment provided.
- Employees must report any use of fire fighting equipment to their supervisor.

Accidents

- Employees must seek medical treatment for work related injuries they receive by contacting a designated first aider. Upon returning from treatment they must report the incident to their supervisor.
- Employees must ensure that any accident or injury treatment is properly recorded in the Accident Book.
- Employees must notify management of any incident in which damage is caused to property.

Health

- Employees must report to management any medical condition or medication which could affect the safety of themselves or others.
- Employees must co-operate with the management on the implementation of the medical and occupational health provisions.

Rules Covering Gross Misconduct

An employee will be liable to summary dismissal if they are found to have acted in any of the following ways:

- A serious or wilful breach of Safety Rules.
- Unauthorised removal or interference with any guard or protective device.
- Unauthorised operation of any item of plant or equipment.
- Unauthorised removal of any item of first aid equipment.
- Wilful damage to, misuse of or interference with any item provided in the interests of Health and Safety or welfare at work.
- Unauthorised removal or defacing of any label, sign or warning device.
- Horseplay or practical jokes which could cause accidents.
- Making false statements or in any way deliberately interfering with evidence following an accident or dangerous occurrence.
- Misuse of any item of equipment, utensil, fitting/ fixture, vehicle or electrical equipment.
- Deliberately disobeying an authorised instruction.

ARRANGEMENTS

6. ARRANGEMENTS

Accident, Incident and Ill-Health Recording, Reporting and Investigation

This policy sets out the procedures that are to be followed when any employee, visitor or contractor has an accident, near miss or dangerous occurrence on the company's premises during the course of their employment.

This will also apply to visitors who are members of the public and are therefore not at work. In addition employees who develop a work-related illness must also report via these procedures.

Definitions:

An **accident** is an unplanned event that causes injury to persons, damage to property or a combination of both.

A **near miss** is an unplanned event that does not cause injury or damage but could do so.

A **work-related illness** is a prescribed illness that is obtained by an employee through the course of work or from a non-employee as a result of activities carried out by the company.

The Accident Book

All accidents resulting in personal injury must be recorded in the company's Accident Book.

The Accident Book will comply with the requirements of the Data Protection Act.

The Accident Book will be reviewed regularly by senior management to ascertain the nature of incidents that have occurred in the workplace. This review will be in addition to any investigation of the circumstances surrounding each incident.

All near misses must also be reported to management as soon as possible so that action can be taken to investigate the causes and to prevent recurrence.

Employees must ensure that they are aware of the location of the accident book.

Reporting Requirements

Certain accidents causing injury, both fatal and non-fatal, certain occupational diseases and certain dangerous occurrences are reportable to the Enforcing Authority under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR).

The following events must be reported to the Health and Safety Executive:

- A death
- A specified injuries as detailed in regulation 4

Injuries that lead to a worker being incapacitated for **more than seven consecutive days** as the result of an occupational accident or injury (not counting the day of the accident but including weekends and rest days) must also be reported within 15 working days using the Health and Safety Executive (HSE) website.

You **must** also keep a record of an accident if the worker has been incapacitated for **more than three consecutive days**. If you are an employer who must keep an accident book under the Social Security (Claims and Payments) Regulations 1979, that record can be treated as a record for the purposes of RIDDOR.

Contact details for the Health and Safety Executive are:

Tel: 0845 300 9923 (Monday to Friday 8:30am to 5:00pm)

Website: www.hse.gov.uk

For further advice on injuries, diseases or dangerous occurrences requiring notification please contact the WorkNest Advice Line. (Tel: 0845 226 8393)

The completed report form sent back by the HSE should be kept with the other accident records and documents; this will confirm the notification has been made.

Accident report, completed notification form and investigation notes, witness statements and photographs are to be kept on file to advise the insurers of a potential claim and to present to the Enforcing Authority in the event of an investigation.

Records are to be kept for 3 years from the date of the incident.

Investigation

All injury related accidents that are either notified to the Enforcing Authority or where a serious injury has occurred will be investigated:

- to ensure that all necessary information in respect of the accident or incident is collated
- to understand the sequence of events that led to the accident or incident
- to identify the unsafe acts and conditions that contributed to the cause of the accident or incident
- to identify the underlying causes that may have contributed to the accident or incident
- to ensure that effective remedial actions are taken to prevent any recurrence
- to enable a full and comprehensive report of the accident or incident to be prepared and circulated to all interested parties
- to enable all statutory requirements to be adhered to

The investigation will include obtaining signed witness statements, photographs and drawings as appropriate.

Refer:

- Accident/Incident Investigation Report Form

Asbestos

The company will protect employees and other persons potentially exposed to asbestos as far as is reasonably practicable. Everyone who needs to know about the presence of asbestos will be alerted. No one will be allowed to start any work that could disturb asbestos unless the correct procedures are to be employed.

This will be achieved by minimising exposure through:

- the management of asbestos-containing materials in the workplace premises by
 - **Assessment** - The premises will be surveyed to determine whether asbestos-containing materials are present. It will be presumed that materials contain asbestos unless there is strong evidence to the contrary.
 - The amount and condition of the asbestos-containing material will be assessed and measures will be identified to ensure that airborne asbestos fibres are not present or formed in the workplace.
 - **A Written Plan** - A written plan or register that sets out the location of the asbestos-containing material and how the risk from this material will be managed will be prepared and steps will be taken to put the plan into action. The plan or register will be made available and the arrangements will be reviewed at regular intervals or when there has been a significant change to the organisation or personnel.
 - **Access to Asbestos-containing Materials** - Access to asbestos-containing materials in the premises will be controlled so as to prevent inadvertent disturbance of the material and the release of asbestos fibres. Systems will be put in place to ensure that anyone liable to disturb asbestos-containing materials is made aware of their location.
 - **Monitoring and Maintenance** - The condition of all asbestos-containing materials or materials suspected of containing asbestos will be inspected at agreed intervals to ascertain that there has been no damage or deterioration. Where damage or deterioration is found the asbestos-containing material will be reassessed and repaired or removed as appropriate.
- the management of work in premises that may contain asbestos

Training and Information - Employees who may come into contact with asbestos containing materials (ACM's) through the course of their work will receive adequate training and information such that they can recognise potential ACM's and know what precautions to take.

Asbestos-related Emergencies

Procedures to deal with asbestos-related incidents will be in place (including the provision of information and warning systems) unless there is only a slight risk to the health of employees.

Arrangements for Controlling Work on Asbestos

Any work on, or removal of, asbestos-containing materials will be controlled to ensure that adequate precautions are taken to prevent the release of asbestos fibres.

Work with asbestos and asbestos-containing materials is to be carried out by a licensed contractor (licensed by the HSE) unless the work is exempted from the requirement for licensing.

Selection and Control of Contractors to Work on Asbestos-containing Materials

When contractors are engaged to work on the premises, adequate steps will be taken to ensure the contractors are competent and have sufficient skills and knowledge to do the job safely and without risks to health.

Only contractors licensed by the HSE will be used for the removal of asbestos-containing materials, unless the work involves the removal of materials in which:

- asbestos fibres are firmly linked in a matrix
- the exposure during the removal process is likely to be sporadic or of low intensity

Contractors hired to carry out building or allied trade work that will involve minor work with asbestos must comply with the Control of Asbestos Regulations 2012.

Procedures for Dealing with Health and Safety Issues

Where an employee raises a health and safety problem related to work with asbestos, the company will:

- take all necessary steps to investigate the circumstances
- take corrective measures where appropriate
- advise the employee of actions taken

Where a problem arises relating to the condition of, or during work on, asbestos-containing material, the employee must:

- inform a responsible person immediately, usually a supervisor or manager
- in the case of an accident or emergency, respond quickly to ensure effective treatment

Communication and Consultation

It is a legal requirement for the company to establish arrangements to communicate and consult with employees on issues affecting their health and safety and to take account of their views.

To achieve this objective we will:

- establish effective lines of communication
- involve and consult with employees through:
 - individual conversations
 - notice boards
 - internal publications
 - staff meetings
 - health and safety meetings
- display the 'Health and Safety Law – What You Should Know' poster
- consult with employees when changes to processes, equipment, work methods etc. are to be introduced that may affect their health and safety

Confined Spaces

The company will take all reasonable steps to secure the health and safety of employees and/or contractors, who are required to enter into confined spaces.

A confined space is a place which is substantially enclosed (though not always entirely), and where serious injury can occur from hazardous substances or conditions within the space or nearby (e.g. lack of oxygen).

The company will:

- provide a nominated competent person(s) to carry out risk assessments when entry into confined spaces is planned
- maintain a documented permit-to-work system, which must be used whenever entry into confined spaces is required
- when entry into confined spaces is required for employees
 - I maintain sufficient serviceable sets of appropriate breathing apparatus or respiratory protective equipment and other safety equipment to ensure safe entry where there is danger from gases, fumes, vapours, etc or where there could be a deficiency of oxygen
 - II. provide training in the use of breathing apparatus or other safety equipment for those employees who may be required to use such equipment when working in confined spaces
- when entry into confined spaces by contractors and sub-contractors (including the self-employed) is required
 - I ensure that protective equipment and other safety equipment is used, so as to allow safe entry into confined spaces where there is danger from gases, fumes, vapours, etc or where there is a deficiency of oxygen
 - II ensure that users of such equipment have received adequate training in their use.

Supervisors authorised to issue permits to work in confined spaces are responsible for the correct implementation of the safety arrangements of the system.

All those involved in working in confined spaces are responsible for their own duties in relation to the Permit to Work and for ensuring that their activities do not harm the health and safety of others.

Information and Training

The company will provide sufficient information, instruction and training as is necessary to ensure the health and safety of workers who are required to enter into confined spaces.

Managers and supervisors who are responsible for workers required to enter confined spaces will also be given appropriate training.

Refer:

- Confined Spaces Emergency Arrangements Form

Contractors

When working on our premises it is considered that contractors are joint occupiers for that period and therefore we have both joint liabilities in “common areas”. In order to meet our legal obligations with regard to contractors we will ensure, prior to engaging any contractor, that they are competent and ensure during their period of employment that any works are carried out safely.

The following factors will be considered as part of our procedures for vetting contractors:

- sight of the contractor’s own safety policy, risk assessments, method statements, permits to work, etc as applicable
- clarification of the responsibility for provision of first aid and fire extinguishing equipment
- details of articles and hazardous substances intended to be brought to site, including any arrangements for safe transportation, handling, use, storage and disposal
- details of plant and equipment to be brought onto site, including arrangements for storage, use, maintenance and inspection
- clarification for supervision and regular communication during work including arrangements for reporting problems or stopping work in cases where there is a serious risk of personal injury
- confirmation that all workers are suitably qualified and competent for the work (including a requirement for sight of evidence where relevant)
- evidence showing that appropriate Employers and Public Liability Insurance is in place

Clearly, it will not be necessary to go to such elaborate lengths if the contract is very short and will not create hazards of any significance. The complexity of the arrangements will be directly proportional to the risks and consequences of failure.

Similarly we have a parallel duty to the contractor and must ensure that the contractor is not put at risk by our own activities for the duration of the contract.

We will stop contractors working immediately if their work appears unsafe. Staff should report any concerns to a manager immediately.

Construction work and the Construction (Design and Management) Regulations 2015

Where any construction work is carried out that is subject to the Construction (Design and Management) Regulations 2015, to fulfil our legal duties as a “client” under the Regulations we will:

- make suitable arrangements for the management of the project and review those arrangements throughout the project to ensure that they are still relevant
- ensure that all dutyholders that we appoint have the necessary skills, knowledge, training and experience to carry out their roles safely.
- appoint in writing the Principal Designer and Principal Contractor sufficiently early in the project to allow them to carry out their duties properly.
- notify the HSE in writing for projects that require it
- ensure that relevant pre-construction information is passed to all designers and contractors
- ensure that the Principal Designer and Principal Contractor carry out their duties
- ensure that adequate welfare facilities are provided for the contractors
- ensure that no construction commences until an adequate health and safety plan and construction phase plan covering the work has been prepared
- ensure that any health and safety file passed to us is kept securely and readily available for inspection by anyone who requires it to fulfil their legal duties, and , if we choose to dispose of the building, to pass the file to any person or company who acquires the building.
- cooperate fully with all other dutyholders and provide all relevant information and instruction promptly and clearly

Refer:

- Approval of New Contractors Questionnaire
- Contractors Approved List
- Contractors Safety Information

Disabled Persons

The company will give full and proper consideration to the needs of disabled employees and visitors.

To achieve this, the company will:

- treat all disabled employees and visitors with respect and dignity, both in the provision of a safe working environment and in equal access to the organisation's facilities
- ensure that risk assessments are undertaken of the special needs of the disabled and carry out reasonable adjustments to the premises and/or employment arrangements
- encourage employees with special needs to suggest any premises or task improvements to their line managers
- discipline any employees found treating their disabled colleagues with less than the expected standards of respect and dignity
- ensure suitable plans are in place which will assist disabled people to leave the premises swiftly during an emergency evacuation

Refer:

- Personal Emergency Egress Plan Form

Display Screen Equipment

All reasonable steps will be taken by the company to secure the health and safety of employees who work with display screen equipment.

To achieve this objective the company will:

- carry out an assessment of each user's workstation
- implement necessary measures to remedy any risks found as a result of the assessment
- provide adequate information and training to persons working with display screen equipment
- endeavour to incorporate changes of task within the working day, to prevent intensive periods of on-screen activity
- review software to ensure that it is suitable for the task and is not unnecessarily complicated
- arrange for the provision of free eye tests when requested, at regular intervals thereafter and where a visual problem is experienced
- arrange for the supply, at a subsidised cost up to a maximum limit of £45, for any corrective appliances (glasses or contact lenses) where these are required specifically for working with display screen equipment
- advise existing employees, and all persons applying for work with display screen equipment, of the risks to health and how these are to be avoided
- investigate any discomfort or ill-health believed to be associated with the use of display screen equipment and take appropriate remedial action
- make special arrangements for individuals with health conditions that could be adversely affected by working with display screen equipment

Employees must:

- comply with the instructions and training given regarding safe workstation set-up and use, including the need for regular changes of activity or breaks and the use of the equipment provided
- inform their departmental supervisor / line manager of any disability or health condition which may affect their ability to work using display screen equipment or be affected by working with DSE (this information will be treated confidentially)
- report to their departmental supervisor / line manager any discomfort or health concern believed to be associated with the use of DSE (this information will be treated confidentially)

Refer:

- DSE Workstation Assessment Form
- DSE Index of Workstations
- DSE User Training/Information Record
- DSE Record of Eye Tests

Driving for Work

Driving is an integral part to some roles within the company and as such requires driving on company business. Driving has inherent risks associated with it which drivers should be made aware of.

The company is committed to reducing the risks its staff face or create when driving at work and therefore will:

- ensure risk assessments are completed and that journeys are planned
- not put unreasonable time constraints on travel
- ensure those driving for business are competent (and where required, authorised) and fit
- provide any additional training that may be deemed necessary to reduce driving related occupational risks
- provide sufficient information and guidance for managers and drivers to enable them to understand the additional occupational risks involved in driving
- establish a travel plan which will limit the requirement for travel and make provisions for long journeys
- require drivers to annually submit copies of their insurance, the MOT certificate or evidence of the MOT exemption for their vehicle and their current driving licence

When providing company vehicles the company will:

- maintain them to the required legal standard and ensure they are suitable for their purpose
- provide and maintain additional tools and equipment necessary for the purposes of the journey
- provide them with regard to safety and the environment i.e. higher ENCAP ratings, lower emissions, better fuel consumption
- provide access to breakdown support and recovery
- provide no smoking signs for inside the vehicle

Implementation

The company asks its entire staff to play their part, whether they use a company vehicle, their own or a hire vehicle.

Drivers

Drivers will remain responsible for their safety and others and must comply with the Highway Code and Road Traffic Act.

It is the responsibility of drivers to inform their manager of:

- anything that could affect their driving e.g. health conditions or injuries, use of prescribed medication
- changes to licence such as; limitations, offences recorded, period bans
- vehicle defects that affect ability / safety to drive
- any accidents / incidents that occurred whilst driving on behalf of the company

Before driving, drivers must:

- review the need to travel
- have a valid licence for the vehicle they are driving and for any overseas travel if required
- ensure valid insurance for business use
- carry out a pre-use vehicle check
- allow sufficient time to drive allowing for traffic, poor weather and rest breaks
- ensure sufficient rest
- be physically fit, with zero alcohol level and not under the influence of drugs that may affect their ability to drive
- have had an eye test in last 2 years and be using any required corrective appliance
- adjust their driving position, head restraints and mirrors to ensure maximum comfort and safety

Whilst driving, drivers must:

- drive in accordance with the applicable law and with consideration for the safety of passengers and other road users
- take regular rest breaks every 2-3 hours or at first signs of tiredness
- remain in control of the vehicle at all times
- not smoke in a company vehicle
- never use any hand held electronic device e.g. mobile phone, satellite navigation, mp 3 player
- never receive or make calls

Managers

Managers should ensure that the driving policy is brought to the attention of drivers and they will:

- lead by example, both in the way they drive and by not tolerating poor driving practices amongst colleagues
- challenge unsafe attitudes and behaviours and encourage staff to drive safely
- monitor compliance with the driving policy at team meetings, staff appraisals and periodic checks
- not expect staff to answer calls when they are driving

Refer:

- Smoking Arrangements
- Alcohol and Drug Arrangements
- Vehicle Check List Form

Drugs and Alcohol

Alcohol

Employees must not drink alcohol on the company's premises or the premises of its customers or clients without express permission from a senior manager or director.

Any employee who is found consuming alcohol on the company's premises or the premises of its customers and clients without permission or is found to be intoxicated at work will normally face disciplinary action on the ground of gross misconduct under the company's disciplinary procedure.

Drugs and medication

The possession, use or distribution of drugs for non-medical purposes on the company's premises is strictly forbidden and a gross misconduct offence.

If you are prescribed drugs by your doctor which may affect your ability to perform your work you should discuss the problem with your manager or supervisor.

If the company suspects there has been a breach of this policy or your work performance or conduct has been impaired through substance abuse, the company reserves the right to require you to undergo a medical examination to determine the cause of the problem.

Medical Examination

Existing and prospective employees may be asked to undergo a medical examination, which will seek to determine whether he/she has taken a controlled drug or has an alcohol abuse problem.

A refusal to give consent to such an examination or a refusal to undergo the screening will result in the immediate withdrawal of any offer made to prospective employees and will normally be treated as gross misconduct for employees.

If, having undergone a medical examination, it is confirmed that you have been positively tested for a controlled drug, or you admit there is a problem, the company reserves the right to suspend you from your employment (with or without pay) to allow the company to decide whether to deal with the matter under the terms of the company's disciplinary procedure and/or to require you to undergo treatment and rehabilitation.

Reasonable Grounds

The company reserves the right to search you or any of your property held on company premises at any time if there are reasonable grounds to believe that this policy is being or has been infringed or for any other reason. If you refuse to comply with these search procedures, your refusal will normally be treated as gross misconduct.

The company reserves the right to inform the police of any suspicions it may have with regard to the use of controlled drugs by its employees on the company's premises.

Electricity

All reasonable steps will be taken to secure the health and safety of employees who use, operate or maintain electrical equipment.

To ensure this objective the company will:

- ensure electrical installations and equipment are installed in accordance with IEE Wiring Regulations
- maintain the fixed installation in a safe condition by carrying out routine safety tests
- inspect and test portable and transportable equipment as often as required to ensure safety
- promote and implement a safe system of work for maintenance, inspection and testing
- forbid live working unless absolutely necessary, in which case a permit must be issued
- ensure employees who carry out electrical work are competent to do so
- maintain detailed records

Employees must:

- visually check electrical equipment for damage before use
- report any defects found to their line manager / supervisor
- not use defective electrical equipment
- not carry out any repair to any electrical item unless qualified to do so
- switch off non-essential equipment from the mains when left unattended for long periods
- not bring any electrical item onto the company premises until it has been tested and a record of such a test has been included in the appropriate record
- not leave electric cables in such a position that they will cause a tripping hazard or be subject to mechanical damage

Refer:

- Portable Electrical Equipment Inspection and Test Register Form
- Portable Appliance Visual Checklist Form

Environment

All reasonable steps will be taken to protect the environment. In order to discharge its responsibilities the management will:

- comply fully with all relevant legal requirements, codes of practice and regulations
- prevent pollution to land, air and water
- reduce water and energy use
- minimise waste and increase recycling within the framework of our waste management procedures
- identify and manage environmental risks and hazards
- involve customers, partners, clients, suppliers and subcontractors in the implementation of our objectives
- promote environmentally responsible purchasing
- provide suitable training to enable employees to deal with their specific areas of environmental control
- improve the environmental efficiency of our transport and travel
- establish targets to measure the continuous improvement in our environmental performance
- eliminate risks to the environment through selection and design of buildings, facilities, equipment and processes. Where risks cannot be eliminated they will be minimised by the use of physical controls or, as a last resort, through systems of work and personal protection
- only engage contractors who are able to demonstrate due regard to environmental matters
- bring the Environmental Policy Statement to the attention of all employees

Environmental complaints procedure

On receipt of a complaint about any environmental related matter the following procedure will be implemented:

- the name, address and contact details will be taken from the complainant along with details of the complaint including dates, times, frequency, impact and location
- full details of the complaint will be recorded and passed a Senior Manager or Director for an investigation to be instigated
- investigations will be commenced at the earliest opportunity and at least within 24 hours
- where the complaint is found to be justified immediate measures will be taken to remedy the problem as far as is reasonably practicable
- results of all investigations will be recorded and copied to the complainant, a Senior Manager or Director
- the complainant will be kept advised of the results of any investigation and the measures being taken to seek a solution; including details of the proposed timescales where immediate resolution is not possible

All employees are responsible for working towards the objectives contained within this policy.

Refer:

- Environmental Policy Statement
- Environmental Protection Act 1990

Excavation, Ground and Floor Penetration

All reasonable steps will be taken to secure the health and safety of employees who are required to carry out any excavation, ground and/or floor penetration work.

To ensure this objective the company will:

- ensure that a risk assessment is always carried out prior to undertaking excavation, ground or floor penetration
- provide plans and site drawings that can be used to identify the approximate position of any site services, pipelines or structures
- carry out scanning at regular depth intervals, using an appropriate device to identify the actual position of any metal containing pipes or cables
- provide equipment and precautions needed such as trench sheets, props, baulks etc. on site before work starts
- ensure that any possible ground contamination must be checked before work commences by reviewing the results of soil tests or trial holes to provide useful data on conditions likely to be found which can assist planning
- ensure that excavations which are supported to prevent any person being buried or trapped by accidental collapse, fall or dislodgement of material are subject to formal inspection by a competent person
- arrange for all excavations to be inspected at the start of every shift, and more frequently if something happens to affect its strength or stability. A record of all inspections will be made and retained

Before digging any trench, pit, tunnel or other excavation the company will determine what temporary support will be required and other precautions necessary to prevent:

- collapse of the sides
- materials falling onto people working in the excavation
- people and vehicles falling into the excavation
- undermining nearby structures
- damage to underground services
- ingress of water
- premature removal of support

Refer:

- Training and Competence Record Form
- Permit to Work Form
- Isolation Permit Form
- Excavation Inspection Form

Fire

All reasonable steps will be taken to prevent a fire occurring. In the event of fire, the safety of life will override all other considerations, such as saving property and extinguishing the fire.

In order to prevent fire and to minimise the likelihood of injury in the event of a fire the company will:

- assess the risk from fire at our premises and implement appropriate control measures
- ensure good housekeeping standards are maintained to minimise the risk of fire
- provide and maintain safe means of escape from the premises
- develop a fire evacuation procedure for all buildings
- provide and maintain appropriate fire-fighting equipment
- regularly stage fire evacuation drills, inspect the means of escape and test and inspect fire-fighting equipment, emergency lighting and any fire warning systems
- provide adequate fire safety training to employees, plus specialist training to those with special responsibilities
- make arrangements for the safe evacuation of deaf or otherwise disabled persons
- make arrangements for ensuring all visitors are made aware of the fire evacuation procedures
- display fire action notices
- keep fire safety records

The company does not require persons to attempt to extinguish a fire but extinguishing action may be taken if it is safe to do so.

Immediate evacuation of the building must take place as soon as the evacuate signal is given. All occupants, on evacuation, should report to the pre-determined assembly points.

Re-entry of the building is strictly prohibited until the fire brigade officer or a senior person present declares it is safe to do so.

Employees are encouraged to report any concerns regarding fire procedures so the organisation can investigate and take remedial action if necessary.

Refer:

- Fire Risk Assessment
- Fire Risk Inspection Record
- Fire and Emergency Notice

First Aid

The company is committed to providing sufficient provision for first aid to deal with accidents and injuries that arise at work.

To achieve this objective the company will:

1. appoint and train a suitable number of first aid personnel to cover all work patterns
2. display first aid notices with details of first aid provision
3. provide and maintain suitable and sufficient first aid facilities including first aid boxes
4. provide any additional first aid training that may be required to deal with specific first aid hazards

The minimum first aid provision at all sites is an adequately stocked first aid box and an Appointed Person to take charge of the first aid arrangements.

Appointed Person

The Appointed Person duties include:

- taking charge when someone falls ill or is injured, including calling an ambulance if required
- looking after and maintaining the first aid box and contents

The Appointed Person will not be required to provide treatment for which they have not been trained.

First Aiders

First aiders are qualified personnel who have received training and passed an examination in accordance with HSE requirements.

The numbers of first aid personnel at each location will be determined by individual circumstances, the level of risk and in line with current government guidance.

First aid personnel will be provided with refresher training at regular intervals to keep their skills up to date.

First Aid Boxes

First aid boxes will be provided within the workplace to ensure there are adequate supplies for the nature of the hazards involved. All boxes will contain at least the minimum supplies suggested by L74: First Aid at Work Approved Code of Practice. Only specified first aid supplies will be kept. No creams, lotions or drugs, however seemingly mild, will be kept.

Portable First Aid Kits

Portable first aid kits will be available for staff members required to work away from the normal workplace, where access to facilities may be restricted, such as:

- work with potentially dangerous tools and machinery away from base location
- staff travelling in vehicles on a regular basis

Refer:

- First Aid Notice

Gas Installations and Appliances

The company will ensure that all work carried out on gas fittings and appliances are in accordance with the requirements of the regulations and the Safety in the Installation and Use of Gas Systems and Appliances Manual.

The company is committed to achieving high standards of health and safety for all staff, visitors, customers and others. For these reasons employing, training, and arranging the assessments of operatives that are competent to work on gas installations and appliances – servicing, repairing or installing, is highly significant to supporting these aims.

The company supports the aims of:

- reducing the waste of fuel and material
- increasing operational efficiency
- eliminating unnecessary emission of atmospheric pollutants
- reducing the risk to death, injury and distress to members of the public, staff and others who may be affected
- increasing confidence, amongst users, in the safe use of fossil fuels and fossil fuel burning appliances

The Gas Safe Register (GSR) is the governing body approved by the Health and Safety Executive to register and monitor the activities of gas installation and use. Gas fitting operatives carrying out work on behalf of the company will be registered with the GSR.

No person shall interfere with any gas appliance or gas fitting or pipe work unless qualified and competent to do so.

Hazardous Substances (COSHH)

All reasonable steps will be taken to ensure all exposure of employees to substances hazardous to health is prevented or at least controlled to within statutory limits.

The company will implement the following:

- an inventory of all substances hazardous to health kept or present on site will be maintained and copies of relevant hazard data sheets retained
- competent persons will be appointed to carry out risk assessments of the exposure to substances hazardous to health and advise on their control
- all operations which involve, or may involve, exposure to substances hazardous to health will be assessed and appropriate control measures will be taken if elimination or substitution of the substance is not possible
- engineering controls will be properly maintained by planned preventive maintenance and annual performance monitoring to ensure continued effectiveness
- systems of work will be reviewed at suitable intervals and revised if necessary
- all employees and others who may work in the affected areas will be informed of the purpose and safe operation of all engineering controls
- personal protective equipment (PPE) will only be used as a last resort or as a back-up measure during testing or modification of other controls
- the type and use of PPE will be carefully assessed and maintained according to manufacturers' instructions
- assessments will be reviewed periodically or if changes to the operation or any hazardous substances used
- qualified professionals, where necessary, will carry out health surveillance
- employee health records of all exposures to substances hazardous to health will be kept for a minimum of 40 years
- all employees will be provided with understandable information and appropriate training on the nature of the hazardous substances they work with. Employees will be informed about any monitoring and health surveillance results
- all changes to control measures and changes of PPE will be properly assessed and no new substances will be introduced into the workplace without prior assessment

Information and Training

The company will give sufficient information and training to ensure full understanding of the hazards to health posed by substances in the workplace and the importance of the control measures provided. Information will also be given to others who may be affected such as contractors, temporary staff and visitors where appropriate.

Managers and supervisors of areas which use substances hazardous to health will be given additional training to ensure the proper management of the risks.

Refer:

- COSHH Risk Assessment Form
- COSHH Inventory of Hazardous Substances

Health, Safety and Welfare

The company is committed to providing suitable health, safety and welfare facilities in line with current legislation, in particular the provision of:

- adequate maintenance of workplace and equipment
- appropriate ventilation, temperature control and lighting
- suitable cleanliness and housekeeping standards
- adequate workspace allocation
- properly designed workstations
- well maintained traffic routes and floors
- appropriate fall protection
- suitable glazing
- safe access and egress (well maintained exits and entrances)
- appropriate sanitary and washing facilities
- separate toilet facilities for men and women
- plentiful wholesome drinking water supply and cups
- seating with an incorporated back rest
- accommodation for keeping clothing clean and dry
- facilities for changing, rest periods, hot drinks and meals preparation
- showering facilities if the nature of an employees work requires this
- appropriate first aid provision
- appropriate emergency, fire and evacuation equipment and procedures

The company recognises these responsibilities are required for any work whether on a remote work site, at their usual workplace or head office.

Refer:

- The Health and Safety At Work Act
- The Workplace (Health, Safety And Welfare) Regulations
- The Construction (Design And Management) Regulations

Health Surveillance

Health surveillance is the early detection of adverse health risks associated with a work activity. It allows staff at increased risk to be identified and additional precautions to be taken as necessary. It is also a means of checking the effectiveness of the existing control measures.

To ensure adequate health surveillance is implemented the company will:

- carry out risk assessments to identify those activities, processes or materials that are likely to give rise to a health risk
- ensure that adequate control measures are put in place to reduce risks as far as possible
- seek advice on risk reduction from our safety advisor, occupational hygienist or other relevant person as necessary
- seek the advice of relevant people on the need for health surveillance where it is thought that a residual health risk remains following the implementation of control measures
- advise employees of the health risks and the signs of ill health
- ensure employees co-operate with health surveillance procedures provided
- discuss with the relevant people any health concern brought to their attention by an employee

Format of Health Surveillance

If a reliable test can be carried out, the format of health surveillance may include the use of questionnaires to determine symptoms and may also involve clinical examination or measurements, such as lung function testing, hearing tests or biological sampling.

Frequency of Health Surveillance

The level of risk will determine the frequency of health surveillance programmes. Where the risk is thought to be low, only baseline data will be required and staff should report to the team leader if any problems are experienced. Baseline data will usually be gathered at the employment interview.

If the risk is thought to be more significant, periodic health surveillance for all exposed staff will take place. In most cases this will be annual; however in some high-risk areas a more frequent programme may be agreed. More frequent surveillance may be required where a person's medical history suggests a particular vulnerability. The responsible person or occupational health nurse will make this decision and manage the recall process.

If health problems are identified following health surveillance, control measures will be reviewed and where necessary enhanced.

The occupational health nurse or doctor will advise on any specific actions to take with regard to the affected employee, e.g.:

- reducing the length of exposure
- restricting work activities which cause exposure
- re-deploying the affected employee
- advising on additional personal protective equipment (PPE)

Record Keeping

The responsible person or occupational health nurse will, with the support of team leaders, ensure employees requiring health surveillance are identified and recalled at appropriate intervals.

Health records will be kept for a minimum of 40 years.

Employees will be allowed reasonable access to their health records and a copy offered to individuals when they leave the company.

Refer:

- Medical Questionnaire Form

Infection Control

Pandemics and Epidemics

When notified that the country is experiencing a pandemic or epidemic, the company will aim to prevent the spread of infection through work-based activities by adopting suitable control measures.

The company will:

- follow guidance given by government agencies and close work sites if instructed to or if employees or any person is put at risk,
- undertake risk assessments to identify tasks or situations that may expose individuals or groups to potential risks,
- monitor any changes to government guidance,
- manage the risk posed by contractors and visitors visiting the workplace,
- develop and implement an emergency action plan to deal with any potential outbreaks,
- allow employees to take part in any government testing,
- identify, plan and implement controls and safe systems of work to prevent transmission,
- provide information, instruction and training to those identified at risk,
- where required, provide personal protective equipment (PPE) and monitor its use and maintenance,
- organise for the safe cleaning of equipment and, where appropriate, disinfection and thorough cleaning,
- arrange for safe disposal of any infected materials, and
- adopt good hygiene practices.

Legionnaires Disease

All reasonable steps will be taken to assess and identify potential legionellosis hazards and to prevent or minimise the risk of exposure.

At risk systems include the hot and cold water storage and distribution system.

To achieve control of legionella bacteria the company will implement the following:

- **Avoidance of Conditions Favouring Growth of Organisms**

As far as practicable, water systems will be operated at temperatures that do not favour the growth of legionella. The recommended temperature for hot water is 60°C and either above 50°C or below 20°C for distribution, as care must be taken to protect people from exposure to very hot water.

The use of materials that may provide nutrients for microbial growth will be avoided. Corrosion, scale deposition and build up of bio films and sediments will be controlled and tanks will be lidded.

- **Avoidance of Stagnation**

Dead-legs, which occur when water services leading from the main circulation water system to taps or appliances, are used only intermittently and other parts of systems which may provide a reservoir for infection will be identified and where possible eliminated.

- **System Maintenance**

Water systems will be disinfected by an effective means before being taken into service and after shut downs of five or more days. Plant will be regularly inspected and maintained (e.g. by monthly visits from a water treatment specialist). Plant will be disinfected periodically (normally twice yearly) by chlorination or by temporarily raising water temperatures. Biocides may be used to control microbial growth. Maintenance personnel must wear appropriate protective clothing.

- **Sampling**

Sampling for legionella will not normally be necessary, unless in the case of an outbreak or to monitor the effectiveness of precautionary measures. Weekly monitoring of chemical and microbiological water quality will be carried out to give a useful indication of the state of the system.

- **Record Keeping**

Records will be kept of all maintenance, temperature monitoring and sampling carried out.

Selection, Training and Competence of Staff

Persons carrying out control measures will receive appropriate training and supervision so they are able to perform their duties competently.

Action in the Event of an Outbreak

A contingency plan in case of an outbreak of legionellosis will be prepared. This will include the:

- identification of people who may have been exposed
- involvement of public health authorities
- dissemination of information to employees and other interested parties as to the nature of the risks

Lifting Operations and Equipment

All reasonable steps will be taken to ensure lifting operations and equipment are suitably managed with regards to health and safety.

Definition

Lifting equipment includes any equipment used at work for lifting or lowering loads, including attachments used for anchoring, fixing or supporting it.

Implementation

The company will ensure that

- lifting equipment is suitable for the intended use with adequate strength and stability
- an examination scheme is drawn up by a competent person
- lifting operations will be properly planned by a competent person, appropriately supervised and carried out in a safe manner
- lifting equipment is maintained in a safe condition and examined/inspected by competent persons (annually or 6 monthly if lifting people) to ensure correct installation and safe operation
- lifting equipment will be re-examined following relocation or conditions that may cause deterioration
- safe working load (SWL) is clearly displayed on all lifting equipment
- suitable training, instruction and information is provided for operators and supervisors

Records

All thorough examination reports will be kept for as long as the equipment is being used except for lifting accessories reports and reports carried out due to deterioration in condition, which must be kept for 2 years.

Refer:

- Training and Competence Record Form
- Lifting Operations and Lifting Equipment Regulations
- Work Equipment Maintenance Record Form

Liquefied Petroleum Gas (LPG) and Compressed Gas

Gas cylinders are a convenient way to transport and store gases under pressure.

These gases are used for many different purposes, including:

- soldering, welding and flame cutting
- chemical processes
- fire extinguishers
- heating and cooking

The main hazards are:

- impact from the blast of a gas cylinder explosion, or rapid release of compressed gas
- impact from parts of gas cylinders that fail or any flying debris
- contact with the released gas or fluid
- fire resulting from the escape of flammable gases or fluids
- impact from falling cylinders

Where LPG / Compressed Gas are used, the company will ensure that provision is made for:

- adequate training and supervision in their use
- suitable handling equipment and storage facilities with adequate ventilation
- regular maintenance and inspection

Handling and Use of Gas Cylinders

- Users must carry out an external visual inspection of the gas cylinders and any attachments (e.g. valves and regulators), to determine whether they are damaged. Indicators may include dents, bulges, evidence of fire damage etc.
- Use gas cylinders in a vertical position, unless specifically designed to use otherwise.
- Always double-check that the cylinder/gas is the right one for the intended use.
- Close the cylinder valve and replace dust caps, where provided, when a gas cylinder is not in use.
- Before connecting a gas cylinder to equipment or pipe work make sure that the regulator and pipe work are suitable for the type of gas and pressure being used.
- Wear suitable safety shoes when handling gas cylinders.
- Do not drop gas cylinders.
- Empty cylinders must be stored in a safe and secure manner and not disposed of with normal waste.
- Do not lift the cylinders by valves, shrouds and caps.

Transporting Gas Cylinders

- Fit suitable protective valve caps and covers to cylinders, when necessary, before transporting.
- Securely stow gas cylinders in an upright position to prevent them from moving or falling.
- Disconnect regulators and hoses from cylinders whenever practicable.
- Ensure gas cylinders are clearly marked to show their contents and the hazards associated with their contents.

Storage of Gas Cylinders

- Store gas cylinders in a safe and secure manner.
- Gas cylinders containing flammable gas should not be stored in part of a building used for other purposes.
- Protect gas cylinders from external heat sources and ensure that gas cylinders are stored away from sources of ignition and flammable materials.
- Gas cylinders must be clearly marked to show what they contain and the hazards associated with their contents.
- LPG cylinders should be stored away from drains and not in cellars.

Lone Working

The company will ensure, so far as is reasonably practicable, that employees and self-employed contractors who are required to work alone or unsupervised for significant periods of time are protected from risks to their health and safety.

The company will determine, by risk assessment, those activities where work can actually be done safely by one unaccompanied person. This will include the identification of hazards from means of access and/or egress, plant, machinery, goods, substances, environment and atmosphere, etc.

Particular consideration will be given to:

- the remoteness or isolation of workplaces
- any problems of communication
- the possibility of interference, such as violence or criminal activity from other persons
- the nature of injury or damage to health and anticipated "worst case" scenario

Information and Training

Employees and others will be given all necessary information, instruction, training and supervision to enable them to recognise the hazards and appreciate the risks involved with working alone.

Employees will be required to follow the safe working procedures devised including:

- when working alone, e.g. in an isolated area of a building with all doors closed, ensure that someone is aware of your presence
- check that work being done has been subject to risk assessment and check the assessment yourself – some work may have been identified as requiring the assistance of a second person
- if possible and arranged beforehand, keep in regular contact with someone else, e.g. use a mobile phone to call into the office or a designated buddy/contact every couple of hours indicating your movements
- do not put yourself at risk; if you do not feel safe discuss the situation with your immediate manager

Refer:

- Visit Schedule

Machinery Maintenance

The company will take all reasonable steps to ensure the safety of all employees maintaining the machinery as well as the safety of those affected by the maintenance work. The company will liaise with the suppliers of all new machinery to establish how that machinery should be maintained safely.

The company will inform and train personnel to implement this policy.

To achieve this objective the company will, in consultation with the maintenance staff:

- carry out an assessment of how the machinery should be isolated for specific maintenance work
- carry out an assessment of how the machinery should be isolated to enable general maintenance work to be carried out safely
- carry out an assessment of the maintenance of the machine itself, including any heavy parts that have to be moved, any positions that have to be reached to achieve the necessary result and any risks of parts falling
- carry out an assessment of how the maintenance of the machine affects its environment
- carry out an assessment of all hazards that arise when guards have been removed
- take appropriate measures for the protection of any person carrying out maintenance operations which the assessment has shown to involve risk to health or safety
- provide any personal protective equipment that might be necessary to carry out the work safely
- ensure that employees are aware of the reporting procedures, so that a responsible person is informed of any problems as soon as they arise and remedial action can be taken

Information and Training

The company will give sufficient information, instruction and training as is necessary to ensure the health and safety of all maintenance staff and any others affected by maintenance of the machinery. Managers responsible for supervising the maintenance of the machinery will be appropriately trained.

Refer:

- Work Equipment Maintenance Record

Manual Handling

To prevent injuries and long term ill-health from manual handling the company will ensure that operations which involve manual handling are eliminated, so far as is reasonably practicable. Where it is not practical the company will carry out a manual handling risk assessment to determine what control measures are required to reduce the risk to an acceptable level.

To implement this policy the organisation will ensure that:

- manual handling risk assessments are carried out where relevant and records are kept
- employees are properly supervised
- adequate information and training is provided to persons carrying out manual handling activities including details of the approximate weights of loads to be handled and objects with an uneven weight distribution
- any injuries or incidents relating to manual handling are investigated, with remedial action taken
- employees adhere to safe systems of work
- safety arrangements for manual handling operations are monitored and reviewed
- where relevant, employees undertaking manual handling activities are suitably screened for reasons of health and safety, before doing the work
- special arrangements are made for individuals with health conditions which could be adversely affected by manual handling operations

Reducing the risk of injury

In considering the most appropriate controls, an ergonomic approach to designing the manual handling operation will optimise the health, safety and productivity associated with the task.

Techniques of risk reduction will include:

- mechanical assistance
- redesigning the task
- reducing risk factors arising from the load
- improvements in the work environment
- employee selection

No employee will be required to lift any item that they do not feel confident of doing without risking personal injury.

Refer:

- Manual Handling Risk Assessment Form

New and Expectant Mothers

The company recognises that the general precautions taken to protect the health and safety of the workforce as a whole may not in all cases protect new and expectant mothers and there may be occasions when, due to their condition, different and/or additional measures will be necessary.

To implement effective measures for new and expectant mothers the company will ensure that:

- employees are instructed at induction to inform their relevant manager of their condition at the earliest possible opportunity and that the highest level of confidentiality is maintained at all times
- risk assessments are carried out for all work activities undertaken by new and expectant mothers and associated records and documentation maintained
- necessary control measures identified by the risk assessment are implemented, followed, monitored, reviewed and, if necessary, revised
- new and expectant mothers are informed of any risks to them and/or their child and the controls measures taken to protect them
- any adverse incidents are immediately reported and investigated
- appropriate training etc is provided where suitable alternative work is offered and accepted
- provision is made to support new and expectant mothers who need to take time off work for medical reasons associated with their condition
- where relevant a suitable rest area is provided to enable the new or expectant mother to rest in a degree of privacy and calm
- where risks cannot be eliminated or reduced to an acceptable level then consideration will be given to adjusting working conditions and/or hours or if necessary providing suitable alternative work or suspension with pay

Refer:

- New and Expectant Mothers Notification and Risk Assessment Form

Noise

The company will take all reasonable steps necessary to ensure that the risk of hearing damage to employees who work with noisy equipment or in a noisy environment is reduced to a minimum.

Noise Risk Assessments

The company will carry out regular noise risk exposure assessments of noisy areas, processes and/or equipment as appropriate. Assessments will be used as the basis for formulating action plans for remedial measures when necessary. Assessments will be recorded and updated regularly, particularly when changes in work practice cause changes in noise exposure levels of employees.

Reduction of Noise Exposure Levels

The company will, as far as is reasonably practicable, take all steps to reduce noise exposure levels of employees by means other than the use of personal protection. The company accepts that the use of ear protectors is a last resort, and is committed to continuing to seek and introduce alternative methods for reducing noise exposure levels whenever possible in the future.

Provision of Ear Protectors

The company will provide suitable and effective ear protection to employees working in high noise levels, as indicated as necessary by the results of noise exposure assessments. It will also provide for the maintenance and repair or renewal of the protective equipment, provide training in the selection and fitting of protectors and provide details of the circumstances in which they should be used.

Hearing Protection Zones

The company will designate and mark out hearing protection zones, which may include particular areas, operations or pieces of equipment. All personnel entering these zones will be required to wear ear protectors.

Use and Maintenance of Noise Control Equipment and Procedures

The company will maintain all equipment and monitor all procedures introduced for the purpose of reducing noise exposure of employees, including enclosures, silencers and machine covers.

All personnel will be required to

- use these procedures and equipment correctly
- promptly report any defects or deficiencies through the appropriate channels

Provision of Training

The company will provide adequate training to employees as part of its hearing conservation and noise control policy.

All employees who are subject to high levels of noise will be provided with:

- information, instruction and training about the harmful effects of noise
- information and training on what they must do in order to protect themselves and meet the requirements of the law and of the organisation's policy

Managers and supervisors responsible for formulating and carrying out the organisation's noise policy will also be given appropriate training.

Where a problem arises as a result of noise in the workplace, the employee must inform a responsible person immediately.

Audiometric Testing

Where employees are exposed to risk from high noise levels, the company will adopt a programme to monitor the hearing of employees subject to high levels of noise ensuring the organisation's noise control policy is effective and that employees' hearing is not being adversely affected. This will involve regular audiometric tests carried out by properly trained personnel and pre-employment audiometric tests for new employees.

Outdoor and Peripatetic Working

The company will ensure, so far as is reasonably practicable, that employees who work outdoors or away from their normal base are not put at any additional risk to their health and safety.

The company will:

- where work is being undertaken on a site under the control of another party, review any risk assessments and agree an appropriate safe system of work
- ensure outdoor activities are planned and risk assessed prior to undertaking the work. This will include visiting of the site(s) to identify potential hazards
- establish safe systems of work from the risk assessments, and provide staff training and instruction in these
- ensure suitable personal protective clothing is made available to staff either from the company or from the third party in control of the site
- ensure suitable arrangements are in place for emergencies, including adequate first aid

Implementation

Staff working outdoors, or away from base, are responsible for ensuring that:

- if working on a third party site, they report to a responsible person to ensure familiarisation with safety precautions relating to the particular site
- they report any problems or shortcomings to their manager or supervisor as soon as possible. If, during work, the conditions change or any aspect of the task changes in such a way to increase the risk, work should stop, unless doing so presents a greater risk
- the appropriate personal protective equipment provided is worn correctly and when required to do so. Any defects must be reported to their manager or supervisor
- they are familiar with the emergency arrangements and that these are in place prior to starting work
- all accidents and incidents are reported to their manager and in line with any local arrangements for the site

Refer:

- Safe System of Work Form

Permits to Work

Non-routine work, such as maintenance, cleaning, equipment installation and refurbishment, can produce health and safety risks over and above those normally encountered in our day to day activities. Permits to work are designed to check that all eventualities have been considered when planning and organising this type of work and are an important means of minimising any risks involved.

Employees, contractors and visitors are all expected to comply with the requirements of any permits that are in force.

Employees working off site, i.e. on another organisation's premises, are expected to abide by all permits to work operated on that site.

Should employees experience any problems with the operation of permit-to-work systems, they should immediately inform a responsible person (usually a manager or supervisor) so the organisation can investigate and rectify the situation.

Permits to work exist to cover tasks carried out under certain circumstances and over limited time periods. They will therefore be displayed while the work specified is under way but will cease to operate when the tasks have been completed.

Information and Training

The company will provide the necessary information and appropriate training to ensure that appropriate employees, supervisors, contractors and visitors are fully aware of the permits in use and are competent to undertake the tasks and tests prescribed in the permits.

Refer:

- Permit to Work Forms

Personal Protective Equipment

The company provides personal protective equipment (PPE) when the risk presented by a work activity cannot be eliminated or adequately controlled by other means. When it is provided, it is because health and safety hazards have been identified that require the use of PPE and it is therefore necessary to use it in order to reduce risks to a minimum.

To effectively implement its arrangements for the use of PPE the company will:

- ensure that PPE requirements are identified when carrying out risk assessments
- use the most effective means of controlling risks without the need for PPE whenever possible and only provide PPE where it is necessary
- carry out an assessment to identify suitable PPE
- ensure that if two (or more) items of PPE are used simultaneously, they are compatible and are as effective used together as they are separately
- ensure PPE is available to all staff who need to use it
- provide adequate accommodation for correct storage of PPE
- provide adequate maintenance, cleaning and repair of PPE
- inform staff of the risks their work involves and why PPE is required
- instruct and train staff in the safe use and maintenance of PPE
- make arrangements for replacing worn or defective PPE
- review assessments and reassess the need for PPE and its suitability whenever there are significant changes or at least annually

Employees provided with PPE for their own personal use at work will be required to sign to confirm its receipt.

Refer:

- Personal Protective Equipment Issue Record

Risk Assessment

Risk assessment is a systematic examination of what within our business can cause harm to people and it helps us determine whether we are doing enough or further actions are required to reduce the likelihood of injury or ill health.

Our policy is to complete a general risk assessment of all our known and reasonably foreseeable health and safety hazards covering all our premises, equipment and activities in order to plan and prioritise the implementation of the identified control measures.

More detailed specific risk assessments will also be carried out as determined by the general assessment to address those premises, equipment, people or activities to comply with specific legislation or to proactively manage health and safety risks.

We will ensure that:

- assessments are carried out and records are kept
- control measures introduced as a result of assessments are implemented and followed
- employees are informed of the relevant results and provided with necessary training
- any injuries or incidents lead to a review of relevant assessments
- assessments are regularly monitored and reviewed
- suitable information, instruction and training will be provided to all persons involved in the risk assessment process

We may be controlling risks in various ways, determining the effectiveness of those controls is part of our risk assessment process.

Refer:

- Risk Assessment Form

Smoking

Exposure to second-hand smoke, also known as passive smoking, increases the risk of lung cancer, heart disease and other illnesses. Ventilation or separating smokers and non-smokers within the same airspace does not stop potentially dangerous exposure.

It is the policy of the company that all of its workplaces are smoke-free and that all employees have a right to work in a smoke-free environment.

Smoking is prohibited throughout the entire workplace and company vehicles and this includes the use of all artificial smoking aids (electronic or otherwise) with no exceptions. This policy applies to all employees, customers and visitors.

Implementation

All staff are obliged to adhere to and facilitate the implementation of the policy.

The company will ensure that all employees and contractors are aware of the policy on smoking. They will also ensure that all new personnel are given a copy of the policy on recruitment or induction.

Appropriate 'no smoking' signs will be clearly displayed at or near the entrances to the premises. Signs will also be displayed in company vehicles that are covered by the law.

Stress

The Health and Safety Executive define stress as “the adverse reaction people have to excessive pressure or other types of demand placed on them”. This makes an important distinction between pressure, which can be a positive state if managed correctly, and stress which can be detrimental to health.

Stress at work can come about for a variety of reasons. It may be excessive workload, unreasonable expectations, or overly-demanding work colleagues. As a reasonable company, we try to ensure that you are in a pleasant working environment and that you are as free from stress as possible.

We will:

- work to identify all workplace stressors and conduct risk assessments to eliminate stress or control the risks from stress
- regularly review risk assessments
- consult with Safety Representatives on issues relating to the prevention of work-related stress
- provide access to confidential counselling for employees affected by stress caused either by work or external factors
- provide training for all managers and supervisory staff in good management practices
- provide adequate resources to enable managers to implement the company’s agreed stress management strategy

Employees who experience unreasonable stress which they think may be caused by work should raise their concerns with their Manager or through the company’s grievance procedure.

Following action to reduce the risks, they shall be reassessed. If the risks remain unsustainable by the employee concerned, efforts shall be made to reassign that person to other work for which the risks are assessed as tolerable.

Refer:

- Stress Individual Risk Assessment Form

Training

Training in health and safety is a legal requirement and also helps create competent employees at all levels within the company to enable them make a far more effective contribution to health and safety, whether as individuals, teams or groups.

Competence of individuals through training helps individuals acquire the necessary skills, knowledge and attitude which will be promoted by managers and supervisors throughout the organisation.

Our training objectives will cover three areas, that of the organisation, the job and individuals.

All employees will need to know about:

- the health and safety policy
- the structure and system for delivering this policy

Employees will need to know which parts of the system are relevant to them, to understand the major risks in our activities and how they are controlled. All employees will be provided with the company Health and Safety Handbook.

Managers and supervisors training needs will include:

- leadership and communication skills
- safety management techniques
- skills on training and instruction
- risk assessment
- health and safety legislation
- knowledge of our planning, measuring, review and audit arrangements

All our employees training needs will include:

- relevant health and safety hazards and risk
- the health and safety arrangements relevant to them
- communication lines to enable problem solving

All employees will receive **induction training**. Such training will cover:

fire procedures, warning systems, actions to be taken on receiving warning, locations of exits/escape routes, evacuation and assembly procedures, first aid/injury reporting procedures, names of first aiders/appointed persons, instruction on any prohibition areas (i.e. no smoking), issue of protective clothing/equipment and its use, instruction under COSHH, mandatory protection areas, thorough instruction applicable to their particular duties at work etc.

Training needs will be reviewed as a result of job changes, promotion, new activities or new technology, following an accident/incident and performance appraisal.

Records of training will be kept for all employees.

Employees must:

- participate in the induction training activities they have been required to attend or carry out
- work according to the contents of any training they receive
- ask for clarification of any points they do not fully understand
- not operate hazardous plant or equipment, use hazardous chemicals or carry out any hazardous activity unless they have been appropriately trained and instructed

Refer:

- Employee Induction Check List
- Training and Competence Record
- Health and Safety Policy Acknowledgement Form

Vibration

Regular exposure to continuous vibration from a work process has the potential to cause long term ill health including a range of occupational diseases collectively known as hand-arm vibration syndrome (HAVS) or whole body vibration (WBV).

To minimise the risk from vibration the organisation will:

- assess the risks to health from exposure to continuous levels of vibration and determine the control measures needed
- introduce effective control measures to ensure levels of exposure to hand-arm vibration and whole body vibration are eliminated or reduced as far as is reasonably practicable
- record the assessments and review them periodically or when changes occur
- ensure that the most appropriate equipment is used for the job
- ensure that those persons responsible for managing work likely to result in exposure to hand arm vibration and whole body vibration are adequately trained and competent
- inform, instruct and train employees about the risks and the precautions to be taken to protect themselves from the harmful effects of continuous exposure to vibration
- ensure no new equipment or processes are introduced into the work activities where there is a foreseeable risk of hand-arm or whole body vibration without a risk assessment and approval of a designated manager
- maintain an inventory of all vibration equipment used that is likely to cause hand-arm vibration and whole body vibration
- monitor exposure of hand-arm vibration and whole body vibration and undertake appropriate health surveillance, where necessary
- maintain tools to the manufacturer's specifications to avoid worsening vibration

Refer:

- WRULD Initial Risk Assessment Form

Violence

The company recognises that in certain situations violent behaviour towards staff may occur and therefore will take all reasonable measures to protect staff from violence and aggression.

We define violence and aggression as:

- actual or threatened physical assaults on staff
- psychological abuse of staff
- verbal abuse which includes shouting, swearing and gestures
- threats against employees

To achieve this objective we will:

- carry out risk assessments of potential conflict situations to determine the control measures necessary to protect staff
- ensure that premises are kept secure
- inform all employees of the procedure following a violent or challenging behaviour incident
- not tolerate violence or challenging behaviour towards our employees
- train our employees who may be exposed to violence or challenging behaviour situations
- support the employees involved in any incident
- support their decisions regarding the pressing of criminal charges
- provide any counselling or post-incident assistance required by the employees
- keep records of all incidents of violence and aggression and review the control measures with a view to continual improvement in employee safety

Refer:

- Violence/Challenging Behaviour Incident Report Form

Visitors

In the interest of safety and security, the company will take the necessary measures to protect staff and visitors from any accidents or incidents that may occur during visiting.

Employees hosting visitors must ensure that:

- they are authorised to enter the premises or accompanied
- they adhere to applicable health and safety instructions and rules during their visit
- adequate information is passed to ensure their safety including emergency information
- any protective clothing required is provided and worn
- any accidents / incidents involving visitors are reported through the accident reporting arrangements

Employees aware of people on the premises who may be unauthorised should report these to their manager for action.

Emergency Action

In the event of the fire alarm sounding, all visitors should be escorted to the assembly point by their host. Visitors should not leave the area before notifying the senior person present.

Refer:

- Visitor Record Form
- Visitor Rules

Waste Management

The company will instigate a waste management plan for any work carried out when required to by legislation and in order to do so will identify the:

- client
- Principal Contractor
- person with overall responsibility for the waste management plan
- location of the site where the work will be carried out
- estimated cost of the project

In carrying out any site work the company will adhere to the following hierarchy for processing of waste materials:

- re-use (on or off site)
- recycle (on or off site)
- send off site for recovery
- send for incineration
- as a last resort send to land fill

The waste management plan will:

- describe each type of expected to be produced
- estimate the quantities of each type of waste
- describe the waste management action for each type of waste (e.g. re-use, recycle)

The waste management plan will comply with the duty of care and ensure materials will be handled efficiently and waste managed appropriately. All waste materials which leave site will be processed through licensed contractors.

Additional duties:

- ensure co-operation between all contractors involved on the project during the construction phase
- discuss waste management with every site worker through induction, training and tool box talks
- ensure that waste is reused, recycled or recovered, where practicable to do so

Refer:

- Site Waste Management Data Sheet

Work Equipment

The company will provide a safe working environment in relation to work equipment safety and ensure all employees receive appropriate safety information and training in their work equipment.

To achieve this objective the company will:

- provide work equipment that is suitable for the purpose and compliant with the requirements of the Provision and Use of Work Equipment Regulations
- retain and make available the manufacturer's instruction manual for each item of equipment, where relevant
- before using any item of work equipment, ensure that a risk assessment is carried out and brought to the attention of relevant employees
- inspect all equipment at installation and prior to first use
- regularly inspect work equipment in accordance with the manufacturer's recommendations
- maintain work equipment in accordance with the manufacturer's recommendations
- keep records of all inspections and maintenance
- provide adequate instruction, information and training to employees to enable the work equipment to be used and maintained safely
- provide refresher training as appropriate and as determined necessary by workplace inspections

Refer:

- Work Equipment Risk Assessment Form
- Work Equipment Risk Assessment Checklist
- Work Equipment Maintenance Record

Work At Height

The company will take all reasonable steps to provide a safe working environment for all employees who may be affected by work at height activities.

The company will ensure that:

- all work activities that involve work at height are identified and assessed
- the need to undertake work at height will be eliminated whenever it is reasonably practicable to do so
- adequate and secure working platforms with guard rails and toe boards will be used in preference to ladders which will be used for light, short duration work only and secured to prevent displacement
- when necessary, only scaffolds and scaffold towers that have been erected by a competent person will be used
- roof lights and other fragile surfaces will be protected to prevent falls
- fall arrest equipment will be used if other means of prevention (safety nets, harnesses with running lines, etc.) are not practical or justified
- risks associated with those activities where work at height cannot be eliminated are evaluated and steps are taken to control them
- all the necessary equipment to allow safe access to and egress from the place of work is provided
- all the necessary equipment to ensure adequate lighting and protection from adverse weather conditions is provided
- suitable plant is provided to enable the materials used or created in the course of the work are safely lifted to and from the workplace and stored there if necessary
- any working platform and its supporting structures are selected and/or designed in accordance with current standards
- regular inspections of all equipment required for working at height are undertaken
- competent persons are appointed to be responsible for the supervision of all work at height and associated activities
- any contractors from whom they procure services comply with this policy

Information and Training

The company shall provide any information, instruction and training required to work in a safe manner when working at height.

Refer:

- Ladder Inspection Record

Working Time Regulations

The company will ensure that all workers under their control adhere to the working time regulations.

The working time regulations are designed to limit the number of hours individuals have to work. The company will NOT encourage workers to work over the 48 hours but workers can choose to work longer hours if they wish by opting out. Workers cannot be forced to opt out and can revoke their opt out, if they give a suitable notice period.

Individuals who are tired due to working excessive hours are more likely to suffer from mental health problems, general ill health and make mistakes leading to accidents.

A summary of the requirements for adult workers:

- a maximum of 48 hours per week, averaged out over a 17 week reference period (employees can opt out of this)
- entitlement to a minimum uninterrupted rest period of 11 hours in every 24-hour period with no opt out
- entitlement to 28 days paid holiday per year (including statutory holidays) for full time workers (pro-rata for part time workers)
- maximum of 8 hours per shift for night shift workers
- free health assessments for night shift workers
- 24 hour rest period at least once a week, can be 48 hours every fortnight with no opt out
- entitlement to a rest break, if working over six hours
- employees must not suffer any detriment if they choose not to opt out

Travelling to and from the normal work place, break periods, rest periods, holidays and sickness do not count as working time.

The reference period of 17 weeks can be increased to 26 weeks or 52 weeks by local collective agreements with recognised trade unions or official employee representatives.

A young person's maximum hours are limited to 40 hours per week with no reference period.

Young persons are generally excluded from shift working.

Refer:

- Working Time Regulations
- Working Time Regulations Opt Out Form

Young Persons

Whilst precautions taken to protect the health and safety of the workforce as a whole will, in many cases, also protect young persons, there are occasions when different and/or additional measures will be necessary due to their lack of experience, knowledge or absence of awareness of potential risks.

A 'young person' is defined as one who is below the age of 18 years.

To ensure the safety of young persons the organisation will:

- carry out risk assessments to cover the activities of young persons
- implement the actions determined by the risk assessment process
- inform the young persons of any risks associated with their work and the control measures taken to protect them
- provide a copy of the risk assessment to the parent/guardian of any young person below the school leaving age
- provide additional appropriate information, instruction, supervision and training, etc as determined by the risk assessment

Refer:

- Young Persons Risk Assessment
- Young Persons Training Record

RISK ASSESSMENT

7. RISK ASSESSMENT

Risk Assessment

Risk Assessment involves identifying the hazards present in the work place or arising out of any work activity and evaluating the extent of the risks involved to employees and others, taking into account existing precautions and their effectiveness.

A **hazard** is something with a potential to cause harm and can include articles, substances, plant or machines, methods of work and the work environment.

Risk is the likelihood of harm from that hazard being realised. Risk increases with the number of people exposed to the hazard and also with the potential severity of the harm i.e. the resultant injury or ill health effect. If there are no hazards there are no risks.

The regulations require that risk assessments are '**suitable and sufficient**' in that they should identify all the significant hazards present within the business and its activities and that they should be proportionate to the risk. The assessment should cover all risks that are reasonably foreseeable.

The risk assessment must identify all those people who may be affected by the hazard, whether they are workers or others, such as members of the public.

We may be controlling risks in various ways, determining the effectiveness of those controls is part of the risk assessment process.

Health and safety law does not demand absolute safety when considering what safety controls are required but measures taken should go as far as is '**reasonably practicable**'; a balance between risk and costs, the greater the risk the greater the need to commit resources in terms of time and money to remove or control the risk.

It is a legal requirement that the significant findings of our risk assessments are brought to the attention of our employees.

Carrying out risk assessments

Those who are involved in risk assessments should:

- be competent
- have knowledge and experience of working procedures in practice, potential dangers and strengths and weaknesses of existing precautions
- have knowledge and experience of how to solve problems identified by the assessment
- be in a position to give the commitment, co-operation and resources required to implement the assessment results

It is important that the person carrying out the risk assessment is competent. This means that the person must have the necessary skills and knowledge gained through experience and training and may have qualifications that enable them to make sound judgments.

The five stages of risk assessment

STEP 1 - IDENTIFY THE HAZARDS

Look for hazards by walking around the workplace. List the hazards that could reasonably be expected to cause harm. Ask for the opinion of employees as they may have noticed things that are not immediately obvious.

Examples of hazards include:

- cables trailing over floors
- fire
- chemicals
- work benches which are too high or too low
- electricity
- loads which have to be moved manually
- work equipment
- working environment e.g. ventilation, lighting, heating

STEP 2 - IDENTIFY WHO MAY BE HARMED AND HOW

List groups of people and individuals who may be affected by the hazards e.g.:

- staff
- members of the public
- contractors on the premises

Pay particular attention to vulnerable persons, e.g. those with disabilities, visitors, female employees who are pregnant or who have recently returned to work after having a baby, inexperienced employees or young persons.

STEP 3 - EVALUATE AND CONTROL THE RISK

Evaluate the risks arising from the hazards and decide whether existing precautions are adequate or if more should be done. When evaluating the extent of the risk, account should be taken of the chance of some harm occurring (likelihood), the likely severity of this, and the number of people who could be affected. The formula:

Severity x Likelihood = Risk

Is used on the risk forms within this policy manual

Even after all precautions have been taken some risk may remain. Ensure the precautions in place meet standards set by legal requirements comply with a recognised standard, represent good practice and reduce the risk as far as is reasonably practicable.

Where additional controls or further action are necessary to reduce the risk, decide what more could reasonably be done by adopting the following principles:

- avoid the risk completely
- evaluate risks which cannot be avoided
- combat risks at source
- adapt work to the individual
- make use of technical progress

- replace the dangerous with none or less dangerous
- develop an overall prevention policy
- give priority to measures which protect the greatest number of people
- give appropriate instructions to employees

IMPLEMENTING AN ACTION PLAN

Once the level of risk has been determined and the control measures needed to reduce or eliminate the risk established, an action plan should be drawn up with timescales for implementation of the control measures.

STEP 4 - RECORD YOUR FINDINGS

The significant findings of the assessment must be recorded since these provide evidence that something has been done, it is also a legal requirement. Keep any written assessments for future reference and ensure that employees are informed of the findings and control measures, either existing or additional, that have to be observed and used. In some circumstances the findings of the risk assessment should also be given to others who could be affected, for example agency workers, contractors etc.

Hazards and example controls

Hazard	Example control measures
Manual handling	Mechanical aids, hoists, getting assistance, breaking loads into smaller units, training
Hazardous substances	Substitution for less hazardous alternatives, extract ventilation, personal protective equipment, training
Work equipment (machinery, tools, etc.)	Guarding, demarcation of danger zones, restricted operation and use planned preventative maintenance, training
Ladders	Avoid working at height. correct type of ladder/stepladders, maintained, training
Electricity	Insulated tools, residual circuit breakers, fuses, earthing, inspection and testing of systems and appliances
Stairs, etc	Good lighting, handrails, non-slip surfaces, slightly raised/highlighted front edges
Fire	Detection/warning systems, fire drills, extinguishers, signs, suitable storage facilities for substances and goods, fire retardant furniture and fittings
Noise	Reduction at source, isolation, ear protection, demarcation of danger zones
Stress	Reduce/increase workload, more control over work, work suitable for the individual, avoidance of monotonous repetitive work
Work environment	Good lighting, ventilation, redesign layout of area, heaters/coolers

STEP 5 - MONITOR AND REVIEW THE ASSESSMENT

It is important that the control measures are monitored and that records are kept. A regular review of the assessments should be made to take into account any changes to the methods or systems of work. You should also review the assessment following an accident, where there has been a significant change to the work, if new information comes to light, or if there is any other reason to believe that it may no longer be valid. Following the review, additional control measures should be implemented if required. Even if there are no significant changes since the original risk assessment, it should be regularly reviewed to confirm that it is still relevant and valid.

Refer

- Risk Assessment Form

Fire Risk Assessment

A fire risk assessment is an organised and methodical look at the premises, the activities carried on there and the likelihood that a fire could start and cause harm to those in and around the premises.

The aims of the fire risk assessment are:

- to identify the fire hazards
- to reduce the risk of those hazards causing harm to as low as reasonably practicable
- to decide what physical fire precautions and management arrangements are
- necessary to ensure the safety of people in your premises if a fire does start

The significant findings of the fire risk assessment, the actions to be taken as a result of the assessment and details of anyone especially at risk must be recorded.

It is important that the fire risk assessment is carried out in a practical and systematic way and that enough time is allocated to do a proper job. It must take the whole of your premises into account, including outdoor locations and any rooms and areas that are rarely used. Small premises may be able to assess as a whole, in larger premises you may find it helpful to divide them into rooms or a series of assessment areas using natural boundaries, e.g. process areas, offices, stores, as well as corridors, stairways and external routes.

Risk assessments must take account of other users of the buildings and co-operation and communication of hazard and risk must be shared between businesses to ensure a co-ordinated response is prepared and implemented.

You need to appoint one or more competent persons to carry out any of the preventive and protective measures needed to comply with the legislation. This person could be you, or an appropriately trained, employee or, where appropriate, a third party.

Your fire risk assessment should demonstrate that, as far as is reasonable, you have considered the needs of all relevant persons, including disabled people.

Five Steps to Fire Risk Assessment

1. Identify the hazards

- Sources of ignition
- Sources of fuel
- Sources of oxygen

2. Identify people at risk

- Employees
- People in and around the premises
- Vulnerable persons, disabled etc.

3. Evaluate, remove, reduce and protect from risk

- Evaluate the risk of fire occurring
- Evaluate the risk to people from fire
- Remove or reduce the fire hazards
- Remove or reduce the risks to people

4. Consider:

- Detection and warning
- Fire fighting
- Escape routes and travel distances
- Lighting
- Signs and notices
- Maintenance

5. Record, plan, inform, instruct and train

- Record the significant findings and action taken
- Prepare an emergency plan
- Inform and instruct relevant people; co-operate and co-ordinate with other businesses
- Provide training

6. Review

- Keep assessment under review
- Revise where necessary

Refer:

- Fire Risk Assessment Form

**MONITORING
HEALTH AND SAFETY**

8. MONITORING OF HEALTH AND SAFETY

Measurement is essential to maintain and improve our health and safety performance to identify how effectively we are controlling risks and how well we are developing a positive health and safety culture.

There are two types of performance monitoring, active and reactive.

Proactive monitoring

Monitoring is a line manager's responsibility and in this section there are monitoring checklists for each of the key management positions to be used to determine achievement against relevant health and safety standards. In completing the checklist managers are providing evidence that they have carried out monitoring within their areas of responsibility and they are reinforcing their commitment to health and safety objectives in general and helping to develop a health and safety culture.

This approach to proactive monitoring gives the company feedback on its performance before an accident, incident or case of ill health.

Managers and supervisors with defined health and safety responsibilities must monitor in detail the areas for which they have day to day control. Much of this checking will be informal and not recorded but formalised, structured checks are also essential to ensure all areas are covered and to demonstrate compliance to senior managers who must in turn seek assurance that first line monitoring is taking place.

Employees who take a proactive interest or represent groups for health and safety can also be involved with monitoring and may take the format of a health and safety tour or if more formally via a devised checklist.

Refer:

- Health and Safety Inspection Form

Reactive monitoring

Reactive monitoring of events including accidents, incidents, cases of ill health or property damage provide an opportunity to check performance and learn from mistakes and improve control measures.

Trends and common features arising from accident and incident investigation can identify jobs or activities where future health and safety initiatives would be most beneficial. Investigations may also provide valuable information in the event of legal action or an employee claim.

The Council

To be completed: **Biannually**

Date:

Subject	Yes	No	Comment
Health and Safety Management			
Is the Health and Safety Policy statement current and up to date?			
Does the management structure within the Policy reflect the current organisation?			
Have all Policies and Procedures been reviewed within the 12 months?			
Are Policies and Procedures being adhered to?			
Health and Safety Performance			
What is the health and safety employee claim history for the last 12 months?			
How many accidents/incidents have been reported under RIDDOR within the last 12 months?			
How many accidents/incidents have occurred across the company within the last 12 months?			
Have near miss statistics been compiled and analysed for the last 12 months?			
Have any enforcement notices been served on the company within the last 12 months?			
Have trends in accidents/incidents been identified to provide a direction for future safety initiatives?			
Are there any outstanding enforcement issues from the last 12 months?			
Are there any outstanding health and safety enforcement issues?			
Communication and Consultation			
Has the Health and Safety Committee met at the agreed intervals?			
Have the Health and Safety Committee met at least twice within the last 12 months?			

Town Clerk

To be completed: **Annually**

Date:

Subject	Yes	No	Comment
Health and Safety Management			
Is the Health and Safety Policy statement displayed?			
Is the 'Health and Safety Law' poster and Employers Liability insurance certificate displayed?			
Has a report on the last 12 months health and safety performance been prepared?			
Have those persons delegated with health and safety responsibility been trained?			
Are arrangements in place to ensure health and safety training is provided throughout the company?			
All employees provided with health and safety information?			
Has a Health and Safety Plan for the next 12 months been prepared?			
Are there adequate resources to implement the Health and Safety Plan?			
Are there any remedial actions outstanding from the Health and Safety Plan?			
Are we on target with our Action Plan?			
Is the Safety Action Plan being completed in line with agreed timescales?			
Are any new Policies and Procedures required?			
Health and Safety Performance			
Have annual accident /incident statistics been compiled?			
Have internal monitoring procedures been amended to include issues previously subject to enforcement action?			
Communication and Consultation			
Has Health and Safety been discussed at meetings at least twice within the last 12 months?			
Have the Committee's minutes been circulated?			
Have all issues raised been addressed or programmed for action?			
Are there any issues outstanding?			
Have all health and safety checklists been completed and actions raised discussed by the H&S Committee?			

Are delegated persons completing their Health and Safety Monitoring activities at the agreed timescales?			
Risk assessments			
Are risk assessments completed for those activities where a significant risk of injury is foreseeable?			
Are there any outstanding control measures from previous risk assessments?			
Are all risk assessments up to date and control measures listed in an Action Plan?			
Are control measures being maintained?			
Are there any issues that require attention, following the completion of the risk assessments?			
Have staff had the risk assessments brought to their attention?			
Have any changes taken place which affect the validity of the assessments?			
Are there any injuries or 'near misses' recorded that are related to work activities that have not been assessed?			
Training			
Have all staff received induction training?			
Is all induction training up to date?			
Have the Health and Safety training needs across the organisation been determined?			
Have staff received specific health and safety training?			
Have staff received training in relevant health and safety subjects?			
Are training needs being met?			
Are training records up to date?			
Are staff informed of the control measures that need to be taken to protect themselves and others from the hazards of the work?			
Fire and Emergencies			
Do all sites have a fire risk assessment in place?			
Has the fire risk assessment been reviewed within the last 12 months?			
Have all the actions from the fire risk assessment been completed?			
Has the fire alarm for each site been serviced in accordance with the service contract?			
Have the fire alarms been serviced within the last 12 months?			

Are emergency lights serviced and tested in accordance with the relevant British Standard?			
Is the quantity of flammable material on site kept to a minimum?			
Is flammable waste removed regularly?			
Accident / First Aid			
Are there adequate numbers of First Aiders or Appointed Persons?			
Are details of the Appointed Persons / First Aiders displayed?			
Do all staff have access to a first aider and do all staff know who they are?			
Are there sufficient first aid boxes provided?			
Are there sufficient first aid facilities?			
Are those working on the site aware of the first aid arrangements?			
Electricity			
Is the fixed electrical testing up to date for each site?			
Is the fixed wiring due for its periodic examination and test?			
Are all electrical installations that are vulnerable to damage adequately guarded?			
Have all exposed electrical sockets been fitted with child proof covers?			
Are isolation switches marked to identify which equipment or machine they isolate?			
Is there safe access to isolation switches?			
Does the power supply operate without regular power cuts being experienced?			
Is the portable appliance inspection and testing schedule up to date?			
Gas Safety			
Are gas appliances inspected and tested at prescribed intervals?			
Are records kept?			
Are the gas supply isolators readily identifiable and accessible?			
Is a copy of the emergency procedure displayed at or near the gas meter?			

General Workplace			
Are there any outstanding items of building maintenance that may cause a significant health and safety issue?			
Asbestos			
Has an asbestos survey been conducted at all sites?			
Is the asbestos survey report made available to all relevant contractors?			
Is all known asbestos material free from damage or deterioration?			
Are areas of the workplace where asbestos is present, marked to identify its presence?			
Are asbestos warning labels still in place?			
Have the regular checks been completed?			
Do employees know what to do if they see material that they suspect to be asbestos?			
Do the employees know who to report asbestos damage to?			
Do employees know of the risks to health from exposure to asbestos fibres?			
Cellars			
Is the cellar clean and tidy with clear access to all cellar areas?			
Is the cellar door kept secure against unauthorised access?			
Are low ceilings/doorways highlighted and padded?			
Are gloves, apron and goggles readily available for line cleaning operations?			
Are warning/instruction notices displayed on what action to take if a carbon dioxide cylinder is leaking?			
Legionella			
Has the water system been disinfected within the last 12 months?			
Is the annual disinfection of the water system due?			
Are the temperatures recorded adequate to control the growth of legionella?			
Are the temperature monitoring records up to date?			
Are the records up to date?			

Lone Working			
Have risk assessments been undertaken and all control measures implemented?			
Are arrangements in place to protect lone workers?			
Are adequate communication and emergency procedures in place for lone workers?			
Have staff been trained on the arrangements?			
Have there been any incidents recorded involving lone workers?			
Manual Handling			
Are there any tasks that require a manual handling assessment?			
Are steps taken to minimise the risk of injury from manual handling?			
Are manual handling aids such as trolleys being used wherever possible?			
Are manual handling aids provided wherever possible?			
Are adequate manual handling aids provided?			
Needles and Sharps			
Are the sharps boxes positioned safely away from service users?			
Personal protective equipment			
Are all items of personal protective equipment readily available and plentiful?			
Are all items of personal protective equipment required, made available and used appropriately?			
Is adequate personal protective clothing provided?			
Has adequate personal protective equipment, e.g. hard hats, safety boots, gloves, goggles and dust masks been provided?			
Is the personal protective equipment that is provided adequate?			
Are details of PPE issue recorded and kept up to date?			
Are suitable gloves and overalls provided for cleaning staff?			
Are suitable gloves provided for those who have to handle items with sharp edges?			
Is protective footwear provided for those whose work involves the risk of injury to the feet?			
Is suitable clothing provided for those who have to work in wet, dirty or otherwise adverse conditions?			

Where personal protective equipment has been issued is it used?			
Is the equipment in good condition and worn by all who need it?			
Is any of the personal protective equipment in need of replacing?			
Are suitable storage facilities provided for personal protective equipment?			
Is the use of personal protective equipment regularly monitored and enforced?			
Is all non-disposable respiratory protective equipment examined and tested at least once per month?			
Smoking			
Are suitable no smoking signs displayed at all entrances?			
Are no smoking prohibitions being complied with?			
Vehicles			
Are vehicles serviced in accordance with the manufacturer's recommendations?			
Are all servicing and MOT records up to date?			
Are vehicle insurances in date?			
Are vehicle service logs up to date?			
Are regular vehicle checks being completed?			
Have driver licences been checked within the last 12 months?			
Work at Height			
Are work at height assessments being completed?			
Has a detailed risk assessment been performed on all tasks involving work at height?			
Have all tasks that involve work at height been identified in an initial assessment?			
Are assessments regularly reviewed?			
Following the assessment, are appropriate control measures being implemented?			
Are assessments reviewed following an accident/incident or whenever the nature of the work changes?			
Is the work at height supervised?			
Are all persons involved with work at height suitably trained?			

Administration

To be completed: **Monthly/ Weekly**

Date:

Subject	Yes	No	Comment
Contractors and Maintenance			
Are procedures in place to check the health and safety credentials of all contractors and to ensure they have adequate insurance?			
Are staff informed of the control measures that need to be taken to protect themselves and others from the hazards of the work?			
Are staff aware of the potential hazards arising out of the contract/maintenance work?			
Where contract or maintenance work is being carried out, have effective measures been put into place to segregate people from the hazards?			
Where contract or maintenance work is being carried out have effective measures been put into place to segregate people from the hazards?			
Fire and Emergencies			
Are all emergency exits clearly marked?			
Is there a means of raising the alarm, and does it work?			
Are all escape routes and exits free from obstruction?			
Are there adequate escape routes and are these maintained?			
Are all fire exit doors fully operational?			
Have fire doors been checked to ensure they open fully and close on to the rebate?			
Are all automatic door closers working correctly?			
Has the fire alarm and emergency lighting been checked and serviced in the last 12 months?			
Is the emergency lighting checked monthly and records kept?			
Are the weekly fire checks being carried out?			
Is adequate means of escape and means for fighting fire provided?			
Are records of weekly test up to date?			
Is the fire logbook up to date?			
Is the fire alarm tested for audibility on a weekly basis?			

Are the locations of all fire extinguishers clearly visible?			
As applicable to the premises is the fire alarm tested for audibility on a weekly basis?			
Have all extinguishers been serviced within the last 12 months?			
Are notices displayed informing all persons what to do in the event of fire and the location of the assembly point?			
Have emergency procedures been developed, e.g. evacuating the site in case of fire or rescue from a confined space?			
Are workers aware of the procedures?			
Are the visitor/contractor logbooks at reception being completed correctly?			
Are adequate bins or skips provided for storing waste?			
Accident / First Aid			
Is the first aid box fully stocked?			
Do all staff know the location of the First Aid box?			
Is an Accident Book available and are details entered correctly?			
Do all staff know the location of the Accident Book?			
Have all accidents been put in the Accident Book and where relevant investigated with records kept?			
Electricity			
Are all visible items of the fixed installation e.g. sockets, switches etc. free from any obvious signs of damage?			
Are electrical installations kept free from clutter?			
Are all sockets free from any obvious signs of overloading?			
Do employees carry out basic visual checks prior to using portable electrical appliances?			
Do all portable electrical appliances appear to be free from any obvious signs of damage?			
Are all plugs securely attached to the outer insulation cable?			
Are low powered hand held appliances being used where appropriate?			
Is the supply voltage for tools and equipment the lowest necessary for the job (could battery operated tools and reduced voltage systems, e.g. 110V, or even lower in wet conditions, be used)?			
Is there an appropriate system of user checks, formal visual inspections by site managers and combined inspection and test by competent persons for all tools and equipment?			

Where mains voltage has to be used, are trip devices, e.g. residual current devices provided for all equipment?			
Are residual current devices fitted where appropriate?			
Are residual current devices protected from damage, dust and dampness and checked daily by the user?			
Are all connections to the system properly made and are suitable plugs used?			
Are cables and leads protected from damage by sheathing, protective enclosures or by positioning away from causes of damage?			
Are all electrical test records kept up to date?			
General Workplace			
Are facilities available for heating food?			
Are facilities available for making hot drinks?			
Are facilities available for sitting down to eat etc.?			
Are facilities available to hang up jackets, coats etc?			
Are adequate WC's and washing facilities available for staff?			
Are adequate hand drying facilities available?			
Are bactericidal soap and hand drying facilities available?			
Are there facilities for changing, drying and storing clothing?			
Are there wash basins, warm water, soap and towels?			
Are suitable rest areas available for staff?			
Is a supply of drinking water available?			
Is an adequate supply of hot water available?			
Are all facilities kept clean and in good condition?			
Are welfare facilities easily and safely accessible to all who need to use them?			
Are working conditions comfortable for staff: adequate heating, lighting and ventilation?			
Are all work areas sufficiently lit and free from obstructions?			
Are all light fittings functioning correctly?			
Are fixtures, furnishings and fittings in a good state of repair?			

Are floors and traffic routes kept free of tripping and slipping hazards?			
Are all transparent surfaces, e.g. glass doors, large windows etc. clearly marked?			
Can all windows be cleaned safely?			
Is localised lighting provided where necessary?			
Is there enough space for furniture to be positioned and allow people to work and move about comfortably?			
Is there any furniture or equipment in need of repair?			
Are all items of furniture in a safe condition?			
Is a thermometer available to allow temperatures to be determined?			
Are thermometers available so that employees can monitor the workplace temperature?			
Is protection provided where employees interface with extremely hot processes?			
Are good housekeeping practices observed so as to prevent working space being cluttered?			
Is there sufficient space to allow safe operation of machinery and safe movement around workstations?			
Are spillage procedures adequate?			
Waste			
Are there sufficient receptacles for the collection of normal waste?			
Is waste cleared regularly and not allowed to accumulate?			
Where arson is likely, are bins/skips located away from buildings to prevent arson?			
Is there a separate facility for the collection of hazardous or contaminated waste?			
Do any general waste skips or bins contain evidence of hazardous or contaminated waste?			
Work Equipment			
Are filing cabinets fitted with anti-tilt devices or secured to the walls?			
Has all equipment been serviced in accordance with service agreements?			
Are service arrangements in place for all items of plant and equipment?			
Are service logs kept up to date?			
Has all equipment been serviced with records kept?			

Are statutory inspections complete and are certificates kept on file?			
Is the machinery maintained in good repair and are all safety devices operating correctly?			
Is any equipment provided maintained in a safe condition?			
Is all equipment properly guarded?			
Are guards secured and in good repair?			
Are all dangerous parts, e.g. exposed gears, chain drives, projecting engine shafts etc. guarded?			
Are hot surfaces guarded or identified by hazard warning signs?			
Are operators competent?			
Has all training been recorded?			
Is training in the use of the equipment outstanding?			
Display Screen Equipment			
Have workstation assessments been completed and recorded for all 'users' of DSE?			
Is there sufficient space for users to arrange equipment so they can adopt a comfortable position?			
Are all chairs adjustable, stable, comfortable and do they allow freedom of movement?			
Are workstations arranged so staff can easily get to and from them?			
Are all screens free from glare and reflections?			
Has instruction in the use of DSE been given to all 'users'?			
Have all DSE 'users' been advised on the availability of eye tests?			
Are records kept up to date of eye tests taken and persons issued with glasses?			
Storage Areas			
Are storage areas kept tidy and floors free from obstruction?			
Are storage areas adequate?			
Are storage areas and gangways clearly marked?			
Is all shelving/racking secured to prevent toppling?			
Is care taken not to overload shelving and racking?			

Are goods and items stacked neatly?			
Are all stored items easily retrievable?			
Is the storage of items on top of cabinets prohibited?			
Is there a safe means of access to high areas?			
Are flammable substances stored in suitable flammable stores?			

Grounds Maintenance Manager

To be completed: Monthly/ Weekly

Date:

Subject	Yes	No	Comment
General Workplace			
Are employees who need to work in cold conditions supplied with thermal clothing?			
Battery Charging			
Are battery charging operations carried out in a well-ventilated areas?			
Is battery charging carried out in areas which are free from explosive atmospheres?			
Are all sources of ignition excluded from the proximity of the battery charging operations?			
Are flammable materials kept clear of battery charging operations?			
Chainsaws			
Have all chainsaw operators attended a recognised chain saw safety course and do they have a Certificate of Competence?			
Is adequate personal protective equipment provided and worn by the chainsaw operators?			
Is chainsaw equipment including ropes, harnesses etc., inspected before use and in good condition?			
Are chainsaws kept secure from misuse?			
Children's Play areas			
Is the play area secure and where practicable sited away from all traffic routes?			
Is the children's play area and equipment checked daily?			
Is all the equipment in good condition with no sharp edges or rough surfaces?			
Is the floor surface of an absorbent, non-slip and 'cushioned' material?			
Is a sign displayed giving guidelines on the age/size of children that the play equipment is suitable for?			
Is a sign displayed informing parents to supervise their children?			
Is there a sign prohibiting drinks glasses to be taken into the play area?			
Excavations			
Is an adequate supply of timber, trench sheets, props or other supporting material made available before excavation work begins?			

Is this material strong enough to support the sides?			
Are properly secured stop blocks provided to prevent tipping vehicles falling in?			
Are stacked materials, spoil or plant stored near the edge of the excavation likely to cause a collapse of the side?			
Are there guard-rails or is there other equivalent protection to stop people falling in?			
If the sides of the excavation are sloped back, is the angle of the batter sufficient to prevent collapse?			
Does the excavation affect the stability of neighbouring structures?			
Is a safe method used for putting in the support, i.e. one that does not rely on people working within an unsupported trench?			
Is the excavation inspected by a competent person at the start of every shift and after any accidental collapse or event likely to have affected its stability?			
Is there safe access to the excavation, i.e. by a sufficiently long, secured ladder?			
Gas Cylinders			
Are there proper storage areas for flammable liquids and gases, e.g. liquefied petroleum gas and acetylene?			
Are areas where cylinders are used and stored suitably signed to indicate their presence?			
Are cylinders stored away from sources of heat and ignition?			
Are cylinders stored in a dry and well-ventilated area?			
Are cylinders stored upright with adequate precautions taken to prevent toppling?			
Are all gas cylinders secured in an upright position?			
Are there suitable external facilities to store and segregate gas cylinders?			
Are cylinders kept safely outside?			
Are all cylinders not in use stored within the cage?			
Is the area around the LPG tank and cylinder cage free from combustible material?			
Is the area around the vicinity of the gas store free from evidence of smoking e.g. cigarette butts and matches?			
Are cylinders stored away from highly flammable or combustible materials?			
Are containers and cylinders returned to these stores at the end of the shift?			
When gas cylinders are not in use, are the valves fully closed?			
Are cylinders clearly identified so that there can be no confusion over their contents?			

Are minimal quantities of gas kept on site?			
Are pressure gauges fitted to all in use cylinders?			
Are suitable trolleys provided for gas cylinders?			
If placed in resident's rooms, are they placed so they cannot be knocked over and away from combustible sources and fire escape routes?			
Are all warning signs clearly displayed?			
Grass Cutting Machinery			
Where more than 3 gallons of petrol are stored, has a Petroleum Licence been applied for/issued or has an exemption been granted?			
Are grass cutting machines overhauled during the winter months and subject to maintenance during the grass cutting season?			
Are only hover/rotary mowers, in conjunction with restraining ropes, used on slopes?			
Are the drive mechanisms, pulley shafts and cutters adequately guarded?			
Grinding Machine			
Are abrasive wheel tool rests adjusted so that the gap between the rest and the wheel is kept to a minimum?			
Are grinding machines fitted with splinter guards?			
Is the spindle speed clearly marked on all grinding machines?			
Hand tools			
Are hand tools kept in good condition?			
Are hand tools stored safely and securely?			
Are there controls in place for the use of sharp knives e.g. sheathing?			
Hazardous Substances			
Have all harmful materials e.g. asbestos, lead, solvents, paints etc. been identified?			
Are risk assessments available on the use of all hazardous substances?			
Are hazard data sheets readily available?			
Do staff who use hazardous substances know where to find information on them?			
Have precautions been identified and put in place?			

Have employees been given information on how to protect themselves from health risks arising from hazardous substances?			
Have those who may be exposed been informed of the potential risks to health?			
Are workers and others who are not protected kept away from exposure?			
Are suitable extraction systems provided to control fumes?			
Are all substances properly and securely stored?			
Are all substances in their original, properly labelled containers?			
Ladders and Stepladders			
Are all ladders and stepladders in good condition?			
Are all ladders in good condition?			
Has the condition of all ladders and stepladders been checked and records kept?			
Are ladder checks up to date?			
Are ladders and stepladders secured against unauthorised use?			
Are ladders secured to prevent them slipping sideways or outwards?			
Are the ladders positioned so that users don't have to overstretch or climb over obstacles to work?			
Are the ladders provided adequate for the heights to be accessed and the activities to be carried out?			
Do ladders rise about a metre above their landing places? If not, are there other handholds available?			
Has instruction been provided in the correct use of ladders and stepladders?			
Lifting equipment and Accessories			
Is all lifting equipment examined in line with the legal requirement under LOLER?			
Is the safe working limit displayed on all lifting equipment and accessories where appropriate?			
Where the safe limit alters due to configuration, is there a table or plate available to show the various safe working limits?			
Are there adequate facilities to store lifting equipment so as to prevent damage & deterioration?			
Is there any equipment or any accessories that show obvious signs of damage?			
Is the harness in good condition?			
Are all chains or slings free from knotting?			

Are hard hats available in areas where lifting operations take place?			
Are hard hats worn in the area of lifting operations?			
Machinery			
Are suitable protective devices fitted to protect against mechanical hazards?			
Is there an effective locking off system to prevent machinery being started up whilst maintenance staff are working on machinery?			
Are all guards in position and without evidence of them being defeated?			
Are all guards free from any obvious evidence of interference?			
Are all machines fitted with suitable, effective and clearly marked controls?			
Are emergency stop devices fitted and tested regularly to ensure that they operate effectively?			
Are isolation switches correctly labelled so that there can be no confusion as to which machines they isolate?			
Is the permit to work system being operated correctly?			
Do maintenance staff appear to be working safely?			
Are employees instructed not to wear loose clothing or jewellery when operating the spin dryer?			
Manual Handling			
Are manual handling assessments completed?			
Noise			
Are systems in place to prevent staff being exposed to excessive noise?			
Have staff received training on the control measures for reducing noise to an acceptable level?			
Is work sequenced to minimise the number of people exposed to noise?			
Where hearing protection zones have been established, is the use of hearing defence enforced?			
Are hearing protection zones clearly marked with appropriate signs?			
Are all employees and visitors to hearing protection zones wearing ear protection?			
Are noise enclosures where fitted being used?			
Do all personnel wear ear defenders in hearing protection zones?			
Is ear protection provided and worn in noisy areas?			

Are others not involved in the work kept away?			
Are noise levels monitored to ensure noise reduction methods are working?			
Are barriers erected to reduce the spread of noise?			
Pesticides / Herbicides			
Is the pesticide store clearly marked with appropriate warning signs, (i.e. a black exclamation mark on a yellow triangular background)?			
Is a suitable bund provided, so that any spillage or leaks are contained within the store?			
Are only pesticides that have been approved for use kept?			
Are adequate washing facilities provided near to the pesticides store?			
Are adequate first aid facilities available within a reasonable distance of the pesticides store?			
Is an emergency eyewash station provided within the pesticides store?			
Is an apron, wellington boots, face shield and gloves available for emergency use, i.e. the cleaning up of spillage, within the pesticides store?			
Is a regular review of pesticide usage carried out, particularly in respect of the use of the safest product available for the required result?			
Are the vehicles used to transport pesticides equipped with suitable fire extinguishers?			
Are pesticides only transported on vehicles which have been fitted with an impervious barrier between the load carrying section and the cab or on separate trailers?			
Are knapsack sprayers maintained in good condition?			
Are all the operators who use pesticides adequately trained and hold the relevant appropriate Certificate of Competence?			
Is work carried out in accordance with the relevant FASTCo Safety Guide?			
Use of Tractors / Mowers			
Are all items of equipment serviced in accordance with the manufacturer's recommendations?			
Are service records up to date?			
Are pre-start checks being carried out on all tractors/mowers prior to use?			
Are all tractors provided with a safety cab or roll bar/frame?			
Are power take-offs adequately guarded where fitted?			

Welding - manual arc			
Are suitable extraction systems provided to control fumes?			
Are extraction systems free from any obvious signs of damage to the extraction system such as holes or tears in the ducting?			
Is the system being used?			
Is the means of electrical isolation clearly identified?			
Are residual current devices fitted and used?			
Are suitable welding screens available and used?			
Are insulated hooks or rests provided for electrode holders?			
Are all cable connections properly made?			
Are areas cleared of combustible material before any welding is carried out?			
Is sufficient personal protective equipment issued e.g. visors, overalls aprons, gloves and safety boots?			
Are suitable fire extinguishers readily available?			
Flammable Liquids			
Is smoking banned in areas where gases or flammable liquids are stored and used? Are other sources of ignition also prohibited?			

9. LEGAL EXPENSES INSURANCE

For a copy of WorkNest master legal expenses insurance policy please see www.worknest.com/insurance. Please refer to your contract with WorkNest for the type of cover (if any) that is applicable to your organisation – i.e. employment dispute insurance or health & safety prosecution insurance or both – and the relevant provisions of the master policy document will then apply accordingly.

Please contact us if you require a hard copy of the policy.



Health and Safety Handbook November 2025

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CONTENTS

INTRODUCTION

HEALTH AND SAFETY POLICY STATEMENT

ENVIRONMENTAL POLICY STATEMENT

RESPONSIBILITIES AND RULES

- Employee Responsibilities
- Health and Safety Rules
 - General
 - Working Practices
 - Hazard / Warning Signs and Notices
 - Working Conditions / Environment
 - Protective Clothing and Equipment
 - Fire Precautions
- Accidents
- Health
- Rules Covering Gross Misconduct

ARRANGEMENTS FOR HEALTH AND SAFETY

- Accident, Incident and Ill-Health Recording, Reporting and Investigation
- Communication and Consultation
- Disabled Persons
- Display Screen Equipment
- Driving for Work
- Drugs and Alcohol
- Excavation, Ground and Floor Penetration
- Fire
- Fire and Emergency Evacuation
- First Aid
- Hazardous Substances (COSHH)
- Health, Safety and Welfare
- Health Surveillance
- Lifting Operations and Equipment
- Manual Handling
- New and Expectant Mothers
- Noise
- Outdoor and Peripatetic Working
- Personal Protective Equipment
- Risk Assessment
- Smoking
- Stress
- Training
- Vibration
- Violence to Staff
- Work At Height
- Working Time Regulations
- Young Workers

GUIDANCE

- Asbestos
- Control of Substances Hazardous to Health (COSHH)
- Display Screen Equipment (DSE)/Visual Display Unit (VDU)
- Driving
- Electrical Safety

Hand Washing
Ladders and Stepladders
Lone Working
Manual Handling
Work At Height

HEALTH AND SAFETY HANDBOOK ACKNOWLEDGEMENT FORM

INTRODUCTION

This handbook contains the health and safety information you require to comply with our Health and Safety Policy. After reading it you will be required to sign to confirm that it has been brought to your attention. If you have any queries regarding the contents please do not hesitate to ask.

Ludlow Town Council takes its responsibility for health and safety very seriously and is committed to a programme of progressive improvement that requires input from all its employees. If you see anything during your work that gives rise to a concern you are positively encouraged to report it to your supervisor or manager.

Safety is everyone's responsibility and that includes you.

HEALTH AND SAFETY POLICY STATEMENT

The management of Ludlow Town Council recognises that it has a legal duty of care towards protecting the health and safety of its employees and others who may be affected by the Business's activities, and that managing health and safety is a business critical function.

In order to discharge its responsibilities the management will:

- bring this Policy Statement to the attention of all employees
- carry out and regularly review risk assessments to identify proportionate and pragmatic solutions to reducing risk
- communicate and consult with our employees on matters affecting their health and safety
- comply fully with all relevant legal requirements, codes of practice and regulations at International, National and Local levels
- eliminate risks to health and safety, where possible, through selection and design of materials, buildings, facilities, equipment and processes
- encourage staff to identify and report hazards so that we can all contribute towards improving safety
- ensure that emergency procedures are in place at all locations for dealing with health and safety issues
- maintain our premises, provide and maintain safe plant and equipment
- only engage contractors who are able to demonstrate due regard to health & safety matters
- provide adequate resources to control the health and safety risks arising from our work activities
- provide adequate training and ensure that all employees are competent to do their tasks
- provide an organisational structure that defines the responsibilities for health and safety
- provide information, instruction and supervision for employees
- regularly monitor performance and revise policies and procedures to pursue a programme of continuous improvement

This Health and Safety Policy will be reviewed at least annually and revised as necessary to reflect changes to the business activities and any changes to legislation. Any changes to the Policy will be brought to the attention of all employees.

Signed:

Dated:

Position:

Town Clerk

ENVIRONMENTAL POLICY STATEMENT

The management of Ludlow Town Council recognises that the day-to-day operations can impact both directly and indirectly on the environment. We aim to protect and improve the environment through good management and by adopting best practice wherever possible. We will work to integrate environmental considerations into our business decisions and adopt greener alternatives wherever possible, throughout our operations.

In order to discharge its responsibilities the management will:

- bring this Environmental Policy Statement to the attention of all stakeholders
- carry out regular audits of the environmental management system
- comply fully with all relevant legal requirements, codes of practice and regulations at International, National and Local levels
- eliminate risks to the environment, where possible, through selection and design of materials, buildings, facilities, equipment and processes
- ensure that emergency procedures are in place at all locations for dealing with environmental issues
- establish targets to measure the continuous improvement in our environmental performance
- identify and manage environmental risks and hazards
- improve the environmental efficiency of our transport and travel
- involve customers, partners, clients, suppliers and subcontractors in the implementation of our objectives
- minimise waste and increase recycling within the framework of our waste management procedures
- only engage contractors who are able to demonstrate due regard to environmental matters
- prevent pollution to land, air and water
- promote environmentally responsible purchasing
- provide adequate resources to control environmental risks arising from our work activities
- provide suitable training to enable employees to deal with their specific areas of environmental control
- reduce the use of water, energy and any other natural resources
- source materials from sustainable supply, when practicable

This Environmental Policy will be reviewed at least annually and revised as necessary to reflect changes to the business activities and any changes to legislation. Any changes to the Policy will be brought to the attention of all stakeholders.

Signed:

Dated:

Position:

Town Clerk

RESPONSIBILITIES AND RULES

Employee Responsibilities

It is the responsibility of all employees to co-operate in the implementation of this Health and Safety Policy within their areas of influence. All employees have a legal duty to ensure their own safety and the safety of others (for example, colleagues, visitors, contractors) under the Health and Safety at Work etc Act 1974.

Employees must therefore:

- take reasonable care of their own safety
- take reasonable care of the safety of others affected by their actions
- observe the safety rules
- comply with the Health and Safety Policy
- conform to all written or verbal instructions given to them to ensure their personal safety and the safety of others
- dress sensibly and safely for their particular working environment or occupation
- conduct themselves in an orderly manner in the work place and refrain from any antics or pranks
- use all safety equipment and/or protective clothing as directed
- avoid any improvisations of any form which could create an unnecessary risk to their personal safety and the safety of others
- maintain all equipment in good condition and report defects to their supervisor
- report any safety hazard or malfunction of any item of plant or equipment to their supervisor
- report all accidents to their supervisor whether an injury is sustained or not
- attend as requested any health and safety training course
- observe all laid down procedures for processes, materials and substances used
- observe the fire evacuation procedure and the position of all fire equipment and fire exit routes

Health and Safety Rules

General

- It is the duty of all employees to co-operate with management in fulfilling our legal obligations in relation to health and safety.
- Employees must not intentionally or recklessly interfere with anything provided in the interests of health, safety or welfare.
- Employees are required to notify to management of any unsafe activity, item or situation.

Working Practices

- Employees must not operate any item of plant or equipment unless they have been trained and authorised.
- Employees must make full and proper use of all equipment guarding.
- Employees must not clean any moving item of plant or equipment.
- Employees under the age of 18 years must not operate any item of plant or equipment unless they have received sufficient training or are under adequate supervision.
- Employees must not make any repairs or carry out maintenance work of any description unless authorised to do so.
- Employees must use all substances, chemicals, liquids etc, in accordance with all written instructions.
- Employees must not smoke except in prescribed areas.

Hazard / Warning Signs and Notices

- Employees must comply with all hazard/warning signs and notices displayed on the premises.

Working Conditions / Environment

- Employees must make proper use of all equipment and facilities provided to control working conditions/ environment.
- Employees must keep stairways, passageways and work areas clear and in a clean and tidy condition.
- Employees must dispose of all rubbish, scrap and waste materials within the working area, using the facilities provided.
- Employees must clear up any spillage or liquids within the work area in the prescribed manner.
- Employees must deposit all waste materials and substances at the correct disposal points and in the prescribed manner.

Protective Clothing and Equipment

- Employees must use all items of protective clothing/equipment provided as instructed.
- Employees must store and maintain protective clothing/equipment in the approved manner.
- Employees must report any damage, loss, fault or unsuitability of protective clothing/equipment to their supervisor.

Fire Precautions

- Employees must comply with all laid down emergency procedures.
- Employees must not obstruct any fire escape route, fire equipment or fire doors.
- Employees must not misuse any fire fighting equipment provided.
- Employees must report any use of fire fighting equipment to their supervisor.

Accidents

- Employees must seek medical treatment for work related injuries they receive by contacting a designated first aider. Upon returning from treatment they must report the incident to their supervisor.
- Employees must ensure that any accident or injury treatment is properly recorded in the Accident Book.
- Employees must notify management of any incident in which damage is caused to property.

Health

- Employees must report to management any medical condition or medication which could affect the safety of themselves or others.
- Employees must co-operate with the management on the implementation of the medical and occupational health provisions.

Rules Covering Gross Misconduct

An employee will be liable to summary dismissal if they are found to have acted in any of the following ways:

- a serious or wilful breach of Safety Rules
- unauthorised removal or interference with any guard or protective device
- unauthorised operation of any item of plant or equipment
- unauthorised removal of any item of first aid equipment
- wilful damage to, misuse of or interference with any item provided in the interests of Health and Safety or welfare at work
- unauthorised removal or defacing of any label, sign or warning device
- horseplay or practical jokes which could cause accidents
- making false statements or in any way deliberately interfering with evidence following an accident or dangerous occurrence
- misuse of any item of equipment, utensil, fitting/ fixture, vehicle or electrical equipment
- deliberately disobeying an authorised instruction

ARRANGEMENTS FOR HEALTH AND SAFETY

Accident, Incident and Ill-Health Recording, Reporting and Investigation

An **accident** is an unplanned event that causes injury to persons, damage to property or a combination of both.

A **near miss/incident** is an unplanned event that does not cause injury or damage but could do so.

A **work-related illness** is a prescribed illness that is obtained by an employee through the course of work or from a non-employee as a result of activities carried out by the company.

Reporting

All accidents resulting in personal injury must be recorded in the company's Accident Book, which is located **in the Guildhall**. Employees must ensure that they are aware of the location of the accident book.

Incidents and work related ill-health need to be reported directly to your Manager or Supervisor.

Communication and Consultation

Our company has established effective lines of communication so as to involve and consult our employees.

These may include:

- individual conversations
- notice boards
- internal publications
- staff meetings
- Health and Safety meetings



In addition the company will display the 'Health and Safety Law – What You Should Know' poster in a prominent position.

The company will consult with our employees and provide information on any changes that may affect their health and safety, including:

- changes in procedures, equipment or ways of working
- the dangers and risks arising from their work activities, the measures taken to eliminate or reduce these risks and what action to take if they have to deal with them
- the planning of health and safety training
- the health and safety consequences of introducing new technology

The company recognises that consultation is a two-way process and expects constructive feedback from our employees.

Disabled Persons

The company will give full and proper consideration to the needs of disabled employees and visitors.

To achieve this, the company will:

- treat all disabled employees and visitors with respect and dignity, both in the provision of a safe working environment and in equal access to the organisation's facilities
- ensure that risk assessments are undertaken of the special needs of the disabled and carry out reasonable adjustments to the premises and/or employment arrangements
- encourage employees with special needs to suggest any premises or task improvements to their line managers
- discipline any employees found treating their disabled colleagues with less than the expected standards of respect and dignity
- in an emergency evacuation, ensure suitable plans are in place which will assist disabled people to leave the premises swiftly

Display Screen Equipment

All reasonable steps will be taken by the company to secure the health and safety of employees who work with display screen equipment.

To achieve this objective the company will carry out an assessment of each user's workstation and implement necessary measures to remedy any risks found as a result of the assessment.

Eye Tests and Corrective Appliances

The company will arrange for the provision of free eye tests when requested and at regular intervals thereafter or where a visual problem is experienced, at no cost to the employee. Where employees require corrective appliances specifically for use with display screen equipment, the company will arrange for the supply of spectacles, free of charge, or up to current cost limits.

Training

Employees working with display screen equipment (DSE) should comply with the instructions and training given regarding safe workstation set-up and use, including the need for regular changes of activity or breaks and the use of the equipment provided.

Health

Employees should inform their departmental supervisor/line manager of any disability or health condition which may affect their ability to work using display screen equipment or be affected by working with DSE. In addition they should also report to their departmental supervisor/line manager any discomfort or health concern believed to be associated with the use of DSE. Any health information will be treated confidentially.

Driving for Work

Driving is an integral part to some roles within the company and as such requires driving on company business. Driving has inherent risks associated with it which drivers should be made aware of.

The company is committed to reducing the risks its staff face or create when driving at work and requires its entire staff to play their part, whether they use a company vehicle, their own or a hire vehicle.

Drivers

Drivers will remain responsible for their safety and others and must comply with the Highway Code and Road Traffic Act.

It is the responsibility of drivers to inform their manager of:

- anything that could affect their driving e.g. health conditions or injuries, use of prescribed medication
- changes to licence such as; limitations, offences recorded, period bans
- vehicle defects that affect ability / safety to drive
- any accidents / incidents that occurred whilst driving on behalf of the company

Before driving, drivers must

- review the need to travel
- have a valid licence for the vehicle they are driving and for any overseas travel if required
- ensure valid insurance for business use
- carry out a pre-use vehicle check
- allow sufficient time to drive allowing for traffic, poor weather and rest breaks
- ensure sufficient rest
- be physically fit, with zero alcohol level and not under the influence of drugs that may affect the ability to drive
- have had an eye test in last 2 years and be using any corrective appliance
- adjust their driving position, head restraints and mirrors to ensure maximum comfort and safety

Whilst driving, drivers must

- drive in accordance with the applicable law and with consideration for the safety of passengers and other road users
- take regular rest breaks every 2-3 hours or at first signs of tiredness
- remain in control of the vehicle at all times
- not smoke in a company vehicle
- never use any hand held electronic device e.g. mobile phone, satellite navigation, mp 3 player
- never receive or make calls

Drugs and Alcohol

Alcohol

Employees must not drink alcohol on the company's premises or the premises of its customers or clients without express permission from a senior manager or director.

Any employee who is found consuming alcohol on the company's premises or the premises of its customers and clients without permission or is found to be intoxicated at work will normally face disciplinary action on the ground of gross misconduct under the company's disciplinary procedure.

Drugs and medication

The possession, use or distribution of drugs for non-medical purposes on the company's premises is strictly forbidden and a gross misconduct offence.

If you are prescribed drugs by your doctor which may affect your ability to perform your work you should discuss the problem with your manager or supervisor.

If the company suspects there has been a breach of this policy or your work performance or conduct has been impaired through substance abuse, the company reserves the right to require you to undergo a medical examination to determine the cause of the problem.

Medical Examination

Existing and prospective employees may be asked to undergo a medical examination, which will seek to determine whether he/she has taken a controlled drug or has an alcohol abuse problem.

A refusal to give consent to such an examination or a refusal to undergo the screening will result in the immediate withdrawal of any offer made to prospective employees and will normally be treated as gross misconduct for employees.

If, having undergone a medical examination, it is confirmed that you have been positively tested for a controlled drug, or you admit there is a problem, the company reserves the right to suspend you from your employment (with or without pay) to allow the company to decide whether to deal with the matter under the terms of the company's disciplinary procedure and/or to require you to undergo treatment and rehabilitation.

Reasonable Grounds

The company reserves the right to search you or any of your property held on company premises at any time if there are reasonable grounds to believe that this policy is being or has been infringed or for any other reason. If you refuse to comply with these search procedures, your refusal will normally be treated as gross misconduct.

The company reserves the right to inform the police of any suspicions it may have with regard to the use of controlled drugs by its employees on the company's premises.

Excavation, Ground and Floor Penetration

All reasonable steps will be taken to secure the health and safety of employees who are required to carry out any excavation, ground and/or floor penetration work.

Before digging any trench, pit, tunnel or other excavation ensure that there is an appointed supervisor with adequate training to supervise the work, determine what temporary support will be required and other precautions necessary to prevent:

- collapse of the sides
- materials falling onto people working in the excavation
- people and vehicles falling into the excavation
- undermining nearby structures
- damage to underground services
- ingress of water
- premature removal of support

Equipment and precautions needed such as trench sheets, props, baulks etc. must be available on site before work starts.

Any possible ground contamination must be checked beforehand by reviewing the results of soil tests or trial holes since it will provide useful data on conditions likely to be found which can assist planning.

Hand digging should be used as a precaution where any uncertainty exists as to the exact location of services or where high risk services (such as High Voltage Cables) could be easily severed. In addition to hand digging, it may be necessary to isolate these services if accidental contact or severing is likely or could cause a serious injury.

Excavations which are supported to prevent any person being buried or trapped by accidental collapse, fall or dislodgement of material must be subject to formal inspection by a competent person. Although an excavation must be inspected at the start of every shift, only one report is needed in any seven-day period, however, if something happens to affect its strength or stability, and/ or an additional inspection is carried out, a further report must be completed. A record of this inspection must be made and retained.

Fire

All reasonable steps will be taken to prevent a fire occurring. In the event of fire, the safety of life will override all other considerations, such as saving property and extinguishing the fire.

The company does not require persons to attempt to extinguish a fire but extinguishing action may be taken if it is safe to do so. Immediate evacuation of the building must take place as soon as the evacuate signal is given. All occupants, on evacuation, should report to the pre-determined assembly points.

Re-entry of the building is strictly prohibited until the fire brigade officer or a senior person present declares it is safe to do so.

Employees are encouraged to report any concerns regarding fire procedures so the organisation can investigate and take remedial action if necessary.

Fire Extinguisher Chart							
Extinguisher		Type of Fire					
Colour	Type	Solids	Flammable Liquids	Flammable Gases	Electrical Equipment	Cooking Oils & Fats	Special Notes
 Red	Water	✓ Yes	✗ No	✗ No	✗ No	✗ No	Dangerous if used on 'liquid fires' or live electricity.
 Cream	Foam	✓ Yes	✓ Yes	✗ No	✗ No	✓ Yes	Not practical for home use.
 Canary Yellow	Wet Chemical	✗ No	✗ No	✗ No	✗ No	✓ Yes	Cooking Oils & Fats
 Blue	Powder	✓ Yes	✓ Yes	✓ Yes	✓ Yes	✗ No	Safe use up to 1000v.
 Black	Carbon Dioxide (CO ₂)	✗ No	✓ Yes	✗ No	✓ Yes	✓ Yes	Safe on high and low voltages.
 White	Dry Water Mist	✓ Yes	✓ Yes	✓ Yes	✓ Yes	✓ Yes	Safe to use on up to 35kV

Fire and Emergency Evacuation

IF YOU DISCOVER A FIRE:



Operate the nearest fire alarm call point.

IF IT IS SAFE TO DO SO AND IF YOU HAVE AUTHORISATION AND APPROPRIATE TRAINING, attack the fire with the fire fighting equipment provided

Always ensure there is a safe exit route before attempting to extinguish any fire.

Leave the building immediately if you cannot control the fire or your escape route is threatened.

ON HEARING THE ALARM:

The fire alarm sound is a **Siren**



Immediately vacate the premises by the nearest available exit

Close all windows and doors behind you

Go to assembly point



Report to the person in charge of your assembly point

The assembly point is located:

Mill Street



DO NOT RE-ENTER THE BUILDING TO COLLECT PERSONAL BELONGINGS.

DO NOT RE-ENTER THE BUILDING UNTIL TOLD TO DO SO BY THE FIRE MARSHALL

VISITORS

All visitors should be escorted to the assembly point by their host.

It is important that they do not leave the area before notifying the senior person present.

LIAISING WITH EMERGENCY SERVICES

The senior person present will meet and liaise with the emergency services and any other interested parties, giving them pertinent information related to the emergency situation, such as location and details of emergency, location and presence of hazardous and flammable materials, head count statistics, etc.

First Aid

The company is committed to providing sufficient provision for first aid to deal with accidents and injuries that arise at work. To achieve this objective the company will appoint and train a suitable number of first aid personnel to cover all work patterns.

If you are interested in becoming part a first aider or appointed person, please inform your manager/supervisor.

Should you require first aid treatment, please contact your nominated first aider/appointed person. Please ensure all accidents have been recorded accordingly.



First Aid supplies

A first aid box will be provided and should be kept stocked. If you use any of the contents please inform the persons responsible for the contents. Portable first aid kits will be available for staff members required to work away from the normal workplace, where access to facilities may be restricted.

Hazardous Substances (COSHH)

All reasonable steps will be taken to ensure all exposure of employees to substances hazardous to health is prevented or at least controlled to within statutory limits.

The company will give sufficient information and training to ensure full understanding of the hazards to health posed by substances in the workplace and the importance of the control measures provided. Information will also be given to others who may be affected such as contractors, temporary staff and visitors where appropriate.

Employees should **not** use any hazardous substance unless they have received the information and training for the safe use of that substance.



Health, Safety and Welfare

The company is committed to providing suitable health, safety and welfare facilities in line with current legislation, in particular the provision of:

- adequate maintenance of workplace and equipment
- appropriate ventilation, temperature control and lighting
- suitable cleanliness and housekeeping standards
- adequate workspace allocation
- properly designed workstations
- well maintained traffic routes and floors
- appropriate fall protection
- suitable glazing
- safe access and egress (well maintained exits and entrances)
- appropriate sanitary and washing facilities
- separate toilet facilities for men and women
- plentiful drinking water supply and cups
- seating with an incorporated back rest
- accommodation for keeping clothing clean and dry
- facilities for changing, rest periods, hot drinks and meals preparation
- showering facilities if the nature of an employees work requires this
- appropriate first aid provision
- appropriate emergency, fire and evacuation equipment and procedures

The company recognises these responsibilities are required for any work whether on a remote work site, at their usual workplace or head office.

Health Surveillance

Health surveillance is the early detection of adverse health risks associated with a work activity. It allows staff at increased risk to be identified and additional precautions to be taken as necessary. It is also a means of checking the effectiveness of the existing control measures.

Any employee suffering ill health that they believe to be associated with work must report to their supervisor/manager immediately. Any health information will be treated confidentially.

The responsible person or occupational health nurse will, with the support of supervisors/managers, ensure employees requiring health surveillance are identified and recalled at appropriate intervals.

Health records

Health records are required to and will be retained for a minimum of 40 years. Employees will be allowed reasonable access to their health records and a copy offered to individuals when they leave the company.

Infection Control

Pandemics and Epidemics

When notified that the country is experiencing a pandemic or epidemic, the company will aim to prevent the spread of infection through work-based activities by adopting suitable control measures.

Employees must:

- assist the company with implementing measures specified by government agencies, including adopting alternative methods of working such as home working where needed,
- use any required personal protective equipment (PPE) as instructed,
- ensure that they inform the company about any relevant changes to their medical circumstances, and
- adopt good hygiene practices.

Lifting Operations and Equipment

All reasonable steps will be taken to ensure lifting operations and equipment are suitably managed with regards to health and safety.

Lifting equipment includes any equipment used at work for lifting or lowering loads, including attachments used for anchoring, fixing or supporting it.

Lifting equipment must only be used if:

- there is a safe working load displayed and the load is within the limit
- it has been examined and tested prior to use and within examination scheme
- there are no obvious signs of defects or damage
- you have received information, instruction and training to do so

Any damage to lifting equipment or accessories should be reported immediately to your manager/supervisor and equipment taken out of use or signed appropriately.

Manual Handling

To prevent injuries and long term ill-health from manual handling the company will ensure that operations which involve manual handling are eliminated, so far as is reasonably practicable. Where it is not practical the company will carry out an assessment to determine what control measures are required to reduce the risk to an acceptable level. In considering the most appropriate controls, an ergonomic approach to designing the manual handling operation will optimise the health, safety and productivity associated with the task.

Information and Training

Adequate information and training will be provided to persons carrying out manual handling activities including details of the approximate weights of loads to be handled and objects with an uneven weight distribution

Health

No employee will be required to lift any item that they do not feel confident of doing without risking personal injury.

Employees who have a medical condition that may prevent them undertaking a task should notify their Manager / Supervisor beforehand. Should you become injured whilst handling anything then this must be reported to your Manager/Supervisor so it can be suitably investigated.

New and Expectant Mothers

The company recognises that the general precautions taken to protect the health and safety of the workforce as a whole may not in all cases protect new and expectant mothers and there may be occasions when, due to their condition, different and/or additional measures will be necessary.

Should you become pregnant or are returning to work after having a baby, then you are requested to notify your manager at the earliest possible opportunity so a risk assessment can be carried out.

Any necessary control measures will be implemented and reviewed regularly. Where risks cannot be eliminated or reduced to an acceptable level then consideration will be given to adjusting working conditions and/or hours or if necessary providing suitable alternative work or suspension with pay.

New or expectant mothers should inform their manager of any changes which may affect the risk assessment including any medical conditions, incidents etc.

Noise

The company will take all reasonable steps necessary to ensure that the risk of hearing damage to employees who work with noisy equipment or in a noisy environment is reduced to a minimum.

All employees who are subject to high levels of noise will be provided with:

- information, instruction and training about the harmful effects of noise
- information and training on what they must do in order to protect themselves and meet the requirements of the law and of the organisation's policy
- training on procedures in place and how to use equipment correctly

Employees must report promptly any defects or deficiencies to their manager/ supervisor.

Hearing Protection Zones

The company will designate and mark out hearing protection zones, which may include particular areas, operations or pieces of equipment. All personnel entering these zones will be required to wear ear protectors.



Audiometric Testing

Where employees are exposed to risk from high noise levels, the company will adopt a programme to monitor the hearing of employees subject to high levels of noise ensuring the organisation's noise control policy is effective and that employees' hearing is not being adversely affected. This will involve regular audiometric tests carried out by properly trained personnel and pre-employment audiometric tests for new employees.

Outdoor and Peripatetic Working

The company will ensure, so far as is reasonably practicable, that employees who work outdoors or away from their normal base are not put at any additional risk to their health and safety.

Staff working outdoors, or away from base, are responsible for ensuring that:

- if working on a third party site, they report to a responsible person to ensure familiarisation with safety precautions relating to the particular site
- they report any problems or shortcomings to their manager or supervisor as soon as possible. If, during work, the conditions change or any aspect of the task changes in such a way to increase the risk, work should stop, unless doing so presents a greater risk
- the appropriate personal protective equipment provided is worn correctly and when required to do so. Any defects must be reported to their manager or supervisor
- they are familiar with the emergency arrangements and that these are in place prior to starting work
- all accidents and incidents are reported to their manager and in line with any local arrangements for the site

Personal Protective Equipment

The company provides personal protective equipment (PPE) when the risk presented by a work activity cannot be eliminated or adequately controlled by other means. When it is provided, it is because health and safety hazards have been identified that require the use of PPE and it is therefore necessary to use it in order to reduce risks to a minimum.

Employees provided with PPE must:

- wear the PPE as instructed or where indicated by signage
- maintain it in good condition
- report any defects to your supervisor/manager
- ensure the PPE fits correctly, is comfortable and fully adjusted.



Employees may also be required to remove jewellery or other small items when using PPE. Employees must remove such items as instructed; employees with concerns about removing items worn for ethical, philosophical or cultural reasons should speak to their supervisor.

Risk Assessment

Risk Assessment involves identifying the hazards present in the work place or arising out of any work activity, and evaluating the extent of the risks involved to employees and others, taking into account existing precautions and their effectiveness. The company will arrange for competent people to carry out risk assessments of all activities, substances, equipment, plant or working conditions likely to give rise to a significant risk of injury or ill health.

Employees will be advised as to the results of the risk assessment process and the additional control measures to be implemented to reduce risk to an acceptable level. Employees are expected to support the risk assessment process and adopt any changed controls implemented to reduce risk to an acceptable level.

Smoking

Exposure to second-hand smoke, also known as passive smoking, increases the risk of lung cancer, heart disease and other illnesses. Ventilation or separating smokers and non-smokers within the same airspace does not stop potentially dangerous exposure.

It is the policy of the company that all of its workplaces are smoke-free and that all employees have a right to work in a smoke-free environment.

Smoking is prohibited throughout the entire workplace and company vehicles and this includes the use of all artificial smoking aids (electronic or otherwise) with no exceptions. This policy applies to all employees, customers and visitors.



Implementation

All staff are obliged to adhere to and facilitate the implementation of the policy.

The company will ensure that all employees and contractors are aware of the policy on smoking. They will also ensure that all new personnel are given a copy of the policy on recruitment or induction.

Appropriate 'no smoking' signs will be clearly displayed at or near the entrances to the premises. Signs will also be displayed in company vehicles that are covered by the law.

Stress

The Health and Safety Executive define stress as “the adverse reaction people have to excessive pressure or other types of demand placed on them”. This makes an important distinction between pressure, which can be a positive state if managed correctly, and stress which can be detrimental to health.

Stress at work can come about for a variety of reasons. It may be excessive workload, unreasonable expectations, or overly-demanding work colleagues. As a reasonable company, we try to ensure that you are in a pleasant working environment and that you are as free from stress as possible.

Employees who experience unreasonable stress which they think may be caused by work should raise their concerns with their Manager or through the company's grievance procedure. If deemed appropriate, the company will provide access to confidential counselling for employees affected by stress caused either by work or external factors

Following action to reduce the risks, they shall be reassessed. If the risks remain unsustainable by the employee concerned, efforts shall be made to reassign that person to other work for which the risks are assessed as tolerable.

Training

Training in health and safety is a legal requirement and also helps create competent employees at all levels within the company to enable them make a far more effective contribution to health and safety, whether as individuals, teams or groups.

All employees will receive **induction training**.

Such training will cover:

fire procedures, warning systems, actions to be taken on receiving warning, locations of exits/escape routes, evacuation and assembly procedures, first aid/injury reporting procedures, names of first aiders/appointed persons, instruction on any prohibition areas (i.e. no smoking), issue of protective clothing/equipment and its use, instruction under COSHH, mandatory protection areas, thorough instruction applicable to their particular duties at work etc.

Training needs will be reviewed as a result of job changes, promotion, new activities or new technology, following an accident/incident and performance appraisal.

Records of training will be kept for all employees.

Employees must:

- participate in the induction training activities they have been required to attend or carry out
- work according to the contents of any training they receive
- ask for clarification of any points they do not fully understand
- not operate hazardous plant or equipment, use hazardous chemicals or carry out any hazardous activity unless they have been appropriately trained and instructed

Vibration

Regular exposure to continuous vibration from a work process has the potential to cause long term ill health including a range of occupational diseases collectively known as hand-arm vibration syndrome (HAVS) or whole body vibration (WBV).

Activities which may give rise to HAVS or WBV will be assessed and you will be informed of any measures necessary and given appropriate training and instruction. Regular health assessments maybe necessary and should you develop any of the symptoms as explained during training then you should notify your manager / supervisor immediately.

Violence to Staff

The company recognises that in certain situations violent behaviour towards staff may occur and therefore will take all reasonable measures to protect staff from violence and aggression.

We define violence and aggression as:

- actual or threatened physical assaults on staff
- psychological abuse of staff
- verbal abuse which includes shouting, swearing and gestures
- threats against employees

All staff must familiarise themselves with any relevant risk assessments to help them prevent violence and aggression so far as possible and to help them manage it if it occurs.

If you are a witness or receive any violence or aggression towards you, then you should report this to your manager / supervisor so that this can be recorded and investigated. The company will support the decision of any employee wishing to press charges against the individual(s) involved. Access to counselling can also be provided where required.

Work At Height

The company will take all reasonable steps to provide a safe working environment for all employees who may be affected by work at height activities.

The need to undertake work at height will be eliminated whenever it is reasonably practicable to do so. Where not practical, then the company will ensure that all work activities that involve work at height are identified and assessed.

If working at height you must ensure that:

- the task has been assessed
- suitable safety measures are in place
- any equipment being used has been erected by a competent person and is safe to use
- you only use equipment for which you have been trained and are authorised to use

Ladders are permitted for light, short duration work only and must be checked in advance of use and be secured to prevent displacement.

Working Time Regulations

The company will ensure that all workers under their control adhere to the working time regulations. The working time regulations are designed to limit the number of hours individuals have to work. The company will NOT encourage workers to work over the 48 hours but workers can choose to work longer hours if they wish, by opting out. Workers cannot be forced to opt out and can revoke their opt out, if they give a suitable notice period.

Individuals who are tired due to working excessive hours are more likely to suffer from mental health problems, general ill health and to make mistakes leading to accidents.

A summary of the requirements for adult workers:

- a maximum of 48 hours per week, averaged out over a 17 week reference period (employees can opt out of this)
- entitlement to a minimum uninterrupted rest period of 11 hours in every 24-hour period with no opt out
- entitlement to 28 days paid holiday per year (including statutory holidays) for full time workers (pro-rata for part time workers)
- maximum of 8 hours per shift for night shift workers
- free health assessments for night shift workers
- 24 hour rest period at least once a week, can be 48 hours every fortnight with no opt out
- entitlements to a rest break if working over six hours
- employees must not suffer any detriment if they choose not to opt out

Travelling to and from the normal work place, break periods, rest periods, holidays and sickness do not count as working time.

The reference period of 17 weeks can be increased to 26 weeks or 52 weeks by local collective agreements with recognised trade unions or official employee representatives.

A young person's maximum hours are limited to 40 hours per week with no reference period.

Young persons are generally excluded from shift working.

Young Workers

Whilst precautions taken to protect the health and safety of the workforce as a whole will, in many cases, also protect young persons, there are occasions when different and/or additional measures will be necessary due to their lack of experience, knowledge or absence of awareness of potential risks.

A 'young person' is defined as one who is below the age of 18 years.

To ensure the safety of young persons the organisation will:

- carry out risk assessments to cover the activities of young persons
- implement the actions determined by the risk assessment process
- inform the young persons of any risks associated with their work and the control measures taken to protect them
- provide a copy of the risk assessment to the parent/guardian of any young person below the school leaving age
- provide additional appropriate information, instruction, supervision and training, etc as determined by the risk assessment

GUIDANCE

Asbestos

Asbestos fibres are present in the environment in Great Britain so people are exposed to very low levels of fibres. However, a key factor in the risk of developing an asbestos-related disease is the total number of fibres breathed in.

Working on or near damaged asbestos-containing materials or breathing in high levels of asbestos fibres, which may be many hundreds of times that of environmental levels could increase your chances of getting an asbestos-related disease.

When these fibres are inhaled they can cause serious diseases which are responsible for around 4000 deaths a year. There are three main diseases caused by asbestos: mesothelioma (which is always fatal), lung cancer (almost always fatal) and asbestosis (not always fatal, but it can be very debilitating).

Remember, these diseases will not affect you immediately but later on in life, so there is a need for you to protect yourself now to prevent you contracting an asbestos-related disease in the future.

It is also important to remember that people who smoke and are also exposed to asbestos fibres are at a much greater risk of developing lung cancer.

You are mostly at risk when:

- you are working on an unfamiliar site
- the building you are working on was built before the year 2000
- asbestos-containing materials were not identified before the job was started
- asbestos-containing materials were identified but this information was not passed on by the people in charge to the people doing the work
- you don't know how to recognise and work safely with asbestos
- you know how to work safely with asbestos but you choose to put yourself at risk by not following proper precautions, perhaps to save time or because no one else is following proper procedures

Remember, as long as the asbestos is not damaged or located somewhere where it can be easily damaged it won't be a risk to you.

- you can't see or smell asbestos fibres in the air
- the effects of asbestos take many years to show up - avoid breathing it in now
- smoking increases the risk many times
- asbestos is only a danger when fibres are made airborne

What to do if you suspect Asbestos

- DO NOT disturb the material
- check the design specification (details asbestos procedure)
- notify the responsible person on the site
- ask to see the site asbestos log / survey report
- DO NOT carry out any drilling or removal of the suspect material until it has been declared safe by an approved specialist or the material has been safely removed by a licensed contractor

How do I identify Asbestos?

There is no clear way of identifying asbestos by just looking at it but the following images do clarify the main areas you are likely to find it and what it looks like.



Asbestos textured coating



Asbestos containing ceiling tiles



Asbestos cement drainage pipe (downpipe)



Pieces of Asbestos Insulating Board (AIB)



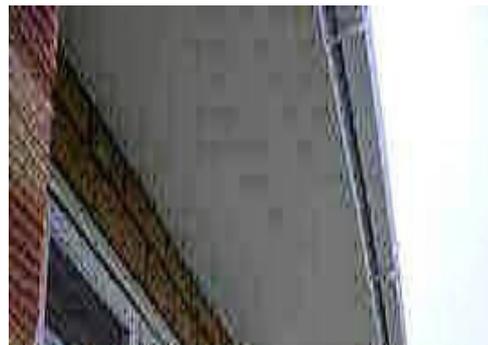
Suspended Asbestos Insulating Board tiles in a corridor



Asbestos cement downpipe, hopper and profile sheet



Asbestos rope used as insulation on a pipe



Pieces of Asbestos Insulating Board (AIB)



Asbestos panelling around a gas meter



Asbestos containing floor tiles in a corridor

This list is not exhaustive and is a basic example of products which you may come into contact with.

Control of Substances Hazardous to Health (COSHH)

There are a range of Hazardous Substances to which the regulations apply. These include:

- those classified and shown with warning label
- substances with Occupational Exposure Limits
- biological agents e.g. Legionella bacteria
- any kind of dust
- substances generated by work processes e.g. various bacteria/viruses from bodily fluids' premises with covered or underground parking that may expose people to vehicle exhaust fumes and some manufacturing and cleaning processes that may give off dusts, vapours or fumes

Hazard Labelling

Hazardous substances may be defined as being toxic, corrosive, a health hazard, a serious health hazard, flammable, oxidising, explosive, harmful to the environment or gases stored under pressure. Classification of hazardous substances is currently done under the Classification Labelling and Packaging (CLP) Regulations, which came into full effect in June 2015. These Regulations require hazardous substances to be packaged and labelled to an internationally agreed standard. Hazardous substances can be readily identified by their label:

International system (current standard)

	Harmful / Irritant		Corrosive		Toxic
	Flammable		Oxidising		Harmful to the environment
	Carcinogenic / mutagenic		Explosive		Gases under pressure

Hazardous substances that are generated by work processes are not as easily identifiable as they do not come conveniently labelled. You will be informed of any hazardous substances generated by the company's work processes.

Exposure Routes

Exposure to hazardous substances may be via:

- inhalation e.g. dust/ particulate or vapours/ fumes
- contact with eyes or cuts
- absorption through the skin
- ingestion
- injection

Hazard Effects

Effects on health may be short-term or long-term and will generally vary according to levels and duration of exposure. Effects of substances also vary with some having an accumulative effect and some that will have only temporary health effects.

Control Principles

The principles applied to substances to control exposure are:

1. elimination e.g. don't use the substance
2. substitution e.g. a less hazardous substances
3. engineering controls e.g. Local Exhaust Ventilation
4. information, instruction, supervision and training
5. Personal Protective Equipment (PPE) e.g. gloves, glasses, overalls

Working with Hazardous Substances

Prior to working:

- ensure you understand the risks of working with any hazardous substances and the controls in place
- ensure you know the location of the material safety data sheets and risk assessments
- ensure the controls specified in the risk assessment, including any items for emergencies are:
 - in place
 - fully operational
 - available
- ensure you understand how to operate or use any control measures safely and have received training prior to starting work

Whilst working

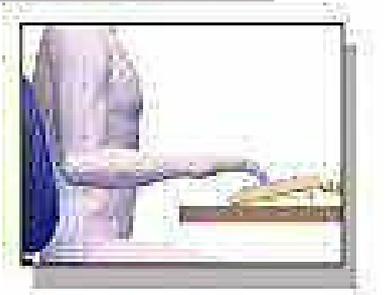
- ensure regular check controls are effective
- clean up any spillages etc
- report any problems or defects immediately to your manager
- report any ill-health or accidents to your manager

Display Screen Equipment (DSE)/Visual Display Unit (VDU)

Some practical tips:

Getting Comfortable

- Adjust your chair and VDU to find the most comfortable position for your work. As a broad guide, your lumbar should be supported by the seat cushion, forearms should be approximately horizontal and your eyes the same height as the top of the VDU.
- Make sure you have enough work space to take whatever documents or other equipment you need.
- Try different arrangements of keyboard, screen, mouse and documents to find the best arrangement for you. A document holder may help you avoid awkward neck and eye movements
- Arrange your desk and VDU to avoid glare, or bright reflections on the screen. This will be easiest if neither you nor the screen is directly facing windows or bright lights. Adjust curtains or blinds to prevent unwanted light
- Make sure there is space under your desk to move your legs freely. Move any obstacles such as boxes or equipment
- Avoid excess pressure from the edge of your seat on the backs of your legs and knees. A footrest may be helpful, particularly for smaller users



Keying in

- Adjust your keyboard to get a good keying position. A space in front of the keyboard is sometimes helpful for resting the hands and wrists when not keying.
- Try to keep your wrists straight when keying. Keep a soft touch on the keys and don't overstretch your fingers. Good keyboard technique is important.

Using a mouse

- Position the mouse within easy reach, so it can be used with the wrist straight. Sit upright and close to the desk, so you don't have to work with your mouse arm stretched. Move the keyboard out of the way if it is not being used.
- Support your forearm on the desk, and don't grip the mouse too tightly.
- Rest your fingers lightly on the buttons and do not press them hard.

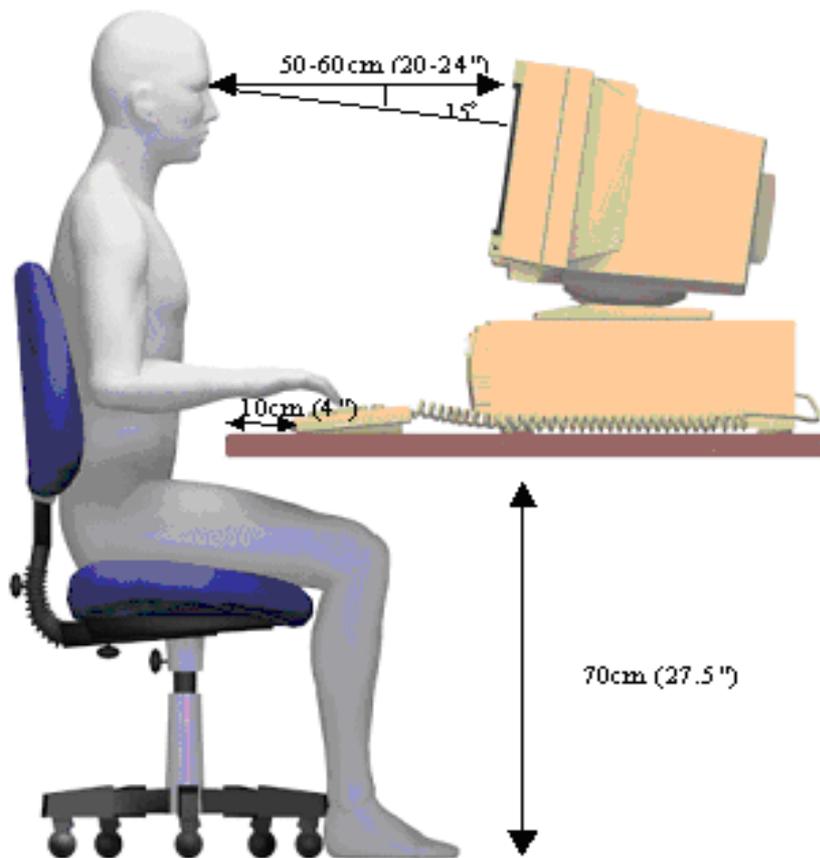
Reading the screen

- Adjust the brightness and contrast controls on the screen to suit lighting conditions in the room.
- Make sure the screen surface is clean.

- In setting up software, choose options giving text that is large enough to read easily on your screen, when you are sitting in a normal, comfortable working position. Select colours that are easy on the eye (avoid red text on a blue background, or vice-versa).
- Individual characters on the screen should be sharply focused and should not flicker or move. If they do, the VDU may need servicing or adjustment.

Posture and Breaks

- Don't sit in the same position for long periods. Make sure you change your posture as often as practicable. Some movement is desirable, but avoid repeated stretching to reach things you need (if this happens a lot, rearrange your workstation).
- Most jobs provide opportunities to take a break from the screen, e.g. to do filing or photocopying. Make use of them. If there are no such natural breaks in your job, your employer should plan for you to have rest breaks. Frequent short breaks are better than fewer long ones.



Driving

Driving is the most dangerous work activity that most people do. Research indicates that around 20 people are killed and 250 seriously injured every week in crashes involving someone who was driving for work purposes. The company encourages employees to follow the guidance given in order to minimise risk to themselves and other road users.

Vehicle Maintenance and Checks

Company vehicles will be maintained by approved companies and in accordance with the manufacturer's recommendations and schedules.

Employees are required to ensure that their vehicles are maintained in accordance manufacturers recommended service intervals and are in a safe roadworthy and legal condition at all times.

If your vehicle is over 3 years old it requires an annual MOT test.

Regular checks should be carried out on vehicles by drivers, especially prior to undertaking a long journey.

These should include:

- oil, coolant and brake fluid levels
- power steering fluid level
- screen washer fluid level
- wiper condition and operation
- windscreen condition and cleanliness
- tyre pressure, tread depth and general condition
- all lights are working
- seatbelts
- bodywork

If any faults are found that may affect vehicle safety, the vehicle **MUST NOT** be used until they are remedied.

Vehicle Breakdown

Breaking down can be a stressful and worrying experience, particularly if you are alone or in an unfamiliar place. It can also be hazardous. Following the basic safety guidelines below can help to reduce risk.

On motorway

If at all possible, leave the motorway at next exit or pull into a service station.

If this is not possible then the hard shoulder should be used accordingly:

- use the hard shoulder lane to decelerate before stopping as far to the left as possible, preferably near an emergency telephone
- turn on hazard warning lights along with sidelights if dark or visibility is poor. **DO NOT** display a red triangle or other warning device
- get out of the car by doors on the verge side. Ensure passengers also vacate the vehicle the same way

- take note of marker posts and contact the emergency services, where possible, using an emergency phone instead of a mobile phone
- if walking along the hard shoulder to a telephone, keep as far away from the traffic as possible
- if you feel at risk from another person, return to your vehicle by the passenger door and lock all doors. Leave the vehicle again as soon as you feel danger has passed
- DO NOT attempt even minor repairs
- once the vehicle is repaired, return to the motorway using the hard shoulder to accelerate to merge fully with traffic in the first lane

If you cannot get your vehicle onto the hard shoulder, switch on the hazard warning lights and only leave your vehicle when you can get safely clear of the carriageway.

You must NEVER use the motorway hard shoulder to:

- stop for a break, to eat or drink or to go to the toilet – use the service stations
- use a mobile telephone
- check a route or map

Off the motorway

If your vehicle breaks down on an ordinary road or carriageway, you should:

- leave your car in as safe place as possible, ideally away from traffic
- switch off the engine
- switch on hazard warning lights along with sidelights if dark or visibility is poor
- display a red triangle, if you have one, on same side of road at least 45 meters (147ft) behind
- find the nearest telephone or use a mobile phone to phone for assistance
- wait for assistance in a safe place, away from your vehicle, keeping clear of the road and traffic
- do not stand between your vehicle and oncoming traffic as you may obscure lights

Tyre Safety

You need good tyres to drive safely as they affect the steering, braking and acceleration of your vehicle. Faulty tyres work less efficiently and don't last as long; they could also mean a heavy fine and penalty points on your licence. It is against the law to have:

- car tyres with tread worn below 1.6mm
- a mix of radial and cross ply tyres
- over or under inflated tyres
- tyres with cuts, lump, bulges or tears
- the wrong sort of tyre fitted

Tyre pressures and inflation

Refer to the manufacturer's handbook for guidance on recommended pressures for your vehicle. Care must be taken when inflating a tyre. Only fill the tyre to the manufacturer's recommended pressure for the type of driving to be undertaken. Do not use tyre inflation devices near to cuts / open wounds etc. Tyre pressures should be checked every 2 weeks and when the tyres are cold (pressures are raised when warm).

Accidents

Any accidents involving physical injury to an employee driving on company business (excluding commuting to and from work), or involving a member of the public must be reported through the company's accident reporting procedures.

Mobile Phones

Research has shown that the potential for being involved in an accident whilst using a mobile phone can be significantly increased due to the individual concentrating more on the phone conversation than on their immediate surroundings.

The law has now made it illegal to use a hand-held mobile phone when driving, even when you are stopped at traffic lights or in a queue of traffic. This includes making or receiving calls, pictures, text messaging or accessing the internet.

You can also be prosecuted for using a hands-free mobile phone if you fail to have proper control of the vehicle. If you drive carelessly or dangerously when using any phone the penalties can include disqualification, a large fine and up to two years imprisonment.

Mobile phones should be used in accordance to the company's agreed policy when driving on company business.

Driver Fatigue

Research shows that physical fatigue and tiredness in drivers is a significant cause of accidents, particularly on motorways.

Drivers should recognise the signs of fatigue, which are:

- increased yawning
- not remembering the last few minutes
- jerking your head or body from the brink of falling asleep
- losing concentration
- car veering off the road

If drivers feel sleepy they should get off the road into a safe parking area to take a break. In order to keep awake until reaching a suitable parking place, drivers should turn on the radio, open the window or increase the cold air ventilation.

To avoid fatigue, try the following tips:

- plan your journey to include a 15 minute break every 2 hours
- drink coffee or high caffeine drink
- don't start a long trip if already tired
- ensure you have had sufficient sleep if starting early
- avoid driving between midnight and 6am when you are likely to feel sleepy



Driver Eyesight

Drivers should be able to read a number plate at the legal distance of around 20 meters (65 feet), using any corrective appliances such as glasses or contact lenses. The general recommendation is to have eyesight tested every two years. Having an eyesight test will usually identify the majority of common eyesight conditions and also give clues about other less common diseases.

If there is any problem with the employee's vision, because of either injury or disease or following an eyesight test, the employee must notify their line manager immediately.

Adverse Weather

The British weather is unpredictable and adverse weather can occur suddenly. If you drive regularly for work you should ensure that you are prepared for the weather conditions. When adverse weather has been forecast, relevant details should be obtained to decide whether it is appropriate to travel.

Alternative methods of travel may be more suitable depending on the weather conditions. Driving in adverse weather should take account of visibility, ability to stop when roads are wet or icy and load etc being carried.

Poor Visibility

When visibility is seriously reduced you should drive at a safe distance with dipped headlights on. You may also use front and rear fog lights (in addition to the headlights) but you must switch them off when visibility improves.

Wet Weather

In wet weather, stopping distances will be at least double those required for stopping on dry roads. This is because your tyres have less grip on the road. In wet weather:

- you should keep well back from the vehicle in front. This will increase your ability to see and plan ahead
- if the steering becomes unresponsive, it probably means that water is preventing the tyres from gripping the road. Ease off the accelerator and slow down gradually
- the rain and spray from vehicles may make it difficult to see and be seen. Use dipped headlights

Flooded roads

Occasionally roads becoming flooded when there is a high rainfall over a short period of time.

- don't attempt to cross if water seems too deep
- drive slowly in first gear but keep the engine speed high by slipping the clutch to avoid stalling
- avoid the deepest water
- test brakes after driving through floods

Icy and Snowy Weather

Great care should be taken when driving in icy or snowy weather. Vehicle drivers are advised to carry a spade, warm clothing, a warm drink and emergency food in case your vehicle breaks down.

When driving:

- keep well back from the vehicle in front as stopping distances can be ten times greater than on dry roads
- take care when overtaking gritting vehicles
- watch out for snowploughs, which may throw out snow on either side. Do not overtake them unless the lane you intend to use has been cleared
- drive extremely carefully when the roads are icy. Avoid sudden actions as these could cause a skid

Windy Weather

High side vehicles are most affected by windy weather, but a strong gust can also blow a car off course. This can happen on stretches of road exposed to strong cross winds, or when passing bridges or gaps in hedges. In strong winds your vehicle may be affected by turbulence created by large vehicles. Motorcyclists are particularly affected, so keep well back from them when they are overtaking high sided vehicles.

Personal Security

Lone driving forms part of the company's policy regarding company vehicles, whether the driver is female or male. Below is a checklist for personal security when driving:

- keep the doors of the vehicle locked, especially when in towns to avoid 'car-jacking'
- keep 'valuables' including briefcases etc. out of sight when driving and on parking, lock whatever is to be left behind in the boot
- when parking, if possible, drivers should use a manned car park and park near the exit. Reversing into parking spaces is also advised to allow drivers to drive off immediately
- keep the vehicle well maintained and with a surplus of fuel for the planned journey or to the next planned rest break or refuelling point
- keep a mobile phone with you to summon help or keep in contact with your manager / office
- avoid eye contact with other drivers and do not get into personal confrontation
- if you believe you are being followed, drive to a police station, if possible, or a crowded place
- always approach the vehicle with the key alarm/sender in hand, and be aware of people around you
- carry a torch (integral with the key if possible) to make locating the lock at night easier
- look in the back seat before entering and lock the car once seated

Alcohol and Drugs

Driving under the influence of alcohol or drugs (whether prescribed or illegal substances) is against the law. Drugs and alcohol can both seriously impair your ability to drive and the effects may last for a number of hours (or days). There is no safe limit of alcohol and drugs as their affect can be dependent on a number of factors:

- weight
- sex
- age
- metabolism
- amount of food consumed
- amount and type of alcohol consumed

Before driving, employees must ensure they are fit to drive and have a level of alcohol below the maximum limit allowed, ideally zero and not under the influence of any drugs that may affect ability to drive (check with your pharmacist / GP for the effects of any prescribed or over the counter drugs).

If driving on company business this should be in accordance with the company policy. Consumption of alcohol whilst driving is prohibited both during company time or whilst driving a company vehicle. The possession, use or distribution of drugs / substances for non-medical purposes is strictly forbidden.

Refuelling of Vehicles

Due to the risks of fire and explosion, when refuelling any vehicle, the following should be adhered to:

- do not use any naked flames whilst on the filling station forecourt
- do not use mobile phones
- do not smoke

Care should also be taken when walking on the forecourt due to the possibility of spilt diesel and petrol being present.

For those using an unfamiliar vehicle check fuel type prior to dispensing. If using diesel, then gloves should be worn when refuelling.

Safe Speed

One of the most significant risks for drivers and road users is inappropriate speed. This includes both exceeding the speed limits and driving within the limits but in unsuitable conditions.

When driving you should observe the following guidance:

- ensure you know the national speed limits for the roads and vehicle you are driving
- plan journeys allowing for poor weather, traffic delays etc
- obey posted speed limit signs at all times (even if late at night / early morning)
- reduce speeds for poor weather, busy roads, unfamiliar roads, high pedestrian activity etc

Further Advice and Information

<http://think.direct.gov.uk/>



Electrical Safety

What are the hazards?

The main hazards are:

- contact with live parts causing shock / burns (normal mains voltage, 230 volts AC, can kill)
- faults which could cause fires
- fire or explosion where electricity could be the source of ignition in a potentially flammable or explosive atmosphere, e.g. in a spray paint booth

Ensure that:

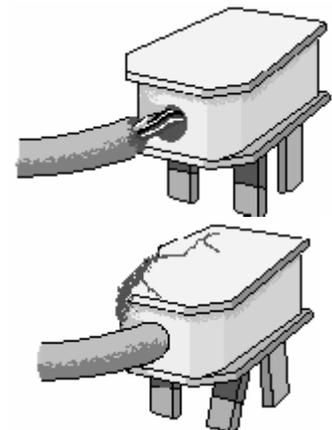
- suspect or faulty equipment is taken out of use, labelled 'DO NOT USE' and kept secure until examined by a competent person
- where possible, equipment, tools and power socket-outlets are switched off before plugging in or unplugging
- equipment is switched off and/or unplugged before cleaning or making adjustments

Visual checks on electrical equipment

1. Inspections and testing of all portable electrical equipment and the fixed electrical installations is the responsibility of the company, though the responsibility for undertaking visual checks falls to all employees.

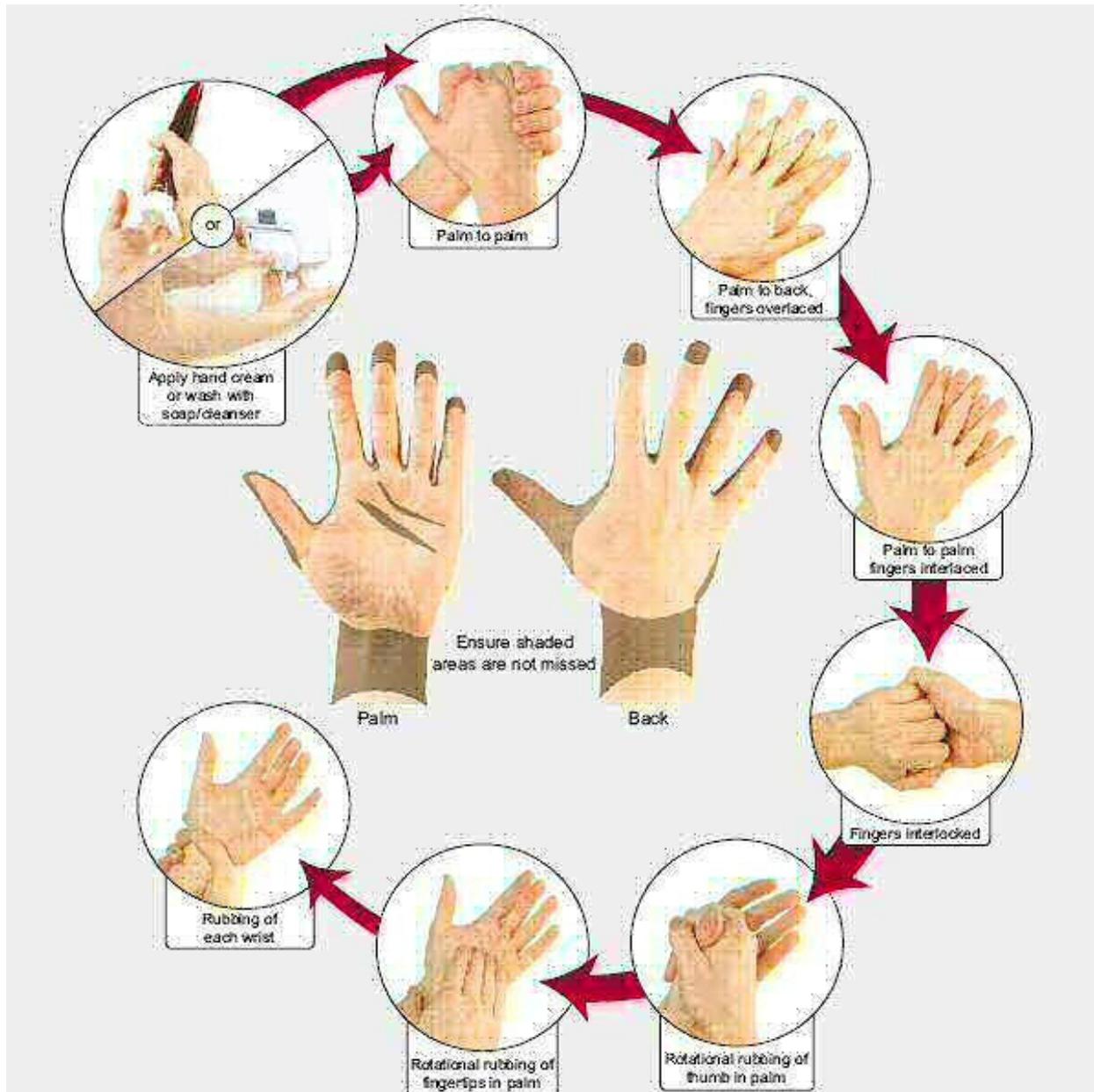
2. Around 95% of all faults or damage can be found by visual checks and this will involve checking:

- for damage to the cable covering, such as cuts and abrasions, apart from light scuffing, or non-standard repairs e.g. cable wrapped with electrical tape
- where the cable enters the plug. Internal wires - those covered by the outer sheath may be exposed or the cable may be loose and move within the plug
- for damage to the plug, such as the cracked casing, bent pins, evidence of overheating i.e. burn marks or discoloration
- for damage to the sockets, switches, etc. e.g. cracked or broken casing
- that equipment has been used in conditions for which it is not suitable, e.g. a wet or dusty workplace or has damage to the outer cover of the equipment or has obvious loose parts or screws
- cables are routed safely, with the one extension lead used per socket. Where there is a risk of tripping over cables and they cannot be re-routed, cable strips must be fitted



Hand Washing

It is important to look after your skin. Wash hands using steps below to remove any contamination from your skin promptly, and remember to thoroughly dry your skin after washing. Using moisturising creams can also help to protect your skin.



Regularly check your skin for dermatitis. Look for signs of dryness, itching and redness. If you think you may have dermatitis, report it to your supervisor.

Ladders and Stepladders

This guidance is to help you:

- know when to use a ladder
- decide how to go about selecting the right sort of ladder for the particular job
- understand how to use it
- know how to look after it
- take sensible safety precautions

When is a ladder the most suitable access equipment?

As a guide, **only** use a ladder or stepladder:

- in one position for a maximum of 30 minutes
- for 'light work' - they are not suitable for strenuous or heavy work. If a task involves you carrying more than 10 kg (a bucket of something) up the ladder or steps it will need to be justified by a detailed manual handling assessment
- where a handhold is available on the ladder or stepladder
- where you can maintain three points of contact (hands and feet) at the working position

On a **ladder** where you cannot maintain a handhold, other than for a brief period of time, other measures will be needed to prevent a fall or reduce the consequences of one. On **stepladders** where a handhold is not practicable you will need to consider whether it is safe to work or not.

Is it a safe place to use a ladder or stepladder?

As a guide, **only** use a ladder or stepladder:

- on firm ground or spread the load (e.g. use a board)
- on level ground - for stepladders refer to the manufacturer's instructions, for ladders the maximum safe ground slopes on a suitable surface (unless the manufacturer states otherwise) are as follows:
 - side slope 16° – but the rungs still need to be levelled
 - back slope 6°
- on clean, solid surfaces (paving slabs, floors etc). These need to be clean (no oil, moss or leaf litter) and free of loose material (sand, packaging materials etc) so the feet can grip. Shiny floor surfaces can be slippery even without contamination

Never stand ladders or stepladders on moveable objects, such as pallets, bricks, lift trucks, tower scaffolds, vans, stacks of paper or boxes etc. If the ladder or stepladder won't reach, you need to use a more suitable type of access equipment.

You should **only** use ladders or stepladders:

- where they will not be struck by vehicles, by protecting them with suitable barriers or cones

- where they will not be pushed over by other hazards such as doors or windows, by securing doors (not fire exits) and windows where possible. If this is impractical, have a person standing guard at a doorway, or inform building occupants not to open windows until they are told it is safe to do so
- where pedestrians are prevented from walking under them or near them, by using barriers, cones or, as a last resort, a person standing guard at the base

Safety in use – ladders

On a ladder **do not**:

- overload it – you and anything you are carrying should not exceed the highest load stated on the ladder
- overreach - keep your navel inside the stiles and both feet on the same rung throughout the task
- rest ladders against weak upper surfaces e.g. glazing or plastic gutters. Use effective spreader bars instead
- use the top three rungs
- move the ladder while someone is using it
- extend a ladder while standing on the rungs
- slide down the stiles



Overreaching – not maintaining 3 points of contact Maintaining 3 points of contact

Do:

- make sure the ladder rungs are level. This can be judged by the naked eye. Ladders can be levelled using specially designed devices but not by using bits of brick or whatever else is at hand

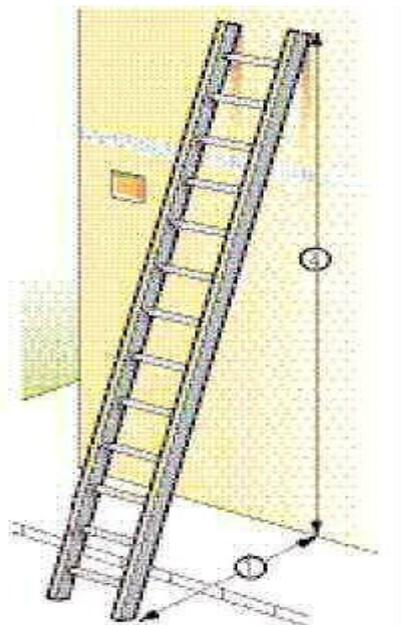
- check that the weather is suitable - do not use ladders in strong or gusting winds
- wear sensible footwear. Shoes should not have the soles hanging off, have long or dangling laces, or be thick with mud or other slippery contaminants. High heels are also unsuitable!
- check that you are fit. Certain medical conditions or medication, or a fear of heights, could mean that you shouldn't be working at height
- know how to tie a ladder properly

You should also avoid holding items when climbing (for example by using tool belts). If you must carry something you must still have one free hand to grip the ladder. Remember the **THREE POINTS OF CONTACT RULE** – 2 hands and 1 foot or 2 feet and 1 hand **MUST BE** on the ladder at all times when climbing and descending.

Ladders must be erected at an angle of 75°. To judge the angle use the angle indicator marked on the stiles of some ladders or the 1 in 4 rule (1 unit out for every 4 units up, as shown in Figure 3).

Ladders used for access to another level must be tied and should extend at least 1 metre above the landing point to provide a secure handhold (see Figure 4).

Correct 1 in 4 angle:



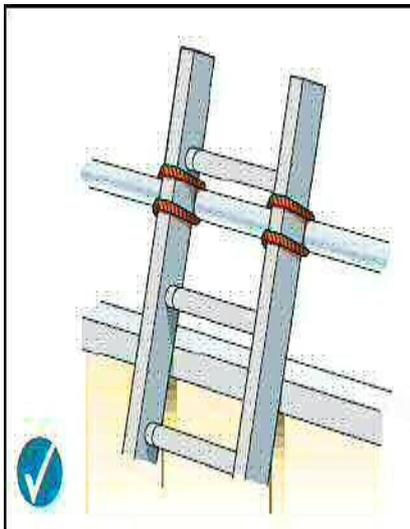
Securing a ladder

To prevent the ladder slipping away from the wall, or slipping sideways, you must secure it. The options for securing a **ladder** are:

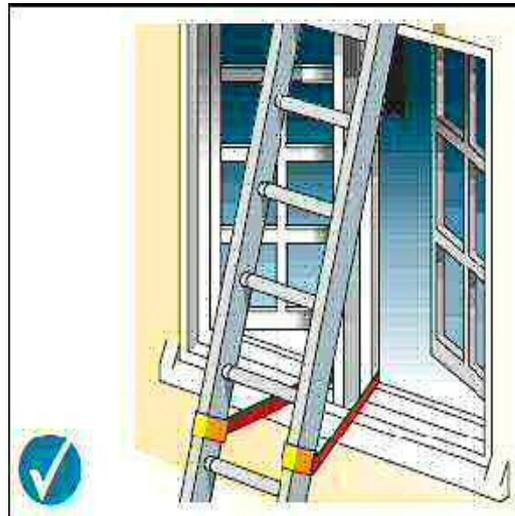
- tie the ladder to a suitable point, making sure both stiles are tied
- where this is not practical, use a safe, unsecured ladder or a ladder supplemented with an effective ladder stability device
- if this is not possible, then securely wedge the ladder e.g. against a wall

- if none of the above can be achieved, foot the ladder. Footing is the last resort and other methods of securing the ladder should be used in preference

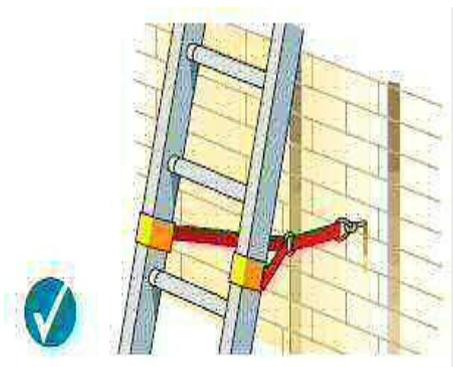
If you do have to foot a ladder, be aware that this will not stop a ladder slipping sideways at the top. Individuals footing ladders should apply weight downwards on the ladder by standing on a rung, or by pushing against the ladder stiles (although this is less effective).



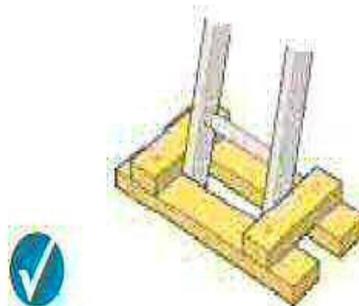
Ladder tied at the top stiles
(correct for working on, but not for access)



Tying part way down



Tying near the base

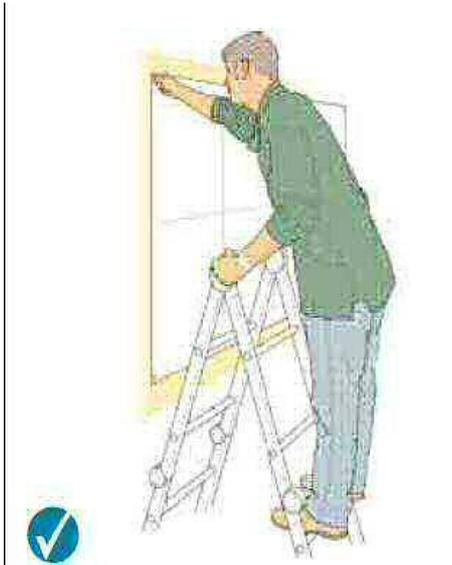


Securing at the base

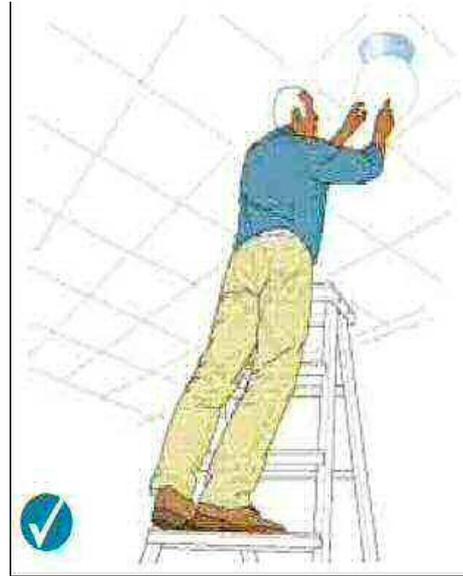
Safety in use – stepladders

On a stepladder **do not**:

- overload it – you and anything you are carrying should not exceed the highest load stated on the stepladder
- use it in locations where the restraint devices cannot be fully opened. Any locking devices must also be engaged
- use the top two steps of a stepladder, unless a suitable handrail is available on the stepladder
- use the top three steps of swing-back or double-sided stepladders, where a step forms the very top of the stepladder



Correct – two clear rungs. Don't work any higher up this type of stepladder.



Correct – 3 clear rungs, do not work any higher on this type of stepladder

When using stepladders, avoid work that imposes a side loading, such as side-on drilling through solid materials (e.g. bricks or concrete), by having the steps facing the work activity. Where side-on loadings cannot be avoided you should prevent the steps from tipping over, for example by tying the steps to a suitable point, or you should use a more suitable type of access equipment.



Incorrect – steps side on to work activity



Correct – steps facing work activity

Where you cannot maintain a handhold (e.g. putting a box on a shelf), the use of a stepladder will have to be justified by taking into account:

- the height of the task
- a safe handhold still being available on the stepladder
- whether it is light work
- whether it avoids side loading
- whether it avoids overreaching
- whether your feet are fully supported
- whether you can tie the stepladder

Consider tying a **stepladder** where possible and helpful to the task (e.g. side-on working or where two free hands are needed). Stepladders should not be used for access to another level unless they have been designed for this.

Is the ladder or stepladder safe to be used?

You must check that the ladder or stepladder is in a safe condition before using it (a daily pre-use check). As a guide, **only** use ladders or stepladders that:

- have no visible defects
- have a current detailed visual inspection (look for an inspection label)
- are suitable for work use. Use EN 131 Professional ladders or stepladders at work because Non-Professional ones are not normally suitable for use at work
- have been maintained and stored in accordance with the manufacturer's instructions

Also, you must always use a non-conductive ladder or steps for any necessary live electrical work.

Pre-use checks

Look for obvious visual defects before using a ladder or stepladder. Check that:

- all the ladder feet are fitted
- the feet are in good repair (not loose, missing, splitting, excessively worn, secure etc)
- the feet are clean - the feet should be in contact with the ground. Ladder feet should also be checked when moving from soft/dirty ground (e.g. dug soil, loose sand/stone, a dirty workshop) to a smooth, solid surface (e.g. paving slabs), to ensure the foot material and not the dirt (e.g. soil, embedded stones or swarf) is making contact with the ground
- all the screws, bolts and hinges are secure
- on a stepladder, that the "spreaders" on the ladder can be locked into place
- There are no other obvious signs of damage such as cracks

If you find a problem, **DO NOT USE** the ladder. It should be repaired (if practicable) or destroyed

Storage

When storing ladders and stepladders, store them in a well ventilated area to prevent sagging and warping. Store straight ladders in flat racks or on wall brackets, don't hand them from the rungs. Store step ladders in the closed, vertical position.

The information in this Guidance is based on the HSE leaflet 'Safe use of ladders and step ladders'.

Lone Working

There are certain circumstances where two staff must always be involved and specifically, that a safe system of work should be followed e.g. working in confined spaces. If you think that the job cannot or should not be done safely alone discuss it with your manager or supervisor prior to starting.

Working alone can involve a number of scenarios. However, the following practical tips will apply to all of these:

- always tell someone, record where you are going, when you are going and your expected time of return
- take a mobile phone with you and ensure that it is charged in case you need to use it
- ensure your manager or colleagues have a record of your mobile telephone number
- keep valuables / cash to a minimum
- maintain regular contact with colleagues or manager

HOME VISITS

When visiting people in their own homes it must always be recognised that you are far more vulnerable than in other situations, due to a number of factors e.g. you are on their territory, you will be less familiar with the surroundings, prior to entering you will not know who is in the property.

When carrying out home visits the following advice must be taken into consideration:

- wherever possible get to know the persons in advance. If in any doubt, discuss the visit with your manager, and if necessary go with another member of staff
- if you are meeting someone unknown to you, check their authenticity before leaving for your appointment
- if possible arrange an initial meeting to take place at the office or a public place to give the opportunity to assess the person
- during visits ensure that your exit is never impeded
- do not enter a property if the person you expect to see is not there
- be alert at all times to signs that a situation is getting out of hand. If you feel that this is happening, make your excuses and leave immediately
- be aware that people may have dogs or other animals in their home and these could be used to intimidate you. Where possible ask for them to be moved to a separate room (an exception may be when a dog is provided as a support for a disability)
- always stay calm and do not return aggression as this may aggravate the situation
- trust your instincts and act on them
- report any conflict or incidents to your manager or supervisor

INTERVIEWING IN OFFICES

There is a potential for violent crime against staff at all times, not least when interviewing or meeting members of the public in offices. The following general advice is given:

- ensure your manager or colleagues have a record of your mobile telephone number
- keep valuables / cash to a minimum
- maintain regular contact with colleagues or your manager
- assess the client prior to the meeting
- notify staff in your department, recording who and where you are interviewing
- ensure that there are always other members of staff available
- if you have any doubts or fears do not interview alone, ask for another member of staff to assist
- be constantly alert to signs of tension, frustration or aggression
- when using any interview room ensure that your exit to the door is not impeded, always seat yourself nearest to the exit
- prior to using an interview room ensure that there are no loose objects available which could be used as weapons
- know how to summon help and ensure this remains accessible

WALKING

Anyone who is on foot should develop a sensible level of awareness to danger that is relevant to the circumstances. The use of a few sensible precautions should minimise risks:

Walking safely

- avoid short cuts through dimly lit or enclosed areas
- after dark keep away from bushes, doorways and alleyways
- tell your manager or colleagues your precise destination and expected time of return
- walk facing oncoming traffic, this avoids a vehicle coasting quietly upon you from behind
- walk confidently and purposefully, avoid sending out signals of fear and vulnerability
- do not wear a personal stereo, it will reduce awareness of your surroundings
- wear sensible footwear, do not wear footwear which may impede your actions if alarmed
- if you think you are being followed, cross the street. If they continue to follow, move to the nearest place with people and call the Police using your mobile phone
- keep your distance if asked for directions

Carrying money and valuables safely

- don't carry more cash than absolutely necessary
- keep wallets/purses in inside pockets
- carry handbags close to the body, on the side away from the kerb
- make sure the fastening on the bag is secure
- if someone grabs you bag or wallet, let it go. Personal safety is paramount

Be on guard with strangers

- be cautious in conversation; don't give away any personal details
- trust your instincts and avoid crowds or groups which may appear threatening
- be wary of stationary vehicles with engines running and people sitting in them
- if a car stops and you are threatened, move away quickly in the opposite direction and use your mobile phone to call for assistance

DRIVING

If you drive, a few sensible precautions will help minimise risks and help to make you more confident:

1) Before you set off

- make sure your vehicle is regularly serviced and check oil and tyres etc. regularly
- ensure you have adequate fuel for the journey
- plan your route
- tell your manager or colleagues your precise destination and expected time of return

2) On the road

- keep bags and other valuables out of sight – even during the journey
- keep doors locked, windows and sunroof closed as much as possible, especially in stop/go traffic
- do not pick-up hitch hikers
- if followed, drive to the nearest police station or concentration of people and call for assistance using your mobile phone

3) Leaving the vehicle

- always lock your vehicle and put anything of value out of sight
- if dark or if it will be dark when returning to your vehicle, park in well lit places, as near to your destination as possible
- wherever possible, use a manned car park
- when parking, reverse your vehicle into a parking space and leave it as close to the exit as you can
- have your keys ready when you return to your vehicle; check the interior for intruders before getting in

4) If you break down

- pull off the road as far as you can and if necessary switch on your hazard warning lights
- if someone offers help and you feel uncertain about them, stay in your vehicle (except on motorway) with the doors locked and use your mobile phone to summon assistance. Do not get into a car with a stranger or try to hitch a lift
- summon assistance using your mobile phone and give precise details of your location

5) If you feel threatened

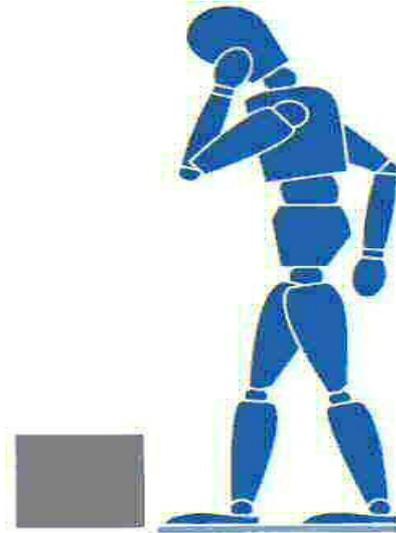
- if you are being followed, drive to a busy place
- if the occupants of a car beside you e.g. at traffic lights or road junction try to attract your attention for any reason, simply ignore them
- if a car travels alongside you at the same speed, slow down and let them pass. If the driver persists, drive to a busy place and call the police
- if a car pulls up in front of you, forcing you to stop, leave the engine running, activate your hazard warning lights and sound your horn continuously. If the driver gets out and approaches you, reverse and get away

Manual Handling

PRINCIPLES OF GOOD HANDLING TECHNIQUE

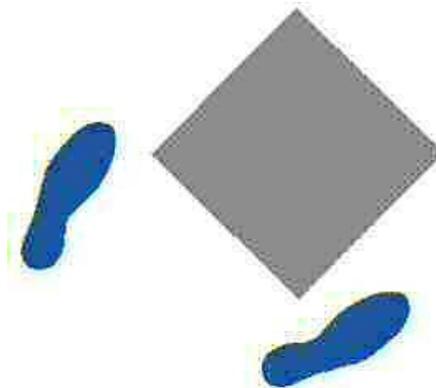
1 Planning

Plan the lift and consider: where the load is to be placed, what are the distances involved, are there any obstructions such as closed doors, is assistance required, and can handling aids or equipment be used?



2 Feet

The feet should be positioned a shoulder width apart, one foot ahead of the other in the direction of the intended movement.



3 Knees

Adopt a good posture for handling with the knees bent (not squat – don't kneel), in order to gain the most effective power from the thigh muscles.

4 Back

The back should be straight (not necessarily vertical, 15 - 20° from vertical is alright) keeping the natural curve of the spine. It may help to tuck in the chin. If necessary, lean forward a little over the load to get a good grip and to keep the centre of gravity over the load.

5 Arms

The arms should be close to the body (nearer the centre of gravity) with the shoulders level and facing the same direction as the hips.



6 Hands

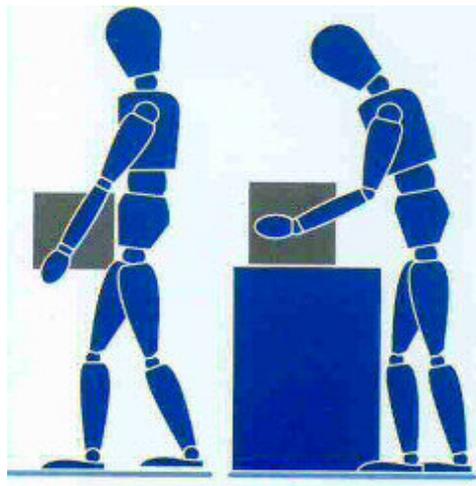
Ensure a firm grip on the load using the roots of the fingers and the palm of the hand. Holding the load this way is also less tiring than keeping the fingers straight.

7 Head

Raise the chin out and up as the lift begins, otherwise this results in round shoulders and a curved spine.

8 Moving the Load

Keep the load as close to the trunk for as long as possible, and where relevant, keep the heaviest side of the load close to the body. Slide the load towards you if required.



Lift smoothly

- Move the feet not the trunk when turning to the side i.e. don't twist.
- Put the load down and then slide the load into the required position if necessary.

9 Team handling

Handling by two or more people may make possible an operation that is beyond the capability of one person or reduce the risk of injury to a solo handler.



Additional difficulties may arise if team members impede each other's vision or movement, or if the load offers insufficient good handholds. This can occur particularly with compact loads which force the handlers to work close together or where the space available for movement is limited.

When lifting loads at or near floor level is unavoidable, it is preferable to use handling techniques which allow the use of relatively strong leg muscles rather than those of the back, provided the load is small enough to be held close to the trunk. In addition, if the task includes lifting to shoulder height, allow the handlers to change hand grip. Bear in mind however, that such techniques impose heavy forces on the knees and hip joints which must carry both the weight of the load and the weight of the rest of the body.

The closeness of the load to the body can also be influenced by foot placement. The elimination of obstacles which need to be reached over or into will permit the handler's feet to be placed beneath or adjacent to the load before beginning the manual handling operation.

Work At Height

Work at Height means work in any place from which a person can fall and includes work at ground level where there is the potential to fall below ground level such as into excavations, manholes, pits etc.

Work at height usually involves the use of specialised work equipment such as:

- scaffolds including fixed and mobile systems
- mobile elevated working platforms
- edge protection and barriers around leading edges
- suspended equipment such as cradles and Boatswain's Chairs
- ladders, crawling ladders, stepladders and trestles

Permanent staircases, raised walkways and high level work areas are NOT deemed to be work at height if they have appropriate balustrades, guard-rails, parapet walls etc. to prevent falls unless work is being done which raises the person sufficiently for them to fall. The potential hazards relating to falls from a height are usually quite obvious and can be found in most work places.



There are many hazardous situations which could result in falls from a height such as:

- unprotected elevated workplaces such as flat roofs, gantries, walkways etc
- fragile surfaces such as pitched roofs, skylights on flat roofs etc
- unprotected openings such as manholes, excavations, shafts, pits etc
- use of unsuitable equipment such as chairs, tables, ladders etc
- use of unstable equipment such as ladders, stepladders, mobile tower etc
- failure to wear or use fall arrest equipment

TYPES OF PROTECTION

Permanent protection

This forms part of the permanent fall protection measures of the building or structure and should be designed to an appropriate standard; preventing personnel falling from a height. In some older buildings this protection maybe below the current standard or the original protection has been altered or destroyed over time making it unsuitable for its intended purpose. If you intend to use existing fall protection (e.g. edge protection around a flat roof) or permanent access arrangements you must:

- check existing arrangements meet relevant fall protection standards (e.g. 950mm high with suitable mid-rail and toe-boards to prevent people and objects falling)
- ensure suitable access exists such as suitable staircase, secure fixed ladder set at the correct angle with suitable handholds or vertical ladder with hoops etc

If the permanent protection is not adequate you will need to consider temporary protection.

Temporary protection

Examples of temporary protection include:

- proprietary edge protection installed around flat roofs and other elevated positions
- conventional scaffolding boarded out with suitable guard-rails and toe-boards
- tower scaffolding properly boarded out with suitable guardrails and toe-boards
- mobile elevated working platforms such as Cherry Pickers, Scissor Lifts etc
- purposely designed platforms properly attached to Forklift trucks
- suspended cradles with suitable guard-rails and toe-boards

Proprietary edge protection

Proprietary edge protection is also regarded as temporary edge protection and should be installed where the design of the roof does not provide suitable permanent edge protection.

The equipment must be properly installed to provide an effective barrier and the top of the guard rail or other similar means of protection must extend at least 950mm above the working surface and any opening or gap must not exceed 470mm. Toe-boards should also be fitted where necessary to prevent material falling off the edge.

Conventional scaffold

All types of conventional scaffolding must be erected or installed by competent and trained personnel. Alterations or modifications must not be made unless authorised by a competent person. All scaffolding must be erected on firm ground or from a suitable structure capable of supporting the total load and fitted with suitable guard rails (950mm high) with an intermediate rail 450mm high and toe-boards to prevent material falling off. Suitable access should also be provided to reach the working platform and those erecting or dismantling the scaffold should wear and use adequate fall arrest equipment.



Tower scaffolds (both static and mobile)

The erection or dismantling of tower scaffolding should only be carried out by trained personnel and in accordance with the manufacturer's instructions. This type of equipment will provide a safe place of work as long as the following rules are applied. All towers should be erected and used only on firm level surfaces and static towers should be fitted with metal base plates to prevent damage to the standing tubes. The stability of tower scaffolds depend largely on the height to smallest base ratio with the maximum ratios shown below depending on whether it is a static or mobile tower:

- Static tower used internally 4: 1
- Static tower used externally 3.5: 1
- Mobile tower used internally 3.5: 1
- Mobile tower used externally 3: 1

The maximum freestanding height for mobile and static towers is 9.6m and 2m respectively and must conform to the ratios mentioned above. If the scaffold goes over these heights it must be properly secured to a suitable adjacent structure. Any working platform must be fully boarded with adequate guardrails around the platform (top and mid-rail 950 mm and 450 mm respectively) with suitable toe-boards.

Ideally access should be an integral staircase inside the tower itself. However if vertical ladders are used they should always be fixed on the narrowest side. Never lean ladders against the outside of a tower in case it topples.

Mobile towers

In addition to the precautions mention under tower scaffolds, mobile towers must never be moved with plant, equipment or people on it and should only be moved by pushing or pulling near the base. Wheels must always be locked and where appropriate out-riggers fully extended before allowing personnel to use this equipment.



Mobile elevated working platforms (MEWPs)

MEWPs are the collective name for many types of powered working platforms such as Cherry Pickers, Flying Carpets, Scissor Lifts etc. This type of equipment must only be set up and used by properly trained and competent operators in accordance with the manufacturer's instructions.

Outriggers must be fully extended and lowered onto a firm surface to effectively support the equipment, where appropriate, and the equipment visually checked each time before use.



Since the platform is designed to move under power, care must be taken when used next to overhead or adjacent structures to avoid trapping and where necessary fall arrest equipment should be worn and used if there is a risk of the operator falling from the platform.

Platforms on forklift trucks

Only platforms specifically designed for attachment to Forklift trucks must be used for this purpose and the method of securing the platform to the forks and the operation of the platform must always be in accordance with the manufacturer's instructions.

Suspended cradles

Suspended access equipment includes items such as cradles, cages, suspended platforms etc. All such equipment must be specifically designed for its intended purpose and only trained and authorised personnel must use this type of equipment in accordance with the manufacturer's instructions. Such equipment must be regularly inspected and tested where appropriate.

Temporary protection as part of safe systems of work

This type of solution is usually adopted when the temporary protection mentioned above is not practical. However the options shown below by themselves do not provide a safe place of work and therefore additional precautions need to be considered in terms of establishing a safe system of work. This includes providing appropriate training, instruction and effective supervision to make sure the safe system is adhered to. The safe system may include the provision and use of fall arrest equipment to ensure that if the person undertaking the work does fall any possible injuries are minimized.

Temporary protection, which requires a detailed safe system of work, includes:

- leading edge protection
- roof ladders and crawling boards
- lightweight staging (Youngmans Boards)
- Boatswain's chairs
- abseiling equipment
- leading edge protection

These are movable platforms and barriers to protect personnel from falling when installing floors and roofs etc and are normally used with fall arrest equipment. It is extremely important to ensure there is a clearly defined safe system of work of how such equipment will be used in order to minimize the risk of falling and that the application of the system is closely supervised.

Roof ladders / crawling ladders

These are normally used on pitched roofs for limited short duration work such as fixing loose tiles, capping stones, checking hook bolts etc. More involved work on roofs will require scaffolding and suitable edge protection.

Lightweight staging

Such staging as the name suggests is designed for lightweight use and is commonly called Youngman staging or boards (proprietary name). This equipment is normally placed above and properly secured to suitable fixed supports to form a temporary working platform, which is then used for access or light, short duration work.

It is important to ensure when using this type of equipment that it is adequately supported to take the required load and properly secured to prevent accidental displacement. Guardrails and toe-boards should be securely fitted in order to prevent falls and proper thought and consideration given to erecting and dismantling the staging as part of the overall safe system of work.

Podium or platform steps

These types of steps are superior to step ladders since they provide an integral working platform as part of the steps with suitable guardrails or handholds. Some have the guardrail around all four sides whereas others have the guardrail around three sides allowing the work involving two hands.

The more comprehensive the guardrail system or extensive the handhold the less chance there is falling off and this should be the important criteria when deciding what type of equipment to provide and use.

Nevertheless it is still important to consider stability when using this type of equipment to prevent accidental toppling.

Boatswain's chair

This type of suspended access must only be used where the work is of short duration and other forms of platform are not reasonably practicable. They must only be used by competent persons as part of a detailed safe system of work and appropriate personal protective equipment must be used.



Abseiling equipment

This equipment is used for light work and inspection tasks where the provision of conventional means of access would be difficult or prohibited. It must only be used by competent persons as part of a detailed safe system of work and appropriate personal protective equipment must be used.

Stepladders

Many of the general rules for the safe use of ladders also apply to step ladders. Stepladders should only be used for low-level work.

Treads, hinges, bolts, screws and fixings must be sound and secure and the retaining cords must be of equal length and fully extended when in use. Stepladders must always be placed on a firm level surface with the ladder facing the work and the user should ensure the top of the ladder is not below waist height.

Trestles

All trestles require a firm, level base and must be fully extended before installing the platform. At least the top third of any folding trestle must be above the working platform and the maximum span should not exceed 3m. Guardrails and toe-boards must be erected around the platform to prevent people falling off.

Ladders

Many people fall from ladders while attempting to work as they are primarily designed to provide suitable access and egress. However ladders are sometimes used as a working platform if the other options mentioned above are not reasonable practicable and the work is short duration (a maximum of 15 - 30 minutes work at a single position before it is moved).

At least one handhold must be available and used at all times; any work involving the use of both hands at the same time will require a different type of solution such as those mentioned above e.g. platform with guardrails etc.

Fall arrest equipment

This type of equipment is normally used in conjunction with the temporary protection mentioned above or where there is no other practical solution to prevent falls from a height. Such equipment does not prevent falls; instead it limits the height of the fall provided the equipment is properly installed and used.

Fall arrest equipment comes in various forms such as:

- Full / Chest Harnesses with Lanyards
- Full / Chest Harnesses with Inertia Reels
- Safety Nets
- Full / Chest Harnesses with Lanyard or Inertia Reel

This equipment is only effective if suitable anchor points have been provided to connect the lanyard or Inertia Reel since without the opportunity to connect the equipment the user will simply fall while wearing the equipment. It is therefore essential when selecting this option to ensure that full and proper account is taken of how the equipment will be connected to the structure using anchor bolts, running lines, manlock devices etc.



It is also important to ensure that any anchor point is kept as high as possible and certainly above waist height to prevent the wearer falling any further than is necessary. Anyone expected to wear this equipment must be properly trained in its use and adequate provision made to check the equipment at regular intervals and to store it safely.

Fall restraint equipment must be provided and used when working on equipment that can move, such as window-cleaning cradles. It should, where practicable, be attached to an auxiliary safety rope rather than a main suspension rope or cradle since this will prevent falls in event of failure of the cradle. Fall restraint equipment must be thoroughly inspected both before and after each use particularly the condition of straps, webbing, stitching and ropes.

Safety nets

Nets do not prevent falls but will restrict the fall height minimizing injuries. Nets are normally used in semi-static situations where most of the work is concentrated in one area since the erection of the net itself produces its own risks.

It is also important to ensure the net is fixed in a position close to the work in order to minimize as far as possible the height of the fall and must be wide enough to catch anyone falling into it.

Inspection of protection

Inspection of the protective measures set up to ensure the safety of those affected during the working at height operation is an integral part of the effective management of the system.

Inspections should take place:

- before the equipment or system is used
- during the use of the equipment or system
- after extraordinary incidents, accidents or adverse conditions
- at intervals not exceeding 7 days in the case of scaffolds and other working platforms (including tower scaffolds and MEWPs) used for construction work and from which a person could fall more than 2 metres

Other aspects to consider when working at height are:

- Personal Protective Equipment (PPE) - where there are additional risks such as to the head, feet and hands suit PPE should be provided and worn e.g. safety helmet, foot wear, gloves etc
- falling objects - to prevent falling objects netting, barriers and toe-boards should be used as well as closing off areas below the work. All tools and loose material should be kept in suitable shoulder bags or containers
- fragile surfaces – if anyone does work on or near a fragile surface suitable platforms, coverings, guard rails and the like are provided and used to minimise the risk
- waste removal - to avoid people or material falling consideration should be given to installing purposely designed waste chutes to make handling easier and safer
- emergencies – consider the method of egress in an emergency such as a fire or the need to rescue someone who is ill or falls while wearing a harness etc
- material handling - consider how to best to transport material at a height using suitable mechanical aids to reduce manual handling. It is also important to think about safe storage to prevent it accidentally falling particularly in windy conditions
- mechanical handling - hiring and siting of lifting equipment is extremely important such as cranes in order to avoid the equipment striking or knocking personnel off of working platforms and ladders
- transport - the movement of vehicles and other forms of transport can inadvertently strike working platforms such as ladders, towers etc. and therefore it is important to control any traffic in the area where work at height is being undertaken
- weather conditions - can have a significant effect on safe working at height and therefore steps must be taken to ensure the safe system of work takes fully and proper account of the effect this may have on those undertaking the work

HEALTH AND SAFETY HANDBOOK ACKNOWLEDGEMENT FORM

Please read the notes below and then sign this form.

Clearly, we will do all in our power to ensure the health and safety and welfare of all our staff and we look to our employees to abide by the Health and Safety standards laid down.

We have formulated our Health and Safety at Work Policy as legally required and this handbook informs you of those sections of the Policy which affect you.

You should read the information contained in this Handbook and adhere to the rules at all times.

Please discuss any queries you may have with your employer and sign this form.

I have read the Health and Safety Handbook and understand and accept its contents. I will keep myself informed of its contents.

Signature: _____ Date: _____

Print Name: _____

Item 13c
Policy Review
Preventing Sexual Harassment Risk
Assessment



Risk Assessment – Preventing Sexual Harassment

Purpose

The aim of this risk assessment is to prevent sexual harassment during the course of employment. It considers the potential risks to all employees and workers, as well as third parties who are engaged with us to carry out services such as those who are self-employed and agency workers.

Carrying out this assessment will allow us to identify, assess and mitigate risks associated with sexual harassment in the workplace and will help to create a safe and respectful working environment and promote a positive workplace culture. It also supports the Council's compliance with its legal obligation of taking reasonable steps to prevent sexual harassment from occurring in the course of employment.

This assessment is kept under continuous review to ensure existing prevention measures remain adequate. Reviews will take place at least annually, with ad-hoc reviews taking place where circumstances require. This could be if there is a change to the demographics of the workforce or working arrangements, or where we have received complaints of sexual harassment taking place. An action plan will then be created and monitored on the back of this risk assessment.

The Council encourages all employees and workers to inform the Town Clerk of areas in which they believe sexual harassment protection could be further improved.

Please follow the instructions below to ensure that the assessment and accompanying action plan is completed thoroughly and accurately:

Considerations

Considerations are the elements of potential risk. Indicate those that apply and those that don't, e.g. if some people work at night or whether there is alcohol sold on the premises, etc.

Hazard

A hazard is anything that has the potential to cause harm, e.g. power imbalances, coercion, differences in cultural expectations, etc.



- **Who might be harmed:** Consider all employees and workers who could be affected by each identified hazard. This may include employees, workers, those with specific roles, or those who may have vulnerabilities, e.g. waiting staff, travel-based sales staff, bar staff, young workers, etc.
- **Level of risk:** The level of risk is determined by considering both the likelihood of the hazard occurring and the severity of its potential consequences. If in doubt, err on the side of caution.
 - **Low risk:** Indicates that the likelihood of the hazard occurring is rare and the potential consequences are minimal.
 - **Medium risk:** Indicates that the likelihood of the hazard occurring is moderate and the potential consequences could result in sexual harassment occurring.
 - **High risk:** Indicates that the hazard is likely to occur and could result in sexual harassment taking place. This level of risk requires immediate attention and action to eliminate or substantially reduce it.



Ludlow Town Council risk assessment for the prevention of sexual harassment during the course of employment

Risk assessment owner:	Gina Wilding, Town Clerk
Assessment date:	10/12/2025
Assessment carried out by:	Gina Wilding, Town Clerk
Work location:	All Council sites
Next scheduled assessment date:	Annual – October 2026
Version number:	V2

Potential hazards, risks and proposed actions in prevention

Considerations	Yes	No	Hazard	Who might be harmed	Level of risk			Preventative action	Date completed
					Low	Med	High		
Workforce demographics:									
Is anyone required to work at night?		x	Evening working in the winter means it is dark when leaving the building.	All employees, Councillors and volunteers, self-employed contractors, casual workers, and agency workers.		x		• Staff locking up leave the building together.	15/10/2024
Are there lone workers or people	x		Lone working staff.	Cleaning, DLF, market,		x		• Staff have a lockable space or vehicle where	15/10/2024



Considerations	Yes	No	Hazard	Who might be harmed	Level of risk			Preventative action	Date completed
					Low	Med	High		
working in isolated workplaces?				and museum staff.				they can isolate themselves. <ul style="list-style-type: none"> • They have a works mobile phone. • There is a panic alarm at the Buttercross and Guildhall. 	
Is there anyone who works with just one other employee/worker?	x		Potential to become a lone worker for part of the shift.	Cleaning, DLF, market, Guildhall, and museum staff.		x		<ul style="list-style-type: none"> • Staff have a lockable space or vehicle where they can isolate themselves. • They have a works mobile phone. • There is a panic alarm at the Buttercross and Guildhall. • Guildhall staff have enclosed reception area that is not accessible to the public. 	15/10/24
Do your employees/workers interact with third parties, e.g. contractors or members of the public?	x		Meeting with an unknown individual alone.	All employees, Councillors and volunteers, self-employed contractors, casual workers, and agency workers.		x		<ul style="list-style-type: none"> • Meeting dates, times and participants are recorded in office diary or whiteboard to make sure staff are aware they are taking place. • New contractors are met in a public place, and / or with more than one member of staff in attendance. 	15/10/24



Considerations	Yes	No	Hazard	Who might be harmed	Level of risk			Preventative action	Date completed
					Low	Med	High		
Do any of your employees/workers work alone with a third party?	x		Meeting with an unknown individual alone.	All employees, Councillors and volunteers, self-employed contractors, casual workers, and agency workers.			x	<ul style="list-style-type: none"> Meeting dates, times and participants are recorded in office diary or whiteboard to make sure staff are aware they are taking place. New contractors are met in a public place, and/or with more than one member of staff in attendance. 	15/10/24
Do you require your employees/workers to attend the workplace of a third party or attend offsite locations / events?	x		Off-site meetings, conferences, training events. Unfamiliar location and persons.	All employees, Councillors and volunteers, self-employed contractors, casual workers, and agency workers.		x		<ul style="list-style-type: none"> Meeting dates, times and participants are recorded in office diary or whiteboard to make sure staff are aware they are taking place. New contractors are met in a public place, and/or with more than one member of staff in attendance. 	15/10/24
Are members of staff expected to socialise with third parties, e.g. at events or conferences with contractors or clients?	x		Unfamiliar location and persons.	All employees, Councillors and volunteers, self-employed contractors, casual workers, and		x		<ul style="list-style-type: none"> Meeting dates, times and participants are recorded in office diary or whiteboard to make sure staff are aware they are taking place. New contractors are met in a public place, and/or with more than one 	15/10/24



Considerations	Yes	No	Hazard	Who might be harmed	Level of risk			Preventative action	Date completed
					Low	Med	High		
				agency workers.				member of staff in attendance.	
Are there any employees or workers who travel and work abroad?		x			x				15/10/24
Are there high pressured, competitive or stressful environments within your organisation?	x		Coercion due to power imbalance or fear of reprisal.	All employees, volunteers, self-employed contractors, casual workers, and agency workers.		x		<ul style="list-style-type: none"> All staff have a robust job description and allocated line manager. The disciplinary and grievance procedure has a clear procedure for raising a concern and more than one member of staff to approach. Councillors are not subject to a disciplinary procedure, which creates a significant power imbalance, so Councillors are not permitted to line manage staff. 	15/10/24
Is there a higher representation of one gender in your workplace?	x		Predominantly female in the GH Office. Predominantly male in the DLF Depot.	All employees, volunteers, self-employed contractors, casual workers, and		x		<ul style="list-style-type: none"> Adequate work space and personal space is provided for each employee. Adequate privacy is maintained in washrooms and toilet 	15/10/24



Considerations	Yes	No	Hazard	Who might be harmed	Level of risk			Preventative action	Date completed
					Low	Med	High		
				agency workers.				facilities. <ul style="list-style-type: none"> All staff are encouraged to visit other work areas as appropriate to their roles and silo environments are discouraged. Staff are encouraged to meet together to discuss work based issues and respectful behavior is encouraged in all staff. 	
Are there areas of power imbalances in the workplace?	x		Senior management and junior employees have a power imbalance. Councillors and staff have a power imbalance. Members of the public and staff can have a power imbalance.	All employees, Councillors and volunteers, self-employed contractors, casual workers, and agency workers.		x		<ul style="list-style-type: none"> Only staff are permitted to access the back-office spaces. There are lockable doors and protective screens in place to prevent unauthorized access to office spaces. All staff have contracts and job descriptions with clearly defined roles and responsibilities and have access to council policies. Senior managers are accountable to the council and required to adhere to all council policies. 	15/10/24



Considerations	Yes	No	Hazard	Who might be harmed	Level of risk			Preventative action	Date completed
					Low	Med	High		
								<ul style="list-style-type: none"> • Individual Councillors are not permitted to make decisions on behalf of the council. • Individual Councillors or staff members are not able to determine the pay and terms of employment of other members of staff outside of the agreed policies and procedures of the Council. • Individual Councillors are not able to line manage staff. 	
<p>Vulnerable employees and workers: Evidence shows that vulnerable employees and workers can be exposed to greater risk from harassment than those who are not. In this section, assess the risk of those groups that are relevant to your workplace:</p>									
Women	x		Discrimination based on gender and not reflective of their ability to do the job.	All employees, Councillors and volunteers, self-employed contractors, casual workers, and		x		Adherence to the Equal Opportunities policy	15/10/24



Considerations	Yes	No	Hazard	Who might be harmed	Level of risk			Preventative action	Date completed
					Low	Med	High		
				agency workers.					
LGBTQ+	x		Discrimination based on sexual orientation and not reflective of their ability to do the job.	All employees, Councillors and volunteers, self-employed contractors, casual workers, and agency workers.		x		Adherence to the Equal Opportunities policy	15/10/24
Young workers		x	Discrimination based on sexual orientation and not reflective of their ability to do the job.	All employees, Councillors and volunteers, self-employed contractors, casual workers, and agency workers.		x		Adherence to the Equal Opportunities policy	15/10/24
Someone with a disability (mental or physical)		x	Discrimination without considering reasonable adjustments and not reflective of their ability to do the job.	All employees, Councillors and volunteers, self-employed contractors, casual		x		Adherence to the Equal Opportunities policy Bullying and Harassment Policy Dignity at work policy	15/10/24



Considerations	Yes	No	Hazard	Who might be harmed	Level of risk			Preventative action	Date completed
					Low	Med	High		
				workers, and agency workers.					
Black and minority ethnic workers		x	Skin colour or race-based discrimination based that is not reflective of their ability to do the job.	All employees, Councillors and volunteers, self-employed contractors, casual workers, and agency workers.		x		Adherence to the Equal Opportunities policy Bullying and Harassment Policy Dignity at work policy	15/10/24
Non-UK nationals, including those who may not be confident in making a complaint in English or for whom English is not their first language		x	No advocate / representative in the workplace to help them communicate their concerns.	All employees, Councillors and volunteers, self-employed contractors, casual workers, and agency workers.		x		Adherence to the Equal Opportunities policy Bullying and Harassment Policy Dignity at work policy	15/10/24
Low-paid earners	x		Power imbalance.	All employees, Councillors and volunteers, self-employed contractors,		x		Adherence to the recruitment and selection policy Written contract in place Bullying and Harassment	15/10/24



Considerations	Yes	No	Hazard	Who might be harmed	Level of risk			Preventative action	Date completed
					Low	Med	High		
				casual workers, and agency workers.				Policy Dignity at work policy	
Home workers	x		Potential disconnection from their colleagues in the office.	All employees, Councillors and volunteers, self-employed contractors, casual workers, and agency workers.		x		Adherence to the Equal Opportunities policy Adherence to Lone worker policy Adequate opportunities and methods of communication with their colleagues. Bullying and Harassment Policy Dignity at work policy	15/10/24
Lone workers	x		Vulnerable to demands / influence of others.	All employees, Councillors and volunteers, self-employed contractors, casual workers, and agency workers.		x		Adherence to the Equal Opportunities policy Adherence to Lone worker policy Adequate opportunities and methods of communication with their colleagues. Bullying and Harassment Policy	15/10/24



Considerations	Yes	No	Hazard	Who might be harmed	Level of risk			Preventative action	Date completed
					Low	Med	High		
								Dignity at work policy	
Agency workers		x	Job insecurity / power imbalance.	All employees, Councillors and volunteers, self-employed contractors, casual workers, and agency workers.		x		Adherence to the Equal Opportunities policy Bullying and Harassment Policy Dignity at work policy	15/10/24
Casual workers		x	Job insecurity / power imbalance.	All employees, Councillors and volunteers, self-employed contractors, casual workers, and agency workers.		x		Adherence to the Equal Opportunities policy Bullying and Harassment Policy Dignity at work policy	15/10/24
Those on fixed term or zero-hour contracts	x		Job insecurity / power imbalance.	All employees, Councillors and volunteers, self-employed contractors,		x		Adherence to the Equal Opportunities policy Bullying and Harassment Policy Dignity at work policy	15/10/24



Considerations	Yes	No	Hazard	Who might be harmed	Level of risk			Preventative action	Date completed
					Low	Med	High		
				casual workers, and agency workers.					
Policy:									
Do you have a clearly written anti-harassment policy that deals with the prevention of sexual harassment?	x					x			15/10/24
Do you address third-party harassment in your policy and take reasonable steps to prevent it?	x					x			15/10/24
Is your anti-harassment policy easily accessible to all employees?	x					x		Sent to all staff.	7/11/25
Do you re-circulate your policy or remind staff members of where and how to access the policy on a regular basis, including when changes are made?	x					x		Sent to all staff.	7/11/25
Do you regularly review, monitor and	x					x		Actioned via P&F.	13/10/25



Considerations	Yes	No	Hazard	Who might be harmed	Level of risk			Preventative action	Date completed
					Low	Med	High		
update your anti-harassment policy?									
In your disciplinary policy, do you specify that sexual harassment is considered a potential act of gross misconduct and could lead to someone's summary dismissal?	x					x		Subject to approval of policy changes by P&F.	15/10/24
Do policies on the use of IT communication systems and social media include appropriate warnings against online harassment, and how to report concerns?	x					x			15/10/24
Do you have policies regarding proper use of social media platforms such as LinkedIn, Facebook, Instagram or X?	x					x			15/10/24
Is there a policy for workplace relationships?		x				x		Create a policy	Ongoing
Do your anti-harassment policies align to all other company policies		x				x		Alignment of policies under way	Ongoing



Considerations	Yes	No	Hazard	Who might be harmed	Level of risk			Preventative action	Date completed
					Low	Med	High		
such as homeworking, lone working, and equality, diversity and inclusion (EDI)?									
Training:									
Do you carry out EDI training that covers sexual harassment as part of the induction/onboarding process?	x					x		Training session included in annual eLearning.	10/12/25
Do you carry out EDI training that covers sexual harassment on an annual basis?	x					x		Training session included in annual eLearning.	10/12/25
Do you provide separate training to line managers (to that which is given to employees and workers)?		x				x		Training session included in annual eLearning.	10/12/25
Do you provide EDI training that is specific to your workplace and that uses case studies or scenarios that relate to your organisation?	x					x		Training session included in annual eLearning.	10/12/25
Do you provide refresher EDI training	x					x		Training session included in annual eLearning.	10/12/25



Considerations	Yes	No	Hazard	Who might be harmed	Level of risk			Preventative action	Date completed
					Low	Med	High		
when circumstances warrant it, e.g. when there is a change in working arrangements or workforce demographics, or after receiving a complaint of sexual harassment?									
Management structure:									
Is there a higher representation of one gender in the leadership team?	x					x		Adherence to recruitment and selection policy	10/12/25
Are there areas of the business that have power imbalances?	x				x			Adherence to staff code of conduct and disciplinary procedures, and councillor code of conduct.	10/12/25
Are there areas of the business where company policies aren't adhered to?		x			x				10/12/25
Is decision making concentrated, i.e. only a few individuals at the top of the business can make decisions?	x					x		Scheme of delegation so that everyone understands how decisions are made. Collaborative working and decision making encouraged where appropriate.	10/12/25



Considerations	Yes	No	Hazard	Who might be harmed	Level of risk			Preventative action	Date completed
					Low	Med	High		
Is there an HR team, or access to an external HR outsourcing provider?	x				x			Worknest	10/12/25
Do leaders have individual authority over recruitment practices?		x			x			Adherence to recruitment and selection policy	10/12/25
Do leaders have individual authority on pay decisions?		x			x			National pay award process observed.	10/12/25
Working environment:									
Do you have an IT policy that sets the rules for appropriate usage?	x				x				10/12/25
Do you monitor and address inappropriate behaviour on digital platforms?	x					x			10/12/25
Do employees travel abroad for business?		x			x				10/12/25
Are there sexualised or sexist materials on display such as calendars or posters?		x			x				10/12/25
Is there adequate privacy or security for workers using	x				x				10/12/25



Considerations	Yes	No	Hazard	Who might be harmed	Level of risk			Preventative action	Date completed
					Low	Med	High		
bathrooms or changing rooms?									
Do you have areas that are isolated or with inadequate lighting or security?	x					x			10/12/25
Are there different uniform requirements between genders, or prescriptive dress codes or expectations for either gender?		x			x				10/12/25
Are workers required to travel and have overnight stays?	x					x			10/12/25
Do employees and workers travel to remote locations?		x			x				10/12/25
Do you provide accommodation facilities for employees?		x			x				10/12/25
Are sexist jokes prevalent in the workplace?		x			x				10/12/25
Do workers engage with social drinking on site?		x			x				10/12/25
Do you have high staff turnover, particularly of female workers,		x			x				10/12/25



Considerations	Yes	No	Hazard	Who might be harmed	Level of risk			Preventative action	Date completed
					Low	Med	High		
young workers, or low-paid earners?									
Have you been informed that some workers are more reluctant to work with certain workers or take on certain tasks?		x				x		Constant monitoring, case-by-case.	10/12/25
Is alcohol consumed, either by staff or third parties, whilst staff are working?	x					x			10/12/25
Outside of the workplace:									
Do staff socialise outside of the workplace?	x					x			10/12/25
Is alcohol available at social events?	x					x			10/12/25
Do you undertake background or reference checks for all workers and other people engaged at your workplace such as contractors?	x				x				10/12/25
Do you issue employee communications in advance of workplace	x				x				10/12/25



Considerations	Yes	No	Hazard	Who might be harmed	Level of risk			Preventative action	Date completed
					Low	Med	High		
events?									
Complaint handling:									
Do you have clear and effective procedures for receiving and responding to complaints of sexual harassment?	x				x				10/12/25
Are there multiple, confidential ways for employees to report harassment?	x					x			10/12/25
Are your workers able to access management who are outside of their direct reporting line?	x				x				10/12/25
Is your workforce so small that confidentiality and confidence to raise issues may be difficult to achieve?	x					x		In areas where workforce is the smallest, manager visits regularly for one-to-one meetings, thereby offering the opportunity for confidential discussion.	10/12/25
Have there been previous cases of harassment?		x				x			10/12/25
Are line managers consistent at, and do they enforce,	x				x				10/12/25



Considerations	Yes	No	Hazard	Who might be harmed	Level of risk			Preventative action	Date completed
					Low	Med	High		
disciplinary and grievance policies?									
Do you ensure prompt, thorough and impartial investigations of sexual harassment complaints?	x				x				10/12/25
Are there support systems in place for victims of sexual harassment such as counselling services, or employee assistance programmes?	x				x				10/12/25
Do staff report a culture of banter or casual sexism which is hard to challenge?		x			x				10/12/25
Do you audit your work practices to ensure they continue to remain fit for purpose and prevent sexual harassment?	x				x				10/12/25
Other specific areas:									

Item 14a

Climate Action Task and Finish – Minutes

NOTES FROM CLIMATE ACTION TASK & FINISH GROUP

Meeting: Thursday 29th January 2026 at the Guildhall, 10am

Attendees: Cllrs Cowell, Lyle, Maxwell Muller (Chair), and Tapley

Deputy Town Clerk, Kate Adams

Apologies: No apologies received

Absent: Cllr Parry

- **Minutes (13th November 2025) and Recommendations to P&F** noted.
- **Shropshire Climate Action newsletter**
Noted contents of the latest newsletter.
Discussed the events going on in Bishops Castle and the Living Streets website which promotes everyday walking and introduces a badge inspired challenge for school children.
- **Local Nature Recovery Strategy (LNRS)**
Considered items from the strategy such as increasing canopy in the built environment and the creation of boggy areas. It is felt that LTC is already doing as much as it can for both of these aspects.
- **British Academy Paper and a Shropshire specific case study**
The paper was not really useful for our work, it covers a lot of what is already happening.
- **Noted the following updates:**
 - 1) Contact has been made with Shropshire Master Composters
 - 2) We have begun promoting 'Shropshire Warm Welcome and warm spaces
 - 3) The Great British Spring Clean takes place 13th – 29th March
 - Friday 13th March** – a litterpick of Wheeler Road recreation area with a local school. Members of this working group are welcome to attend.
 - During the weeks** – LTC staff and DLF will be out and about litterpicking in the town centre.
 - Sunday 22nd March** – combined Pride of Place litterpick and Super Sunday tidy up.
 - 4) Encourage resident participations in the Big Plastic Count between 9th to 15th March. Promote on social media and provide printed participation forms.
 - 5) Climate events taking place before the next meeting. It was agreed we should promote Global Recycling Day on 18th March, could a Cllr/staff member record how much water they use in a day prior to World Water Day on 22nd March, promote Earth Hour on 28th March.
 - 6) CPRE hedge planting is taking place in February at Weyman Road. The fruit tree planting at the same location to begin the community orchard is to

take place in May and we are receiving donations of trees from Incredible Edible and Frank P Matthews trees.

- **Presence at this years Green Festival – Sunday 12th July 2026 10am-4pm**
To look at options for seed giveaway – British native seeds, suppliers to look at are Plantscape, Meadow In Your Garden, Greenpeace and Friends of the Earth.

To get prices for a Ludlow Town Council banner that could be hung under the market stall canopy so we are more easily identifiable

- **To consider planting of trees/hedges at Sidney Road town green**
To take the initial suggestion to Services Committee to see if there is any support for this idea before much time is spent on costings etc.
- **Flood Action Group Update received from Cllr Lyle**
Multi agency meetings are taking place regularly and include Shropshire Council, Severn Trent Water and the Shropshire Wildlife Trust.
Gulley cleaning of road drains, particularly in Lower Corve Street is being investigated.
They are looking at the viability of raising the river wall along Temeside and the head wall at Lower Corve Street.
Shropshire Council Flood Response Plan includes road closure signage and its management.
Shropshire Council Flooding Group will be holding drop in information sessions.
Support for McConnell has been agreed in principle to help store and distribute sandbags. They will allow staff to assist in working hours.
Core members of the Flood Action Group include selected local residents.
- **Review of Climate Action Plan and any updates**
To accept the updates to the Climate Action Plan
- **Recommendations to Policy & Finance Committee meeting on 16th February 2026 :**
 - 1) To approve purchase of a Ludlow Town Council banner (quotations to be provided) that could be hung under the market stall canopy so we are more easily identifiable at the Green Festival and other events.
 - 2) Could LTC make a casual enquiry to the landowner of the Budgens old site to establish what the 'park' is going to look like and how long it is likely to be there?
- **Recommendations to Services Committee meeting on 25th February 2026:**
 - 1) To consider planting of trees/hedges at Sidney Road town green

To take the initial suggestion to Services Committee to see if there is any support for this idea before much time is spent on costings etc.

- **Actions from the meeting**

- 1) Ask Kim to follow Living Street and share statuses occasionally
- 2) Put plans in place for the Great British Spring Clean events
- 3) Encourage resident participations in the Big Plastic Count between 9th to 15th March. Promote on social media and provide printed participation forms.
- 4) To look at options for seed giveaway
- 5) To get prices for a Ludlow Town Council banner that could be hung under the market stall canopy so we are more easily identifiable
- 6) promote Global Recycling Day on 18th March, could a Cllr/staff member record how much water they use in a day prior to World Water Day on 22nd March, promote Earth Hour on 28th March.

- **Next meeting dates:**

Thursday 19th March 2026 at 10am.

Thursday 21st May 2026 at 10am

Item 14b

Climate Action Task and Finish - Recommendations



**RECOMMENDATION FROM THE CLIMATE
ACTION TASK AND FINISH GROUP 29TH JANUARY
2026 TO POLICY AND FINANCE COMMITTEE 2ND
MARCH 2026**

- **Recommendations to Policy & Finance Committee meeting on 16th February 2026 :**
 - 1) To approve purchase of a Ludlow Town Council banner (quotations to be provided) that could be hung under the market stall canopy so we are more easily identifiable at the Green Festival and other events.
 - 2) Could LTC make a casual enquiry to the landowner of the Budgens old site to establish what the 'park' is going to look like and how long it is likely to be there?

Item 15

Overhaul of Practitioners' Guide

Sector Backs Major Overhaul of Practitioners' Guide Ahead of 2027 Launch

Reforms to annual reporting requirements for smaller authorities are on the way after a sector-wide consultation revealed strong demand for clearer guidance, more transparency, and proportionate requirements.

The Smaller Authorities Proper Practices Panel (SAPPP), working with the Chartered Institute of Public Finance and Accountancy (CIPFA), gathered extensive feedback during its eight-week consultation, with councils, auditors, and practitioners all calling for change.

Respondents said the current Annual Governance and Accountability Return (AGAR) does not fully meet community information needs. While some felt it remained broadly sufficient, most wanted more detail and more accessible explanations.

SAPPP has agreed to strengthen guidance in areas such as expenditure reporting, technical clarity, asset guidance, joint committee rules, and reserves management, all of which will be reflected in a new guide to the Proper Practices.

There was also overwhelming support for simpler accounting guidance. Many practitioners reported that the existing material is too technical, particularly for non-accountants. The new guide will offer clear explanations of receipts-and-payments versus income-and-expenditure accounting, along with plain-English support for councils transitioning between methods when required.

Calls to improve transparency around audit reports received strong backing. SAPPP will introduce mandatory requirements for councils to discuss internal and external audit findings in public meetings, publish reports online, and produce proportionate action plans responding to identified risks. Although concerns were raised about the lack of enforceability, SAPPP stressed this sits outside its remit.

Internal audit standards are also set for a refresh. Respondents highlighted the need for auditors with appropriate sector knowledge, independence and, for larger authorities, relevant professional qualifications. SAPPP intends to phase in a new requirement for internal auditors to be properly trained and experienced at a level proportionate to each authority's size and risk exposure.

Training for clerks and officers completing the AGAR emerged as another priority. Respondents asked for accessible, jargon-free, and affordable training, ideally available online and on demand to support part-time staff and smaller councils. SAPPP noted the outcomes and will work alongside sector partners to review the provision of training in this area.

Consultation / Implementation Timetable:

- SAPPP aims to sign off the final draft of the new Proper Practices in June 2026,
- followed by a full sector consultation in summer 2026.

Sector Backs Major Overhaul of Practitioners' Guide Ahead of 2027 Launch

- The final version—combining mandatory requirements and best-practice guidance—will be published in early 2027
- and will apply to the 2027–28 financial year, with the revised AGAR completed in 2028.

Item 16a

**CCLA Public Sector Deposit Fund
Investment – Statement November 2025**

Statement of Account

Ms Gina Wilding
Ludlow Town Council
The Guidhall
Mill Street
LUDLOW
Shropshire
SY8 1AZ

5 February 2026

Account name: **LUDLOW TOWN COUNCIL**
Account number: **PS3078701-001**
Statement period: **31/12/2025 to 31/01/2026**

Account summary

Total valuation as at 31 January 2026 **£1,821,309.64**
Total valuation as at last statement at 31 December 2025 **£1,930,250.17**

Holdings as at 31 January 2026

Fund name	Unit/share holdings	Price per unit/share	Value
Public Sector Deposit Fund SC4 - Public Sector GB00B3LDFH01	1,821,309.6400	£1.00	£1,821,309.64
Total value			£1,821,309.64

Transactions for the period from 31 December 2025 to 31 January 2026

Public Sector Deposit Fund SC4 - Public Sector

Transaction date	Transaction type	Unit/shares	Price per unit/share	Amount (GBP)
05/01/2026	Income Reinvestment	6,402.0500	£1.0000	£6,402.05
16/01/2026	Withdrawal	-32,024.5100	£1.0000	-£32,024.51
28/01/2026	Withdrawal	-83,318.0700	£1.0000	-£83,318.07

Correspondence address: PO Box 12892, Dunmow, Essex CM6 9DL

clientservices@ccla.co.uk

Freephone 0800 022 3505

www.ccla.co.uk

Fund documentation is available at www.ccla.co.uk/investments, or may be requested from our Client Services team. Telephone calls are recorded.
CCLA Investment Management Limited (registered in England & Wales, No. 2183088) is authorised and regulated by the Financial Conduct Authority.
Registered address: One Angel Lane, London EC4R 3AB.

The average Fund yield for this period was 3.80% p.a.

Income for the period is as follows:

Month	Date paid	Method	Amount (£)	Destination
Jan 2026	03/02/2026	Reinvestment	£6,157.74	PS3078701-001

All CCLA forms are available on our website: www.ccla.co.uk/resources/client-documentation. Please ensure that you download and use the latest available form to make any transaction or amendment. Using an old form will result in the instruction being rejected.

Before making any additional investments into CCLA funds, please read the most recent version of the relevant fund's key information document (KID). KIDs can help investors understand the nature, risks, costs, potential gains and potential losses of fund, and compare the fund with other products. The KIDs for our funds are available in the investments section of our website at, www.ccla.co.uk. Or, you can ask us to send you copies, free of charge, by emailing our Client Services team at clientservices@ccla.co.uk.

Please keep all documents (including this statement) safe as you may need to refer to the information in the future.

If you would like to discuss any of the information on your statement please contact Client Services.

A glossary of terms used in this communication is available on www.ccla.co.uk/glossary. If you would like the information in an alternative format or have any queries, please call us on **0800 022 3505** or email us at clientservices@ccla.co.uk.

Item 16b

CCLA Public Sector Deposit Fund Investment – Redemption contract notes

Redemption contract note

Ms Gina Wilding
Ludlow Town Council
The Guidhall
Mill Street
LUDLOW
Shropshire
SY8 1AZ

16 January 2026

Account name: **LUDLOW TOWN COUNCIL**
Account number: **PS3078701-001**

Redemption transaction details

Contract reference	8289744
Order date and time	15 Jan 2026 13:27:00
Valuation date and time	16 Jan 2026 11:30:00
Settlement date	16 January 2026
Fund name	Public Sector Deposit Fund SC4 - Public Sector
International Securities Identification Number (ISIN)	GB00B3LDFH01
Name/designation	LUDLOW TOWN COUNCIL
Order type	Value
Number of units/shares	32,024.510
Value	£32,024.51
Unit/share price	100 pence

Please retain this document for future reference as evidence of the transaction(s) stated above. Proceeds of sales will be paid within two working days.

We wish to maintain up-to-date records of your account. Should there be any changes to your account details, please contact Client Services.

If you have requested to close this account, any outstanding Interest or dividends will be paid to the nominated bank account at the fund's next distribution payment date.

Correspondence address: PO Box 12892, Dunmow, Essex CM6 9DL

clientservices@ccla.co.uk

Freephone 0800 022 3505

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Redemption contract note

Ms Gina Wilding
Ludlow Town Council
The Guidhall
Mill Street
LUDLOW
Shropshire
SY8 1AZ

28 January 2026

Account name: **LUDLOW TOWN COUNCIL**
Account number: **PS3078701-001**

Redemption transaction details

Contract reference	8295390
Order date and time	28 Jan 2026 09:57:00
Valuation date and time	28 Jan 2026 11:30:00
Settlement date	28 January 2026
Fund name	Public Sector Deposit Fund SC4 - Public Sector
International Securities Identification Number (ISIN)	GB00B3LDFH01
Name/designation	LUDLOW TOWN COUNCIL
Order type	Value
Number of units/shares	83,318.070
Value	£83,318.07
Unit/share price	100 pence

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Redemption contract note

Ms Gina Wilding
Ludlow Town Council
The Guidhall
Mill Street
LUDLOW
Shropshire
SY8 1AZ

5 February 2026

Account name: **LUDLOW TOWN COUNCIL**
Account number: **PS3078701-001**

Redemption transaction details

Contract reference	8309443
Order date and time	4 Feb 2026 16:02:00
Valuation date and time	5 Feb 2026 11:30:00
Settlement date	5 February 2026
Fund name	Public Sector Deposit Fund SC4 - Public Sector
International Securities Identification Number (ISIN)	GB00B3LDFH01
Name/designation	LUDLOW TOWN COUNCIL
Order type	Value
Number of units/shares	44,387.330
Value	£44,387.33
Unit/share price	100 pence

Please retain this document for future reference as evidence of the transaction(s) stated above. Proceeds of sales will be paid within two working days.

We wish to maintain up-to-date records of your account. Should there be any changes to your account details, please contact Client Services.

If you have requested to close this account, any outstanding Interest or dividends will be paid to the nominated bank account at the fund's next distribution payment date.

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Item 17

Mayor and Deputy Mayor Events

MAYOR'S CIVIC EVENTS
NOVEMBER 2025 – JANUARY 2026

Date	Event	Venue	Invitation From
1st November	Wyre Forest District Council Quiz Night	St George's Hall, Bewdley	Wyre Forest District Council
4th November	Bishop of Hereford Interfaith Reception	The Bishop's Palace, Hereford	Bishop of Hereford
7th November	Official Grand Opening of Kidderminster Town Hall	Kidderminster Town Hall	Kidderminster Town Council
9th November	Remembrance Sunday Parade and Service	Ludlow Peace Memorial and St Laurence's Church	Ludlow Town Council
11th November	Armistice Day Service	Ludlow Peace Memorial	Ludlow Town Council
28th November	Rotary Tree of Light	Tree of Light	Ludlow Rotary Club
29th November	Ludlow Christmas Lights Switch On	Town Centre	Ludlow Town Council
3rd December	Mayor's Charity Fun Christmas Evening	The Rose and Crown	Mayor's Event
4th December	Ludlow Senior Citizens' Christmas Party	Ludlow College	Ludlow Town Council

11th December	Ludlow's Panto – Aladdin	Assembly Rooms	Ludwig Theatre Company
24th January	Bewdley Bingo Afternoon	Wharton Park Golf and Country Club	Bewdley Town Council
28th January	Opening of Pietro Lounge	Pietro Lounge	Pietro Lounge
30th January	Mayor's Charity Music Variety Night	Ludlow Brewery	Mayor's Event
31st January	Wyre Forest Chairman's Charity Dinner	Kidderminster Golf Club	Wyre Forest District Council

DEPUTY MAYOR'S CIVIC EVENTS
NOVEMBER 2025 – JANUARY 2026

Date	Event	Venue	Invitation From
1st November	Wyre Forest District Council Quiz Night	St George's Hall, Bewdley	Wyre Forest District Council
7th November	Official Grand Opening of Kidderminster Town Hall	Kidderminster Town Hall	Kidderminster Town Council
9th November	Remembrance Sunday Parade and Service	Ludlow Peace Memorial and St Laurence's Church	Ludlow Town Council
11th November	Armistice Day Service	Ludlow Peace Memorial	Ludlow Town Council
3rd December	Mayor's Charity Fun Christmas Evening	The Rose and Crown	Mayor of Ludlow
4th December	Ludlow Senior Citizens' Christmas Party	Ludlow College	Ludlow Town Council
30th January	Mayor's Charity Music Variety Night	Ludlow Brewery	Mayor of Ludlow