



Sawbridgeworth Town Council

Document 1.7.1

CORPORATE STRUCTURE

(Helping to improve services)

To be reviewed 2026

MISSION STATEMENT

'To provide an accountable, valued and quality service to the community'

OBJECTIVES

1. To promote working partnerships for the benefit of the community
2. To communicate, consult and engage
3. To provide services that are accountable, transparent and value for money
4. To be recognised as a quality employer
5. To preserve and promote the town's unique heritage and environment

FULL COUNCIL

Full Council has responsibility for dealing with matters of strategic importance to the town and for dealing with matters which by law, it must do.

Membership: 12 Quorum: 4 Frequency of Meetings: monthly (*Not August or December*)

1. To elect a Town Mayor and Deputy Town Mayor
2. To approve the annual precept demand
3. To approve accounts for payment
4. To make appointments to committees
5. To make appointments and nominations to outside bodies
6. To approve the Review of Internal Audit procedures
7. To approve the Annual Accounts in accordance with the Accounts and Audit Regulations
8. To appoint internal and external auditors
9. To approve recommendations on the annual review of Council's Standing Orders and Financial Regulations
10. To deal with matters of a strategic nature
11. To respond to consultative documents from Government and other bodies other than those specifically allocated to Committees or Sub-Committees
12. To consider matters referred to it by Committees or Sub-Committees

COMMITTEE TERMS OF REFERENCE

Committees may exercise delegated functions on behalf of the Town Council under the following terms of reference, subject to:-

- The Town Council's approved Budget and Financial Regulations;
- Any previous minuted decision of the Town Council.
- Any matters reserved to the Town Council by law.

FINANCE POLICY and ECONOMIC DEVELOPMENT COMMITTEE

The Finance Policy and Economic Development Committee is the main policy making Committee of the Council and provides the strategic direction of the Council including future provision of new services. It is responsible for ensuring the Council follows statutory proper practices in the management of the council's finances, achieves accountability, transparency, value for money and quality.

Membership: 6 + 2 ex-officio Quorum: 3 Frequency of Meetings: bi-monthly

Membership eligibility: By appointment by Full Council taking account of aptitude or experience

Terms of Reference

1. To guide the Council in the formulation of its objectives.
2. To identify the need for new services and facilities.
3. To be responsible for allocating and controlling the financial resources of the Council including carrying out a quarterly financial review.
4. To advise the Council on the distribution of functions between Committees and Sub-Committees and any major policy changes in the Council's management or administrative procedures.
5. To consider the financial estimates of the Council and recommend the precept to be levied.
6. To make recommendations regarding the annual review of Council's Standing Orders and Financial Regulations
7. To carry out and make recommendations to Council following the annual Review of Internal Audit procedures including the Governance and Management Risk Register and

to recommend the appointment of the Internal Auditor to Council

8. To be responsible for the Council's Capital Management Plan and longer term financial and business plans including Corporate Structure.
9. To be responsible for the collection of all revenue, the raising and renewal of loans (for recommendation to Council) and insurance.
10. To be responsible for the banking, financial and accounting methods adopted by the Council.
11. To annually review tenancies, hire charges and burial fees.
12. To respond to consultative documents from Government and other bodies other than those specifically allocated to other Committees or Sub-Committees (where a Full Council meeting does not fall within the consultation period).
13. To implement new policies and annually review rules and regulations and policies (excluding those relating to Council as an employer).
14. To enter into legal proceedings on the Council's behalf including overseeing and review of agency agreements.
15. To consider the delegation of appropriate services to the Town Council from other authorities.
16. To develop a communication strategy including the use of social media, to oversee use of same and to oversee management and development of the Council's website and future newsletters
17. To deal with matters not normally dealt with or specifically referred to other Committees or Sub-Committees.
18. To develop an economic development strategy for the town, in consultation with local businesses and residents.
19. Within the limits of the Council's powers and responsibilities and its approved budget to authorise actions to fulfil the above objectives

PLANNING COMMITTEE

The Planning Committee considers proposed development in the Parish and immediate surrounding area, responding to planning applications as a consultee, relevant consultations and supporting the development of a Neighbourhood Plan.

Membership: 6 + 2 ex-officio

Quorum: 3

Frequency of Meetings:

Twice each month

Membership eligibility:

By appointment by Full Council

Terms of Reference

1. To consider all planning aspects of development within the Parish.
2. To consider all matters affecting the Parish infrastructure.
3. To consider and monitor Development Plans and associated documents.
4. To provide or delegate representation at Planning Authority Committee meetings, Inquiries and Appeals.
5. To make recommendations regarding street naming within the Parish.
6. To respond as consultee to any planning application or any consultation document relating to planning in the Parish.

TOWN ACTION PLAN and AMENITIES COMMITTEE

This Committee monitors the operation of all Town Council properties and amenities, ensuring a high standard of provision. It considers their further development and the development of other facilities. The Committee is responsible for protecting the environment, promoting biodiversity, maintaining valued spaces, providing quality facilities and working in partnership with other organisations to achieve these objectives. The committee has authority for managing the budget allocation for its areas of responsibility.

Membership: 6 + 2 ex-officio Quorum: 3

Frequency of Meetings: bi-monthly

Membership eligibility: By appointment by Full Council

Terms of Reference

1. To work in partnership with other organisations for the benefit of provision or improvement of existing and future facilities and services.
2. To promote the development and good management of leisure facilities in the town.
3. To manage the use, maintenance and improvement of West Road Play area.
4. To manage and develop the Farmers market

5. To act as responsible landlords for sites owned by the Town Council and leased to other organisations for management including the Hailey Centre.
6. To support and investigate the provision of youth facilities and services in the town.
7. To manage the use, maintenance and improvement of the Council Offices
8. To manage the provision and upkeep of Three Mile Pond Cemetery
9. To develop and maintain floral schemes in the town on land owned and/or managed by the Town Council and to encourage and support other organisations in doing so elsewhere in the town.
10. To oversee the responsible management and maintenance of all trees in the Town Council's areas of responsibility.
11. To manage markets in the town including the Farmer's Market and to encourage and support other markets.
12. To maintain the War Memorial.
13. To support the Allotment Association in managing the provision and upkeep of allotments.
14. To review and update the Sawbridgeworth Town Action Plan (STAP) and facilitate greater participation by Sawbridgeworth residents in the updating process.
15. Areas of Responsibility
 - Initiating actions to meet the objectives of the STAP
 - Reviewing and updating the STAP in consultation with residents
 - Amending the STAP to take account of the impact of the East Herts District Plan
 - Reporting on the STAP at the Annual Town Meeting
 - Developing a strategy for the Economic Development of the town in consultation with local businesses and residents.

APPOINTMENTS AND APPRAISALS COMMITTEE

The Appointments and Appraisals Committee is responsible for all aspects of management of human resources including setting of policies, training and development of councillors and staff, grading and conditions of service.

Membership: 3 Quorum: 2 Frequency of Meetings: as and when required

Membership requirements: specialist knowledge in human resources, policies, staff management, training and development

Terms of Reference

- a. To consider and make recommendations regarding the Council's staffing structure.
- b. To determine the employment, welfare, pension, remuneration, recruitment, training, qualifications, health and safety aspects and other conditions of service of all employees.
- c. To determine those discretionary provisions contained in the scheme of Service of the National Joint Council for Local Authorities.
- d. To undertake the Town Council's responsibilities in relation to the Local Government Pension Scheme.
- e. To determine and approve the establishment and grading of employees for the administration of the Council
- f. To develop an effective training policy for all staff and Councillors and to monitor same.
- g. To approve job descriptions for all Staff.
- h. To oversee the recruitment of Council staff as necessary.
- i. To create any new policies deemed necessary for the proper management and care of Council employees, whether obligatory or not.
- j. To ensure the Town Council is compliant and up to date with all relevant UK legislation.
- k. To monitor/review all aspects of paperwork pertaining to HR matters and suggest areas for improvement.
- l. To monitor and review staff appraisals, ensuring action plans are developed and monitored.
- m. To monitor and review staff performance against targets such as time or finance.
- n. To review and suggest any areas where succession management may be a possibility.

DELEGATION

General

Where powers or duties have been delegated to a Committee, that Committee may in turn assign functions or delegate powers and duties to the Town Clerk or a Sub-Committee, provided that any action taken under delegated powers by the Town Clerk or a Sub-Committee shall be reported to the next meeting of the appropriate Committee or Sub-Committee for information.

A committee may set up a working group to investigate, consider and report back with recommendations on any issue.

Any power or duty which is delegated under this scheme is subject to Town Council policy and the approved budget and may also be exercised by the Town Council or any Committee which has delegated or further delegated that power or duty.

Town Mayor's powers

The Town Clerk may, in consultation with the Town Mayor and Deputy Town Mayor, on the Council's behalf deal with, decide or take action on such matters as will not admit of delay, subject to a report indicating such action being submitted to the next meeting of Council.

Chairman's powers

- The Town Clerk may, in consultation with the Chairman and Vice-Chairman of a Committee or Sub-Committee, on that Committee's or Sub-Committee's behalf deal with, decide or take action on such matters within the Committee's or Sub-Committee's terms of reference as will not admit of delay, subject to a report indicating such action being submitted to the next meeting of the appropriate Committee or Sub-Committee.
- That the above be taken to include the Mayor in the absence of either the Chairman or Vice-Chairman.

Delegation to the Town Clerk

Specific Delegations

The following list of delegations to the Town Clerk may, from time to time, be further delegated to the Council's officers at the discretion of the Town Clerk.

1. To be and carry out the functions of the Proper Officer under the Local Government Act 1972; to arrange and call meetings of the Town Council and its Committees and Sub-Committees; and to implement decisions thereof.
2. The general management of the Council's services in accordance with the policies determined from time to time by the Council and its Committees, including dealing with correspondence and handling complaints and requests for information.
3. The initiation of new arrangements and revision of existing arrangements for the improved management of Council establishment providing the estimated cost has been included in the current revenue budget.
4. The determination of the use of existing office accommodation, the purchase of equipment and the authorisation of repairs and maintenance to all buildings and equipment within the financial limit of the current revenue budget.
5. The appointment, management, development, appraisal and discipline of employees within the Council's approved establishment.
6. The delegation of staff to attend courses, seminars etc. Relevant to their position with the Council subject to a six-monthly report to the Appointments and Appraisals Committee.
7. The exercise of virements within a Committee's budget, according to need.
8. Any action necessary in an emergency to protect the Council's property or assets or minimise its liabilities, subject to consultation where practicable with the Mayor or Deputy Mayor and to report back to the next appropriate Council meeting.

Further Delegations

The Council may from time-to-time further delegate action to the Town Clerk or to the Town Clerk in consultation with the appropriate Committee Chairman. Such delegation will be clearly minuted and revised accordingly.

Delegations to the Responsible Financial Officer

- To carry out the functions of the Responsible Financial Officer under the Local Government Act 1972 s151, including the maintenance of the Council's accounts, arrangements for internal audit and the preparation of budget estimates for the forthcoming year;
- To make arrangements to pay the salaries and wages of employees of the Council.

