

Meopham Parish Council

St Johns Centre, Wrotham Road, Meopham, Kent, DA13 0AA - Tel: 01474 813779
Email: enquiries@meopham-pc.gov.uk Website: www.meopham-pc.gov.uk



To all Members of Meopham Parish Council

You are hereby summoned to attend a meeting of the **Full Council** of **Meopham Parish Council** on **Tuesday 6th October 2026** at **7:00pm** to be held at the **Harvel Village Hall, Harvel, Meopham, DA13 0DS**. Papers have been circulated for items marked with (*)

Yours faithfully

Lisa Winter

Lisa Winter

Clerk and Responsible Financial Officer

Date of Issue: Thursday 1st October 2026

AGENDA

1. **Apologies for Absence:** To receive and accept apologies
2. **Declarations of Members' Interests:** To receive declarations of pecuniary and non-pecuniary interests for this meeting
3. **Minutes of Previous Meeting:** To approve the minutes of the meetings held on 02.09.26 (pg1-4) and 08.09.26. *This item is to confirm the accuracy of the minutes and not to raise matters arising (*) (pg5-11)*
4. **Public Session & External Reports**
 - 4.1 **Public Session**
 - 4.2 **Borough Councillors and County Councillor**
 - 4.3 **Police**
5. **Southdown Shaw Allotment Update:** To consider existing ponds on vacant plots and receive an update. (*) (pg 12-14)
6. **Planning Applications:** To consider and make recommendations on the following planning applications (*Comments requested from Councillors*)
 - 6.1 **20260937 – Cobb Tree Court, Wrotham Road, Meopham, Gravesend Kent DA13 0AU**

Removal of existing timber shed and erection of a replacement single storey garden building for incidental domestic use, including storage, gym and family recreation space, with associated tree removal and replacement planting

- 6.2 20260938 - Three Oaks, Harvel Road, Meopham, Gravesend Kent DA13 0RN**
Conversion of integral garage into living accommodation

7. Personnel Committee

- 7.1 Co-option:** To approve the following recommendation: Due to the circumstances and the situation in which the Council currently finds itself, Members agreed that it would not be appropriate to co-opt the candidates at this stage, as this may not provide a fair process. It was therefore agreed to seek advice from Electoral Services at Gravesham Borough Council on the appropriate way forward.
- 7.2 Code of Conduct and Operational Framework:** To consider recommendation for approval (*) (pg15-22)
- 7.3 Councillor Conduct Referrals and Employee Safeguarding Policy:** To consider recommendation for approval (*) (pg23-28)

8. Financial Matters

- 8.1 External Audit:** To note the External Auditors report and Certificate for the year ended 2025-2026, Section 3 of the Annual Governance & Accountability Return for the Parish Council has been received. The notice of conclusion of audit will remain on display for 14 days in compliance with the Accounts and Audit Regulations 2015 (*) (pg29-34)
- 8.2 Expenses Claim Form:** To consider authorising the expenses claimed by the Finance and Grants Officer (*) (pg35-36)

- 9. Robin Hill and Badgers Wood, Valley Lane, Culverstone: Request for Presentation:** To consider a request from representatives of the Robin Hill and Badgers Wood restoration project to give a presentation to the Council regarding their emerging proposals and to determine whether a presentation should be accommodated at a future meeting (*) (pg37-39)
- 10. Training:** Consider the request from a Councillor to attend the Public Conveniences: Cost, Pressure and Practical Solutions offered by NALC (*) (pg40-41)
- 11. Green Surveys:** To review the survey reports for Parish Council greens and agree the proposed works for which quotations should be obtained and reported to a future meeting for consideration (*) (pg42-63)
- 12. Playground Inspection Report:** To consider the annual inspection report, including the recommended remedial works and associated quotations, and determine what action should be taken (*) (pg64-87)
- 13. Liaison Councillor Reports:** To receive verbal reports and updates
- 14. Standing Agenda Item:** To consider any need for professional advice or reports on planning or related issues. Further budget approval may be required.

CLOSED SESSION

Pursuant to Section 1 (2) of the Public Bodies (Admission to Meetings) Act 1960, that due to the confidential nature of the next item, the public and press will be asked to leave the meeting

- 15. Pitfield Green:** To consider and agree the amount of any goodwill contribution (*) (pg88-96)
- 16. Complaints Committee:** To note that the complaint received was upheld in part.
- 17. Complaint:** To note we have received a complaint that requires a Complaints Committee
- 18. Standing Agenda Item:** To receive an update on Southdown Shaw Allotments
- 19. Southdown Shaw Allotments:** To consider and agree communication with Plot Holders (*) (pg97-110)

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A Civility & Respect
Pledge Council



Minutes of the Extraordinary Full Council Meeting held on Wednesday 2nd September 2026 at 7:00pm at Vigo Village Hall, 8 The Bay, Gravesend, DA13 0TD

Members Present: Cllr R Collings
Cllr D Fisher
Cllr S Gofton
Cllr J McNamara (Chairman)
Cllr D Sims (Vice Chairman)
Cllr B Wade
Cllr P Watson

In Attendance: L Winter – Clerk
A Brown – Assistant Clerk
Cllr Ejaz Aslam - GBC
Cllr Daine Morton KCC – arrived 20:06
Lots of Members of Public

Meeting commenced 19:00

Item 1: Apologies for Absence: To receive and accept apologies

F.C. 103 Apologies were received from Cllr Bramer, Cllr Buchanan, Cllr D Johnson and Cllr S Johnson.

19:01 Cllr Sims arrived.

Item 2: Declarations of Members' Interests: To receive declarations of pecuniary and non-pecuniary interests for this meeting

F.C. 104 Cllr B Wade & Cllr S Gofton - 20260716

Item 3: Public Session & External Reports

3.1 Public Session

Disclaimer: The statements made during the Public Session reflect the opinion of the speaker(s) and are not necessarily accurate or factual information.

F.C. 93 Public spoke under application 20260815.

3.2 Borough Councillor and County Councillor

F.C. 105 Cllr Ejaz Aslam was present and spoke later in the meeting under application 20260815.

1

3.3 Police

F.C. 106 There were no Police present.

Item 4: Planning Applications: To consider and make recommendations on the following planning applications

F.C. 107 20260815 - Woodlands Farm , Wrotham Road, Culverstone, Gravesend Kent DA13 0RQ

Outline planning application for the development of 67 dwellings, public open space and associated works, with approval sought for the principal means of vehicular access from Newlands Lane. All other matters are reserved.

Several members of the public spoke at length on this item and raised the following concerns regarding the application:

- **Inadequate and unsuitable access: It is a single track lane.** The proposed change in direction on Newlands Lane into the estate would have a significant impact on residents living along Newlands Lane.
- **A227:** Concerns were raised that approximately 100 vehicles would be required to turn onto the A227, which is already difficult to access due to the volume of traffic. It was also noted that the representation is missing 24 houses.
- **Access to properties during construction:** Concerns were raised regarding how residents would be able to access their properties during the development works.
- **Flood risk and drainage:** Concerns were raised regarding inadequate drainage and the volume of surface water run-off currently coming from Newlands Lane. It was felt that additional development could increase this issue.
- **Telecommunications:** Concerns were raised regarding the adequacy of telecommunications infrastructure, particularly the reliance on copper wire.
- **Local schools and healthcare:** Concerns were raised regarding additional pressure on local schools and healthcare services, which are already considered to be oversubscribed.
- **Local facilities:** It was noted that local facilities are limited, with only one small pharmacy and one small shop with limited parking provision.
- **Green Belt Land**
- **Historical value:** Concerns were raised regarding the historical significance of the property, which forms part of the Waterlow Estate. They need to knock down the house to create the road.
- **Rural character:** The lane was described as a quiet rural lane, and it was suggested that consideration be given to campaigning for it to be designated as a Rural England Quiet Lane.
- **Surveys and assessments:** Concerns were raised that the application is currently at an outline stage and that a number of surveys and assessments have not yet been provided.

Cllr Ejaz Aslam from Gravesham Borough Council attended the meeting to listen to residents' concerns and to represent their views regarding the planning application.

Cllr Ejaz Aslam highlighted that it is important for people to register their objections to this planning application and it is in line with the planning application rules.

Cllr Aslam also raised concerns regarding highway safety, particularly in relation to the A227 and access onto Newlands Lane. Concerns were also raised regarding the surrounding unadopted roads and the adequacy of the existing infrastructure.

Meopham Parish Council Councillors were then invited to speak regarding the application.

Cllr Collings highlighted the following concerns:

- **Drainage and groundwater:** Kent County Council (KCC), as the Local Lead Flood Authority, has specified that the application should not be determined until a complete surface water drainage strategy has been provided. Concerns were also raised that the infiltration rates appear to have been assumed rather than tested.
- **BRE365 testing and groundwater:** Further BRE365 infiltration testing and additional groundwater assessment are required to establish whether the proposed drainage strategy is appropriate.
- **Sustainability:** The NPPF requires development within the Green Belt to be sustainable. Concerns were raised that the proposed development would rely on an unlit pedestrian route, as well as an unlit section of the A227 and part of Newlands Lane where there is no footway. It was considered that these factors raise concerns regarding the sustainability of the proposed location.
- **Highways and access:** The KCC Stage 1 Road Safety Audit remains outstanding. Concerns were also raised regarding the robustness of the traffic generation evidence, as the applicant's TRICS assessment uses a 51-dwelling suburban development as a comparator for the proposed 67-dwelling development.

On the information currently before the authority, Meopham Parish Council does not consider that the principle of 67 dwellings has yet been adequately demonstrated and therefore objects to the application. All in Favour.

**20260835 - Bramleys, Wrotham Road, Meopham, Gravesend
Kent DA13 0AQ**

Demolition of rear conservatory and single storey extension and erection of a single storey rear extension with four rooflights.

No Objection All in Favour

**20260788 - Land On North Side Of, Heron Hill Lane, Meopham,
Gravesend Kent DA13 0DU**

Change of use of 1.2 acres for a dog walking paddock together with fencing, hardstanding and car parking.

We recommend that planning permission be refused on the grounds that the proposed development would constitute inappropriate development within the Green Belt and that the site does not benefit from suitable and satisfactory access. 5 in Favour 2 Abstain

20260653 - Marlings , Dean Lane, Harvel, Gravesend Kent DA13 0BS

Application for removal of condition 7, 8 and 9 attached to planning permission reference number 19990800 for Erection of a detached three bedroom replacement bungalow with detached garage at the side and the laying out of associated driveway and manoeuvring area; to allow reinstatement of permitted development rights

Recommend refusal of this planning application on the grounds that insufficient information has been provided to enable the full implications of the proposal to be properly assessed. All in Favour.

20260741 - Land Rear Of Walnut Hill Lodge, Foxbury Springs, Walnut Hill Road, Gravesend Kent DA13 9HL

Siting of a 3 bed mobile home for use for temporary rural workers.

Recommend refusal of this planning application on the grounds that insufficient information has been provided in respect of the proposed access arrangements and the temporary conditions of the development. All in Favour.

20260716 - Stable Cottage , Steeles Lane, Meopham, Gravesend Kent DA13 0QD

Replacement of outbuilding to form residential annex

Recommend no Objection on the condition that the additional dwelling can not be sold as a separate hereditament and that all materials are approved to ensure that the annex is in keeping with the original stable block. 4 in Favour, 1 Against, 2 Abstain

The meeting concluded 20:18

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A Civility & Respect
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Minutes of the Full Council Meeting held on Tuesday 08 September 2026 at 7:00pm at Harvel Village Hall, Harvel, Meopham, DA13 0DS

Members Present: Cllr S Buchanan
Cllr D Bramer
Cllr R Collings
Cllr D Fisher
Cllr D Johnson
Cllr S Johnson
Cllr J McNamara - Chairman
Cllr D Sims – Vice Chairman
Cllr B Wade

In Attendance: L Winter – Clerk
A Brown – Assistant Clerk
14 members of the public

Meeting commenced 19:01

James Ferrin, a member of the public, asked to say a few words to commend Cllr Collings on his contribution to the Planning Inspectorate Blackthorn Farm appeal hearing.

Item 1: Apologies for Absence: To receive and accept apologies

F.C. 108 Apologies were received and accepted from Cllr Gofton (away) and Cllr Watson (appointment).

Item 2: Declarations of Members' Interests: To receive declarations of pecuniary and non-pecuniary interests for this meeting

F.C. 109 Cllr Wade declared for Item 7 GR4 and GR5. Cllr Buchanan declared for Item 7 GR7.

Item 3: To approve minutes of the of the meeting held on 28.07.2026 and 06.08.26

F.C. 110 Cllr S Buchanan PROPOSED and Cllr B Wade SECONDED that the minutes of the meeting of 28.07.2026 and 06.08.2026 be approved. All in favour.

Item 4: Closed Session Items on Parish Council Agendas: Explanation of the use of closed session / confidential agenda items

F.C. 111 Noted.

Item 5: Publication of meeting notices, agendas, and draft minutes: To note and confirm the arrangements

F.C. 112 Noted.

Item 6: Public Session & External Reports

6.1 Public Session

Disclaimer: The statements made during the Public Session reflect the opinion of the speaker(s) and are not necessarily accurate or factual information.

F.C. 113 A member of the public raised concerns regarding the publication of employee names and contractor details within the Parish Council's financial documents and stated that they considered this practice did not align with the Council's adopted policies.

Various comments regarding the allotments were voiced.

6.2 Borough Councillor and County Councillor

F.C. 114 There were no Borough Councillor or County Councillor present.

6.3 Police

F.C. 115 There were no Police present.

Item 7: Community Grants: To consider applications received for the Community Grant Scheme for the 2026-2027 financial year

F.C. 116 It was agreed to make the following community grants.

Organisation	Amount	Legal Power
Harvel Village Hall Management Committee	£500	S133 of Local Government Act 1972
Meopham Windmill Trust	£500	S137 of Local Government Act 1972
Air Ambulance Charity Kent Surrey Sussex	£500	S137 of Local Government Act 1972
Meopham Carers Support Group	£500	S19 of Local Government Act (Miscellaneous Provisions) 1976
Meopham Cricket Club	£500	S19 of Local Government Act (Miscellaneous Provisions) 1976
Meopham Women's Institute	£250	S133 of Local Government Act 1972
Meopham Village Hall Management Committee	£250	S133 of Local Government Act 1972

Item 8: Southdown Shaw Allotments: Tenancy Agreement: To agree key points

- F.C. 117** RESOLVED that the following provisions be incorporated into the draft tenancy agreement and associated allotment management arrangements:
- a) Existing ponds be permitted to remain; however, no new ponds shall be created. All ponds must comply with applicable health and safety requirements;
 - b) The existing requirement for a minimum of 75% cultivation of each plot be retained;
 - c) Bonfires be governed by a separate policy, compliance with which shall be required of all plot holders;
 - d) Polytunnels be permitted throughout the year, subject to being securely anchored and maintained in a safe condition; and
 - e) Provision be included within the new tenancy agreement to enable an additional charge to be made towards water costs where appropriate.

Item 9: Bench @ Pitfield Green: repair, replace or remove

- F.C. 118** The Clerk advised that, since publication of the agenda, the family associated with the memorial bench had requested permission to replace the existing bench with a new memorial bench bearing both parents' names.

RESOLVED that the request be approved, subject to the applicant meeting all costs associated with the removal of the existing bench and the supply and installation of the replacement bench. The applicant shall also be advised of the two approved bench styles permitted by the Council.

Item 10: Pitfield Green: To consider the quotes received and chose a contractor

- F.C. 119** The Clerk advised that quotations had been sought for the works at Pitfield Green and that, in addition to the quotations included within the agenda papers, a further quotation had been received from Elite for Members' consideration.

RESOLVED that the quotation submitted by OTS in the sum of £720 including VAT be accepted and that the contract for the works be awarded accordingly.

Item 11: Insurance: Legal Expenses Cover for Parish Council Leases: To consider obtaining quotes for additional legal expenses cover

- F.C. 120** RESOLVED that quotes be obtain.

Item 12: Planning: Planning Application Governance Arrangements

- F.C. 121** RESOLVED that:
- a) the Planning Applications Working Group be dissolved;

- b) a Planning Committee be established to consider planning matters on behalf of the Council in accordance with its delegated authority and terms of reference; and
- c) the membership of the new Planning Committee comprise the same councillors as those previously appointed to the Planning Applications Working Group.

Proposed by Cllr Wade, seconded by Cllr Bramer and carried by a vote of 5 in favour and 4 against.

Item 13: Planning Committee – Terms of Reference: To agree the terms of reference for a Planning Committee

F.C. 122 Members considered the proposed Terms of Reference for the Planning Committee.

RESOLVED that the Terms of Reference be approved, subject to the following amendments:

1. Section 1.1 be amended to correct the spelling error, replacing "expect" with "except";
2. Section 2.1 be amended to read: "*and up to two-thirds of the Parish Council*"; and
3. A new Section 5.4 be inserted as follows:
5.4 For the avoidance of doubt, nothing within these Terms of Reference shall revoke, vary, limit or supersede the delegated authority granted by Full Council under Resolution F.C.250 to Cllr Collings and Cllr D Johnson to represent Meopham Parish Council on all matters relating to Regulation 19 and planning.

The Terms of Reference were approved subject to the above amendments.

Item 14: Service Contract – Propose Service Contract: Consider and agree

F.C. 123 Deferred for further consideration with Officers and Cllr Bramer, Cllr Buchanan and Cllr Wade.

Item 15: Hook Green Village Sign: To consider the revised quote and additional costs

F.C. 124 Cllr Bramer proposed that the village sign repair works be undertaken and that reserves be used to meet the additional cost.

The Clerk advised that the budget allocated for the village sign and flagpole for the current financial year was £2,000. Members were informed that the flagpole required its annual health and safety inspection and that a quotation of approximately £350 had been received for this work, with further quotations being sought.

The Clerk further advised against the use of reserves, noting that the Council's budget for the year had been set tightly and that, in order to avoid an increase in the precept, more than £60,000 of reserves had been used to balance the budget. It was also noted that the Internal

Auditor had highlighted that this approach left the Council only just within its recommended minimum reserve level of six months' expenditure.

Cllr McNamara proposed and Cllr Collings seconded, that the repair works to the village sign be deferred until the next financial year in order to prioritise the statutory health and safety inspection of the flagpole. Members acknowledged that the cost of the repair works may increase if delayed.

RESOLVED that the repair works to the village sign be deferred until the next financial year.

Proposed by Cllr McNamara, seconded by Cllr Collings and carried by 7 votes in favour, with 2 abstentions.

Item 16: Officer's Report: To receive a report of items for information from the Clerk and Assistant Clerk

F.C. 125 Noted.

Item 17: Financial Matters

F.C. 126 Councillors considered the documentation presented.

RESOLVED that:

- 17.1** The schedule of payments since the last meeting up to 01 August 2026 and 01 September 2026 be received.
- 17.2** The receipts and payments report for the same period be received.
- 17.3** The bank statements and supporting Bank Reconciliation be received and signed.
- 17.4** The council reserves statement be received.

Item 18: Liaison Councillor Reports

F.C. 127 Cllr Wade and Cllr Buchanan have been progressing arrangements for the Act of Remembrance and Carols on the Green.

Cllr Sims will liaise directly with Cllr Wade and Cllr Buchanan regarding some ideas.

Item 19: Standing Agenda Item: To consider any need for professional advice or reports on planning or related issues

F.C. 128 Blackthorn Farm Appeal Hearing
Cllr Collings reported that the Blackthorn Farm appeal hearing had concluded following a hearing lasting just over 6 hours.

Meopham Parish Council had raised a number of matters, including sustainable transport, the proposed bus contribution and delivery of an enhanced service, the application of Policies GB7 and TR3, and the weight to be afforded to the Golden Rules and 50% affordable

housing. The substantial benefit of the affordable housing had been acknowledged, while emphasising that this formed part of the overall planning balance.

The KCC representative had made a particularly strong contribution on highways and sustainability. GBC Cllr Gary Harding had also addressed the Inspector directly on a number of concerns, while local resident James Ferrin raised a number of infrastructure issues, including capacity at Meopham Medical Centre.

Cllr Collings advised that the hearing format had limited MPC's opportunity to respond to some matters as they arose and that not all prepared points could be put. He noted that there were areas he would have wished to probe further had the opportunity been available, but considered that he had taken every opportunity afforded to him to represent the Council's case. A number of substantive questions had nevertheless been placed before the Inspector and the Parish Council's principal concerns were now formally before him. The Council would await the Inspector's decision.

Gravesham Local Plan – Regulation 19

Cllr Collings reported that Meopham Parish Council's Regulation 19 representations had now been formally submitted to Gravesham Borough Council, completing a substantial period of research, scrutiny and preparation.

The Council had worked with Squires Planning and Cornerstone Barristers to ensure that its representations were properly evidenced and framed against the relevant Local Plan examination tests.

The submission challenged the proposed scale of development in Meopham and examined the justification and deliverability of the proposed allocations and overall strategy. Matters raised included infrastructure, highways and transport, site capacity, landscape, settlement character and inconsistencies within Gravesham Borough Council's supporting evidence.

Cllr Collings thanked the Council for its confidence and those who had assisted with the work. He confirmed that, although this stage was now complete, he would continue to represent Meopham Parish Council as the Local Plan progressed towards and through independent examination.

20:50 – The meeting entered closed session – all public and press were asked to leave the meeting.

PROPOSED Cllr S Johnson SECONDED Cllr Wade. All in Favour

CLOSED SESSION

Pursuant to Section 1 (2) of the Public Bodies (Admission to Meetings) Act 1960, that due to the confidential nature of the next item, the public and press will be asked to leave the meeting

Item 20: Complaint: To note the receipt of a complaint

F.C. 129 Noted.

Item 21: Standing Agenda Item: To receive an update on Southdown Shaw Allotments

F.C. 130 A discussion was had regarding the legal position.

F.C. 131 Suspension of Standing Order 3(x) – a meeting shall not exceed a period of two hours.

PROPOSED: Cllr D Johnson. SECONDED: Cllr Collings. All in favour.

F.C. 132 The discussion continued regarding next steps.

The meeting ended at 21:15.

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Agenda Item	Item 5
Meeting Date	6 th October 2026
Report Title	Southdown Shaw Allotment Update
Prepared By	Assistant Clerk – Amy Brown

Detailed Information

Allotment Update

ID Verification Exercise

Of the 162 allotment plots, 82 have now been verified, with 80 remaining to be verified. Nine plot holders are currently in contact with the Council to make arrangements for their verification.

The Council currently holds contact details for 106 of the 162 plots. Of these 106 plots, three have been confirmed as vacant or are in the process of being vacated.

Waiting List

There are currently 15 people on the allotment waiting list:

- 10 are waiting for their first allotment plot.
- 5 are existing plot holders requesting an additional plot.

Allotment Inspections

Plot holders have been emailed to inform them of our upcoming inspections.

Officers will be attending the allotment sites with the relevant Liaison Councillors to carry out inspections. The inspections will assess compliance with the current tenancy agreements and identify any breaches in line with the Council's Allotment Management requirements.

Where breaches are identified, the appropriate action will be taken in accordance with the terms of the tenancy agreement.

Tenancy Agreement Review

Following legal advice received by the Council, all plot holders have been served with 12 months' notice that their existing tenancy agreements will terminate on 29

September 2027. Until that date, the current tenancy agreements remain in full force and effect.

Work continues on the preparation of a new tenancy agreement for Southdown Shaw Allotments, which will be presented to Members for consideration and approval in due course.

Site Vandalism

Officers wish to draw Members' attention to recent incidents of vandalism at the Southdown Shaw Allotment site. Photographs are attached to this report for Members' information.

The damage appears to have been deliberate and includes graffiti and damage to property within the allotment site. Such actions may constitute criminal damage and may result in costs to the Council and/or allotment tenants.

Members are invited to consider whether they wish the matter to be formally reported to the Police. Reporting the incident would create an official record and may assist should any further incidents occur in the future.

Matter for Consideration

The Council has previously resolved that existing ponds may remain on allotment plots, but that no new ponds may be created.

This has given rise to a practical issue where vacant plots containing existing ponds become available for re-letting. Members are asked to consider the approach the Council wishes to adopt in such circumstances.

The options available are:

1. To re-let vacant plots containing ponds, subject to the incoming tenant accepting responsibility for complying with any pond-related health and safety requirements; or
2. To arrange for existing ponds to be filled in and the plot reinstated before the plot is re-let.

Recommendations

Members are requested to:

a) determine the Council's preferred approach to the management of existing ponds on vacant allotment plots prior to re-letting; and

b) consider the attached photographs relating to the recent vandalism at Southdown Shaw Allotments and determine whether the matter should be formally reported to the Police.



MEOPHAM PARISH COUNCIL

CODE OF CONDUCT AND OPERATIONAL FRAMEWORK

For councillors and council officers

This document covers:

- Code of Conduct for Councillors
 - Member–Officer Protocol
- Roles and Responsibilities Framework
- Referral route for alleged Code breaches

Adopted: [DATE] Review date: [DATE + 1 YEAR] Version: 2.0 (draft)

This document should be read with the Meopham Parish Council Councillor Conduct Referrals and Employee Safeguarding Policy.

Status of this draft. For Council approval. Before adoption, confirm alignment with Gravesham Borough Council's current member-conduct arrangements and the Council's scheme of delegation.

PART 1: INTRODUCTION AND PURPOSE

1.1 Preamble

Meopham Parish Council is committed to maintaining high standards of conduct and governance. This Code and Operational Framework protects the Council's democratic role, supports public trust, and gives clear guidance on the respective roles of councillors and officers.

The Council has signed the NALC/SLCC Civility and Respect Pledge and is committed to treating councillors, officers, employees, members of the public and representatives of partner organisations with civility and respect.

1.2 Purpose of this Framework

- Assist councillors in modelling the expected standards of behaviour.
- Set out the conduct expected of councillors when acting in that capacity.
- Protect councillors, employees, the public and the reputation of local government.
- Define the distinct but complementary roles of councillors and officers.
- Explain how concerns about a possible Code breach are referred to the appropriate authority.
- Enable the Council to operate effectively in the interests of the community.

The Council may adopt and maintain this Code. It does not operate an internal disciplinary, breach-classification or sanctions process for councillors. Allegations that a councillor has failed to comply with this Code are dealt with through the arrangements of Gravesham Borough Council, the principal authority.

1.3 Application

This Code applies to all Meopham Parish Council councillors when acting, claiming to act, or giving a reasonable person with knowledge of the facts the impression of acting as a councillor. This includes conducting Council business, attending external events in that role, and communicating by email or social media. The Member–Officer Protocol and officer conduct expectations apply to paid officers.

Part 3 and Appendix A set out the councillor Code obligations, founded on the principles in Part 2. Parts 4 and 5 explain roles and working arrangements. Part 6 and the companion Councillor Conduct Referrals and Employee Safeguarding Policy explain how to raise concerns and protect employees.

1.4 Definitions

- “Councillor” means an elected or co-opted member of Meopham Parish Council.
- “Officer” means a paid employee of the Council, including the Clerk and Deputy Clerk.
- “The Council” means Meopham Parish Council acting as a corporate body.
- “Personnel Committee” means the committee responsible for staffing and HR matters.
- “Principal Authority” means Gravesham Borough Council.
- “Monitoring Officer” means the Monitoring Officer acting under Gravesham Borough Council’s member–conduct arrangements.

1.5 Acknowledgement

Councillors will be given a copy of this Code and the associated referral and safeguarding policy on taking office and are encouraged to acknowledge receipt. An acknowledgement is not a condition of office or eligibility for Council roles. Councillors’ statutory obligations apply whether or not an acknowledgement is signed.

PART 2: THE SEVEN PRINCIPLES OF PUBLIC LIFE (NOLAN PRINCIPLES)

All councillors and officers must uphold the Seven Principles of Public Life. They form the foundation of this Code.

2.1 Selflessness

Holders of public office should act solely in terms of the public interest.

16

2.2 Integrity

Holders of public office must avoid improper obligations and must declare and resolve interests and relationships.

2.3 Objectivity

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

2.4 Accountability

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to appropriate scrutiny.

2.5 Openness

Holders of public office should act and take decisions openly and transparently, except where there are clear and lawful reasons not to do so.

2.6 Honesty

Holders of public office should be truthful.

2.7 Leadership

Holders of public office should exhibit these principles, treat others with respect, and challenge poor behaviour wherever it occurs.

PART 3: COUNCILLOR CODE OF CONDUCT

The following are the minimum standards expected of councillors. A concern that these standards may not have been met may be referred to Gravesham Borough Council under its statutory arrangements.

3.1 Respect

- I will treat other councillors, employees, volunteers, members of the public and representatives of partner organisations with civility and respect.
- I will follow the proper protocol when raising concerns about employee performance.
- I will respect officers' role in supporting the Council and acknowledge their professional advice, even where I disagree with it.

3.2 Bullying, Harassment and Discrimination

- I will not bully any person. Bullying includes offensive, intimidating, malicious or insulting behaviour, or an abuse or misuse of power that undermines, humiliates, denigrates or injures another person. It may be a pattern or a one-off incident and may occur in person, in writing, electronically or on social media. It need not be intentional.
- I will not harass any person. For this Code, harassment includes unwanted physical, sexual, verbal or non-verbal conduct that has the purpose or effect of violating dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment. Its effect must be considered in context, taking account of the person's perception, the circumstances and whether it is reasonable for the conduct to have that effect.
- I will not unlawfully discriminate against any person on grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, or sexual orientation.

Examples of bullying may include malicious rumours, inappropriate exclusion, persistent unwarranted criticism, personal insults, public humiliation, threats, unreasonable deadlines, shouting, and physical or verbal abuse.

3.3 Impartiality of Officers

- I will not compromise, or attempt to compromise, the impartiality of anyone who works for or on behalf of the Council.
- I will recognise that officers work for the Council as a whole and remain politically neutral. I will not pressure them to undermine that neutrality.
- I will not pressure officers to change advice or reports in a way that compromises their professional integrity. I may question their reasoning, ask for factual errors to be corrected and request consideration of alternatives.

3.4 Confidentiality and Access to Information

- I will not disclose confidential information unless authorised, required by law, or obtaining professional legal advice from a person who agrees to preserve confidentiality. A lawful disclosure may also be made in good faith where it is reasonable and in the public interest, complies with the Council's reasonable requirements and follows prior consultation with the Monitoring Officer.
- I will not improperly use knowledge gained solely through my role to advance my own interests or those of my family, friends, employer or business.
- I will not prevent anyone from obtaining information to which they are legally entitled.

3.5 Disrepute

I will not bring my role or the Council into disrepute. I will act in a way that maintains public trust in my role and the Council. This does not prevent constructive criticism, legitimate scrutiny or respectful disagreement.

3.6 Use of Position

I will not use, or attempt to use, my position improperly to confer on or secure for myself or any other person an advantage or disadvantage.

3.7 Representing the Council

- I will express the Council's agreed views and positions when speaking or acting on its behalf.
- I will not misrepresent the Council's position or imply a decision or commitment without a Council resolution or a decision taken under lawful delegated authority.
- I will make clear when expressing personal opinions that they are my own views.

3.8 Use of Council Resources and Facilities

- I will use Council resources, or authorise their use where I have authority, in accordance with Council requirements. I will not use them improperly for political purposes, including party-political purposes.
- I will have regard to any applicable Local Authority Code of Publicity made under the Local Government Act 1986.

3.9 Cooperation with Proper Processes

- I will undertake Code of Conduct training within my first six months of office and refresher training as the Council reasonably requires.
- I will cooperate with investigations and processes under Gravesham Borough Council's member-conduct arrangements.
- I will not intimidate, or attempt to intimidate, anyone involved in a complaint or investigation.
- I will not make malicious or vexatious complaints against councillors or officers. A complaint made honestly on reasonable grounds is not improper merely because it is not upheld.

3.10 Declaration of Interests

I will comply with the statutory requirements for Disclosable Pecuniary Interests and the additional requirements of this Code, including registration, declarations and participation in decisions. Appendix A sets out these requirements. Failure, without reasonable excuse, to comply with the relevant statutory requirements may be a criminal offence.

PART 4: ROLES AND RESPONSIBILITIES

4.1 The Council as a Corporate Body

The Council takes decisions collectively or through a committee, subcommittee or officer acting under lawful delegated authority. Individual councillors, including the Chair, may carry out agreed representative or practical tasks but cannot exercise delegated Council decision-making powers. The Council sets policy and budget and is responsible for lawful spending and value for money.

4.2 Role of Councillors

- Set the strategic direction, policies and budget.
- Represent the interests of parish residents.

18

- Attend meetings and participate in decision-making.
- Identify and help deliver community priorities.
- Hold officers to account for implementing Council decisions.
- Uphold the standards in this Code.

Individual councillors must not direct staff or assume officers' management responsibilities. They may scrutinise work through proper Council processes and perform agreed practical tasks within clear boundaries. They must not compromise professional advice, represent personal views as the Council's or make commitments without a lawful Council decision.

4.3 Role of the Chair

The Chair is elected annually and presides at meetings, promotes lawful and effective decisions, maintains order, helps all councillors participate, represents the Council at official events, consults with the Clerk on agenda preparation, and exercises a casting vote where lawful. Outside meetings, the Chair is one councillor among equals and cannot make Council decisions, direct the Clerk or override officers' professional advice.

4.4 Role of the Clerk

The Clerk is the Council's principal executive and adviser, Proper Officer and normally Responsible Financial Officer. The Clerk administers Council business, prepares agendas and minutes, advises on governance, procedural, ethical and legal matters, implements Council decisions, manages correspondence and finances, liaises with Gravesham's Monitoring Officer and supervises staff. The Clerk supports registration and publication of councillors' interests; Gravesham's Monitoring Officer maintains the statutory register. The Clerk is accountable to the Council as a whole.

4.5 Role of the Deputy Clerk

The Deputy Clerk supports the Clerk and acts in the Clerk's absence. The Deputy Clerk is accountable to the Council as a whole and must be treated with the same respect and professional regard.

4.6 Role of the Personnel Committee

The Personnel Committee deals with staffing and HR matters within its terms of reference and lawful delegation, supports employees and oversees safeguards under the companion Policy. It may assist a complainant to refer an alleged Code breach to Gravesham Borough Council. It may establish facts needed for its employer responsibilities, but does not conduct a Code investigation, determine or classify Code breaches, or recommend councillor sanctions.

PART 5: MEMBER–OFFICER PROTOCOL

5.1 Principles of the Relationship

- Mutual Respect: councillors and officers must treat each other with courtesy and respect.
- Clear Boundaries: officers implement Council policy; councillors do not take on day-to-day operations.
- Professional Independence: officers provide impartial advice, which councillors should respect even when they reach a different decision.
- Accountability: officers are accountable to the Council as a whole through the Clerk; individual councillors cannot give instructions.

5.2 Communication

- Direct requests for information or action to the Clerk in the first instance.
- Communicate during reasonable working hours unless genuinely urgent.
- Use courteous and professional written communications.
- Do not contact the Clerk at their home address unless specifically agreed.
- The Clerk should respond to reasonable requests in a timely manner.

5.3 Conduct in Meetings

- Councillors may ask officers courteous questions, seek clarification, challenge recommendations and request correction of factual errors.

- Officers must not be subjected to personal attacks or humiliation. Concerns about individual performance should follow section 5.4.
- Disagreement with officer advice should address its substance respectfully.
- Officers should have an adequate opportunity to answer, subject to the Chair's proper management of the meeting.

5.4 Concerns about Officer Performance

- Raise concerns about the Clerk or Deputy Clerk with the Personnel Committee, or with its Chair if the Committee cannot meet promptly.
- Do not raise concerns confrontationally with the officer, in public meetings or through social media.
- Deal with employment matters under the Council's HR policies and employment law.

5.5 Officer Conduct Expectations

- Act with integrity, honesty and impartiality.
- Provide accurate, timely and impartial advice.
- Implement Council decisions faithfully.
- Treat councillors equally and fairly.
- Maintain confidentiality, declare conflicts and maintain appropriate professional boundaries.

PART 6: CONCERNS AND REFERRAL

6.1 Alleged Code breaches

Anyone seeking a formal decision on an alleged Code breach must make a written complaint to the Monitoring Officer at Gravesham Borough Council. Permission from Meopham is not required. Gravesham decides whether investigation or other action is appropriate. The companion Policy explains how Meopham can assist a complainant or make a factual referral in its own name.

The current complaint form, postal address and procedure are available at:
<https://www.gravesham.gov.uk/contact-us/make-official-complaint/4>

6.2 Meopham's response

On receiving a concern, Meopham may record it, preserve relevant material, support the complainant, and signpost or assist with referral. It will not run a parallel Code investigation or make any determination, classification, public statement of culpability, or disciplinary decision about the alleged conduct.

6.3 Concerns involving employees

Where a concern involves conduct towards an employee, the Council will consider support and a risk-based safeguarding assessment under the associated policy. These protective measures do not decide the Code allegation and do not prevent the complainant or the Council from using Gravesham's referral route.

The Council will establish the facts reasonably necessary to meet its employer responsibilities, including through its grievance procedures. It will not use that process to determine a councillor Code breach. Support and necessary protective action need not await a referral or its outcome.

6.4 Complaints about officers

Complaints about officer conduct or performance should be made to the Personnel Committee and handled in accordance with the Council's HR policies and employment law. They are distinct from the statutory councillor Code-of-Conduct procedure.

APPENDIX A: REGISTER OF INTERESTS

A1. Disclosable Pecuniary Interests

A Disclosable Pecuniary Interest (DPI) is an interest specified in the Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012. It includes the councillor's own interests and, where the councillor is aware of them, those of their spouse, civil partner or a person with whom they live as spouses or civil partners. The statutory descriptions and thresholds apply; the categories are summarised below.

20

- Employment, office, trade, profession or vocation carried on for profit or gain.
- Sponsorship: financial support other than from the Council, received within the relevant previous 12 months towards councillor duties or election expenses, including relevant trade union support.
- Contracts for goods, services or works with the Council that have not been fully discharged, involving the councillor, their partner or a body in which either has a beneficial interest as defined in the Regulations.
- Land: a beneficial interest in land within the parish, including interests giving a right to occupy or receive income. Rights that provide neither are excluded by the Regulations.
- Licences: permission, alone or jointly, to occupy land in the parish for a month or longer.
- Corporate tenancies: a tenancy where, to the councillor's knowledge, the Council is landlord and the tenant is a body in which the councillor or partner has a beneficial interest as defined in the Regulations.
- Securities: a beneficial interest in securities of a body with land or a place of business in the parish where the total nominal value exceeds £25,000 or one hundredth of its total issued share capital, or, where there is more than one class, one hundredth of the issued share capital of that class.

For contracts and corporate tenancies, the relevant bodies include firms in which the person is a partner, bodies of which they are a director, and bodies in whose securities they have a beneficial interest. The Regulations define these terms.

A2. Registration and changes

Within 28 days of taking office, councillors must notify Gravesham's Monitoring Officer of DPIs not already entered in the register. Under this Code they must also register the interests in A3 within 28 days of taking office or becoming aware of the interest, and notify new interests or changes to registered interests within 28 days of becoming aware of them. Re-elected or reappointed councillors must check that their entries remain complete and accurate.

The Clerk can help councillors obtain and submit the current form, but responsibility for an accurate and timely declaration remains with the councillor. If a DPI disclosed at a meeting is not registered or the subject of a pending notification, the councillor must notify the Monitoring Officer within 28 days of disclosure.

A3. Other interests and gifts

In addition to DPIs, this Code requires councillors to register:

- Membership or a position of control or management in a body to which the Council has appointed or nominated them.
- Membership or a position of control or management in a body exercising public functions, serving charitable purposes, or principally seeking to influence public opinion or policy, including political parties and trade unions.
- Gifts or hospitality worth £50 or more received in their capacity as a councillor, identifying the donor and estimated value, within 28 days of receipt.

These are Code requirements; they are distinct from the statutory DPI rules. Gifts or hospitality must not be accepted if they could improperly influence, or reasonably appear to influence, the councillor's decisions.

A4. Declarations and participation at meetings

Councillors must consider interests before each agenda item. Where they have a DPI in a matter being considered, they must declare it under this Code, even if registered, and must not discuss or vote on that matter unless a valid dispensation permits it. They must leave the meeting for the item unless the dispensation permits them to remain. The limited disclosure rule for sensitive interests in A5 applies.

Where an item directly concerns the financial interests or wellbeing of a body registered under A3, or the councillor's own financial interests or wellbeing outside the DPI rules, or those of a relative or close associate, they must declare the interest. They may address the meeting only to the extent allowed to members of the public, then withdraw without taking part in the debate or vote, unless a valid dispensation permits participation.

Where an item affects those interests less directly, the councillor must declare the interest and withdraw if the effect is greater than on most parish residents and a reasonable person knowing the facts would consider it likely to affect the councillor's judgement of the public interest. The same public-speaking and dispensation provisions apply. Councillors must also consider whether any other connection creates a real possibility of bias and seek advice where necessary.

A5. Sensitive interests and dispensations

If publication of an interest could expose the councillor or someone connected with them to violence or intimidation, the councillor should notify the Monitoring Officer and explain why. If the Monitoring Officer agrees it is sensitive, the relevant details may be withheld from the public register. At a meeting, the councillor should state that they have an interest without disclosing the sensitive detail; participation restrictions still apply.

A councillor seeking a dispensation must apply in writing in advance to the Council through the Clerk. Only the Council or a person or body with lawful delegated authority may grant it. A DPI dispensation must meet the statutory grounds in section 33 of the Localism Act 2011, state its scope and duration, and last no more than four years. An application or informal advice does not itself permit participation.

A6. Advice and statutory requirements

Failure, without reasonable excuse, to comply with relevant statutory DPI requirements may be a criminal offence. Councillors should seek advice promptly from the Clerk or Gravesham's Monitoring Officer if unsure. The statutory rules take precedence over this summary; the additional Code requirements apply alongside them.

Statutory references: Localism Act 2011, sections 29–34; Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012, Schedule. The Clerk will provide access to the current registration form and guidance.

APPENDIX B: CIVILITY AND RESPECT PLEDGE

Meopham Parish Council supports the NALC/SLCC Civility and Respect Pledge. The Council will treat councillors, officers, employees, residents, partner organisations and volunteers with civility and respect; provide training; maintain good governance and HR arrangements; seek professional help early; challenge bullying and harassment; learn from best practice; and support improvements to the statutory framework.

APPENDIX C: OPTIONAL ACKNOWLEDGEMENT OF RECEIPT

I, _____ [name], acknowledge that I have received the Meopham Parish Council Code of Conduct and Operational Framework and the Councillor Conduct Referrals and Employee Safeguarding Policy.

Signed: _____ Date: _____

This acknowledgement records receipt only. It does not create additional conditions of office or affect a councillor's eligibility for Council roles.

APPENDIX D: USEFUL CONTACTS

Monitoring Officer, Gravesham Borough Council: <https://www.gravesham.gov.uk/contact-us/make-official-complaint/4>

National Association of Local Councils (NALC): www.nalc.gov.uk

Society of Local Council Clerks (SLCC): www.slcc.co.uk

Kent Association of Local Councils (KALC): www.kentalc.gov.uk

Local Government Association (LGA): www.local.gov.uk

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MEOPHAM PARISH COUNCIL

COUNCILLOR CONDUCT REFERRALS AND EMPLOYEE SAFEGUARDING POLICY

Referral route for Code of Conduct allegations and a fair framework for protecting employees

This document covers:

- The statutory referral route for alleged Code breaches
- Support and proportionate safeguarding measures for employees
- Risk assessment, review and fair-process safeguards

Adopted: [DATE] Review date: [DATE + 1 YEAR] Version: 2.0 (draft)

This Policy should be read with the Meopham Parish Council Code of Conduct and Operational Framework.

Status of this draft. For Council approval. Before adoption, confirm alignment with Gravesham Borough Council's current member-conduct arrangements and the Council's scheme of delegation.

PART 1: PURPOSE, STATUS AND LEGAL CONTEXT

1.1 Purpose

This Policy explains how Meopham Parish Council will respond when conduct by a councillor may raise a Code of Conduct issue, and how it will meet its duty of care to employees. It does not create an internal disciplinary or sanctions regime for councillors.

1.2 Statutory conduct route

Under section 28 of the Localism Act 2011, an alleged failure to comply with a Code of Conduct must be dealt with through the arrangements of the parish council's principal authority. For Meopham Parish Council, that authority is Gravesham Borough Council.

The Council does not conduct its own Code investigation, determine a Code breach, classify misconduct or impose a councillor conduct penalty. Formal Code complaints are made to Gravesham's Monitoring Officer using its published arrangements. The Council's role in supporting or making a referral is set out in Part 2.

Important distinction. Employee safeguarding is not a finding that a councillor has breached the Code and is not a sanction. Measures must be protective, evidence-based, proportionate and no more restrictive than is necessary to manage the identified workplace risk.

1.3 Scope

This Policy applies to councillors, employees and those acting on the Council's behalf. It does not alter a councillor's statutory rights or duties, including the core democratic functions of receiving papers, attending meetings, speaking, voting and proposing motions.

In this Policy, employee safeguarding means protecting employees' health, safety and wellbeing at work. Separate statutory arrangements apply to safeguarding children or adults at risk. Human resources (HR) advice supports the Council in meeting its responsibilities as an employer.

PART 2: REFERRING ALLEGATIONS ABOUT COUNCILLOR CONDUCT

2.1 When referral is appropriate

Anyone seeking a formal decision on an alleged Code breach must make a written complaint to the Monitoring Officer at Gravesham Borough Council. Employees, councillors, residents and other third parties may use this route directly; permission from Meopham is not required. Gravesham decides whether a complaint warrants investigation or other action.

The current complaint form, postal address and procedure are available at:
<https://www.gravesham.gov.uk/contact-us/make-official-complaint/4>

2.2 Meopham's limited role

Meopham may receive a concern, preserve relevant records, signpost the complainant to Gravesham's procedure, and provide practical support. At the complainant's request, and subject to confidentiality and data-protection requirements, the Clerk or Personnel Committee Chair may help the complainant prepare or submit a factual referral.

Meopham must not conduct a parallel investigation, make a finding of breach, allocate a seriousness level, recommend a sanction, or use a grievance, staffing or other internal process as a substitute for the statutory conduct route.

The Council may make a factual referral in its own name where the Council, a committee or an officer acting under lawful delegated authority considers this appropriate. It will consult the affected employee or complainant, explain the reasons and information to be shared, and consider confidentiality and data protection. Their agreement will be sought, but a referral may proceed without it where there is a lawful and necessary reason; that reason must be recorded and, where appropriate, explained to them.

The Council will establish the facts reasonably necessary to assess workplace risk and meet its responsibilities as an employer, including under its grievance procedures. This does not authorise it to determine a councillor Code

breach or impose a conduct sanction. Employee support and necessary protective action need not await a Code complaint or its outcome.

2.3 Employee concerns

An employee may raise a concern with the Clerk or Personnel Committee Chair. If either is involved, unavailable or conflicted, they may contact the Deputy Clerk or Council Chair, provided that person is not involved. The alternative arrangements in section 6.2 apply if those contacts cannot act. The employee is not required to confront the councillor or submit a referral unaided. The Council will explain the available routes and provide practical assistance if requested.

Employees may use the Council's grievance and whistleblowing procedures and seek advice from their trade union or another adviser. No one should be disadvantaged for raising a concern honestly or participating in a process. An unsubstantiated complaint is not, by itself, evidence of bad faith.

2.4 Other routes

Where a concern may involve a criminal offence, an immediate risk of harm, a safeguarding issue, or an employment matter, the Council may also obtain appropriate professional advice or make a report to the appropriate body. Those steps do not replace the statutory Code of Conduct process.

PART 3: EMPLOYEE SAFEGUARDING

3.1 Aim

The Council will take reasonable steps to protect employees' health, safety, dignity and wellbeing. Safeguarding measures may be considered where there is a credible workplace risk arising from a councillor's conduct or from the working relationship, whether or not a formal conduct complaint has been made.

3.2 Principles

- Protection, not punishment: measures are for managing a current workplace risk, not penalising alleged past conduct.
- Necessity and proportionality: use the least restrictive measure capable of reducing the identified risk.
- Individual assessment: no measure is automatic, including after a previous complaint or a councillor's re-election.
- Fairness: give the councillor enough information to understand the measure and a genuine opportunity to make representations, subject to protecting confidential personal information.
- Democratic functions: measures must not prevent a councillor from exercising their core democratic functions.
- Review: measures are temporary and must be reviewed regularly, with written reasons for continuation, change or end.

3.3 Triggers

The Personnel Committee Chair may ask for a safeguarding assessment where an employee reports a safety or wellbeing concern; there is a credible pattern of behaviour or other evidence of risk; a conduct complaint has been referred; or professional HR, occupational-health or legal advice indicates a need for protective steps.

PART 4: ASSESSMENT AND SAFEGUARDING MEASURES

4.1 Assessment

The Personnel Committee Chair will arrange a prompt, confidential risk assessment, normally with HR advice where available. It will consider the nature, severity and immediacy of the risk; the employee's account and practical needs; the evidence available; workable alternatives; the impact on the councillor's democratic functions; and whether each proposed measure is necessary and proportionate.

The assessment may establish relevant workplace facts but must not determine whether the councillor has breached the Code. The employee will be consulted about proposed arrangements and whether they address the risk. They will not be required to meet or confront the councillor. Where practicable, an assessor with no involvement in the concern will be used, with independent advice where the circumstances require it.

25

4.2 Available measures

Measure	When it may be proportionate
Agreed communication channel	Direct routine enquiries through the Clerk or a named contact, with clear response arrangements.
Written communication for a defined matter or period	Where it reduces misunderstanding, preserves an accurate record, or supports the employee's wellbeing.
Facilitated communication	A named intermediary attends, receives or relays communications where direct contact presents a material risk.
Meeting arrangements	Agreed seating, a meeting protocol, breaks, or a support person where these reduce a specific, evidenced risk.
No direct contact with a named employee	Only where lesser measures are insufficient and a material risk remains. The scope, method, duration and intermediary must be stated clearly.
Employee support	Access to HR, occupational health, employee assistance or other appropriate support.

Measures must be targeted to the identified risk. They must not be used to remove a councillor from a committee, office, outside-body appointment or meeting, or otherwise as a disciplinary outcome. Any formal Code action remains solely for Gravesham's statutory arrangements.

Communication arrangements must identify a responsible contact, reasonable response times and a route for urgent business. The Council will consider disability, communication needs and reasonable adjustments for both the employee and councillor. Protective arrangements must remain workable for employees and allow councillors timely access to the information and support needed for their duties.

4.3 Urgent interim measures

Where there is an immediate and material risk, an officer may put a narrowly targeted interim measure in place only within an existing lawful delegation. Consultation with the Personnel Committee Chair does not transfer decision-making power to that Chair. If no suitable unconflicted officer has authority, an urgent meeting of the authorised committee or Council must be arranged. An employee facing immediate danger should withdraw to safety and contact the emergency services where necessary.

The decision-maker must record the risk, reasons, scope and duration, notify the employee and councillor promptly, and invite representations as soon as practicable. The authorised committee or Council must review the measure within 10 working days. It expires after no more than 20 working days unless a lawful decision-maker records an updated assessment and reasons for a defined extension.

4.4 Decision and notification

The Personnel Committee will decide measures only where its terms of reference and the Council's scheme of delegation give it that authority; otherwise the decision rests with the Council or another lawfully authorised decision-maker. The decision must consider the assessment, the employee's views, the councillor's representations and workable alternatives.

The employee and councillor will receive a written summary explaining the identified risk, reasons for the measure, why less restrictive alternatives are insufficient, practical arrangements, duration, review date and contact for requesting review. Personal or sensitive information will be shared only as necessary for a fair and safe process; each person must still receive enough information to understand and respond to the decision.

PART 5: FAIR PROCESS, REVIEW AND RECORDS

5.1 Councillor representations

Except where an urgent interim measure is necessary, the councillor will be given at least 5 clear working days to comment on a proposed measure, with a reasonable extension where needed. Working days exclude weekends and bank holidays in England; clear days exclude the day notice is given and the day of the decision. The Council will consider reasonable alternatives suggested by either person.

The employee and councillor may provide written comments and be accompanied by a supporter at relevant discussions. Any statutory right to accompaniment at a formal grievance meeting is preserved. Arrangements will take account of disability and other relevant communication or support needs.

5.2 Review and duration

Each measure must have a stated review date and duration. The first review must take place within 6 weeks, and subsequent reviews at intervals of no more than 3 months; shorter intervals must be used where the risk or restriction warrants them. Urgent measures remain subject to section 4.3. Continuation beyond 3 months requires an updated assessment and written reasons. A measure must end promptly when it is no longer necessary.

Either the employee or the councillor may request an earlier review if circumstances materially change, a measure causes unforeseen difficulty, or they believe the process or decision is unfair. There is no limit on requests based on new grounds. The Council will acknowledge a request within 5 working days and normally decide it within 15 working days, sooner where urgent. Any delay and interim arrangements must be explained.

Reviews will consider both parties' views and whether a less restrictive arrangement will work. Where procedural unfairness or bias is alleged, the Council will arrange reconsideration by an unconflicted person or body with lawful authority, using independent advice where needed. Reasons and the next review date must be recorded and provided to both parties.

5.3 Concerns about compliance

If a measure is not followed, the Council will first assess the facts, urgency and whether the arrangement is clear, accessible and workable. It may clarify or adjust the measure and reassess risk. If the facts may indicate a Code breach, referral will be considered under Part 2. Non-compliance does not trigger an internal finding or automatic penalty.

5.4 Confidentiality and records

The Council will keep a limited confidential record of the risk assessment, decision, communications and reviews. Records will be held securely, shared on a need-to-know basis, and retained only for as long as necessary in line with the Council's retention and data-protection requirements.

PART 6: GOVERNANCE AND REVIEW

6.1 Roles

Role	Responsibility
Full Council	Adopts and reviews this Policy; does not determine alleged Code breaches or impose conduct sanctions.
Personnel Committee	Decides and reviews employee safeguards within its lawful delegated authority; oversees support and does not determine Code allegations.
Personnel Committee Chair	Receives concerns, helps arrange assessments and supports referrals; has no personal power to impose measures.
Clerk or authorised alternative officer	Provides administrative support, keeps confidential records and acts within lawful delegation, unless involved or conflicted.
Gravesham Borough Council	Operates the statutory arrangements for written allegations of Code breaches concerning Meopham councillors.

6.2 Conflicts and alternative arrangements

Anyone personally involved in the concern, or with another conflict that could undermine impartiality, must not assess or decide safeguards or reviews. They may give relevant information or make representations. Applicable rules on interests, participation, quorum and confidentiality must be followed.

Before bringing this Policy into operation, the Council must confirm its committee terms of reference and scheme of delegation, identify an alternative unconflicted officer or external HR contact for concerns, and tell employees and councillors how to contact them. An external adviser may assess or advise but has no Council decision-making authority unless lawfully appointed and authorised to act.

If the Personnel Committee cannot act impartially or is not quorate, the matter must go to the Council, excluding conflicted participants, to decide it or arrange another lawful decision route. If that is also unavailable, the Council must obtain legal advice promptly on a lawful way forward. Support and immediate safety action must continue within existing lawful authority.

6.3 Review of this Policy

This Policy will be reviewed annually, and sooner following material changes to legislation, Gravesham's arrangements, or relevant guidance. The Council will seek advice from the Monitoring Officer where interpretation affects the statutory conduct process.

APPENDIX: PRACTICAL EXAMPLES

Example 1: concern about a councillor's conduct

An employee reports repeated personal criticism by a councillor and believes it may breach the Code. The Personnel Committee Chair provides support, helps the employee submit a factual written complaint to Gravesham if requested, and considers a written-communication arrangement while a risk assessment is undertaken. Meopham makes no finding on the allegation.

Example 2: urgent workplace risk

An employee reports an immediate fear about direct interaction with a councillor. An unconflicted officer with appropriate delegated authority checks the immediate risk and, where necessary, arranges communications through a named contact for a defined period. The officer records the reasons, notifies both parties and brings the arrangement to the authorised committee within 10 working days. The committee considers whether a narrower measure would manage the risk. If no officer has suitable authority, section 4.3 applies.

Example 3: review

After six weeks, the employee and councillor both report that a facilitated written channel is working. The Committee considers whether it remains necessary, whether direct contact can be safely resumed with meeting protocols, or whether a defined further period is justified. The recorded decision explains the balance reached.

— END OF DOCUMENT —

Item 8.1

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Date: 29 September 2026

Dear Ms Winter

Completion of the limited assurance review for the year ended 31 March 2026

We have completed our review for the year ended 31 March 2026 and I have pleasure in enclosing the certified Annual Governance and Accountability Return. The External Auditor's Certificate and Report is given in Section 3.

If there are any significant matters arising from the review, they are summarised in the External Auditor's certificate in Section 3. If we have identified minor scope for improvement we have recorded this on page 2 of this letter. The Council should consider these matters and decide what action is required. In most cases this will be self-evident. In some instances we have referred to further guidance available, such as the Smaller Authorities Proper Practices Panel Practitioners' Guide (England) 2026/27. This can be obtained via your NALC or SLCC branch, or downloaded free of charge at the following website: <https://www.nalc.gov.uk/resource/practitioners-guide-2025.html>.

Please also note that a copy of the 2026/27 Practitioner's Guide has now been released and is available, alongside a summary of the summary of changes from the 2025 version, at the following website: <https://www.nalc.gov.uk/resource/practitioners-guide-2026-27.html>. We would encourage all authorities to become familiar with this document ahead of preparing their 2026/27 Annual Governance and Accountability Returns.

Action you are required to take:

The Accounts and Audit (England) Regulations 2015 set out what you must do at the conclusion of the review. In summary, you are required to:

Publish (which must include publication on the authority's website) a statement on or before 30 September to confirm:

- that the review has been concluded and that the statement of accounts has been published;
 - of the rights of inspection conferred on local government electors by section 25 of the Local Audit and Accountability Act 2014; and
 - the address at which, and the hours during which, those rights may be exercised.
- Keep copies of the Annual Governance and Accountability Return for purchase by any person on payment of a reasonable sum.

29

Forvis Mazars LLP

Forvis Mazars LLP is the UK firm of Forvis Mazars Global, a leading global professional services network. Forvis Mazars LLP is a limited liability partnership registered in England and Wales with registered number OC308299 and with its registered office at 30 Old Bailey, London, EC4M 7AU. Registered to carry on audit work in the UK by the Institute of Chartered Accountants in England and Wales. Details about our audit registration can be viewed at www.auditregister.org.uk under reference number C001139861. VAT number: GB 839 8356 73

- Ensure that the Annual Governance and Accountability Return remains available for public access for a period of not less than five years beginning with the date on which the Annual Governance and Accountability Return was first published.

The Accounts and Audit (England) Regulations 2015 do not specify the period the Completion Notice needs to be on the council's website, but this period must be reasonable.

Minor scope for improvement in 2026/27

Although the Council provided explanations for all significant variances the reasons initially given for unusual income or expenditure in a particular year did not always provide enough detail to demonstrate that the variance was sufficiently explained from the information submitted for audit. In future, all explanations should provide sufficient detail to clearly account for variances exceeding the 15% threshold.

Amendment to the Practitioners' Guide 2026/27 in respect of Section 2 Box 11 Trust Fund Transactions

As part of the Accounting Statements (Section 2), the authority is asked to confirm whether there are any trust fund transactions included in the figures. Box 11 has been amended to state the authority should answer based on whether trust fund transactions have been excluded from the AGAR.

We wish to draw attention to a change within the 2026/27 Practitioner's Guide (point 2.32) which confirms the authority will need to respond 'Yes' where the figures include trust fund transactions. We would encourage all authorities to familiarise themselves with the 2026/27 Practitioner's Guide (available on the NALC website) ahead of completing their 2026/27 AGAR.

Accessibility Regulations

We are aware that the Accounts and Audit Regulations 2015 requirement for a physical 'wet ink' signature on the original AGAR, does not allow parish council's to fully comply with the Accessibility Regulations. The National Audit Office are aware that the two pieces of legislation are not compatible, therefore smaller authorities are advised to make it clear on their website that the document is a scan and will not be fully compliant with the Accessibility Regulations.

Audit fee

Our fee note for the audit, which is in accordance with the audit fee scales set by SAAA, and available at [Audit Fees | Smaller Authorities' Audit Appointments \(saaa.co.uk\)](https://saaa.co.uk) will follow.

If your invoice is not as expected, please check the audit fee scales via the link above as your fee band may have changed.

We would be grateful if you could arrange for this to be paid at the earliest opportunity.

Commitment to achieving net zero

We've made an important change to how we handle post - and sustainability is driving it.

In line with our net zero targets, we encourage digital communication wherever possible. However, should it be necessary for you to communicate with us by post, our correspondence address is **30 Old Bailey, London, EC4M 7AU.**

Yours sincerely



Mark Outterside

Director

For and on behalf of Forvis Mazars LLP

30

Section 1 – Annual Governance Statement 2025/26

We acknowledge as the members of:

MEOPHAM PARISH COUNCIL

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

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

***Please provide explanations to the external auditor on a separate sheet for each 'No' response and describe how the authority will address the weaknesses identified. These sheets must be published with the Annual Governance Statement.**

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

12 05 2026

and recorded as minute reference:

F.C. 12

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

Chair

Clerk

www.meopham-pc.gov.uk

31

Section 2 – Accounting Statements 2025/26 for

MEOPHAM PARISH COUNCIL

	Year ending		Notes and guidance
	31 March 2025 £	31 March 2026 £	
1. Balances brought forward	137,840	204,921	Total balances and reserves at the beginning of the year as recorded in the financial records. Value must agree to Box 7 of previous year.
2. (+) Precept or Rates and Levies	196,147	231,570	Total amount of precept (or for IDBs rates and levies) received or receivable in the year. Exclude any grants received.
3. (+) Total other receipts	13,283	20,217	Total income or receipts as recorded in the cashbook less the precept or rates/levies received (line 2). Include any grants received.
4. (-) Staff costs	63,918	56,815	Total expenditure or payments made to and on behalf of all employees. Include gross salaries and wages, employers NI contributions, employers pension contributions, gratuities and severance payments.
5. (-) Loan interest/capital repayments	0	0	Total expenditure or payments of capital and interest made during the year on the authority's borrowings (if any).
6. (-) All other payments	78,431	163,336	Total expenditure or payments as recorded in the cashbook less staff costs (line 4) and loan interest/capital repayments (line 5).
7. (=) Balances carried forward	204,921	236,557	Total balances and reserves at the end of the year. must equal (1+2+3) - (4+5+6).

8. Total value of cash and short term investments	204,921	236,557	The sum of all current and deposit bank accounts, cash holdings and short term investments held as at 31 March – To agree with bank reconciliation.
9. Total fixed assets plus long term investments and assets	483,033	483,033	The value of all the property the authority owns – it is made up of all its fixed assets and long term investments as at 31 March.
10. Total borrowings	0	0	The outstanding capital balance as at 31 March of all loans from third parties (including PWLB).

For Local Councils Only	Yes	No	
11 Do the figures in the accounting statements above exclude any trust transactions?	☒	☐	For guidance refer to the Practitioners' Guide sections 2.31 to 2.33.

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

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

K. Wint

Date

27 04 2026

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

12 05 2026

as recorded in minute reference:

F.C.12

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

M. C. 12

32

Section 3 – External Auditor’s Report and Certificate 2025/26

In respect of

Meopham Parish Council

1 Respective responsibilities of the auditor and the authority

Our responsibility as auditors to complete a **limited assurance review** is set out by the National Audit Office (NAO). A limited assurance review is **not a full statutory audit**, it does not constitute an audit carried out in accordance with International Standards on Auditing (UK & Ireland) and hence it **does not** provide the same level of assurance that such an audit would. The UK Government has determined that a lower level of assurance than that provided by a full statutory audit is appropriate for those local public bodies with the lowest levels of spending.

Under a limited assurance review, the auditor is responsible for reviewing Sections 1 and 2 of the Annual Governance and Accountability Return in accordance with NAO Auditor Guidance Note 02 (AGN 02) as issued by the NAO on behalf of the Comptroller and Auditor General. AGN 02 is available from the NAO website – <https://www.nao.org.uk/code-audit-practice/guidance-and-information-for-auditors/>.

This authority is responsible for ensuring that its financial management is adequate and effective and that it has a sound system of internal control. The authority prepares an Annual Governance and Accountability Return in accordance with *Proper Practices* which:

- summarises the accounting records for the year ended 31 March 2026 and
- confirms and provides assurance on those matters that are relevant to our duties and responsibilities as external auditors.

2 External auditor’s limited assurance opinion 2025/26

On the basis of our review of Sections 1 and 2 of the Annual Governance and Accountability Return, in our opinion the information in Sections 1 and 2 of the Annual Governance and Accountability Return is in accordance with Proper Practices and no other matters have come to our attention giving cause for concern that relevant legislation and regulatory requirements have not been met.

Other matters not affecting our opinion which we draw to the attention of the authority:

Not applicable

3 External auditor certificate 2025/26

We certify that we have completed our review of Sections 1 and 2 of the Annual Governance and Accountability Return, and discharged our responsibilities under the Local Audit and Accountability Act 2014, for the year ended 31 March 2026

*We do not certify completion because:

Not applicable

External Auditor Name

Forvis Mazars LLP, Newcastle Upon Tyne, NE1 1DF

External Auditor Signature

Forvis Mazars LLP

Date

25 September 2026

Notice of conclusion of the audit

Annual Return for the year ended 31st March 2026

Section 25 of the Local Audit and Accountability Act 2014

Accounts and Audit (England) Regulations 2015

1. The audit of accounts for the Council for the year ended 31 March 2026 has been concluded.
2. The Annual Governance and Accountability Return is available for inspection by any local government elector of the area of the Council on application to:

Lisa Winter

Clerk and Responsible Financial Officer

St Johns Centre

Wrotham Road

Meopham

DA13 0AA

Office Opening times: Monday, Tuesday & Thursday 9.30am - 12noon

enquiries@meopham-pc.gov.uk

3. Copies will be provided to any local government elector on payment of £1 for each copy of the Annual Return.

Announcement made by: Lisa Winter, Clerk and Responsible Financial Officer

Date of announcement: 30th September 2026

MEOPHAM PARISH COUNCIL

Claim for Expenses : Staff

Period covered : Tracey Hanlon (7-11 Sept 26)

Mileage allowance	Date	No of miles	Claim @ £0.65 per mile
Notice board mileage			
Attending meetings (out of Parish)			
Mileage to East	10/9/26	68	44.20
Grinstead for mulberry Conference + Course			
Other (please give details)			
Sub-total			£ 44.20

35

Please turn over

Other expenses

	Amount claimed
Telephone calls (please attach copy of itemised bill, with relevant calls highlighted)	
Postage (please give details including receipts if available)	
Other (please give details and attach receipts)	
Sub-total	
Grand total	£ 44.20

Name T. Hanlon Date 15/9/26

Signed Theresa

Your claim will be paid by bank transfer. Please provide your bank details below: -

Bank Account Number	[REDACTED]
Sort Code	[REDACTED]
Payee Name	[REDACTED]

For Office Use Only	



Outlook

Meeting Request: Proposal – Robin Hill & Badgers Wood, Valley Lane (DA13 0DQ)

From [REDACTED]
Date Tue 29/09/2026 8:11 PM
To Enquiries - Meopham Parish Council <enquiries@meopham-pc.gov.uk>

Dear Meopham Parish Council Members,

Re: Proposed plans for Restoration at Robin Hill and Badgers Wood, Valley Lane, Culverstone, DA13 0DQ

I hope this email finds you well.

I am writing to request an informal meeting prior to a short presentation slot at an upcoming Parish Council meeting to share our plans for the Robin Hill and Badgers Wood site on Valley Lane.

We would welcome the opportunity to discuss these plans with you, answer any questions, and hear the Council's feedback ahead of our formal submission.

Please let us know if there is a suitable date in your upcoming meeting schedule, and if an informal session with representatives could be arranged to allow councillors to share their guidance with us.

Thank you for your time and consideration.

Warm regards,
[REDACTED]

Request For Meeting - Proposed Small SEN Provision at Badgers Wood/Robin Hill

From [REDACTED]
Date Thu 24/09/2026 2:17 PM
To Enquiries - Meopham Parish Council <enquiries@meopham-pc.gov.uk>

Dear Meopham Parish Council,

I am writing to request a meeting with the Parish Council to discuss an initial proposal for a small Special Educational Needs (SEN) provision at Badgers Wood / Robin Hill.

The proposal is to provide a small, specialist setting for up to six children aged 6–11, supporting children with speech and language needs, communication difficulties and autism.

A key part of the proposal is to restore and bring the existing, currently run-down buildings back into use, rather than constructing new buildings or adding further buildings to the site. The intention would be to make sensible use of the existing buildings and create a safe, calm and appropriate environment for a very small number of children.

I have photographs of the existing buildings and their current condition, which I would be very happy to provide to the Parish Council either before the meeting or as part of a presentation, so that you can see the site and understand the nature of the proposal.

We believe there could be a number of benefits to the local community, including:

- Providing a small local option for children with additional needs who may otherwise have to travel further from their community.
- Creating a calm and supportive learning environment for children with autism, communication and speech and language needs.
- Bringing existing neglected buildings back into useful and productive use.
- Keeping the provision deliberately small, with a maximum of six children.
- Making use of the existing site rather than seeking to add new buildings.
- Exploring how the provision could operate sensitively alongside the existing character and community of Badgers Wood / Robin Hill.

At this stage, we are keen to engage with the Parish Council at an early point, before developing the proposal further. We would welcome the opportunity to explain the idea, show you photographs of the existing buildings, listen to your views and concerns, and understand what issues or requirements we would need to consider.

We are keen to approach this collaboratively and ensure that any proposal is carefully considered in relation to the site, the surrounding community and, most importantly, the needs of the children who would use the provision.

38

I would therefore be very grateful if the Parish Council could offer a suitable date and time for an initial meeting. I would be happy to send the photographs and any further information in advance if

this would be helpful.

Thank you for taking the time to consider the proposal. I look forward to hearing from you and hopefully having the opportunity to discuss it with you.

Kind regards

A black rectangular redaction box covering the signature and name of the sender.

[< Events](#)

from
£35 + VAT
member rate

■ Online

PUBLIC CONVENIENCES: COST, PRESSURE AND PRACTICAL SOLUTIONS

Get a clear view of the challenge and take away practical ideas to help your council manage it.

12pm – 1.15pm GMT

11 November 2026 [+ Add to calendar](#)

In 2026, our research with the British Toilets Association revealed the scale of the challenge that parish and town councils are now managing around 2,150 public convenience sites across England, at an average cost of £25,000 per site each year, a collective responsibility of over £54 million annually.

For many councils, especially smaller ones, these facilities haven't been chosen. They've been handed down at short notice, often without funding or negotiation. While the removal of the "toilet tax" was a welcome step, the reality remains. Operational, compliance, and maintenance costs are significant, and for councils with modest budgets, the pressure is acute.

So what does this mean in practice? How are parish and town councils coping? What's coming next as local government reorganisation continues? Join this practical and honest event to:

40

- Understand the national picture and emerging trends around public convenience provision.
- Explore how further devolution of these assets and liabilities may impact your council.
- Hear real examples and good practice from councils keeping facilities open despite financial constraints.

Get a clear view of the challenge and take away practical ideas to help your council manage it.

NB: NALC reserves the right to change the programme at any time.



CLLR ROGER BERRY

Director, British Toilets Association

[Find out more](#)



DR JONATHAN ROSE

Associate professor, De Montfort University

[Find out more](#)



SAM WHITE

Town clerk, Looe Town Council

[Find out more](#)

[← Return to listing](#)

RELATED EVENTS

41

Meopham Parish Council

St Johns Centre, Wrotham Road, Meopham, Kent, DA13 0AA - Tel: 01474 813779
Email: enquiries@meopham-pc.gov.uk Website: www.meopham-pc.gov.uk



Liaison Councillor Survey

To be submitted to the Clerk not less than ten days before a Full Council meeting

Name of Green	Pitfield
Inspected by	Mr & Mrs Wade & Buchanan
Date of Survey	16/07/26

Fences/Posts

Are Boundary Markers in view?	None
Are they in Good Condition?	
Number of Missing Posts:	
Number of Damaged Posts:	

Details of damaged and missing posts (Please ensure these have been highlighted with spray paint on the posts or the ground where they are missing to make them easily identifiable):

N/A

Trees

Are they in good condition?	.
Number of trees needing maintenance:	.

Details of any trees that will need maintenance:

Some need maintenance and dead trees to be removed - as discussed at meeting

Vegetation Encroachment

Is there any encroachment of vegetation?	No
--	----

Details of any encroachment:

Infringements/Encroachments

Is there any evidence of infringements or encroachments from neighboring properties?	No
--	----

Details:

Appearance

Is the Green in good condition?	yes
---------------------------------	-----

Details:

Benches

Number of benches:	1
Are they in good condition?	✓

Details:

--

Litter Clearance

Is the Green Clear of Litter	YES
Have the bins been emptied?	YES
Number of bins:	1

Bye-Laws

Are these exhibited?	NO
----------------------	----

Improvements

Can any improvements be made?	YES
-------------------------------	-----

Details:

Rose bushes at front of toilets needs pruning and an ash tree need removing from the bed.

Please list any other comments or observations made during your visit:

--

Signed:.....

Printed:.....

Meopham Parish Council

St Johns Centre, Wrotham Road, Meopham, Kent, DA13 0AA - Tel: 01474 813779
Email: enquiries@meopham-pc.gov.uk Website: www.meopham-pc.gov.uk



A Civility & Respect
Pledge Council

Liaison Councillor Survey

To be submitted to the Clerk not less than ten days before a Full Council meeting

Name of Green	Meopham Green
Inspected by	Clrs Wade & Buchanan
Date of Survey	16/07/26

Fences/Posts

Are Boundary Markers in view?	✓
Are they in Good Condition?	Mostly
Number of Missing Posts:	10
Number of Damaged Posts:	22

Details of damaged and missing posts (Please ensure these have been highlighted with spray paint on the posts or the ground where they are missing to make them easily identifiable):

Spray paint used but not very visible. Damaged post rotten/wobbly.

Trees

Are they in good condition?	✓
Number of trees needing maintenance:	7

Details of any trees that will need maintenance:

Basal growth needs removing.
6 behind pavilion + 1 opposite little hut for
Grant Paulina (enhance to Farm cottages) to
remove dead branches? →

— previously discussed

45

Vegetation Encroachment

Is there any encroachment of vegetation?	No
--	----

Details of any encroachment:

--

Infringements/Encroachments

Is there any evidence of infringements or encroachments from neighboring properties?	No
--	----

Details:

--

Appearance

Is the Green in good condition?	Yes.
---------------------------------	------

Details:

Thanks to Cricket Club.

Benches

Number of benches:	12 13
Are they in good condition?	12 ✓

Details:

Metal one near pavilion needs renovating and possibly move to other side of tree

Litter Clearance

Is the Green Clear of Litter	✓
Have the bins been emptied?	✓
Number of bins:	3

Bye-Laws

Are these exhibited?	
----------------------	--

Improvements

Can any improvements be made?	YES
-------------------------------	-----

Details:

Erosion of road on border owing to car traffic (see photo)

Please list any other comments or observations made during your visit:

Water fountain needs cleaning.
War memorial no looks good.

Signed: Sheila Buchanan B.A. Wade
Printed: SHEILA BUCHANAN B.A. Wade

Meopham Parish Council

St Johns Centre, Wrotham Road, Meopham, Kent, DA13 0AA - Tel: 01474 813779
Email: enquiries@meopham-pc.gov.uk Website: www.meopham-pc.gov.uk



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Liaison Councillor Survey

To be submitted to the Clerk not less than ten days before a Full Council meeting

Name of Green	Lower Meopham Green.
Inspected by	Ally Wade + Buchanan
Date of Survey	16/07/26

Fences/Posts

Are Boundary Markers in view?	YES
Are they in Good Condition?	
Number of Missing Posts:	2
Number of Damaged Posts:	

Details of damaged and missing posts (Please ensure these have been highlighted with spray paint on the posts or the ground where they are missing to make them easily identifiable):

To discuss. Missing posts adjacent to
salt bin.

Trees

Are they in good condition?	☒
Number of trees needing maintenance:	1

Details of any trees that will need maintenance:

basal regrowth on stump.
Tree by bench cutting back

Vegetation Encroachment

Is there any encroachment of vegetation?

NO

Details of any encroachment:

Infringements/Encroachments

Is there any evidence of infringements or encroachments from neighboring properties?

NO

Details:

Appearance

Is the Green in good condition?

YES

Details:

Noticeboard needs maintenance.
bye laws obscured.

Benches

Number of benches:

1

Are they in good condition?

✓

Details:

--

Litter Clearance

Is the Green Clear of Litter	YES
Have the bins been emptied?	YES
Number of bins:	1

Bye-Laws

Are these exhibited?	NO
----------------------	----

Improvements

Can any improvements be made?	YES
-------------------------------	-----

Details:

Rose bushes at front of toilets needs pruning and an ash tree needs removal from the bed.

Please list any other comments or observations made during your visit:

--

Signed:.....

Printed:.....

50

Meopham Parish Council

St Johns Centre, Wrotham Road, Meopham, Kent, DA13 0AA - Tel: 01474 813779
Email: enquiries@meopham-pc.gov.uk Website: www.meopham-pc.gov.uk



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Pledge Council

Liaison Councillor Survey

To be submitted to the Clerk not less than ten days before a Full Council meeting

Name of Green	Havel + EXTRA sheet for pond
Inspected by	Dawn Bramer
Date of Survey	26.7.26

Fences/Posts

Are Boundary Markers in view?	
Are they in Good Condition?	
Number of Missing Posts:	7 *
Number of Damaged Posts:	1

Details of damaged and missing posts (Please ensure these have been highlighted with spray paint on the posts or the ground where they are missing to make them easily identifiable):

several additional loose, slightly damaged posts but 8 needed this year
drop-down-post-fittings seen in good condition

Trees

Are they in good condition?	generally
Number of trees needing maintenance:	? 2

Details of any trees that will need maintenance:

The two oak trees and walnuts all have dead branches but not major.
*Concern regarding ash at either side of rear green - considerable dead branches and ? signs of ash dieback (NOT flagged on tree survey ??)

front right
and by rear bench
left hand side

Vegetation Encroachment

Is there any encroachment of vegetation?	Yes
--	-----

Details of any encroachment:

Rear hedge needs trimming back

Infringements/Encroachments

Is there any evidence of infringements or encroachments from neighboring properties?	No
--	----

Details:

--

Appearance

Is the Green in good condition?	Yes
---------------------------------	-----

Details:

--

Benches

Number of benches:	4
Are they in good condition?	varied

Details:

- * plaswood bench to rear needs wash
- * 2 memorial benches need rub down (Hind + Venison)
- * metal and wood bench on left needs monitoring - seems functional but some bench of 2 skts - needs rub down

Litter Clearance

Is the Green Clear of Litter	Yes
Have the bins been emptied?	Yes
Number of bins: 2 + dog bin	

Bye-Laws

Are these exhibited?	
----------------------	--

- at village hall

Improvements

Can any improvements be made?	
-------------------------------	--

Details:

Village green ^{wooden} name sign - not ours - lettering not clear and posts rotting. Could be replaced by plaswood if Harvel VH committee agreeable

Please list any other comments or observations made during your visit:

On right front of green there is an advertising sign for Garage Twenty Eight - have we given permission? Placed near to a post on the ground!
Village sign and post in good condition (NOT OURS)

Signed: J a Bramer

Printed: DAWN BRAMER

HARVEL POND

Water level is very low and surface covered in duckweed which cuts out light to pond life.

Opportunity to clear some of the debris around the pond edge and to remove some of the irises.

Banks are quite clear due to lack of water.

Would benefit from hedge being trimmed at rear and at road side, as it continues to neighbour's hedge. Also trimming of lower branches of trees on right hand side.

Fence in good condition but would benefit from a coat of preserver.

Major problems:

- Duck house not yet replaced or repaired
- Input channels need clearing by KCC to prevent road flooding if we get heavy rain (elder now very large where channel enters pond on left and needs completely removing).

A couple of the plastic bollards road side would benefit from a wash-KCC?

Dawn Bramer

26.7.26

Meopham Parish Council

St Johns Centre, Wrotham Road, Meopham, Kent, DA13 0AA - Tel: 01474 813779
Email: enquiries@meopham-pc.gov.uk Website: www.meopham-pc.gov.uk



Be Civil, Be Respect
Pledge Council

Liaison Councillor Survey

To be submitted to the Clerk not less than ten days before a Full Council meeting

Name of Green	Fowler's Stone
Inspected by	Dawn Bramer
Date of Survey	26.7.2026

Fences/Posts

Are Boundary Markers in view?	
Are they in Good Condition?	
Number of Missing Posts:	none
Number of Damaged Posts:	none significant

Details of damaged and missing posts (Please ensure these have been highlighted with spray paint on the posts or the ground where they are missing to make them easily identifiable):

*reflectors need wiping on posts

Trees

Are they in good condition?	
Number of trees needing maintenance:	none

Details of any trees that will need maintenance:

Vegetation Encroachment

Is there any encroachment of vegetation?	No
--	----

Details of any encroachment:

--

Infringements/Encroachments

Is there any evidence of infringements or encroachments from neighboring properties?	No
--	----

Details:

--

Appearance

Is the Green in good condition?	Yes
---------------------------------	-----

Details:

--

Benches

Number of benches:	None
Are they in good condition?	

Details:

*Would benefit from a bench

Litter Clearance

Is the Green Clear of Litter	Yes
Have the bins been emptied?	
Number of bins:	None

Bye-Laws

Are these exhibited?	none
----------------------	------

Improvements

Can any improvements be made?	
-------------------------------	--

Details:

*Sign is muddy - ? from fence work - and needs washing down but in good condition

Please list any other comments or observations made during your visit:

*Would benefit from a hedge along new neighbour's fence to encourage wild life and give rural appearance

Signed: D A Bramer

Printed: DAWN BRAMER

Meopham Parish Council

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Email: enquiries@meopham-pc.gov.uk Website: www.meopham-pc.gov.uk



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Pledge Council

Liaison Councillor Survey

To be submitted to the Clerk not less than ten days before a Full Council meeting

Name of Green	Culverstone
Inspected by	Dawn Bramer
Date of Survey	26-7-26

Fences/Posts

Are Boundary Markers in view?	N/A
Are they in Good Condition?	
Number of Missing Posts:	none
Number of Damaged Posts:	some

Details of damaged and missing posts (Please ensure these have been highlighted with spray paint on the posts or the ground where they are missing to make them easily identifiable):

There are 6 loose/worn posts including one that lifts out but that is adjacent to mower access so useful. No need to replace at present.

Trees

Are they in good condition? only 2	generally
Number of trees needing maintenance:	1

Details of any trees that will need maintenance:

*W I memorial cherry tree has some dead wood that needs removing - Cutting back nearby chestnut will give more light

Vegetation Encroachment

Is there any encroachment of vegetation?	some
--	------

Details of any encroachment:

Would benefit from "light trim back of hedge (blackthorn) and chestnut, dead ash limb and hawthorn

Infringements/Encroachments

Is there any evidence of infringements or encroachments from neighboring properties?	
--	--

Details:

Appearance

Is the Green in good condition?	Yes
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Details:

Generally looks good and evidence that grass has been cut and 'footpath' kept clear of vegetation

Benches

Number of benches:	1
Are they in good condition?	Yes

Details:

*Plus wood bench needs a wash

Litter Clearance

Is the Green Clear of Litter	yes
Have the bins been emptied?	yes
Number of bins:	1

Bye-Laws

Are these exhibited?	none
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Improvements

Can any improvements be made?	
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Details:

Please list any other comments or observations made during your visit:

*Gate to green from recreation ground could do with rubbing down - GBC - though latch works fine

Signed: D A Bramer

Printed: D A BRAMER

Meopham Parish Council

St Johns Centre, Wrotham Road, Meopham, Kent, DA13 0AA - Tel: 01474 813779
Email: enquiries@meopham-pc.gov.uk Website: www.meopham-pc.gov.uk



A Civility & Respect
Pledge Council

Liaison Councillor Survey

To be submitted to the Clerk not less than ten days before a Full Council meeting

Name of Green	Priest wood
Inspected by	Dawn Bramer
Date of Survey	

Fences/Posts

Are Boundary Markers in view?	N/A
Are they in Good Condition?	
Number of Missing Posts:	none
Number of Damaged Posts:	some

Details of damaged and missing posts (Please ensure these have been highlighted with spray paint on the posts or the ground where they are missing to make them easily identifiable):

Some posts showing decay but do not need replacing
--

Trees

Are they in good condition?	none yes
Number of trees needing maintenance:	none obvious

Details of any trees that will need maintenance:

--

Vegetation Encroachment

Is there any encroachment of vegetation?	Yes
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Details of any encroachment:

*blackberry shrubbery needs strimming back to tree line + some cut back of elder
--

Infringements/Encroachments

Is there any evidence of infringements or encroachments from neighboring properties?	No
--	----

Details:

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Appearance

Is the Green in good condition?	Yes
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Details:

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Benches

Number of benches:	3
Are they in good condition?	varied

Details:

* O' flakey ^{memorial} bench needs washing down
Old Pe bench serviceable but needs rubbing down to remove lichen etc
Foot paths group bench needs its regular maintenance - contact them!

Litter Clearance

Is the Green Clear of Litter	Yes
Have the bins been emptied?	Yes
Number of bins:	1 on small green

Bye-Laws

Are these exhibited?	NA
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Improvements

Can any improvements be made?	
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Details:

--

Please list any other comments or observations made during your visit:

Village Green Sign very clear No horse riding sign attached to one post

Signed: DAWK Bramer

Printed: DAWK BRAMER

Judson's Recreation Ground	Gate (Self-Closing)	There is a trip hazard. Date Added:12/03/2026	View Image
Judson's Recreation Ground	Gate (Self-Closing)	There are gaps at the edges, trip hazard forming. Date Added:12/03/2026	View Image
Judson's Recreation Ground	Gate - Gate - Maintenance	The gate is missing a lock or padlock. Date Added:12/03/2026	View Image
Judson's Recreation Ground	Multi Play Unit - Multi Play - Junior (Metal)	There are damaged fixing caps. Date Added:12/03/2026	View Image
Judson's Recreation Ground	Multi Play Unit - Multi Play - Junior (Metal)	There is a missing fixing cap. Date Added:12/03/2026	View Image
Judson's Recreation Ground	Spring Rocker (Inclusive)	There is a missing foot rest end cap. Date Added:12/03/2026	View Image
Judson's Recreation Ground	Spring Rocker (Inclusive)	There are loose spring clamp fixings. Date Added:12/03/2026	View Image
Judson's Recreation Ground	Spring Rocker (Inclusive)	There are gaps at the edges causing a trip hazard. Date Added:12/03/2026	View Image
Judson's Recreation Ground	Roundabout (Inclusive)	The bearing is worn. Date Added:12/03/2026	View Image
Judson's Recreation Ground	Picnic Table (Timber)	The ground is eroding exposing concrete footings. Date Added:12/03/2026	View Image

Date: 29/05/2026

Client: Gravesham Borough Council

Prepared for: James Young

Email Address: james.young@gravesham.gov.uk

Prepared by: Sally Duffy

Low - 10	Remove 1 trip hazard	£120.00
Low - 10	Repair 5LM of tarmac edging.	£360.00
Low - 10	Install 1 lock onto gate	£64.00
Low - 10	Replace 7 caps	£82.00
Low - 10	Replace 1 cap	£40.00
Low - 10	Replace 1 cap	£40.00
Low - 10	Tighten 2 fixings	£46.00
Low - 10	Repair 1LM of black wetpour edging	£92.00
Low - 10	Replace 1 bearing	£1,995.00
Low - 10	Reinstlate 4m2 of grass surface.	£116.00

Judson's Recreation Ground	Sign - Sign (Operator)	BS EN 1176 recommends that signage with provision of the following information be provided: (1) General emergency telephone number. (2) Name of site operator and telephone number to contact maintenance personnel. (3) Name of the playground. (4) Address of the playground. (5) Other relevant local information, if applicable. (6) It is good practice to include the recommended age range of the equipment provided and dog ban signage. Date Added:12/03/2026	View Image
Judson's Recreation Ground	ANL Site General - Site General	Tree branches present in the user/free space of some of the units. Date Added:12/03/2026	View Image
Judson's Recreation Ground	Swings - Swing - Combination (Metal)	The flat seat is damaged. Date Added:12/03/2026	View Image
Judson's Recreation Ground	Trim Trail (Timber)	There are missing fixing caps. Date Added:12/03/2026	View Image
Judson's Recreation Ground	Trim Trail (Timber)	The impact absorbency of grass matting is heavily dependent on the presence of live grass and open soil structure. In this case, there is an absence of live grass and/or the soil structure is compressed, which has resulted in the surface having a reduced or low impact attenuating property. Date Added:12/03/2026	View Image
Judson's Recreation Ground MUGA	Goal End With Basketball Post (Play Area End)	Provide sign, which should include: Equipment not for users under 36 months, do not climb, do not hang on ring, do not wear rings or jewellery due to injury risks. Date Added:12/03/2026	View Image
Judson's Recreation Ground MUGA	Goal End With Basketball Post (Car Park End)	Provide sign, which should include: Equipment not for users under 36 months, do not climb, do not hang on ring, do not wear rings or jewellery due to injury risks. Date Added:12/03/2026	View Image
Judson's Recreation Ground MUGA	Goal End With Basketball Post (Car Park End)	There is a loose fixing. Date Added:12/03/2026	View Image
Judson's Recreation Ground MUGA	Sign (Operator)	There is no operator sign for the MUGA, BS EN 15312 requires the operator sign to give the following information: Equipment not for users under 36 months, do not climb, do not hang on ring, do not wear rings or jewellery due to injury risks. It should also provide the name and telephone number of operator, to report accidents and/or damage. It is good practice to include any other safety or permissive requirement (E.G. dog ban information). Date Added:12/03/2026	View Image

Low - 10	Produce new sign artwork & install 1 overlay on operator sign (600mm x 400mm)	£164.00
Low - 10	Cut back grass or vegetation, 1 hours work	FYI
Low - 10	Replace 1 flat seat	£120.00
Low - 10	Replace 3 caps	£54.00
Low - 10	Replace 18 grass mats	£1,152.00
	Judson's Recreation Ground Total	£4,445.00
Low - 10	Install 1 basketball hoop guidance sign	£122.00
Low - 10	Install 1 basketball hoop guidance sign	£122.00
Low - 10	Tighten 1 fixing	£40.00
Low - 10	Install 1 MUGA Operator Sign	£254.00
	Judson's Recreation Ground MUGA Total	£538.00

QT 31542 - Annual Findings Quote

Date: 28/05/2026
Client: Gravenham Borough Council
Prepared for: James Young
Email Address: james.young@gravenham.gov.uk
Prepared by: Sally Duffy

Judson's Recreation Ground	Gate (Self-Cleaning)	There is a trip hazard. Date Added: 12/03/2026	View Image	Low - 10	Remove 1 trip hazard	①	£120.00
Judson's Recreation Ground	Gate (Self-Cleaning)	There are gaps at the edges, trip hazard forming. Date Added: 12/03/2026	View Image	Low - 10	Repair 5L/M of tarmac edging.	②	£380.00
Judson's Recreation Ground	Gate - Gate - Maintenance	The gate is missing a lock or padlock. Date Added: 12/03/2026	View Image	Low - 10	Install 1 lock onto gate	③	£84.00
Judson's Recreation Ground	Multi Play Unit - Multi Play - Junior (Metal)	There are damaged fixing caps. Date Added: 12/03/2026	View Image	Low - 10	Replace 7 caps	④	£82.00
Judson's Recreation Ground	Multi Play Unit - Multi Play - Junior (Metal)	There is a missing fixing cap. Date Added: 12/03/2026	View Image	Low - 10	Replace 1 cap	5	£40.00
Judson's Recreation Ground	Softfall Rocker (Inclusive)	There is a missing foot rest end cap. Date Added: 12/03/2026	View Image	Low - 10	Replace 1 cap	6	£40.00
Judson's Recreation Ground	Softfall Rocker (Inclusive)	There are loose spring clamp fixings. Date Added: 12/03/2026	View Image	Low - 10	Tighten 2 fixings	7	£48.00
Judson's Recreation Ground	Softfall Rocker (Inclusive)	There are gaps at the edges causing a trip hazard. Date Added: 12/03/2026	View Image	Low - 10	Repair 1L/M of black wetpour edging	8	£82.00
Judson's Recreation Ground	Roundabout (Inclusive)	The bearing is worn. Date Added: 12/03/2026	View Image	Low - 10	Replace 1 bearing	9	£1,065.00
Judson's Recreation Ground	Plastic Table (Timber)	The ground is eroding exposing concrete footings. Date Added: 12/03/2026	View Image	Low - 10	Reinstate 4m2 of grass surface.	10	£116.00
Judson's Recreation Ground	Sign - Sign (Operator)	BS EN 1175 recommends that signage with provision of the following information be provided: (1) General emergency telephone number. (2) Name of site operator and telephone number to contact maintenance personnel. (3) Name of the playground. (4) Address of the playground. (5) Other relevant local information, if applicable. (6) It is good practice to include the recommended age range of the equipment provided and dog ban signage. Date Added: 12/03/2026	View Image	Low - 10	Produce new sign artwork & install 1 overlay on operator sign (600mm x 400mm)	⑪	£184.00
Judson's Recreation Ground	ANL Site General - Site General	Tree branches present in the user/free space of some of the units. Date Added: 12/03/2026	View Image	Low - 10	Cut back grass or vegetation, 1 hour work	12	FYI
Judson's Recreation Ground	Swings - Swings - Combination (Metal)	The flat seat is damaged. Date Added: 12/03/2026	View Image	Low - 10	Replace 1 flat seat	13	£120.00
Judson's Recreation Ground	Trim Trail (Timber)	There are missing fixing caps. Date Added: 12/03/2026	View Image	Low - 10	Replace 3 caps	14	£54.00
Judson's Recreation Ground	Trim Trail (Timber)	The impact absorbency of grass matting is heavily dependent on the presence of live grass and open soil structure. In this case, there is an absence of live grass and/or the soil structure is compressed, which has resulted in the surface having a reduced or low impact attenuating property. Date Added: 12/03/2026	View Image	Low - 10	Replace 16 grass mats	⑮	£1,192.00
Judson's Recreation Ground MUGA	Goal End With Basketball Post (Play Area End)	Provide sign, which should include: Equipment not for users under 36 months, do not climb, do not hang on ring, do not wear rings or jewellery due to injury risks. Date Added: 12/03/2026	View Image	Low - 10	Install 1 basketball hoop guidance sign	⑯	£122.00
Judson's Recreation Ground MUGA	Goal End With Basketball Post (Car Park End)	Provide sign, which should include: Equipment not for users under 36 months, do not climb, do not hang on ring, do not wear rings or jewellery due to injury risks. Date Added: 12/03/2026	View Image	Low - 10	Install 1 basketball hoop guidance sign	⑰	£122.00
Judson's Recreation Ground MUGA	Goal End With Basketball Post (Car Park End)	There is a loose fixing. Date Added: 12/03/2026	View Image	Low - 10	Tighten 1 fixing	⑱	£40.00
Judson's Recreation Ground MUGA	Sign (Operator)	There is no operator sign for the MUGA. BS EN 15312 requires the operator sign to give the following information: Equipment not for users under 36 months, do not climb, do not hang on ring, do not wear rings or jewellery due to injury risks. It should also provide the name and telephone number of operator, to report accidents and/or damage. It is good practice to include any other safety or permissive requirement (E.G. dog ban information). Date Added: 12/03/2026	View Image	Low - 10	Install 1 MUGA Operator Sign	⑲	£294.00
Judson's Recreation Ground MUGA Total							£538.00

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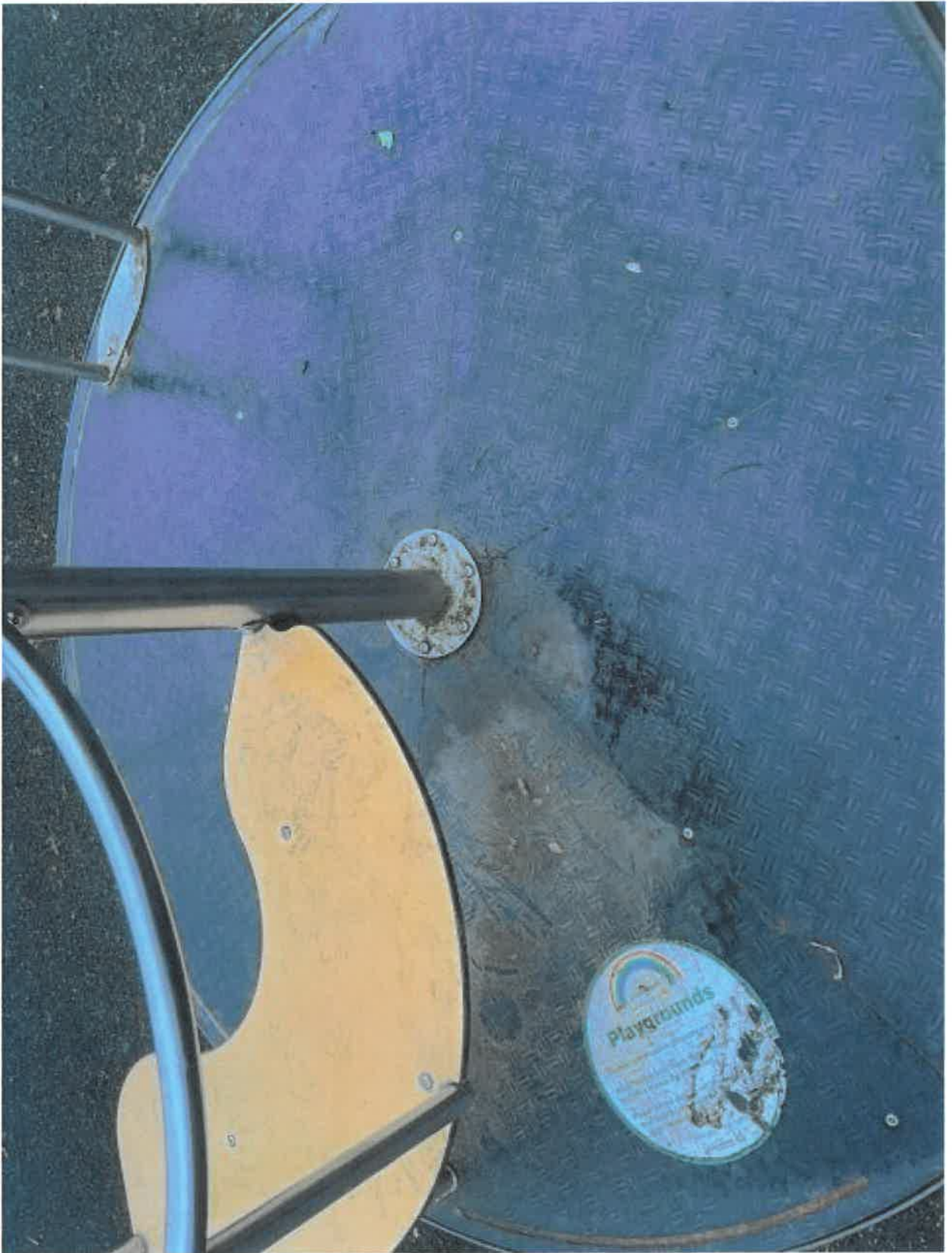


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