



DISS TOWN COUNCIL

Agenda

Meeting of the Council
17th February 2021

Miss Sarah Richards
TOWN CLERK



COUNCIL PRAYER

"Guide our Council tonight as we seek to serve our fellow residents of Diss. Guard us from prejudice and self-interest. Help us to faithfully discharge the duties of our office and pursue our projects with clarity and compassion."

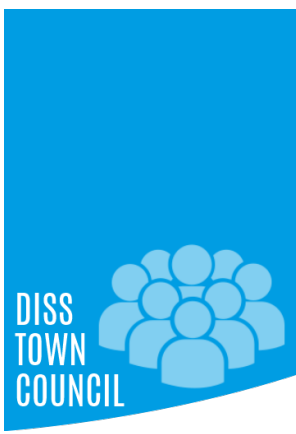
DISS TOWN COUNCIL'S VISION

To make Diss a successful, vibrant, attractive town, where people want to live, work and visit.

OUR MISSION

To support the community and promote Diss as the heart of East Anglia for Business, Leisure and the Arts





TOWN CLERK
Miss S Richards, CILCA

DISS TOWN COUNCIL
Council Offices, 11-12 Market Hill,
Diss, Norfolk, IP22 4JZ

Telephone/Fax: (01379) 643848
Email: towncouncil@diss.gov.uk

Please ask for: Miss Sarah Richards
Our ref: FC 13.01.2021
Date: 11 February 2021

NOTICE OF MEETING

Dear Members of the Public and Press,

You are cordially invited to attend a **meeting of Diss Town Council** to be held online on **Wednesday 17th February 2021 at 8pm** to consider the business detailed below. Anyone wishing to attend the meeting should contact the Town Clerk using the details above prior to the start of the meeting for the link.

Town Clerk

AGENDA

1. Apologies

To receive and consider apologies for absence.

2. Declarations of Interest and Requests for Dispensations

To note any declarations of members' pecuniary and/or non-pecuniary/other interests pertaining to items on the following agenda, to note any dispensations granted in respect of business to be discussed and to consider any requests for dispensations.

3. Minutes

To confirm as a true record, the minutes of the meetings of Full Council on 13th and 27th January 2021 (copies herewith).

4. Public Participation

To consider a resolution under Standing Orders 3d to 3h to suspend the meeting to receive reports from the County and District Councillors, on behalf of the Police, and to hear comments from members of the public on items to be discussed on the agenda (*members of the public are entitled to speak for a maximum of three minutes*).

5. Items of URGENT business

To discuss any item(s) of business which the Town Mayor or Town Clerk has previously been informed at least 24 hours before the meeting and decides should be considered as a matter of urgency (*councillors are reminded that no resolutions can be made under this agenda item*).

6. Finance

- a) To note bank outgoings for January 2021 (copy herewith).
- b) To note that the reconciliations of Income and Expenditure with the Council's bank account statement will be approved by the Council's Internal Controls Officer once restrictions are lifted.
- c) To receive the summary of Income and Expenditure for the month ending January 2021 (copy herewith).
- d) To receive the summary of Earmarked Reserves for the month ending January 2021 (copy herewith).

7. Internal Audit

To receive a report (reference 40/2021 herewith refers) regarding the Council's internal audit.

8. Strategy Plan

To receive a report (reference 41/2021 herewith refers) on progress towards a revised Council Strategy Plan.

9. Cemetery

To receive a report (reference 43/2021 herewith refers) regarding the consecration of land at Diss Cemetery.

10. Progress report

To note progress on decisions made at the last meeting of Council (copy herewith).

11. Date of Next Meeting

To note that the next meeting of Full Council is scheduled for Wednesday 17th March 2021.

12. Public Bodies (Admissions to Meetings)

To consider a resolution under the Public Bodies (Admissions to Meetings) Act 1960 and Standing Orders 3d to exclude members of the public and press in order to discuss the following item which is properly considered to be of a confidential nature.

13. Park Security

To receive a report (reference 42/2021 herewith refers) regarding proposals to prevent illegal encampments on Diss Park.

NOTES

1 - Council has a statutory legal duty under the Localism Act 2011 s2 and has adopted a code dealing with the conduct that is expected of members in order to promote high standards of conduct as required by the Act. Members' disclosable pecuniary interests are kept on a register available to view on the Council's website. Allegations about the conduct of a councillor may be made to the district council's monitoring officer. Diss Town Council has also adopted a dispensation policy.

The reports and enclosures referred to in this agenda are available (unless marked confidential) for public inspection at the Council Offices during normal opening hours or on our website at <https://www.diss.gov.uk/full-council>.

Please note that Council meetings are currently taking place virtually via Zoom. Anyone wishing to attend the meeting should contact the Deputy / Town Clerk prior to the start of the meeting for the link. Face to face meetings take place in the Council Chamber on the first floor of the Corn Hall. Anyone wishing to attend the meeting who will require access to the lift should contact the Deputy / Town Clerk prior to the start of the meeting.

DISS TOWN COUNCIL**DRAFT MINUTES**

The Chair recognised the impact of Covid-19 on our community and nationally as well as recent events in the United States of America.

Minutes of the meeting of the **Town Council** held **online** on **Wednesday 13th January 2021** at **8pm.**

Present: Councillors S. Browne (ex-officio)
D. Collins
M. Gingell
S. Kiddie
A. Kitchen
J. Mason
S. Olander (ex-officio)
D. Poulter
J. Robertson
E. Taylor
S. Warren
J. Welch

In attendance Sarah Richards, Town Clerk
Sonya French, Deputy Town Clerk
Alex Jamieson, Responsible Finance Officer
Robert Ludkin, Maintenance Manager
Melissa Hawkes, Administration/Finance Assistant
County & District Councillor Kiddie
District Councillor Minshull

FC130121/01 TO CONSIDER APOLOGIES FOR ABSENCE

Apologies were received and accepted from Councillor Murphy.

FC130121/02 DECLARATIONS OF INTEREST AND REQUESTS FOR DISPENSATIONS

There were no declarations of interest. It was noted that councillor allowances have never been previously declared regarding item 7.

Councillor Collins entered the meeting.

FC130121/03 MINUTES

It was

RESOLVED: That the minutes of the meeting of Full Council held on 16th December 2020 were approved as a true record and will be signed with the Clerk post meeting.

(Action: Clerk / SB; immediately)

FC130121/04 PUBLIC PARTICIPATION

Councillors considered a resolution under Standing Orders 3d to 3h to suspend the meeting to receive reports from the County and District Councillors, on behalf of the Police, and to hear comments from members of the public on items to be discussed on the agenda.

A written report was received from District Councillor Wilby. County / District Councillor Kiddie reported on the impact of Covid-19 on highways activity. Storm Bella caused significant problems across the whole of Norfolk including Diss with drains now full, many fallen trees and 160 outstanding tasks for the County's Highways Engineer.

A new round of small business grants is being dispersed from the District Council with the size of grant dependent on the premises' rateable value, Norfolk's fire and rescue service has published a range of fire safety videos given more people are at home and Norfolk is aiming to plant a million trees. It was noted that the proposed election is still scheduled to go ahead in May requiring more careful consideration regarding polling stations. Discussions have been held regarding possible sites for CV vaccination centres in Diss with the Corn Hall and DYCC being put forward.

A response to the question regarding an additional recycling centre near to Diss was requested and it was noted that the plan is currently only for one by the bus interchange on the A140.

There was concern regarding the removal of hedges surrounding farmland, which has impacted on the recent flooding and Norfolk County Council was asked to work with farmers to retain hedgerows when it reviews its flooding strategy.

District Councillor Minshull reported on the vaccination centres. The Norfolk and Waveney Clinical Commissioning Group has identified all centres they require and will be in contact with relevant parishes. They have requested that they are not contacted and that there will be one in the Diss area in next 2-3 weeks.

It was noted that South Norfolk Council had set aside £500k from its reserves to fund Covid related expenditure but that through central government funding and the new homes bonus, reserves will be untouched, and the funds will be used to support residents and local businesses.

The Early Help Hub has extended its opening hours and is working with schools and the NHS to ensure the appropriate support is provided. The District Council is reviewing its response to the Covid pandemic and lessons learned. Waste collectors have been delivering sand bags and skips where required, which has caused a couple of bin emptying delays.

SNC has continued with its policy of an annual £5 Council Tax increase, which will help it to cover the many unplanned changes resulting from the pandemic such as the closure of leisure centres, whilst endeavouring to minimise the impact on residents in this challenging time.

It was noted that a new windfarm has been approved by central government for development off the north Norfolk coast. Broadland and South Norfolk Council presented best retail business and new business awards to Diss based Our Slice of Country Life and Simon's Table Ltd in Roydon.

(Action: KK; by 17.02.21)

FC130121/05 ITEMS OF URGENT BUSINESS

There were no items or urgent business.

FC130121/06 FINANCE

- a) Members noted bank outgoings for December 2020.
- b) It was noted that the Internal Control Bank Reconciliation for the month ending December 2020 would be disseminated to members in due course.
- c) Members received the summary of Income and Expenditure for the month ending December 2020.
- d) Members received the summary of Earmarked Reserves for the month ending December 2020.

(Action: RFO / MG; immediately)

FC130121/07 BUDGET

Members approved the budget and precept request for the 2021-22 financial year (report reference 34/2021 referred). It was noted that the original precept request agreed at the last Full Council is being proposed. The huge amount of work undertaken was acknowledged and there were no questions about the report. The precept request form was signed by the Town Clerk during the meeting, would be signed by the Chair tomorrow and sent to South Norfolk Council by the deadline of 15th January 2021.

RESOLVED:

1. To approve an allocation of £2,800 to the Diss & District Neighbourhood Plan Earmarked Reserves at year end following the EMR transfer approval request
2. To approve the budget for 2021/22, which reflects a 2% increase for Diss taxpayers on the current year
3. To approve a precept demand to South Norfolk Council of £571,428 or £205.85 for Band D households
4. To give delegated authority to the Clerk to work with the Responsible Finance Officer and Executive committee Chair to publicise the budget outcomes.

(Action: RFO / SB / Clerk / DP; immediately)

FC130121/08 STRATEGY PLAN

Members received a report (reference 35/2021 referred) on progress towards a revised Council Strategy Plan. It was noted that the Strategy Action Group would meet next week to review the plan for presentation to the next Full Council meeting.

RESOLVED: That the Strategy Action Group presents a revised Strategy Action Plan and report to the February meeting of Council.

(Action: SO / JR / DP / JM / Clerks; by 11.02.21)

FC130121/09 PROGRESS REPORT

Members noted progress on decisions made at the last meeting of Council. It was noted that an update regarding the One Public estate vis-à-vis the Diss & District Neighbourhood Plan would be provided to the Infrastructure committee next Wednesday.

(Action: SO / ET / DP; by 20.01.21)

FC130121/10 DATE OF NEXT MEETING

Members noted that the next meeting of Full Council is scheduled for Wednesday 17th February 2021.

Meeting Closed: 8.50pm.

Councillor Browne
TOWN MAYOR

DISS TOWN COUNCIL

DRAFT MINUTES

Thoughts were extended to those people in our communities who have been impacted by the COVID pandemic.

Minutes of the meeting of the **Town Council** held **online** on **Wednesday 27th January 2021** at **8pm.**

Present: Councillors S. Browne (ex-officio)
D. Collins
M. Gingell
S. Kiddie
A. Kitchen
J. Mason
K. Murphy
S. Olander (ex-officio)
D. Poulter
J. Robertson
E. Taylor
S. Warren
J. Welch

In attendance Sarah Richards, Town Clerk
Sonya French, Deputy Town Clerk

FC270121/01 TO CONSIDER APOLOGIES FOR ABSENCE

There were no apologies.

FC270121/02 DECLARATIONS OF INTEREST AND REQUESTS FOR DISPENSATIONS

Minute No.	Councillors Name	Personal/ Other Interest	Pecuniary Interest	Reason
FC270121/06	D. Collins	✓		This councillor is a friend of a Governor at Diss Junior School.

FC270121/03 MINUTES

It was

RESOLVED: That the minutes of the meeting of Full Council held on 13th January 2021 will be confirmed as a true record at the February meeting of Full Council.

(Action: Clerk; by 11.02.21)

FC270121/04 PUBLIC PARTICIPATION

Councillors considered a resolution under Standing Orders 3d to 3h to suspend the meeting to hear comments from members of the public on items to be discussed on the agenda. There were no members of the public at the meeting.

Councillor Robertson joined the meeting.

FC270121/05 ITEMS OF URGENT BUSINESS

There was one item of urgent business, which was the concern around the lack of information that has been supplied regarding the Covid vaccination centre for Diss. It was noted that the Norfolk and Waveney Clinical Commissioning Group was unable to confirm any planned locations for Diss but that those sites that meet national specifications have been identified and landlords have been approached. The Corn Hall has not been contacted as a potential site despite the venue being put forward and the Health Centre Practice Managers have been emailed to ascertain information. There was discussion around the different distribution systems dependent on location and quantities of the vaccine. It was agreed that Richard Bacon MP would also be approached for help in disseminating accurate information to allay residents' fears.

(Action: Clerk; immediately)

FC270121/06 COMMUNITY GRANT SCHEME

Members considered a grant application from Diss Junior School (report reference 36/2021 herewith referred). It was noted that Diss Junior School was approached due to having a larger majority of children from Diss. Their headteacher was really pleased to be offered the support that would benefit around 30 children and responded quickly to the Council's request for information. The Clerk advised that clause 13 in the report and recommendation 2 should have referred to items b & h and that the Council's Responsible Finance Officer and internal auditor have advised that the Council makes the payment to the school's PTA.

Representatives of the Council's grant panel emphasised that although they felt unable to recommend approval of the request due to the wording of Council policy, Full Council should not be constrained by policies under the current extraordinary circumstances. The policy predates the pandemic and was written based on a normal year and before children's access to learning moved into the home. It was felt that residents would expect the Council to support children in accessing their learning. There was a request to ensure this decision is publicised fully and it was confirmed that the school's head is happy to contribute. It was

RESOLVED:

1. To award a grant of £2,140 to Diss CE Junior Academy PTA to support distance learning during the Covid-19 pandemic.
2. To adopt the revised rewording of clauses (b) and (h) in clause 6 of the grant policy and further adjust the grant policy to ensure it includes relevant clauses from the guidance notes
3. That the guidance notes are withdrawn, and the updated Council grants policy is issued to future applicants.

(Action: RFO / Clerk; immediately)

FC270121/07 DATE OF NEXT MEETING

Members noted that the next meeting of Full Council is scheduled for Wednesday 17th February 2021.

Post meeting note - there was discussion regarding the eventual refurbishment of councillor IPads for donation to schools when upgrades require it. It was noted that the replacement programme for all assets would be included in the Council's strategic objective to create an assets/facilities management plan and would thereby present itself at a future committee meeting when appropriate.

Meeting Closed: 8.49pm.

Councillor Browne
TOWN MAYOR

BANK OUTGOINGS 05.01.2021				
<u>Date Paid</u>	<u>Payee Name</u>	<u>Cheque Ref</u>	<u>Amount Paid</u>	<u>Transaction Detail</u>
04.01.2021	Red5 Networks Ltd	DD275	£ 172.34	Telephone/Broadband December 2020 - Council Offices, DYCC and Sports Pavillion
04.01.2021	South Norfolk Council	DD276	£ 1,820.00	Waste Collections January to March 2021 - All Sites
05.01.2021	Allmake Motor Parts Ltd	Bacs0739	£ 163.67	Rear Indicator Cover & Bulbs - Ford Ranger
05.01.2021	Broadland Toilet Ltd	Bacs0740	£ 84.00	Supply/Fit New Diaphragm, Empty & Restock Cemetery Toilet
05.01.2021	Jackamans	Bacs0741	£ 5,104.80	Legal Charges for Mere's Mouth Toilet agreements for refurbishment and management (Final) and Kings Head Yard/Boardwalk easement relating to Wetherspoons development (partial).
05.01.2021	Mike Amiss Signs	Bacs0742	£ 118.00	Adding Mayor, Honoured Citizen and Junior Honoured Citizen to Boards in Cornhall
05.01.2021	Paul Rackham	Bacs0743	£ 2,100.00	7x Grave Digging November and December 2020
05.01.2021	Sonata Security Ltd	Bacs0744	£ 60.00	Replace batteries in Fire Alarm System during Annaul Servicing - Cornhall
05.01.2021	South Norfolk Council	Bacs0745	£ 3,544.56	Annual Dog Bin Charges (27 Bins)
05.01.2021	Stephanie Ayden	Bacs0746	£ 470.00	DDNP Project Management Time/Expenses 14.11.20 to 17.12.20
05.01.2021	TC Facilities Management Ltd	Bacs0747	£ 520.27	Monthly Cleaning of Park Toilets December 2020
05.01.2021	Zurich Municipal	Bacs0748	£ 105.38	Insurance for New Ride-on Lawnmower
07.01.2021	Barclays Bank Plc	B.Net	£ 20.00	Monthly Charges for use of Barclays.Net
08.01.2021	Ricoh (UK) Ltd	DD278	£ 1,001.43	Photocopier Rent January to March 2021
11.01.2021	S2 Computers Ltd	DD277	£ 568.54	IT Support & Software January 2021
18.01.2021	Anglian Water Business Ltd (National)	Bacs0749	£ 487.79	Water Supplied Oct 20-Jan 21 - Sports Pavillion, DYCC, Park Toilets & Market Place
18.01.2021	Cooleraid Ltd	Bacs0750	£ 18.60	2x Water Bottles - Maintenance Workshop
18.01.2021	Durrants	Bacs0751	£ 598.50	Legal Charges for Mere's Mouth Toilet professional advice ref refurbishment against specification given in December 2020.
18.01.2021	ESPO	Bacs0752	£ 189.36	Gas Supplied December 2020 - Council Office and DYCC
18.01.2021	Hillside Office Supplies Ltd	Bacs0753	£ 27.59	Stationery - Council Office
18.01.2021	Hitachi Capital (UK) Ltd (Natwest Bank)	Bacs0754	£ 419.25	Refund of Market Stallage due to Natwest Mobile Bank cancellations
18.01.2021	Lighting & Illumination Technology Experience Ltd	Bacs0755	£ 1,686.00	Final Installment of Christmas Lighting in Heritage Triangle for 2020
18.01.2021	P Cottrell	Bacs0756	£ 45.00	Window Cleaning January 2021 - DYCC
18.01.2021	SHEilds Ltd	Bacs0757	£ 528.00	NEBOSH General Certificate Course & Exam Registration - S.French
18.01.2021	Travis Perkins Trading Company Ltd	Bacs0758	£ 13.92	Bolts & Wahers for Town Bin Repairs
18.01.2021	Trustees Diss Museum	Bacs0759	£ 91.55	Reimburse Market Electricity Oct 20- Jan 21
20.01.2021	Barclaycard	Dec-20	£ 14.39	Zoom Subscription Dec 20-Jan 21
25.01.2021	Employees	BACS	£ 16,299.59	Salaries Month 10

28.01.2021	HM Revenue & Customs	BACS	£ 3,448.70	NI/PAYE Month 10
28.01.2021	The Alarm Company	Bacs0760	£ 119.45	Engineer Call-out & Repairs to Intruder Alarm - DYCC
28.01.2021	Alliance Disposables Ltd	Bacs0761	£ 301.64	Sanitary Products - Town/Park, Park WC, Council Office, DYCC and Sports Pavillion
28.01.2021	Black Dog Signs Ltd	Bacs0762	£ 258.00	2x Digitally Printed Overlay Signs for Diss Cemetery
28.01.2021	Collective Community Planning	Bacs0763	£ 2,520.00	Neighbourhood Plan Consultation charges November 2020
28.01.2021	LR Wyard-Scott Ltd	Bacs0764	£ 230.85	Van/Machinery Fuel Dec 20, Fuel for Mere Pump Dec 20
28.01.2021	Norse Commercial Servics Ltd	Bacs0765	£ 7,204.26	Ground Floor Kitchen Refurbishment - DYCC
28.01.2021	Pearce & Kemp Ltd	Bacs0766	£ 2,138.40	Final Installment of Christmas Lighting in Town for 2020
28.01.2021	P Cottrell	Bacs0767	£ 55.00	Window Cleaning January 2021 - Council Office and Museum / Bus Shelters Final for 2020
28.01.2021	Radii Skatepark Repairs	Bacs0768	£ 570.00	Annual Service and Repair to Skatepark Equipment
28.01.2021	Trade UK 6331640070878590	Bacs0769	£ 36.97	Padlock & Broom - Sportsground, Metal Watering Can - Cemetery
28.01.2021	Travis Perkins Trading Co Ltd	Bacs0770	£ 50.42	Bolts, Washers, Buckets & WD40 - General Use, Plumbing Parts - Cemetery
29.01.2021	Norfolk Pension Fund	Bacs	£ 5,660.89	Pension Contributions Month 10
29.01.2021	Diss CE Junior Academy PTA	BACS	£ 2,140.00	Grant Contribution
			£ 61,007.11	

02/02/2021

Diss Town Council

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Detailed Income & Expenditure by Budget Heading 01/01/2021

Month No: 10

Cost Centre Report

	Actual Current Mth	Actual Year To Date	Current Annual Bud	Variance Annual Total	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
100 Agency Services								
1000 Agency Services Income	0	3,119	3,044	(75)			102.5%	
Agency Services :- Income	0	3,119	3,044	(75)			102.5%	0
4000 NCC Grasscutting	0	71	400	329		329	17.7%	
Agency Services :- Indirect Expenditure	0	71	400	329	0	329	17.7%	0
Net Income over Expenditure	0	3,048	2,644	(404)				
120 Allotments								
1120 Allotment Rent	462	462	462	0			100.0%	
Allotments :- Income	462	462	462	0			100.0%	0
4020 Allotments - Insurance	0	26	26	0		0	98.8%	
Allotments :- Indirect Expenditure	0	26	26	0	0	0	98.8%	0
Net Income over Expenditure	462	436	436	(0)				
140 Amenities								
1140 Amenities Income	0	1,827	4,212	2,385			43.4%	
Amenities :- Income	0	1,827	4,212	2,385			43.4%	0
4040 Gardens/Floral Scheme	0	709	1,000	291	362	(71)	107.1%	
4060 Town/Park - R&R	4,285	24,283	27,000	2,717	100	2,617	90.3%	120
4061 Play Equipment R&R	0	(1,095)	2,000	3,095		3,095	(54.8%)	
4062 Boardwalk Maintenance	0	635	2,000	1,365		1,365	31.7%	
4065 Van Replacement	0	0	2,000	2,000		2,000	0.0%	
4070 Van x 2 Running Costs	304	1,680	3,500	1,820		1,820	48.0%	
4071 Van Insurance	0	1,024	1,019	(5)		(5)	100.5%	
4075 Tree Management	0	2,180	9,000	6,820		6,820	24.2%	
4085 Closed Churchyard - R&R	4	22	6,000	5,978		5,978	0.4%	
4090 Manorial Rights - R&R	2	4	500	496		496	0.9%	
4091 Duck Pellets	0	217	0	(217)		(217)	0.0%	
4095 Mere - Water/drainage	108	(117)	0	117		117	0.0%	
4100 Mere - Fountain	0	5	0	(5)		(5)	0.0%	
4101 Mere - Fountain Electricity	298	2,537	3,500	963		963	72.5%	
4102 Mere Fountain/Kiosk -Insurance	0	146	148	2		2	98.6%	
4110 Park - Water Rates	0	69	50	(19)		(19)	137.8%	
4115 Park - Electricity	48	507	650	143		143	78.0%	
4120 Mere's Mouth - Rent	0	100	100	0		0	100.0%	
4125 Mere's Mouth - Business Rates	0	424	420	(4)		(4)	101.0%	
4135 Mere's Mouth (resurfacing)	499	18,373	0	(18,373)		(18,373)	0.0%	18,373

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Detailed Income & Expenditure by Budget Heading 01/01/2021

Month No: 10

Cost Centre Report

	Actual Current Mth	Actual Year To Date	Current Annual Bud	Variance Annual Total	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
4140 Park - Insurance	0	1,658	1,767	109		109	93.8%	
Amenities :- Indirect Expenditure	5,547	53,360	60,654	7,294	462	6,832	88.7%	18,493
Net Income over Expenditure	(5,547)	(51,533)	(56,442)	(4,909)				
7000 plus Transfer from EMR	529	18,493						
Movement to/(from) Gen Reserve	(5,018)	(33,040)						
<u>145 Mini Recycling Centre Adopter</u>								
1150 Mini Recycling Adopter Payment	0	450	0	(450)			0.0%	
Mini Recycling Centre Adopter :- Income	0	450	0	(450)				0
Net Income	0	450	0	(450)				
<u>150 Bank Interest</u>								
1090 Interest Received	0	1,052	1,000	(52)			105.2%	
Bank Interest :- Income	0	1,052	1,000	(52)			105.2%	0
4202 Bank Charges	20	200	300	100		100	66.7%	
Bank Interest :- Indirect Expenditure	20	200	300	100	0	100	66.7%	0
Net Income over Expenditure	(20)	852	700	(152)				
<u>160 Capital Expenditure</u>								
4200 Capital Expenditure	0	22,683	53,808	31,125		31,125	42.2%	
Capital Expenditure :- Indirect Expenditure	0	22,683	53,808	31,125	0	31,125	42.2%	0
Net Expenditure	0	(22,683)	(53,808)	(31,125)				
<u>180 Cemetery</u>								
1180 Cemetery Interment/Chapel Fees	2,209	33,340	20,000	(13,340)			166.7%	
1185 Cemetery Memorial Fees	0	2,921	10,000	7,079			29.2%	
Cemetery :- Income	2,209	36,261	30,000	(6,261)			120.9%	0
4250 Cemetery - Grounds - R&R	558	7,808	17,780	9,972	250	9,722	45.3%	
4260 Cemetery - Chapels - R&R	0	17	18,878	18,861	150	18,711	0.9%	
4270 General Equipment	0	12,859	8,000	(4,859)	1,548	(6,406)	180.1%	12,000
4271 General Equipment Insurance	0	134	134	0		0	99.7%	
4272 Ride on Mower Insurance	0	389	391	2		2	99.6%	
4275 Cemetery - Water Rate	0	61	110	49		49	55.4%	
4280 Cemetery - Electricity	248	2,114	2,800	686		686	75.5%	
4285 Cemetery - Insurance	0	469	471	2		2	99.5%	
Cemetery :- Indirect Expenditure	806	23,850	48,564	24,714	1,948	22,766	53.1%	12,000
Net Income over Expenditure	1,402	12,410	(18,564)	(30,974)				
7000 plus Transfer from EMR	0	12,000						

Detailed Income & Expenditure by Budget Heading 01/01/2021

Month No: 10

Cost Centre Report

	Actual Current Mth	Actual Year To Date	Current Annual Bud	Variance Annual Total	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
Movement to/(from) Gen Reserve	1,402	24,410						
190 Cemetery Gravedigging								
1190 Cemetery Gravedigging Fees	900	11,276	0	(11,276)			0.0%	
Cemetery Gravedigging :- Income	900	11,276	0	(11,276)				0
4300 Cemetery Gravedigging Exp.	2,100	11,260	0	(11,260)		(11,260)	0.0%	
Cemetery Gravedigging :- Indirect Expenditure	2,100	11,260	0	(11,260)	0	(11,260)		0
Net Income over Expenditure	(1,200)	16	0	(16)				
200 Christmas Lights								
1230 Christmas Lights	0	0	50	50			0.0%	
Christmas Lights :- Income	0	0	50	50				0
4320 Christmas Lights	3,191	14,625	17,000	2,375		2,375	86.0%	
4322 Insurance re. Christmas Lights	0	75	73	(2)		(2)	102.8%	
Christmas Lights :- Indirect Expenditure	3,191	14,700	17,073	2,373	0	2,373	86.1%	0
Net Income over Expenditure	(3,191)	(14,700)	(17,023)	(2,323)				
220 Corn Hall								
4350 Corn Hall - Maint./R&R	168	8,691	14,500	5,809	716	5,093	64.9%	
4360 Corn Hall - Insurance	0	2,437	2,372	(65)		(65)	102.7%	
Corn Hall :- Indirect Expenditure	168	11,128	16,872	5,744	716	5,028	70.2%	0
Net Expenditure	(168)	(11,128)	(16,872)	(5,744)				
240 Council Properties								
1240 Office Rent/Service Charge	1,610	6,377	4,393	(1,984)			145.2%	
1250 Cemetery Bungalow Rent	375	3,750	4,504	754			83.3%	
Council Properties :- Income	1,985	10,127	8,897	(1,230)			113.8%	0
4400 Office R&R	273	4,543	4,000	(543)		(543)	113.6%	
4405 Office Building Maintenance	0	0	2,000	2,000		2,000	0.0%	
4410 Office Stairlift	0	0	770	770		770	0.0%	
4415 Cemetery Bungalow	0	150	760	610		610	19.7%	
4420 Electricity Testing 5 Yrly	0	0	500	500		500	0.0%	
4425 Health & Safety	135	3,289	1,500	(1,789)	70	(1,859)	223.9%	
4435 Pk Toilets Servicing	461	3,577	2,500	(1,077)	3,469	(4,545)	281.8%	
4445 Pk Toilets - Insurance	0	123	124	1		1	99.4%	
4450 Pk Toilet- Electricity	198	1,799	1,090	(709)		(709)	165.0%	

Detailed Income & Expenditure by Budget Heading 01/01/2021

Month No: 10

Cost Centre Report

	Actual Current Mth	Actual Year To Date	Current Annual Bud	Variance Annual Total	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
4455 Pk Toilets - B/Rates	0	2,745	2,719	(26)		(26)	100.9%	
4460 Pk Toilets - Water Rates	249	767	1,810	1,043		1,043	42.4%	
4465 Mere's Mouth Toilets	0	0	4,500	4,500	4,528	(28)	100.6%	
4470 DO NOT USE	0	0	0	0		0	0.0%	92,854
4475 Staff Uniforms/Replacements	0	0	600	600		600	0.0%	
Council Properties :- Indirect Expenditure	1,316	16,992	22,873	5,881	8,066	(2,185)	109.6%	92,854
Net Income over Expenditure	669	(6,866)	(13,976)	(7,110)				
7000 plus Transfer from EMR	0	92,854						
Movement to/(from) Gen Reserve	669	85,989						
<u>260 Diss Youth & Community Centre</u>								
1260 DYCC Hire Fees	6,620	19,305	21,807	2,502			88.5%	
Diss Youth & Community Centre :- Income	6,620	19,305	21,807	2,502			88.5%	0
4500 DYCC - Electricity	760	4,280	3,906	(374)		(374)	109.6%	
4505 DYCC - Gas	74	1,027	783	(244)		(244)	131.2%	667
4510 DYCC - Business Rates	0	5,190	5,106	(84)		(84)	101.6%	
4515 DYCC - Water Rates	122	336	710	374		374	47.3%	
4520 Licences - Music	0	0	267	267		267	0.0%	
4525 DYCC - Insurance	0	1,024	1,020	(4)		(4)	100.4%	
4530 Annual Service Costs	0	533	2,890	2,357		2,357	18.4%	
4540 DYCC - General R&R	231	4,198	9,500	5,302	486	4,816	49.3%	395
Diss Youth & Community Centre :- Indirect Expenditure	1,186	16,588	24,182	7,594	486	7,108	70.6%	1,062
Net Income over Expenditure	5,434	2,717	(2,375)	(5,092)				
7000 plus Transfer from EMR	0	1,062						
Movement to/(from) Gen Reserve	5,434	3,779						
<u>280 Administrative Overheads</u>								
1285 Photocopying Income	0	33	0	(33)			0.0%	
Administrative Overheads :- Income	0	33	0	(33)				0
4610 Council Office Business Rates	0	4,853	4,775	(78)		(78)	101.6%	
4615 Council Office - Gas	107	703	1,428	725		725	49.3%	
4620 Council Office - Electricity	77	729	1,288	559		559	56.6%	
4625 Council Office - Telephone	74	1,292	2,535	1,243		1,243	51.0%	
4630 Council Office - Insurance	0	832	840	8		8	99.1%	
Administrative Overheads :- Indirect Expenditure	258	8,410	10,866	2,456	0	2,456	77.4%	0
Net Income over Expenditure	(258)	(8,377)	(10,866)	(2,489)				

Detailed Income & Expenditure by Budget Heading 01/01/2021

Month No: 10

Cost Centre Report

	Actual Current Mth	Actual Year To Date	Current Annual Bud	Variance Annual Total	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
300 Grants								
4720 General Grants	2,140	8,140	20,000	11,860		11,860	40.7%	
4730 CCTV Costs	0	0	1,000	1,000	2,385	(1,385)	238.4%	
Grants :- Indirect Expenditure	2,140	8,140	21,000	12,860	2,385	10,476	50.1%	0
Net Expenditure	(2,140)	(8,140)	(21,000)	(12,860)				
310 Highways								
4785 Neighbourhood Plan	1,866	4,745	0	(4,745)		(4,745)	0.0%	33,285
Highways :- Indirect Expenditure	1,866	4,745	0	(4,745)	0	(4,745)		33,285
Net Expenditure	(1,866)	(4,745)	0	4,745				
7000 plus Transfer from EMR	6,116	20,165						
8001 less Transfer to EMR	750	13,120						
Movement to/(from) Gen Reserve	3,500	2,300						
320 Market								
1320 Market Stallage	6,522	23,179	25,191	2,012			92.0%	
Market :- Income	6,522	23,179	25,191	2,012			92.0%	0
4810 Market Place - Water Rates	20	65	63	(2)		(2)	103.3%	
4815 Market Place - Business Rates	0	2,794	2,750	(44)		(44)	101.6%	
4830 Market Expenditure	15	234	250	16		16	93.8%	
Market :- Indirect Expenditure	36	3,094	3,063	(31)	0	(31)	101.0%	0
Net Income over Expenditure	6,486	20,085	22,128	2,043				
330 HTP								
4745 HTP	0	490	0	(490)		(490)	0.0%	490
HTP :- Indirect Expenditure	0	490	0	(490)	0	(490)		490
Net Expenditure	0	(490)	0	490				
7000 plus Transfer from EMR	0	490						
Movement to/(from) Gen Reserve	0	0						
340 Promotion								
4840 Promotion	215	685	1,400	715		715	48.9%	
4845 Website/Intranet Hosting/Maint	10	974	400	(574)		(574)	243.4%	
Promotion :- Indirect Expenditure	225	1,658	1,800	142	0	142	92.1%	0
Net Expenditure	(225)	(1,658)	(1,800)	(142)				

Detailed Income & Expenditure by Budget Heading 01/01/2021

Month No: 10

Cost Centre Report

		Actual Current Mth	Actual Year To Date	Current Annual Bud	Variance Annual Total	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
<u>360</u>	<u>Precept</u>								
1076	Precept	0	560,548	560,548	0			100.0%	
	Precept :- Income	<u>0</u>	<u>560,548</u>	<u>560,548</u>	<u>0</u>			<u>100.0%</u>	<u>0</u>
	Net Income	<u>0</u>	<u>560,548</u>	<u>560,548</u>	<u>0</u>				
<u>370</u>	<u>General Expenditure</u>								
4600	Town Mayor's Allowance	0	0	1,485	1,485		1,485	0.0%	
4605	Ccl Members' Allowance & Exp	0	95	2,400	2,305		2,305	4.0%	
4635	Subscriptions	0	1,728	1,861	133		133	92.8%	
4640	Audit	0	2,445	2,500	55		55	97.8%	
4645	Training	465	2,388	3,000	612		612	79.6%	
4646	Liability Insurance	0	4,282	4,310	28		28	99.4%	
4651	Meeting Room Hire	0	0	1,500	1,500		1,500	0.0%	
4652	External Meeting Room	0	0	150	150		150	0.0%	
4655	Printing/Staty/Equip	1,024	9,514	13,100	3,586		3,586	72.6%	
4660	Postage	2	95	500	405		405	19.0%	
4665	Wages - General Admin.	13,295	127,134	178,949	51,815		51,815	71.0%	
4666	Wages - General Maint.	12,054	122,693	136,524	13,831		13,831	89.9%	3,636
4667	Staff Mileage	0	265	150	(115)		(115)	176.4%	
4675	Legal/Financial/Prof fees	4,254	5,754	3,500	(2,254)	500	(2,754)	178.7%	3,495
4680	Vacancy Advert	0	0	50	50		50	0.0%	
4690	HR Support	0	113	1,300	1,188		1,188	8.7%	
4992	Annual Town Meeting	0	0	425	425		425	0.0%	
	General Expenditure :- Indirect Expenditure	<u>31,095</u>	<u>276,506</u>	<u>351,704</u>	<u>75,198</u>	<u>500</u>	<u>74,698</u>	<u>78.8%</u>	<u>7,131</u>
	Net Expenditure	<u>(31,095)</u>	<u>(276,506)</u>	<u>(351,704)</u>	<u>(75,198)</u>				
7000	plus Transfer from EMR	1,995	7,131						
	Movement to/(from) Gen Reserve	<u>(29,100)</u>	<u>(269,374)</u>						
<u>375</u>	<u>Rechargeable</u>								
1280	Rechargeable Exp. Refunded	238	5,756	0	(5,756)			0.0%	
	Rechargeable :- Income	<u>238</u>	<u>5,756</u>	<u>0</u>	<u>(5,756)</u>				<u>0</u>
4685	Rechargeable Expenditure	98	4,491	0	(4,491)	90	(4,581)	0.0%	
4686	Wages-Rechargeable Expenditure	59	594	0	(594)		(594)	0.0%	
	Rechargeable :- Indirect Expenditure	<u>157</u>	<u>5,084</u>	<u>0</u>	<u>(5,084)</u>	<u>90</u>	<u>(5,174)</u>		<u>0</u>
	Net Income over Expenditure	<u>81</u>	<u>672</u>	<u>0</u>	<u>(672)</u>				

Detailed Income & Expenditure by Budget Heading 01/01/2021

Month No: 10

Cost Centre Report

	Actual Current Mth	Actual Year To Date	Current Annual Bud	Variance Annual Total	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
<u>380 S 137</u>								
4870 S 137 - Expenditure	0	19	30	12		12	61.7%	
S 137 :- Indirect Expenditure	<u>0</u>	<u>19</u>	<u>30</u>	<u>12</u>	<u>0</u>	<u>12</u>	<u>61.7%</u>	<u>0</u>
Net Expenditure	<u>0</u>	<u>(19)</u>	<u>(30)</u>	<u>(12)</u>				
<u>400 Sports Ground</u>								
1400 Sports Ground Hire Fees	1,434	4,317	8,725	4,408			49.5%	
Sports Ground :- Income	<u>1,434</u>	<u>4,317</u>	<u>8,725</u>	<u>4,408</u>			<u>49.5%</u>	<u>0</u>
4905 Floodlights - R&R	0	0	1,000	1,000		1,000	0.0%	
4915 General Sports Ground Maint.	608	3,799	2,905	(894)		(894)	130.8%	
4920 Ground Maintenance	2	1,684	5,104	3,420	260	3,160	38.1%	
4930 Sports Grnd-Water Rate	97	214	553	339		339	38.8%	
4935 Sports Ground - Electricity	408	3,623	2,988	(635)		(635)	121.3%	
4940 Sports Ground - Phone	12	131	561	430		430	23.4%	
4945 Sports Ground - Insurance	0	1,258	1,225	(33)		(33)	102.7%	
4955 Skateboard Pk - Insurance/Insp	0	472	459	(13)		(13)	102.7%	
Sports Ground :- Indirect Expenditure	<u>1,127</u>	<u>11,181</u>	<u>14,795</u>	<u>3,614</u>	<u>260</u>	<u>3,354</u>	<u>77.3%</u>	<u>0</u>
Net Income over Expenditure	<u>308</u>	<u>(6,864)</u>	<u>(6,070)</u>	<u>794</u>				
<u>420 Events</u>								
4760 Royal British Legion	0	50	800	750		750	6.3%	
4991 Other Events	0	20	450	430		430	4.4%	
4995 Communication Strategy	0	0	1,000	1,000		1,000	0.0%	
Events :- Indirect Expenditure	<u>0</u>	<u>70</u>	<u>2,250</u>	<u>2,180</u>	<u>0</u>	<u>2,180</u>	<u>3.1%</u>	<u>0</u>
Net Expenditure	<u>0</u>	<u>(70)</u>	<u>(2,250)</u>	<u>(2,180)</u>				
<u>425 Christmas Switch on Event</u>								
1235 Christmas Switch On Income	0	0	500	500			0.0%	
Christmas Switch on Event :- Income	<u>0</u>	<u>0</u>	<u>500</u>	<u>500</u>			<u>0.0%</u>	<u>0</u>
4990 Christmas Switch on Event	0	0	1,250	1,250		1,250	0.0%	
Christmas Switch on Event :- Indirect Expenditure	<u>0</u>	<u>0</u>	<u>1,250</u>	<u>1,250</u>	<u>0</u>	<u>1,250</u>	<u>0.0%</u>	<u>0</u>
Net Income over Expenditure	<u>0</u>	<u>0</u>	<u>(750)</u>	<u>(750)</u>				
<u>430 Carnival</u>								
1435 Carnival Income	0	51	9,305	9,254			0.5%	
Carnival :- Income	<u>0</u>	<u>51</u>	<u>9,305</u>	<u>9,254</u>			<u>0.5%</u>	<u>0</u>

Detailed Income & Expenditure by Budget Heading 01/01/2021

Month No: 10

Cost Centre Report

	Actual Current Mth	Actual Year To Date	Current Annual Bud	Variance Annual Total	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
4996 Carnival	0	59	9,231	9,172		9,172	0.6%	
Carnival :- Indirect Expenditure	0	59	9,231	9,172	0	9,172	0.6%	0
Net Income over Expenditure	0	(8)	74	82				
<u>440 Town Mayor's Charity</u>								
1440 Town Mayor's Charity	0	130	1,500	1,370			8.7%	
Town Mayor's Charity :- Income	0	130	1,500	1,370			8.7%	0
Net Income	0	130	1,500	1,370				
<u>460 CIL</u>								
1460 CIL - CIL Income	0	3,162	0	(3,162)			0.0%	
CIL :- Income	0	3,162	0	(3,162)				0
5000 CIL - Expenditure	6,004	2,177	0	(2,177)		(2,177)	0.0%	6,004
CIL :- Indirect Expenditure	6,004	2,177	0	(2,177)	0	(2,177)		6,004
Net Income over Expenditure	(6,004)	985	0	(985)				
7000 plus Transfer from EMR	6,004	6,004						
Movement to/(from) Gen Reserve	0	6,989						
<u>470 Streetlighting</u>								
4970 Streetlighting	0	95,360	14,500	(80,860)	14,022	(94,882)	754.4%	
Streetlighting :- Indirect Expenditure	0	95,360	14,500	(80,860)	14,022	(94,882)	754.4%	0
Net Expenditure	0	(95,360)	(14,500)	80,860				
Grand Totals:- Income	20,369	681,053	675,241	(5,812)			100.9%	
Expenditure	57,241	587,849	675,241	87,392	28,935	58,458	91.3%	
Net Income over Expenditure	(36,872)	93,204	0	(93,204)				
plus Transfer from EMR	14,643	158,198						
less Transfer to EMR	750	13,120						
Movement to/(from) Gen Reserve	(22,979)	238,282						

SUMMARY REPORT OF EARMARKED RESERVES 2020-21

Committee			EMR	Balance as at 1st April 2019	Less: Actual Year to date Expense	Balance	Add: Year to date receipts	Balance as at 31st January 2021
1	Executive	By-election	By-election costs	£ 5,000		£ 5,000		£ 5,000
2	Executive	Communications	Communication Strategy	£ 693		£ 693		£ 693
3	Executive	Events	Events	£ 1,329		£ 1,329		£ 1,329
4	Executive	Events	Christmas Lights switch on	£ -		£ -		£ -
5	Executive	Events	Carnival	£ 8,671		£ 8,671		£ 8,671
6	Executive	Legal	Legal/Financial Liabilities/VAT Advice	£ 4,542	£ 3,994	£ 548		£ 548
7	Executive	Staffing	Training/conference expenses	£ 6,690		£ 6,690		£ 6,690
8	Executive	Staffing	Wages- General Admin/General allocation-	£ 17,154	£ 3,636	£ 13,517		£ 13,517
9	Executive	Staffing	HR Support	£ 2,000		£ 2,000		£ 2,000
10	Executive	Staffing	Staff support	£ 2,723		£ 2,723		£ 2,723
12	Facilities	Cemetery	Cem Roads, Cem Monuments	£ 4,836		£ 4,836		£ 4,836
13	Facilities	Cemetery	Cemetery Chapels	£ 29,124		£ 29,124		£ 29,124
14	Facilities	Corn Hall	Corn Hall	£ 6,054		£ 6,054		£ 6,054
15	Facilities	Council Offices	Office Equipment	£ 273		£ 273		£ 273
16	Facilities	Council Offices	Council office	£ 11,919		£ 11,919		£ 11,919
17	Facilities	Council Offices	Building maintenance	£ 5,000		£ 5,000		£ 5,000
18	Facilities	DYCC	Van Replacement	£ -		£ -		£ -
19	Facilities	DYCC	Maintenance workshop	£ 4,287	£ 4,286	£ 0		£ 0
20	Facilities	DYCC	General Equipment	£ 10,619	£ 10,619	£ -		£ -
21	Facilities	DYCC	DYCC Grant received	£ 1,435	£ 208	£ 1,227		£ 1,227
22	Facilities	DYCC	DYCC	£ 3,556	£ 2,556	£ 1,000		£ 1,000
23	Facilities	Market	Maintenance Market	£ 10,143		£ 10,143		£ 10,143
24	Facilities	Mere	Mere water drainage	£ 5,325	£ 740	£ 4,585		£ 4,585
25	Facilities	Mere	Boardwalk	£ 5,777		£ 5,777		£ 5,777
27	Facilities	Mere	Maintenance Mere's Mouth (Resurfacing)	£ 7,000	£ 7,000	£ -		£ -
28	Facilities	Mere	Mere Fountain	£ 6,318		£ 6,318		£ 6,318
29	Facilities	Mere	Mere's Mouth Toilets	£ 11,000	£ 2,854	£ 8,146		£ 8,146
30	Facilities	Park	Park Improvements/General	£ 3,920		£ 3,920		£ 3,920
31	Facilities	Park	Town & Park	£ 3,017	£ 3,017	£ -		£ -
32	Facilities	Park	Play Equipment	£ 10,606		£ 10,606		£ 10,606
33	Facilities	Park	Park Toilets	£ 22,978		£ 22,978		£ 22,978
34	Facilities	SPG	Athletics maintenance	£ 11,931		£ 11,931		£ 11,931
35	Facilities	SPG	SPG Floodlights	£ 3,500		£ 3,500		£ 3,500
36	Facilities	SPG	SPG Pav maintenance	£ 3,920		£ 3,920		£ 3,920
37	Facilities	SPG	SPG - Skateboard Park	£ 5,000		£ 5,000		£ 5,000
38	Facilities	St Marys Churchyard	Closed churchyard repairs	£ 20,855		£ 20,855		£ 20,855
39	Facilities	The Entry	The Entry resurfacing	£ 1,631		£ 1,631		£ 1,631
40	Facilities	Facilities	Tree Management	£ 11,180		£ 11,180		£ 11,180

Committee			EMR	Balance as at 1st April 2019	Less: Actual Year to date Expense	Balance	Add: Year to date receipts	Balance as at 31st January 2021
44	HTP	HTP	HTP	£ 10,358	£ 490	£ 9,868		£ 9,868
41	Infrastructure	Infrastructure	Bus Shelters maintenance	£ 16,081	£ 120	£ 15,961		£ 15,961
45	Infrastructure	Infrastructure	Streetlights	£ 302,300	£ 92,854	£ 209,446		£ 209,446
46	Infrastructure	Infrastructure	Community Infrastructure Levy (CIL)	£ 52,594	£ 6,399	£ 46,195		£ 46,195
48	Infrastructure	Infrastructure	CCTV	£ 7,867		£ 7,867		£ 7,867
49	Infrastructure	Infrastructure	D&D Neighbourhood Plan	£ 10,483	£ 20,165	-£ 9,682	£ 12,370	£ 2,688
			TOTAL	£ 669,688	£ 158,938	£ 510,751	£ 12,370	£ 523,121

	% of EMR	Balance 2019/20	YTD Balance	Remaining Funds
Facilities	36%	£221,204.07	£189,923.76	85.86%
HTP	2%	£10,358.40	£9,868.40	95.27%
Infrastructure	54%	£389,325.36	£282,157.88	72.47%
Executive	8%	£48,800.59	£41,170.48	84.36%
TOTAL		£669,688.42	£523,120.52	78.11%

As per Balance Sheet January 2021	Current Year Working Balance	£ 90,704.00
	General Reserves	£ 377,714.00
	EMR	£ 523,121.00
	Total Funds	£ 991,539.00

	Streetlighting Funds Breakdown	
	Capital Reserves (ring fenced)	£ 204,445.59
	EMR General	£ 5,000.00
		£ 209,445.59



DISS TOWN COUNCIL

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Report Number:
40 / 2021

Report to:	Full Council
Date of Meeting:	17 th February 2021
Authorship:	RFO
Subject:	Internal Audit Report 2020-21 (Interim)

Introduction

1. The Council has received its interim internal audit from Auditing Solutions covering the period 1st April to 31st December 2020 (see Appendix). The report evaluates the effectiveness of its risk management, control and governance processes and considers internal auditing guidance for smaller authorities.
2. In a normal year, the internal audit would have taken place in October 2020 however due to the Covid-19 situation and personal circumstances of the Council's auditor, Auditing Solutions was unable to conduct the audit until January.
3. The Council should review the report and consider its recommendations for implementation into the Council's own activities.
4. The internal audit report summarises the work carried out, significant findings, agreed actions and recommendations.

Report Recommendations

5. Proposed actions for each of the recommendations are set out below.
6. Recommendation 1. The 10 pence "RFO adjustment" will be corrected appropriately.
7. R2. Further to a review with the accounting software providers, purchases made using the council credit card will be accounted for through the purchase ledger and payment settlement in the next month will be posted through the current account. The income and expenditure internal review document will be amended to include this guidance.
8. R3. When practicable the Council's Internal Controls Officer will be presented with the month end bank statements and cash books and submit evidence of his review including any anomalous entries to the council.
9. R4. A review of procedures to identify or disqualify the requirement for the certification/coding sheet to be produced with every payment voucher to reduce paper usage. The income and expenditure internal review document and the governance and management risk register will be updated accordingly.
10. R5. The appropriate action will be taken to remove the few "unmatched" income and credit note entries.

11. R6. The approved fees to be paid by the preschool for hire of the pavilion will be reviewed and ratified formally by the Council, in 2020/21 by the Executive committee as part of the internal controls review and in future years as part during the hire charges review by Full Council.
12. R7. Placement of surplus funds across a range of banking institutions will be considered in the Investment Strategy review due for presentation to the Executive committee in March 2021 as part of the internal controls review.

<p>Recommendation</p> <p>To approve the proposed actions as appropriate responses to the Council's internal audit report recommendations.</p>
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Diss Town Council

Internal Audit Report 2020-21 (Interim)

Stuart J Pollard

*Director
Auditing Solutions Ltd*

Background and Scope

Statute requires all town and parish councils to arrange for an independent internal audit examination of their accounting records and systems of internal control and for the conclusions to be reported each year in the Annual Governance and Accountability Return (AGAR).

This report sets out the work undertaken in relation to the 2020-21 financial year, during our interim review of the Council's records for the year, which was again undertaken remotely due to the ongoing Covid-19 situation and restrictions in mid / late January 2021. We wish to thank the RFO specifically and other staff for assisting the process, providing all necessary documentation in electronic format to facilitate commencement of our review for the year.

Internal Audit Approach

In undertaking our review, we have again had regard to the materiality of transactions and their susceptibility to potential mis-recording or misrepresentation in the year-end Statement of Accounts / AGAR. Our programme of cover is designed to afford assurance that the Council's financial systems remain robust and operate in a manner to ensure effective probity of transactions and to afford a reasonable probability of identifying any material errors or possible abuse of the Council's own and the national statutory regulatory framework. The programme is also designed to facilitate our completion of the 'Internal Audit Report' in the Council's AGAR, which requires independent assurance over a series of internal control objectives.

We hope to be able to conduct the final review on site in the spring / summer and will liaise with the RFO to determine the approach to be taken: the approach to be taken will obviously be dependent on the prevailing Covid situation at that time and the date when the accounts are "closedown" for the year.

Overall Conclusions

We are pleased to advise that, based on the work undertaken to date, adequate and effective internal control arrangements continue to operate with only a few issues identified requiring attention and appropriate action. Detail of those issues is set out in the following report with any resultant recommendations further summarised in the appended Action Plan: we ask that the report be presented to members and a formal response be provided in advance of our final visit / review to those recommendations indicating the actions taken and / or in hand at that time.

Detailed Report

Maintenance of Accounting Records & Bank Reconciliations

Our objective here is to ensure that the accounting records are being maintained accurately and currently and that no anomalous entries appear in cashbooks or financial ledgers. We note that the Council continues to maintain its accounting records using the RBS Rialtas Omega software with five bank accounts in place at Barclays, together with a Barclays credit card.

We have to date:

- Checked and agreed the opening trial balance with the 2019-20 closing Statement of Accounts and certified 2019-20 AGAR detail;
- Ensured that a full and effective cost centre and nominal account coding structure is in place;
- Ensured that the accounts remain ‘in balance’ at the present date (i.e., 31st December 2020);
- Checked and agreed details of transactions in the cashbook to bank statement detail for all cash books for April, May and November 2020 with no issues arising; and
- Checked that bank reconciliations are prepared routinely each month utilising the Omega software facility, verifying those on each account, including the Credit card as at 30th April and 31st December 2020.

Conclusions and recommendations

We are pleased to report that there are no significant concerns or issues arising in this area currently. However, we note that an “imbalance” of 10 pence is identified on the Current account bank reconciliation as at 31st December 2020 annotated as “RFO Adjust”. This should be cleared appropriately as soon as practicable.

We also note that, due to timing differences between making purchases using the credit card and settlement of the monthly credit card statement, the month-end credit card cashbook balance appears as an “uncleared” item on the reconciliation. The external auditors have picked this up on one or two other councils commenting adversely in their year-end audit certificate stating that “unpaid credit card balances at the year-end have been incorrectly included as reconciling items in the bank reconciliation”. As the funds have not physically been expended at the month-end and are, in a sense, a form of short-term” borrowing, in order to avoid a similar comment on the Council’s 2020-21 external audit certificate, we suggest that the following approach be taken.

All credit card expenses should, on the purchase date, be posted through the purchase ledger thereby effectively treating them as a creditor until such time as the monthly Card bill is received and effectively settled. We understand that this issue is due for discussion at the next Joint Practitioners’ Accounting Group meeting in early February and will advise the Council accordingly once we have received further advice on the accounting treatment to be applied to such transactions.

We are also pleased to note that, as required by the adopted Financial Regulations (Para 2.2 refers), bank reconciliations on each account are subjected to periodic independent member scrutiny and sign-off. Whilst not wishing to make the task too cumbersome, we suggest that, if not already in place, the reviewing members should also initial and date the underlying bank

statements and individual cashbook detail as evidence that the bank reconciliation values have been examined and agreed to the bank reconciliation detail. Any queries arising should also be formally documented (e.g., the above 10 pence anomaly should have generated a query).

We shall undertake further work in this area at our final visit, including verifying the accuracy of year-end bank reconciliations and the accurate disclosure of the combined cash and bank balances in the AGAR at Section 2, Box 8.

- R1. The 10 pence "RFO adjustment" reported on the December Current account bank reconciliation should be corrected appropriately.*
- R2. The need for a separate Credit card cashbook in Omega should be reviewed and possibly be closed with transactions entered in the purchase ledger on the date of purchase with the payment settlement in the next month posted accordingly through the Current account.*
- R3. If not already in place, the member reviewing bank reconciliations periodically should also be presented with the underlying month-end bank statements and cashbooks evidencing their review of the documents accordingly. Actions arising from any anomalous entries being queried should also be formally recorded.*

Review of Corporate Governance

Our objective here is to ensure that the Council has robust corporate governance documentation and processes in place and that, as far as we may reasonably be expected to ascertain (as we do not attend Council or Committee meetings), all meetings are conducted in accordance with the adopted Standing Orders and no actions of a potentially unlawful nature have been or are being considered for implementation.

We have commenced our review of the Council and standing committee minutes (with the exception of Planning) for the financial year to date examining those published on the Council's website to ensure that no issues exist or may be being considered by the Council that may have an adverse effect, through litigation or other causes, on the Council's future financial stability.

We note that Standing Orders (SOs) were last reviewed by Council at their meeting on 16th October 2019; also noting that they are due for further review by the Executive Committee in September 2022. The FRs were last reviewed by Council at their meeting in March 2020: we are pleased to note that both are in line with the latest NALC model documents with a financial limit of £25,000 recorded for formal tender action.

We noted the existence of financial procedures in last year's report and will examine the detail when we are next able to visit the Council reporting accordingly. Following our specific request, the RFO has provided a copy of the procedure document detailing the actions to be taken in processing official orders, checking invoices and releasing payments to traders. Obviously the Covid situation has reduced the opportunity for members to visit the Council offices and review physical documentation and, consequently the document has been revised to take account of these current exceptional circumstances.

We note that the external auditors completed their review of the 2019-20 AGAR issuing an unqualified opinion, but with two "except for" matters that will need to be taken account of when preparing and submitting the 2020-21 AGAR.

Conclusions

We are pleased to record that no issues have been identified in this area adversely affecting the Council's financial stability in the short, medium or longer term or that give cause for concern that the Council may either be considering, or have taken, decisions that might result in ultra vires expenditure being incurred. We shall continue to monitor the Council's approach to governance at future visits.

We are aware that NALC was due in early / mid 2020 to undertake a further review of and update both SOs and FRs to take account of the impact of our departure from the EU: this review has understandably been deferred due to the Covid situation and, as and when we are made aware of any revised documentation being promulgated, we will advise the Council accordingly.

Review of Expenditure

Our aim here is to ensure that: -

- Council resources are released in accordance with the Council's approved procedures and budgets;
- Payments are supported by appropriate documentation, either in the form of an original trade invoice or other appropriate form of document confirming the payment as due and/or an acknowledgement of receipt, where no other form of invoice is available;
- Members have met their fiduciary duties approving release of each payment in accordance with extant legislation;
- An appropriate order has been placed in each case where one would be anticipated;
- All discounts have been taken;
- The correct expense codes have been applied to invoices when processed; and
- VAT has been appropriately identified and coded to the control account for periodic recovery and that submissions have been returned to HMRC in a timely manner.

We have, as indicated above, examined the formal procedure document detailing the actions to be taken in raising orders, receiving, checking resultant invoices and the approval / release of payments, which we consider generally sound. However, inter alia, given current concerns over the deepening climate crisis, we suggest that consideration be given to the acquisition of a suitably designed rubber certification stamp to be placed on every invoice / payment docket: this would replace the need for the current additional authorisation paperwork being prepared and attached to each invoice and also serve to reduce the, albeit small, risk that invoices become detached from the authorisation documentation and are inadvertently processed for payment a second time: such a process also affords clear documentary evidence on the prime document that the appropriate and approved scrutiny and authorisation procedures have been followed.

We have, as in previous years, selected a sample of payments for review for compliance with the above criteria. In all, we have selected 40 individual payments in the year to early January 2021 including all those in excess of £2,000 plus every 40th transaction recorded in the cashbooks in the year to that date: our test sample totals £265,800 equating to 66% by value of non-pay related payments processed.

We are also pleased to note that VAT reclaims continue to be prepared quarterly and have ensured the accurate recovery of the final 2019-20 and first two quarters reclaims for 2020-21 from HMRC by reference to the relevant Omega control account.

Conclusions and recommendation

We are pleased to report that no significant concerns have been identified in this area of our review process: however, as indicated above, we suggest that in order to reduce the volume of paper in use (and the carbon imprint) consideration be given to acquiring a suitably designed rubber certification stamp replacing the need for further paper to be used.

R4. Consideration should be given to the acquisition of a suitably designed rubber certification stamp to be placed on each invoice / payment docket thereby reducing the need for a separate certification / coding sheet to be prepared and attached to each payment voucher.

Assessment and Management of Risk

Our aim here is to ensure that the Council has put in place appropriate arrangements to identify all potential areas of risk of both a financial and health and safety nature, whilst also ensuring that appropriate arrangements exist to monitor and manage those risks identified and to minimise the opportunity for their coming to fruition.

We note that the Council last reviewed their Risk Assessment document at a meeting on 17th April 2019 and understand that the RFO is due to review the document in the near future presenting any revisions to the Council for adoption at the February 2021 meeting: consequently, we will review the outcome at our final visit / review reporting our findings accordingly.

We have examined the Council's insurance policy with Zurich running to 31st March 2021, to ensure that appropriate cover is in place, noting that Public and Employer's Liability cover both stand at £10 million, together with Fidelity Guarantee cover at £500,000, Hirer's Liability at £2 million and Business Interruption – Loss of Revenue cover at £97,636 all of which we consider appropriate for the Council's present requirements.

We also noted in last year's report that all Council owned playgrounds continued to be inspected regularly with the appropriate paperwork being retained by the Maintenance Manager. Due to our non-attendance at the Council offices, we have not checked the position as it stands for 2020-21, but will do so at a future review visit.

Conclusions

We are pleased to report that no issues have been identified in this area of our review process warranting formal comment or recommendation. We will, as indicated above, monitor the Council's risk management processes and documentation at future visits / reviews.

Budgetary Control and Reserves

Our objective here is to ensure that the Council has a robust procedure in place for identifying and approving its future budgetary requirements and the value of precept to be drawn down from the District Council: also, that an effective reporting and monitoring process is in place. Additionally, we aim to ensure that the Council retains appropriate funds in general and earmarked reserves to

finance its ongoing spending plans, whilst retaining appropriate sums to cover any unplanned expenditure that might arise.

This review visit occurred in advance of members' formal and final deliberations on the budgetary and precept requirements for 2020-21: we shall consequently review the outcome of those deliberations at our final visit / review.

We are pleased to note that members continue to be provided with regular management accounting information based on reports generated by the Omega accounting system: we have reviewed the latest report (as at 31st December 2020) with no unanticipated or other significant variances identified warranting further comment or explanation.

Conclusions

We are pleased to record that no issues have been identified in this area warranting formal comment or recommendation at the present time. We will at our final review / visit, examine the outcome of members' deliberations on the 2021-22 budget and precept, also re-examining the final budget outturn seeking appropriate explanations for any further significant variations that may arise also considering the ongoing appropriateness of the Council's reserves to meet revenue spending and development aspirations.

Review of Income

In this area of our review, we aim to ensure that income due to the Council is identified, invoiced (where applicable) and recovered at the appropriate rate and within a reasonable time scale; also, that it is banked promptly in accordance with the Council's Financial Regulations. The Council receives income from a variety of sources in addition to the annual Precept, including recoverable VAT, burial and associated fees, allotment rents, hall hire, markets, and bank interest.

We are pleased to note that variable fees continue to be considered annually and, where deemed appropriate increased accordingly.

As part of this interim review, we have checked detail of a sample of ten interments in the summer of 2020, as recorded sequentially in the formal Burial Register, ensuring that all entries are supported by appropriately completed undertakers' applications and legally required burial / cremation certificates and that the correct fee has been invoiced and payment been received accordingly in a timely manner.

We have also commenced examination of a sample of bookings at the Sports Field and Pavilion, selecting those for November 2020 and reviewing the resultant invoices: we note that Merryfields Playschool hire the pavilion daily and are invoiced monthly in arrears, whilst other hirers are generally invoiced seasonally. Due to the impact of Covid and the need for the Finance / Admin Assistant to check usage in the light of Covid restrictions before invoicing, neither Scole Lads nor Diss Athletics Club who had bookings in November have as yet been invoiced.

In checking the two invoices raised covering November usage of the pavilion by the Playschool, we note that a daily fee of £28.83 is charged, which we now understand is based on an agreed percentage charge of the approved Fees and Charges. This agreement, we understand dates back a few years and, consequently, we suggest that it is formally ratified by the Council at least once every other year.

We have also reviewed detail of the Sales Ledger Unpaid Debtors Report as at 31st December 2020, noting a few anomalies, as follows: -

- there are two entries (invoice and settlement) for LES901 dating back to May 2018 showing a 20 pence overpayment: these should be cleared from the system;
- a minor underpayment of 1 penny from ADU901 is recorded on an April 2019 invoice which, given the small amount involved, we suggest is written-off;
- A credit note for SNC901 of £130.00 on 19th December 2019 is listed for which no corresponding invoice appears to have been raised: this should be cleared appropriately from the database, unless repayment is due to the hirer; and
- A further four credit notes were issued prior to 31st March 2020, which should be cleared / matched against appropriate payments as soon as practicable.

Finally, in this area, we have examined the detailed income transaction reports in Omega for the year to 31st December 2020 to check that, as far as we are reasonably able (as many entries refer purely to “Sales Ledger” detail), income due has been received and coded to the appropriate nominal income code.

Conclusions and recommendation

We are pleased to report that no significant issues have been identified in this area of our review process currently other than in relation to the long-standing under or over paid invoices and “unmatched” (to invoices) credit notes dated prior to 31st March 2020.

We will undertake further work at our final review, following up on the one or two outstanding issues above and updating our year-on-year analysis of income across the various nominal account headings, detail of which will be fed into the planning of future year reviews.

R5. *Appropriate action should be taken to remove the few “unmatched” income and credit note entries in the Sales Ledger where the cost of recovery, etc would outweigh any underpayment received.*

R6. *The previously agreed percentage of approved fees to be paid by the Preschool for hire of the pavilion should be reviewed and be ratified formally by the Council at least once every other year.*

Petty Cash Account and Credit Cards

The Council does not operate a petty cash account: we have made previous reference to the need to “tidy-up” the recording of credit card transactions earlier in this report. other than the bank account, to which the Town Clerk and RFO are signatories.

Review of Staff Salaries

In examining the Council’s payroll function, we aim to confirm that extant legislation is being appropriately observed as regards adherence to the requirements of HMRC with regard to the deduction and payment over of income tax and NI contributions, together with meeting the requirements of the local government pension scheme. We note that the Council approved implementation of the 2020-21 national pay award with the increased salaries paid in September 2020, together with arrears backdated to 1st April 2020.

Consequently, we have: -

- As part of our 2019-20 review, examined the Council's payroll preparation procedures using the Sage payroll software, which we considered sound;
- Checked to ensure that the Council has reviewed and approved appropriate pay scales for staff;
- Checked and agreed the computation of staff gross pay for September and October 2020, also ensuring the accurate calculation of arrears paid with the September 2020 salaries;
- Ensured that the appropriate tax and NI deductions have been applied for the same two months by reference to the relevant HMRC deduction tables;
- Ensured that the appropriate percentage pension deductions for staff contributing to the Local Government Scheme are being applied; and
- Verified the accurate payment of net pay to employees in relation to the two months' payroll detail.

Conclusions

We are pleased to report that no issues have been identified in this area of our review process warranting formal comment or recommendation.

Investments and Loans

Our objectives here are to ensure that the Council is "investing" surplus funds, be they held temporarily or on a longer term basis in appropriate banking and investment accounts; that an appropriate investment policy is in place; that the Council is obtaining the best rate of return on any such investments made; that interest earned is brought to account correctly and appropriately in the accounting records and that any loan repayments due to or payable by the Council are transacted in accordance with appropriate loan agreements.

We are pleased to note that the Council has formally reviewed its Investment policy re-adopting the document at its March 2020 meeting. The Council does not have any long-term investments holding a significant proportion of its funds in a Barclays 'Base Rate Reward' account which pays interest on a regular basis.

As the Council will probably be aware, the Government Compensation Scheme only guarantees reimbursement of up to £85,000 for any banking institution should any bank "fail". With funds totalling almost £1 million on deposit with Barclays, the Council is at a significant degree of risk should, albeit unlikely, Barclays "fail". Consequently, we suggest that the Council should consider alternative sources of deposit for its surplus funds, thereby reducing to an extent, the degree of risk it could be exposed to.

Whilst we cannot act as financial advisors, several of our clients have placed funds with CCLA which has traditionally, also offered a better interest rate of return than most High St banks.

We have checked and agreed the two instalment repayments of the Council's PWLB loans in the year to date as part of our aforementioned payment sample by reference to their third-party direct debit advice notes.

Conclusions and recommendation

As indicated above, we suggest that the Council should consider reducing the potential risk of loss should Barclays “fail”, diversifying the placement of surplus funds across other banking institutions.

We shall undertake further work in this area at our final visit ensuring that the accurate disclosure of the year-end residual loan liability by reference to detail contained on the UK Debt Agency website.

R7. The Council should consider the placement of surplus funds across a range of banking institutions in order to minimise the risk of loss should Barclays “fail”.

Rec. No.	Recommendation	Response
Review of Accounting Arrangements and Bank Reconciliations		
R1	The 10 pence "RFO adjustment" reported on the December Current account bank reconciliation should be corrected appropriately.	
R2	The need for a separate Credit card cashbook in Omega should be reviewed and possibly be closed with transactions entered in the purchase ledger on the date of purchase with the payment settlement in the next month posted accordingly through the Current account.	
R3	If not already in place, the member reviewing bank reconciliations periodically should also be presented with the underlying month-end bank statements and cashbooks evidencing their review of the documents accordingly. Actions arising from any anomalous entries being queried should also be formally recorded.	
Review of Corporate Governance		
R4	Consideration should be given to the acquisition of a suitably designed rubber certification stamp to be placed on each invoice / payment docket thereby reducing the need for a separate certification / coding sheet to be prepared and attached to each payment voucher.	
Review of Income		
R5	Appropriate action should be taken to remove the few "unmatched" income and credit note entries in the Sales Ledger where the cost of recovery, etc would outweigh any underpayment received.	
R6	The previously agreed percentage of approved fees to be paid by the Preschool for hire of the pavilion should be reviewed and be ratified formally by the Council at least once every other year.	
Investments & Loans		
R7	The Council should consider the placement of surplus funds across a range of banking institutions in order to minimise the risk of loss should Barclays "fail".	

**DISS TOWN COUNCIL**

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Report Number:

41 / 2021

Report to:	Full Council
Date of Meeting:	17 th February 2021
Authorship:	Town Clerk
Subject:	Strategy Plan

Introduction

1. As resolved at the January meeting of Full Council, the Strategy Action Group has reviewed the Strategy Action Plan document.
2. Attached at Appendix A is the revised spreadsheet, which has been sorted by columns A, B & C so each committee can view the list of actions required to achieve the objectives.

Strategy Action Plan

3. All changes are emboldened and consist mainly of revised dates for completion given resource requirements or the impact of Covid-19 (new column at J).
4. Several actions have been allocated to members only where it is felt that councillors have the knowledge and skills to carry out the task(s) and / or where Officers are already allocated to other tasks. See rows 55 and 66.
5. There are also several actions that have been identified as requiring the input of members. These are 23, 39 and 40.
6. It should be noted that the Strategy Action Plan spreadsheet is a working document which will continually evolve. New actions may be added to achieve objectives and dates may have to change depending on available resources. The current timeframes in column D are deemed realistic as at the start of the Plan but it is important that members and officers are not expected to juggle an unreasonable number of actions / objectives at any one time as the Plan progresses.

Strategy Plan

7. Once the Action Plan has been agreed and subject to further changes required as described above, the Council should consider how it would like the final Strategy Plan document to look and feel.

8. It will be published on the Council's website as one of its key strategic documents and it has been agreed that it will be shared with the electorate at the Annual Town Meeting scheduled for the end of April.
9. It therefore needs to be accessible, easy to understand, engaging and professional.
10. Three examples of Strategy Plan documents from other Town Councils are presented at Appendices B-D so that members can consider the elements they would like to see in the Council's Strategy Plan.
11. The first draft of the Plan should be available to the March meeting of Council with revisions made for adoption at the April meeting of Council and ready for dissemination at the Annual Town Meeting.

Recommendations

1. To appoint members to an Action Group to consider ways of improving in-house cleaning methods in the town centre
2. To appoint members to an Action Group to work on improvements to the water quality of the Mere to make the Mere safer and increase visitor footfall.
3. To approve the Strategy Action Plan as a working document
4. To approve the elements of a Strategy Plan for inclusion in the Council's draft Strategy Plan for review at the March meeting of Council.

Diss Town Council Strategy Action Plan 2021-2022

Appendix A

	A	B	C	D	E	F	G	H	I	J
No.	Priority Number	SMART Objectives, (relates to WHAT we want to achieve and must be Specific, Measurable, Achievable, Relevant & Timely)	How will we achieve these objectives?	When will we achieve these objectives? N.B. Consider timeframe for each of the steps to achieve the overall objective(s)	Who will achieve these objectives? Staff member	Who will achieve these objectives? Other (contractor / cllr / local authority)	What costs will be incurred for each of the steps / objectives?	How will we measure whether we have achieved each step / objective(s)?	Any other comments	COVID Impact
1	Priority 1 of 5: Town Cleanliness (Infrastructure Committee)	A. To reduce the number of cigarette ends in the town centre by 50% from March 2021 to Summer 2022	1. Quantify the number of cigarette ends in the town centre of Diss as baseline data	Feb-21	DepClerk / Maint Man		Staffing costs	A total figure of cigarette ends in square metres	Is the objective realistic? What about the timing versus the above objective?	
2	Priority 1 of 5: Town Cleanliness (Infrastructure Committee)	A. To reduce the number of cigarette ends in the town centre by 50% from March 2021 to Summer 2022	2. Work with local cafés and pubs to understand issues and explore possible solutions	Apr-21	DepClerk	Infrastructure committee member	Staffing costs / member time	Notes / outcomes from discussions		Easier once the lockdown has been lifted
3	Priority 1 of 5: Town Cleanliness (Infrastructure Committee)	A. To reduce the number of cigarette ends in the town centre by 50% from March 2021 to Summer 2022	3. Consider providing receptacles for businesses to place on their properties for disposing of cigarette butts	Jul-21	DepClerk	Infrastructure committee	£500	Location plan of receptacles for disposing of cigarette butts		
4	Priority 1 of 5: Town Cleanliness (Infrastructure Committee)	A. To reduce the number of cigarette ends in the town centre by 50% from March 2021 to Summer 2022	4. Review specification for cleaning equipment to ensure it can sweep up cigarette butts	Feb-21	DepClerk / Maint Man		Staffing costs	Copy of specification	SNC newly purchased path cleaners collect cigarette butts.	
5	Priority 1 of 5: Town Cleanliness (Infrastructure Committee)	A. To reduce the number of cigarette ends in the town centre by 50% from March 2021 to Summer 2022	5. Ensure the cleaning rota(s) incorporate all heavily soiled areas with cigarette butts	April-21 When road and path sweeper schedules are prepared - date requested from SNC.	DepClerk / Maint Man		Staffing costs	Copy of cleaning rota		
6	Priority 1 of 5: Town Cleanliness (Infrastructure Committee)	A. To reduce the number of cigarette ends in the town centre by 50% from March 2021 to Summer 2022	6. Work with District Council's Community Protection Team to carry out enforcement, issuing FPN tickets for the offence of littering	July-21 SNC CPT only doing emergency call-outs	DepClerk / Admin		Staffing costs	No. of FPN tickets issued	Links to objective below also.	
7	Priority 1 of 5: Town Cleanliness (Infrastructure Committee)	A. To reduce the number of cigarette ends in the town centre by 50% from March 2021 to Summer 2022	7. Conduct a media campaign in conjunction with above	May-21	DepClerk / Marketing		Staffing costs	No. of press releases / web visits / social posts / likes, reach and shares.		Tie in with re-opening of high streets
8	Priority 1 of 5: Town Cleanliness (Infrastructure Committee)	B. To reduce the quantity of other litter including dog waste in the town centre by 20% from Spring 2021 to Summer 2022	1. Quantify the amount of litter on ground collected by Maintenance Team / SNC at start of programme	Feb-21	DepClerk / Maint Man		Staffing costs	A total figure of litter collected in square metres for maintenance team and SNC		
9	Priority 1 of 5: Town Cleanliness (Infrastructure Committee)	B. To reduce the quantity of other litter including dog waste in the town centre by 20% from Spring 2021 to Summer 2022	2. Review number of litter bins, location, capacity versus used space & frequency of emptying to determine appropriateness given usage (check last review)	Jul-21	DepClerk / Maint Man		Staffing costs	A location plan of all bins has been prepared.	Review complete & 4 litter and 8 dog bins removed reducing costs. Review of litter bin capacity to be undertaken post pandemic.	
10	Priority 1 of 5: Town Cleanliness (Infrastructure Committee)	B. To reduce the quantity of other litter including dog waste in the town centre by 20% from Spring 2021 to Summer 2022	3. Review use of 'normal' bins for dog waste to reduce costs	Complete	DepClerk / Maint Man		Staffing costs	Costs savings £800 per year	Links to Executive committee priority of reducing costs.	
11	Priority 1 of 5: Town Cleanliness (Infrastructure Committee)	B. To reduce the quantity of other litter including dog waste in the town centre by 20% from Spring 2021 to Summer 2022	4. Move, remove or purchase additional bins to satisfy P1B3	Jul-21	DepClerk / Maint Man		£500	A revised location plan showing changes		
12	Priority 1 of 5: Town Cleanliness (Infrastructure Committee)	B. To reduce the quantity of other litter including dog waste in the town centre by 20% from Spring 2021 to Summer 2022	5. Empty the more used bins more frequently to encourage usage and monitor usage	May-21	Maint Man / Maintenance		Staffing costs	Revised bin emptying schedule		
13	Priority 1 of 5: Town Cleanliness (Infrastructure Committee)	B. To reduce the quantity of other litter including dog waste in the town centre by 20% from Spring 2021 to Summer 2022	6. Install signage on bins asking residents to contact DTC when the bins are full	May-21	Marketing / Maintenance		£100	Photo of sample bin with signage		
14	Priority 1 of 5: Town Cleanliness (Infrastructure Committee)	B. To reduce the quantity of other litter including dog waste in the town centre by 20% from Spring 2021 to Summer 2022	7. Work with District Council's Community Protection Team to carry out enforcement, issuing FPN tickets for the offence of dog fouling	July-21 SNC CPT only doing emergency call-outs	DepClerk / Admin		Staffing / Admin costs	No. of FPN tickets issued	N.B. SNC now has powers to fine for dog fouling within fenced play areas.	
15	Priority 1 of 5: Town Cleanliness (Infrastructure Committee)	B. To reduce the quantity of other litter including dog waste in the town centre by 20% from Spring 2021 to Summer 2022	8. Liaise with Diss Youth Group / Council for input regarding helping the environment campaigns via schools	May-21	DepClerk	Infrastructure committee KM / MG?	Staffing costs / member time	Report on outcomes & plan of helping the environment campaign for schools		

Diss Town Council Strategy Action Plan 2021-2022

	A	B	C	D	E	F	G	H	I	J
No.	Priority Number	SMART Objectives, (relates to WHAT we want to achieve and must be Specific, Measurable, Achievable, Relevant & Timely)	How will we achieve these objectives?	When will we achieve these objectives? N.B. Consider timeframe for each of the steps to achieve the overall objective(s)	Who will achieve these objectives? Staff member	Who will achieve these objectives? Other (contractor / cllr / local authority)	What costs will be incurred for each of the steps / objectives?	How will we measure whether we have achieved each step / objective(s)?	Any other comments	COVID Impact
16	Priority 1 of 5: Town Cleanliness (Infrastructure Committee)	B. To reduce the quantity of other litter including dog waste in the town centre by 20% from Spring 2021 to Summer 2022	9. Conduct a media campaign	Jun-21	DepClerk / Marketing		Staffing costs	No. of press releases / web visits / social posts / likes, reach and shares.	Links to both objectives above requiring coordinated campaign regarding protecting the environment linked to Climate Change campaign	
17	Priority 1 of 5: Town Cleanliness (Infrastructure Committee)	C. To reduce the quantity of pigeon faeces in the town centre of Diss by 50% from January 2021 to Summer 2022	1. Quantify the amount of pigeon faeces in the town centre of Diss as baseline data	Feb-21	DepClerk / Maint Man		N/A	A total figure of pigeon faeces in square metres,	Cross reference to other committees / objectives?	
18	Priority 1 of 5: Town Cleanliness (Infrastructure Committee)	C. To reduce the quantity of pigeon faeces in the town centre of Diss by 50% from January 2021 to Summer 2022	2. To continue to rehome pigeons safely on a twice-yearly basis	March-21 The pigeon rehoming centre is full. DepTC investigating whether there is space in Thetford.	DepClerk	Contractor	£750 per annum	Bookings for contractor Number of pigeons in town centre	Timing versus other priorities / objectives	
19	Priority 1 of 5: Town Cleanliness (Infrastructure Committee)	C. To reduce the quantity of pigeon faeces in the town centre of Diss by 50% from January 2021 to Summer 2022	3. To continue to publicise responsible wildlife feeding (press release / website / Diss Matters)	Jun-21	DepClerk / Marketing		£500 new wildlife display boards around Mere / Park	No. of posts / followers / shares / webpage views / press articles	Also need to update wildlife boards. Critical success factors e.g. buy-in from external parties. Links to water quality management plan.	
20	Priority 1 of 5: Town Cleanliness (Infrastructure Committee)	C. To reduce the quantity of pigeon faeces in the town centre of Diss by 50% from January 2021 to Summer 2022	4. To install bird feeders on Mere's Mouth / Park to encourage responsible feeding	Jun-21	DepClerk	Contractor	Up to £1k (contractor has agreed to finance feeders, fill & maintain but not materialised)	No. of sales from bird feeders	Prior to summer season	
21	Priority 1 of 5: Town Cleanliness (Infrastructure Committee)	C. To reduce the quantity of pigeon faeces in the town centre of Diss by 50% from January 2021 to Summer 2022	4. Work with District Council to consider ways of improving town centre cleanliness	April-21 When road and path sweeper schedules are prepared - date requested from SNC.	DepClerk	SNC / Chair of Infrastructure	N/A	Photos of town centre before & after - Feedback from traders, residents and visitors of Diss	Maintenance team collaborating with SNC sweeper team to blow out rubbish from underneath planters etc. on Mere Street for the street cleaner to go along and collect. Also requested copy of schedule for Diss and increased frequency of cleaning over capacity.	
22	Priority 1 of 5: Town Cleanliness (Infrastructure Committee)	C. To reduce the quantity of pigeon faeces in the town centre of Diss by 50% from January 2021 to Summer 2022	5. Work with local businesses to support them in keeping their premises clean and well maintained	Jul-21	DepClerk	Action Group of members / representative local business	Unknown	No. of well-maintained and clean shop fronts at end of period vs existing		Post pandemic given access & financial situation. Some businesses paid for hawk flying initiative.
23	Priority 1 of 5: Town Cleanliness (Infrastructure Committee)	C. To reduce the quantity of pigeon faeces in the town centre of Diss by 50% from January 2021 to Summer 2022	6. D38 (further to SNC liaison & equipment purchase, look to compliment this)	May-21 This will not be possible until SNC schedules & confirmation of cleaning frequency have been provided	DepClerk / Maint Man	SNC / Action Group of cllrs	Up to £25k depending on SNC purchase	Quality vs quantity of cleaning	Maintenance team collaborating with SNC sweeper team to blow out rubbish from underneath planters etc. on Mere Street for the street cleaner to go along and collect.	
24	Priority 2 of 5: Diss and District Neighbourhood Plan (Infrastructure Committee)	A. To gain a majority community support (51% or more from at least 21 residents) for the Diss & District Neighbourhood Plan by Spring 2022 to ensure it becomes planning policy for the area and allows the community to influence land development	1. Write draft of Plan to include consultation feedback and submit to District Council	May-21		DDNPSG	£2,800 DTC contribution towards plan completion	Submission of plan and receipt by District Council		
25	Priority 2 of 5: Diss and District Neighbourhood Plan (Infrastructure Committee)	A. To gain a majority community support (51% or more from at least 21 residents) for the Diss & District Neighbourhood Plan by Spring 2022 to ensure it becomes planning policy for the area and allows the community to influence land development	2. Oversee completion of the Site Environmental Assessment (SEA)	May-21		Consultants / DDNPSG				

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26	Priority 2 of 5: Diss and District Neighbourhood Plan (Infrastructure Committee)	A. To gain a majority community support (51% or more from at least 21 residents) for the Diss & District Neighbourhood Plan by Spring 2022 to ensure it becomes planning policy for the area and allows the community to influence land development	3. Work with District Council to publish and consult on draft Plan	May-21				Number of web visits to plan consultation / social media posts – likes / shares / reach / enquiries		
27	Priority 2 of 5: Diss and District Neighbourhood Plan (Infrastructure Committee)	A. To gain a majority community support (51% or more from at least 21 residents) for the Diss & District Neighbourhood Plan by Spring 2022 to ensure it becomes planning policy for the area and allows the community to influence land development	4. Arrange for independent examination	July-21						
28	Priority 2 of 5: Diss and District Neighbourhood Plan (Infrastructure Committee)	A. To gain a majority community support (51% or more from at least 21 residents) for the Diss & District Neighbourhood Plan by Spring 2022 to ensure it becomes planning policy for the area and allows the community to influence land development	5. Arrange Referendum	Jul-21				No. of residents supporting the plan at referendum		
29	Priority 2 of 5: Diss and District Neighbourhood Plan (Infrastructure Committee)	A. To gain a majority community support (51% or more from at least 21 residents) for the Diss & District Neighbourhood Plan by Spring 2022 to ensure it becomes planning policy for the area and allows the community to influence land development	6. Use Plan	Jan-22				Future developments versus plan		
30	Priority 3 of 5: Facilities Management Programme (Facilities Committee)	A. To produce an approved supplier list to deliver better value and enhance supplier relations with the Council by July 2021.	1. Work alongside Council contractors and suppliers to produce an approved supplier list.	Apr-21	Maint Man / DepClerk		Staffing costs	An approved supplier list will be available for all staff to utilise.	Linked to Priority 5 A2	
31	Priority 3 of 5: Facilities Management Programme (Facilities Committee)	A. To produce an approved supplier list to deliver better value and enhance supplier relations with the Council by July 2021.	2. To create a form for all approved suppliers to complete.	Apr-21	Admin		Staffing costs	Form will have been created.		
32	Priority 3 of 5: Facilities Management Programme (Facilities Committee)	A. To produce an approved supplier list to deliver better value and enhance supplier relations with the Council by July 2021.	3. To ensure that all insurances for suppliers are kept on file and up to date.	Jun-21	Maint Man / Admin		Staffing costs	All insurance details will be held on file.		
33	Priority 3 of 5: Facilities Management Programme (Facilities Committee)	A. To produce an approved supplier list to deliver better value and enhance supplier relations with the Council by July 2021.	4. To continue to add to the supplier list to ensure value for money.	Dec-21	Maint Man		Staffing costs	List is updated	Suggested review date then annually thereafter?	
34	Priority 3 of 5: Facilities Management Programme (Facilities Committee)	A. To produce an approved supplier list to deliver better value and enhance supplier relations with the Council by July 2021.	5. Monitor the supplier list and insurances to ensure all information is kept up to date.	Dec-21	Maint Man / Admin		Staffing Costs	List updated.	Suggested review date then annually thereafter?	
35	Priority 3 of 5: Facilities Management Programme (Facilities Committee)	A. To produce an approved supplier list to deliver better value and enhance supplier relations with the Council by July 2021.	6. Create a spreadsheet detailing suppliers, including name, address, email, tel no, contact details and insurance details if relevant.	Jun-21	DepClerk / Admin		Staffing costs	Spreadsheet is created.		
36	Priority 3 of 5: Facilities Management Programme (Facilities Committee)	B. To create an asset/facility management programme to forward budget more effectively and make cost efficiencies by Jan 2022.	1. Produce a site-specific plan for each facility, which integrates onsite factors that need to be considered and managed to mitigate associated risk to our assets	Jul-21	Maint Man / DepClerk / RFO		Staffing costs	A plan will be created of all facilities, which will include work that needs to be completed on all sites to mitigate future risk of failure.		

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37	Priority 3 of 5: Facilities Management Programme (Facilities Committee)	B. To create an asset/facility management programme to forward budget more effectively and make cost efficiencies by Jan 2022.	2. Produce a schedule of works for each site.	Sep-21	Maint Man / Admin		Staffing costs	Calendar is produced with a works schedule for each site.		
38	Priority 3 of 5: Facilities Management Programme (Facilities Committee)	B. To create an asset/facility management programme to forward budget more effectively and make cost efficiencies by Jan 2022.	3. Produce a calendar of H&S checks and requirements for the financial year.	Nov-21	Maint Man / Admin		Staffing costs	Calendar is produced with all H&S works required for the year.		
39	Priority 4 of 5: Mere Water Quality/Biodiversity (Facilities Committee)	A. To improve the water quality of the Mere to make the Mere safer and increase visitor footfall by 2023.	1. Estimate current usage of the Mere by residents, visitors and groups.	Mar-21	Clerk	Action group of councillors				
40	Priority 4 of 5: Mere Water Quality/Biodiversity (Facilities Committee)	A. To improve the water quality of the Mere to make the Mere safer and increase visitor footfall by 2023.	2. Review Council's water quality management plan to determine outstanding actions.	Apr-21	Clerk	Action group of councillors		A Mere Water Quality Management Plan was developed in November 2017 and the short-term recommendations have been implemented. Review medium- and long-term recommendations.		
41	Priority 4 of 5: Mere Water Quality/Biodiversity (Facilities Committee)	A. To improve the water quality of the Mere to make the Mere safer and increase visitor footfall by 2023.	3. Complete regular water surveys using the Council's own measuring equipment and that of third parties (e.g. universities) to measure the effectiveness of measures taken.	Mar-21	Maint Man / Maintenance		Unknown at this time, more information on costs required.	Monthly water samples taken against baseline data prior to implementing measures to improve water quality.	It is understood there are issues with measuring equipment which need to be addressed before regular surveys can re-start. Should already have considerable baseline data from previous surveys. Key Stakeholder – Diss & District Angling Club.	
42	Priority 4 of 5: Mere Water Quality/Biodiversity (Facilities Committee)	A. To improve the water quality of the Mere to make the Mere safer and increase visitor footfall by 2023.	4. Plant more oxygenating plants around the Mere (min. 6 months water testing data).	Sep-21	Maint Man / Maintenance	Council's planting contractor	Staff plus plant costs.	Location plan of plants in Mere.		
43	Priority 4 of 5: Mere Water Quality/Biodiversity (Facilities Committee)	A. To improve the water quality of the Mere to make the Mere safer and increase visitor footfall by 2023.	5. Consider upgrading or replacing the fountain to improve the oxygenation of the water with additional lights to make a feature of the fountain for lighting displays / events	Mar-22	Clerk / Maint Man	Facilities committee	Up to £25k	Estimate usage of the Mere by residents, visitors and groups. Survey visitors to Diss on reason for visit to identify number of people being attracted to Diss by the Mere.	Costly capital outlay to weigh up against considerable benefits of improved water quality, wildlife environment and visitor attraction. The fountain is also a well photographed amenity in Diss with visitors coming to see the Mere/fountain.	
44	Priority 4 of 5: Mere Water Quality/Biodiversity (Facilities Committee)	A. To improve the water quality of the Mere to make the Mere safer and increase visitor footfall by 2023.	6. Work alongside other agencies (e.g. Environment Agency) to consider ways to further improve the water quality.	Mar-22	Clerk		Staff Costs			
45	Priority 4 of 5: Mere Water Quality/Biodiversity (Facilities Committee)	A. To improve the water quality of the Mere to make the Mere safer and increase visitor footfall by 2023.	7. Work alongside neighbouring houses to ensure their wastewater is not being directed into the Mere.	Apr-21	Clerk / Maint Man		Staff Costs	Plan of wastewater discharge required for all neighbouring properties alongside confirmation from landowner.		
46	Priority 4 of 5: Mere Water Quality/Biodiversity (Facilities Committee)	A. To improve the water quality of the Mere to make the Mere safer and increase visitor footfall by 2023.	8. Consider other potential events / activities on / around the Mere assuming it is safe to do so.	Aug-22		Facilities committee / community involvement	Not yet known	Attendance at activity / event.		
47	Priority 5 of 5: Cost efficiencies and revenue generation (Executive Committee)	A. To consider potential capacity within the maintenance team to reduce overall costs by undertaking tasks such as grass cutting, sign cleaning, street cleaning, bin emptying on behalf of neighbouring parishes and / or higher tier authorities.	1. Assess data from previous review for relevance	Feb-21	DepClerk / Maint Man	MG / JM / JR	Staffing costs / member time	Report produced for presentation to June Executive committee regarding review undertaken and outcomes		

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48	Priority 5 of 5: Cost efficiencies and revenue generation (Executive Committee)	A. To consider potential capacity within the maintenance team to reduce overall costs by undertaking tasks such as grass cutting, sign cleaning, street cleaning, bin emptying on behalf of neighbouring parishes and / or	2. Assess maintenance requirements at each Council site / asset register and associated resource requirements to identify any efficiency savings and potential spare capacity	Apr-21	DepClerk / Maint Man	MG / JM / JR		Overall number of hours identified to be transferred to carrying out tasks on behalf of neighbouring parishes / higher tier authorities		
49	Priority 5 of 5: Cost efficiencies and revenue generation (Executive Committee)	A. To consider potential capacity within the maintenance team to reduce overall costs by undertaking tasks such as grass	3. Identify tasks required by neighbouring parishes and / or higher tier authorities and associated costs	May-21	DepClerk / Maint Man	MG / JM / JR		Cost reductions / revenue generated.		
50	Priority 5 of 5: Cost efficiencies and revenue generation (Executive Committee)	A. To consider potential capacity within the maintenance team to reduce overall costs by undertaking tasks such as grass	4. Determine which tasks could be undertaken in-house to reduce overall costs / increase revenue.	Jun-21	DepClerk / Maint Man	MG / JM / JR				
51	Priority 5 of 5: Cost efficiencies and revenue generation (Executive Committee)	B. To review all Council commercial contracts and leases with third parties (non-salary revenue commitments) to identify potential cost savings by end of December 2021.	3. To determine availability of more cost-effective options and acquire quotes thereon	Aug-21	DepClerk / RFO	SB / KM / DP				
52	Priority 5 of 5: Cost efficiencies and revenue generation (Executive Committee)	B. To review all Council commercial contracts and leases with third parties (non-salary revenue commitments) to identify potential cost savings by end of December 2021.	1. To identify all Council commercial contracts and leases with third parties	Jun-21	DepClerk / RFO	SB / KM / DP	Staffing costs / member time	Report produced for presentation to Sept Executive committee regarding review undertaken and outcomes	N.B. Council is currently in year 2 of a 5-year photocopier lease arrangement, there is a significant penalty clause, and a comprehensive review was undertaken prior to entering into the current arrangement.	
53	Priority 5 of 5: Cost efficiencies and revenue generation (Executive Committee)	B. To review all Council commercial contracts and leases with third parties (non-salary revenue commitments) to identify	2. To assess value for money for each, end dates and penalty clauses where relevant.	Jul-21	DepClerk / RFO	SB / KM / DP		Overall cost savings achieved		
54	Priority 5 of 5: Cost efficiencies and revenue generation (Executive Committee)	B. To review all Council commercial contracts and leases with third parties (non-salary revenue commitments) to identify	4. To enter new agreements / leases as appropriate.	Jan-22	DepClerk / RFO	SB / KM / DP				
55	Priority 5 of 5: Cost efficiencies and revenue generation (Executive Committee)	C. Reduce the Council's carbon footprint by 25% by reviewing all Council activities including the energy efficiency of buildings	1. Identify all Council activity that has an impact on its carbon footprint	Feb-21	Clerk / Maint Man	MG / KM	Staffing costs / member time	Report produced for presentation to Sept Executive committee regarding review undertaken and outcomes	This initial task to be completed by members only. It was acknowledged that the Council's contribution to reducing its impact on the environment should be integral to its Strategy Plan.	
56	Priority 5 of 5: Cost efficiencies and revenue generation (Executive Committee)	C. Reduce the Council's carbon footprint by 25% by reviewing all Council activities including the energy efficiency of buildings	2. Determine the energy efficiency of current buildings	Apr-21	Clerk / Maint Man	MG / KM		Overall reduction in Council's carbon footprint	Consider also solar panelling, recycling, electric vans and charging points.	
57	Priority 5 of 5: Cost efficiencies and revenue generation (Executive Committee)	C. Reduce the Council's carbon footprint by 25% by reviewing all Council activities including the energy efficiency of buildings	3. Assess alternative environmentally friendly solutions e.g., ground source energy for Council Offices versus existing	Jun-21	Clerk / Maint Man	MG / KM				
58	Priority 5 of 5: Cost efficiencies and revenue generation (Executive Committee)	C. Reduce the Council's carbon footprint by 25% by reviewing all Council activities including the energy efficiency of buildings	4. Acquire quotations for alternative provision and recommend alternative procurement streams as appropriate	Sep-21	Clerk / Maint Man	MG / KM			Add suppliers to Approved Supplier List	
59	Priority 5 of 5: Cost efficiencies and revenue generation (Executive Committee)	C. Reduce the Council's carbon footprint by 25% by reviewing all Council activities including the energy efficiency of buildings	5. Establish a forum of local businesses to consider how the Council and / or town's carbon footprint can be reduced.	Aug-21	Clerk / Maint Man	MG / KM			e.g. work with traders to reduce the number of refuse collections in the town centre.	

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60	Priority 5 of 5: Cost efficiencies and revenue generation (Executive Committee)	D. To increase revenue generated at the Sports Ground and Diss Youth & Community Centre sites through additional bookings where capacity allows.	1. Identify total capacity at the Sports Ground and Diss Youth & Community Centre	Feb-21	DepClerk / Admin / Marketing		Staffing costs	Report produced for presentation to June Executive committee regarding review undertaken and outcomes	N.B. The Sports Ground site has been considered as part of the potential leisure provision for the town and the 2021-22 draft budget allows for remedial works to the site as well as a future fund for more significant works. SNC has spent funds for taking new leisure provision forward. Reviewing in 5 years time.	
61	Priority 5 of 5: Cost efficiencies and revenue generation (Executive Committee)	D. To increase revenue generated at the Sports Ground and Diss Youth & Community Centre sites through additional bookings where capacity allows.	2. Determine what, if any, capacity, could be used for additional hires given existing user requirements	Mar-21	DepClerk / Admin / Marketing					
62	Priority 5 of 5: Cost efficiencies and revenue generation (Executive Committee)	D. To increase revenue generated at the Sports Ground and Diss Youth & Community Centre sites through additional bookings where capacity allows.	3. Promote available space through appropriate communications channels	Apr-21	DepClerk / Admin / Marketing					Subject to CV restrictions
63	Priority 5 of 5: Cost efficiencies and revenue generation (Executive Committee)	D. To increase revenue generated at the Sports Ground and Diss Youth & Community Centre sites through additional bookings where capacity allows.	4. Consider whether improvements to the site / facilities would result in increased hires from existing users or new bookings.	May-21	DepClerk / Admin / Marketing		Facilities committee	Number of web visits, social media posts, booking enquiries & bookings / revenue increase	Should be discussed at Facilities committee	
64	Priority 5 of 5: Cost efficiencies and revenue generation (Executive Committee)	E. To consider the potential of a Son et Lumiere (sound and light) event to increase footfall for Diss in liaison with traders.	1. Research son et Lumiere events to find out more about what would be involved to determine feasibility.	Mar-21	Clerk	SB / DC / SK / DP		Report produced for presentation to Dec Executive committee regarding review undertaken and outcomes	Members only to complete. The event could portray the historic story of the town set against music and lights.	
65	Priority 5 of 5: Cost efficiencies and revenue generation (Executive Committee)	E. To consider the potential of a Son et Lumiere (sound and light) event to increase footfall for Diss in liaison with traders.	2. Invite representative traders to a meeting to discuss the idea of such an event to establish support.	May-21	Clerk	SB / DC / SK / DP			Diss Business Forum (Cllr Poulter is rep), Heritage Triangle Traders, Mere St trader WhatsApp group, Rural Market Towns Group.	Naturally constrained by lockdown constraints
66	Priority 5 of 5: Cost efficiencies and revenue generation (Executive Committee)	E. To consider the potential of a Son et Lumiere (sound and light) event to increase footfall for Diss in liaison with traders.	3. Consider the range of events and dates that currently take place on an annual basis in Diss	May-21	Clerk	SB / DC / SK / DP			Prior to P5E2	
67	Priority 5 of 5: Cost efficiencies and revenue generation (Executive Committee)	E. To consider the potential of a Son et Lumiere (sound and light) event to increase footfall for Diss in liaison with traders.	4. Scope out event requirements to establish resources required.	Jul-21	Clerk	SB / DC / SK / DP		Summary doc setting out estimated resource requirements.		
68	Priority 5 of 5: Cost efficiencies and revenue generation (Executive Committee)	E. To consider the potential of a Son et Lumiere (sound and light) event to increase footfall for Diss in liaison with traders.	5. Identify volunteers & budget if deemed feasible.	Dec-21	Clerk	SB / DC / SK / DP				
69	Priority 5 of 5: Cost efficiencies and revenue generation (Executive Committee)	E. To consider the potential of a Son et Lumiere (sound and light) event to increase footfall for Diss in liaison with traders.	6. Plan and run event	Sep-22	Clerk	SB / DC / SK / DP				
70	Priority 5 of 5: Cost efficiencies and revenue generation (Executive Committee)	E. To consider the potential of a Son et Lumiere (sound and light) event to increase footfall for Diss in liaison with traders.	7. Review event attendance / success for future planning	Oct-22	Clerk	SB / DC / SK / DP				
71	Priority 5 of 5: Cost efficiencies and revenue generation (Executive Committee)	F. To investigate options for increasing the footfall in the town centre through increased market activity.	1. Identify capacity on the different markets for increasing stalls (Friday, Saturday, franchises)	Sep-21	Clerk / Admin			Report produced for presentation to Dec Executive committee (2022) regarding review undertaken and outcomes		

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72	Priority 5 of 5: Cost efficiencies and revenue generation (Executive Committee)	F. To investigate options for increasing the footfall in the town centre through increased market activity.	2. Consider legal and logistical restrictions to determine whether additional stalls on different sites e.g. Market Hill, Mere's Mouth could operate	Oct-21	Clerk / Admin			Bookings for additional market stalls / events / revenue increase generated	N.B. The Friday market operates a waiting list / the monthly farmers market was not well supported by traders or the public and have decreased in popularity generally. This market was well supported when there was a team of volunteers looking after / promoting it heavily.	
73	Priority 5 of 5: Cost efficiencies and revenue generation (Executive Committee)	F. To investigate options for increasing the footfall in the town centre through increased market activity.	3. Establish the potential of re-introducing the specialised European markets as one-off events	Nov-21	Clerk / Admin		Facilities committee if feasible	Bookings for additional market stalls / events / revenue increase generated		
74	Priority 5 of 5: Cost efficiencies and revenue generation (Executive Committee)	F. To investigate options for increasing the footfall in the town centre through increased market activity.	4. Consider the possibility of an indoor market e.g. Corn Hall?	Dec-21	Clerk / Admin					
75	Priority 5 of 5: Cost efficiencies and revenue generation (Executive Committee)	F. To investigate options for increasing the footfall in the town centre through increased market activity.	5. Consider resources to support the market traders with publicity whilst attending and additional activities which may increase footfall.	Mar-22	Clerk / Admin					

CORPORATE STRATEGIC PLAN

2018–2022

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chippenham.gov.uk



**CHIPPENHAM
TOWN COUNCIL**

Improving the quality of town life

Foreword

May 2017 was a significant month for **Chippenham Town Council** with the local elections and a fresh Council featuring eleven new Councillors. New committees were established and a new Mayor, Deputy Mayor, Leader and Deputy Leader of the Council were elected. Alongside all this the new Chief Executive, Mark Smith, joined the Council.

During the following months we began developing the Corporate Strategic Plan for the next four years. After an extensive public consultation process the Corporate Strategic Plan was adopted by Full Council on the 29 November 2017. The four year corporate plan has five key Core Priorities and the overarching aspiration of *'improving the quality of town life'*.

Over the next four years delivery of the actions highlighted by these five Core Priorities will be both exciting and challenging. The Council will determine how to address various challenges including the devolution of assets and services from Wiltshire Council.

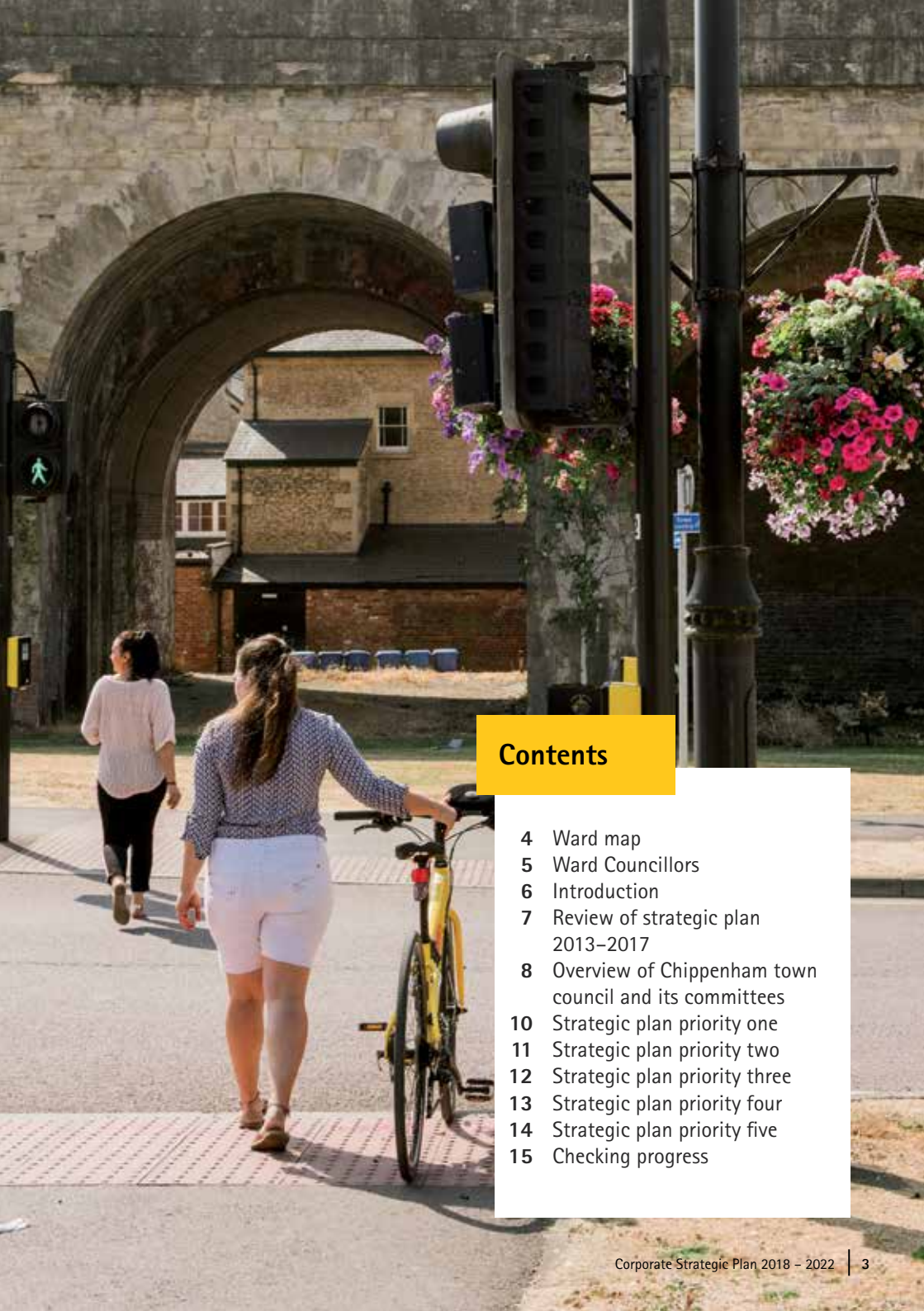
The Councillors and Council Officers are looking forward to delivering the new Corporate Strategic Plan 2018–2022 and are determined to ensure that Chippenham continues to remain a town that delivers quality services to communities, residents and people who work within and visit the town.

Cllr Sandie Webb
Leader of the Council
Chippenham Town Council



Mark Smith
Chief Executive
Chippenham Town Council

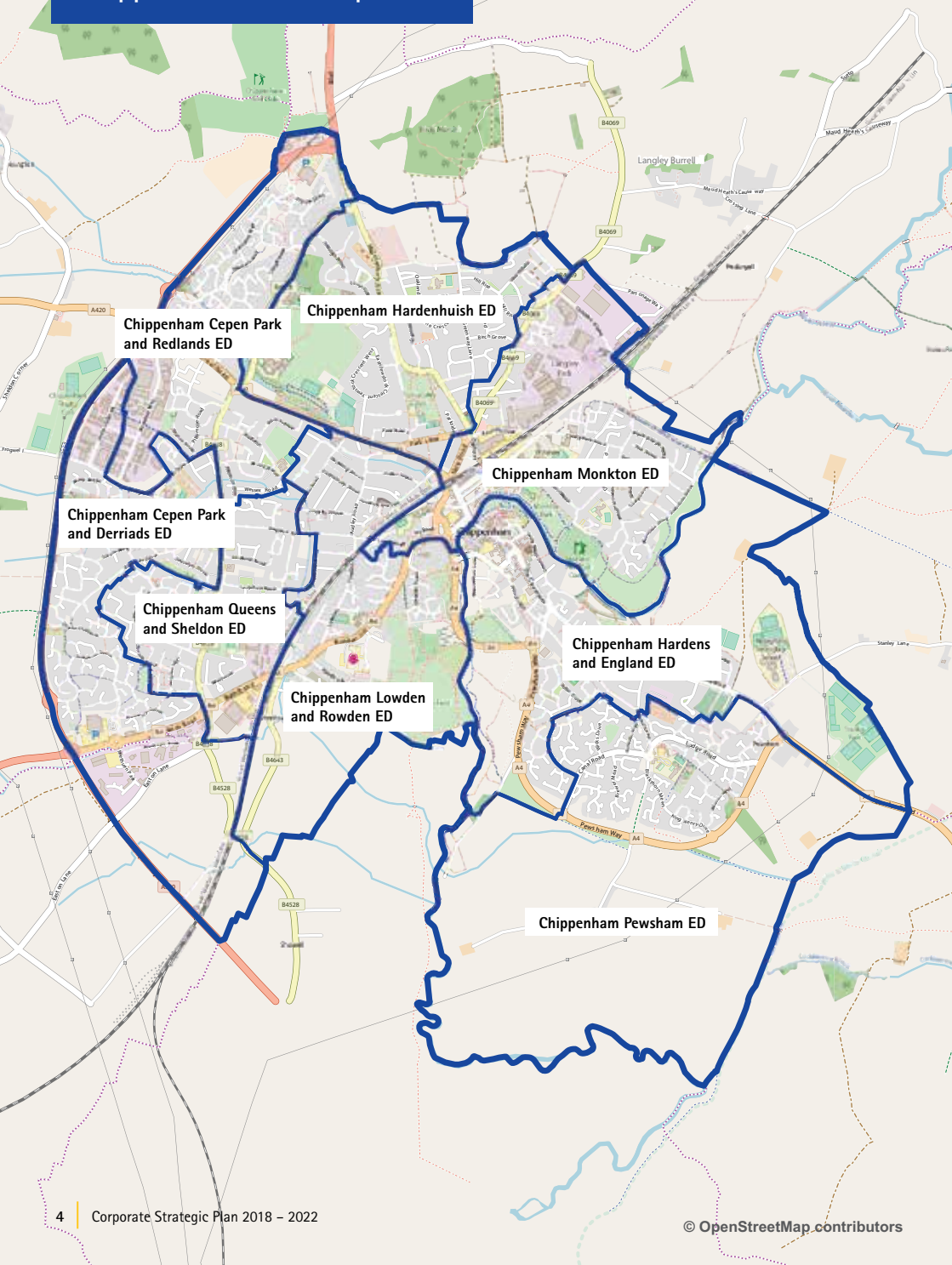




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Chippenham Ward Map



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Chippenham is one of the West Country's most dynamic market towns with a population of over 40,000¹.

Chippenham Town Council forms the second tier of local government, after Wiltshire Council, who are the Unitary Council. One of the country's largest and most active Town Councils in the UK, working within a considered, democratic, framework which is prudent, transparent and respectful of each other and the local community.

The role of the Town Council is to ensure Chippenham is a thriving community and a healthy, vibrant and attractive place in which to work, live and visit. The Town Council does this by working collaboratively, not only as an ambitious and committed team of Councillors and Officers, but also with a range of external strategic partners.

The Town Council is committed to provide excellence in the services and facilities which it delivers, aiming to be responsive, innovative and straightforward in our approach; which is both visible and accessible.

¹www.intelligencenetwork.org.uk/population-and-census/

Review of our Strategic Plan 2013 – 2017

Chippenham Town Council approved its previous Strategic Plan 2013 – 2017 in November 2013.

The strategic themes were based around working collaboratively with partners to create a prosperous and accessible town, rich in heritage and culture, with a strong sense of community.

The plan also included a range of objectives and actions that sought to deliver and enhance our services and facilities.

Some of the highlights were:

- Refurbishment of the Neeld Hall into the Neeld Community and Arts Centre
- Providing a new Splashpad at John Coles Park
- Planting over 2,000 spring bulbs
- Securing funding for Chippenham Museum from Art Council England's 'Ready to Borrow' scheme
- Receiving Heritage Lottery Funding for the 'Unity and Loyalty' exhibition and project.

Each of the above helped contribute to our overarching aspiration to 'improve the quality of town life'.

Overview of Chippenham Town Council and committees

We have 24 Councillors representing eight wards who are each elected every four years.

They form committees, who are decision making bodies, which set the budget and decide how funds are spent. Council meetings are open to the public with a 30-minute public question time session at the start of each meeting, when the public can raise issues and ask questions. These meetings are usually held at the Town Hall.

During May each year at the Annual Council Meeting, a Mayor and Deputy Mayor are elected. The Mayor is the town's First Citizen and its ambassador at public, civic and ceremonial events. At the same meeting the Council elect a Leader, Deputy Leader, decide on the committee members and appoint Councillors to Chair the committees.



Strategy and Resources committee

The committee decides the Council's policies, strategies and all aspects of corporate governance.

Amenities, Culture and Leisure committee

The committee oversees the Council's projects and activities including the Neeld Community and Arts Centre, Stanley Park Sports Ground, Chippenham Museum, John Coles Park and the London Road Cemetery.

Planning, Environment and Transport committee

This committee comments on planning applications and is consulted on a range of issues including licensing, street naming, road closures and future developments.

Human Resources committee

This committee meet four times a year to discuss staffing matters, training requirements and recruitment.

Civic Matters sub-committee

Responsible for all Civic Matters for the town including all activities for the Mayor, Deputy Mayor, Macebearer, Deputy Macebearer and Town Crier. Selects the Civic Award recipients each year and presents awards to individuals and groups on Civic Sunday.

Community Donations sub-committee

This committee meets three times a year and awards donations to community groups and non-profit making organisations for work contributing to the well being of the community.

01

Provide facilities and services which support and develop a well connected town, which promotes health and wellbeing

- Continue to invest in and develop Stanley Park Sports Ground
- Undertake a strategic needs based assessment of Stanley Park
- Develop a community based sports and physical wellbeing activity plan
- Ensure that all cycle routes within, or connecting, the town are protected and enhanced by working with appropriate landowners and responsible authorities and support opportunities for new or enhanced cycle routes
- Develop and maintain links with transport providers
- Ensure that all play areas are safe and of a high standard
- Ensure that all of our parks and open spaces are accessible to all
- Ensure that Chippenham is well connected by working collaboratively with the Strategic Highway Authority and other relevant agencies
- Secure external funding where possible to develop our existing offer with regard to sports and cultural facilities
- Ensure that we maximise the potential presented by the River Avon within our town
- Develop strategies to continue working with groups that are representative of the community to encourage health and well being
- Continue to offer a grant based donation scheme that promotes health, well being and cultural development within the community

A photograph of a street in Chippenham, showing historic stone buildings, a pedestrian, and a yellow text box. The street is lined with traditional stone buildings. A woman in a black skirt and white top is walking on the sidewalk. A yellow text box is overlaid on the right side of the image, containing the number '02' and a list of bullet points. The background shows a clear sky and a string of colorful bunting flags hanging across the street.

02

An active role in the future development of Chippenham through collaboration with partners and stakeholders

- Develop a Neighbourhood Plan for Chippenham
- Seek to ensure that the Council is involved in future planning decisions affecting the town
- Play an active part in the development of the town in areas that are within our control
- Pursue new partnership opportunities to enhance services and assets, supporting the development of the town and community
- Encourage and influence sustainable development within the town
- Develop a strategy to allocate developer contribution to ensure infrastructure is developed and targeted appropriately



03

Maintain and enhance opportunities to create a green, clean and safe environment

- Achieve local, regional and national recognition through recognised award schemes
- Work with partners to consider possibilities for additional trees and future woodland areas in the town
- Develop interpretation panels for all of our public spaces
- Develop an environmental policy
- Seek to extend and improve our green spaces and floral display
- Investigate the opportunity for renewable energies within our estate and vehicle fleet
- Seek opportunities to work collaboratively to utilise the green spaces and river frontage within the town
- Maintain Purple Flag status through collaborative working with partners
- Continue to provide a Town Centre CCTV service and seek to extend this provision
- Work with a range of partners to provide initiatives to ensure the town remains a safe place
- Insure the cleanliness of the town centre remains at a high standard by reviewing schedule priorities and investing in additional resources
- Continue to invest in and develop our outside facilities
- Reduce waste and increase reusing and recycling within our own operations

A photograph of a theater stage with red curtains and stage lights. The stage is set with a large red curtain and several stage lights hanging from the ceiling. The background is a blue wall with a decorative archway. The foreground shows the dark silhouettes of theater seats.

04

To promote Chippenham as a destination market town based on our rich heritage, history and culture

- Work collaboratively to develop a culture and tourism strategy which recognises the unique heritage and character of the town
- Continue to invest in and develop the Museum and to preserve and interpret our heritage for the inspiration, learning and enjoyment of all
- Develop a customer service strategy
- Develop a volunteer strategy
- Influence the preservation and repair of historic structures belonging to third parties
- To extend outreach and education programmes to continue to support community arts and heritage
- Encourage a range of events for the benefit of the community
- Secure external funding where possible to develop our existing offer with regard to our amenities, leisure and cultural facilities
- Commission or directly deliver a comprehensive community events programme
- Continue to develop the Neeld Community and Arts Centre as a hub for culture and arts with an attractive offer for the local community

05

Effective and efficient use of resources

- Provide strong, clear and consistent leadership at Councillor and officer level
- Ensure that we operate within legislation, regulation, ethical guidelines and best practice
- Remain financially stable to deliver the Council's priorities
- Manage our finances in line with agreed and legislative requirements
- Invest in our staff and Councillors, providing training opportunities where appropriate
- Take a Council wide holistic approach to managing and mitigating risk
- Develop a multi-channel communication strategy
- Deliver efficiencies in line with agreed targets
- Strive to achieve the Gold Award under Local Council Award Scheme or other accreditation schemes

Checking progress

The aim is for this Corporate Strategic Plan is to help drive the Council forward over the next four years, delivering the vision of 'improving the quality of town life'.

The actions contained within this Corporate Strategic Plan 2018 – 2022 will be regularly monitored to ensure progress on delivering the five Corporate Priority outcomes.

Progress will be reported to the Council's Corporate Management Team on a monthly basis, with officers reporting to Councillors every three months to help monitor performance.

Officers shall produce detailed plans for each individual action which will feed into appraisal targets and performance management processes.

Annual monitoring reports will be produced for the Public, Councillors and the Corporate Management Team.

The Council will update the public on its progress in its Talk Chippenham newsletter, on the website and social media.

**For more information about
the work we do and a calendar
of meetings, please visit
chippenham.gov.uk**

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**CHIPPENHAM
TOWN COUNCIL**
Improving the quality of town life

Published October 2018

Frome Town Council

Strategy

2020 - 2024

Date Adopted: 20 November 2019

A copy of this document is also available in different formats such as large print, audio or in a different language, please contact the office if this is required.

1. Introduction

This Strategy sets out the broad vision and ethos of Frome Town Council. This vision sits within both the wider and the local context. It provides the detail of where we want to get to and how we should get there. It aims to provide the framework within which the community, other councils, the voluntary sector and businesses can engage with Frome Town Council over the next four years. The strategy provides enough detail to prepare the annual work plans and budgets – while being flexible enough to seize new opportunities as they arise. This is a living document which will be reviewed and developed through the four years and will evolve on the circumstances around us.

Section 2 of this strategy sets out our vision for Frome.

Section 3 describes the context in which we live, both the wider national and international pictures and our more local environment.

Section 4 sets out our philosophy as a Council and how we will bring this to life in the way that we work.

Section 5 identifies the main themes for our work in the next four years: the heart of our strategy.

Section 6 describes our plans in more detail.

Section 7 looks at how we will monitor progress towards our vision and how we will review this strategy.

2. Vision

Frome has become a town which looks for and tries new ideas and new ways of doing things. It is a place that is proudly independent and puts local solutions first, but is also outward looking, building and maintaining connections both nationally and internationally.

From these solid foundations, we want to build:

- A positive and inclusive town where no-one gets left behind
- A clean, healthy and happy town
- A thriving and resilient community and local economy
- A town that actively encourages local people to participate in and feel ownership over ideas, spaces and assets
- A town which embraces innovation, takes risks, celebrates its successes and learns from its experiences

3. Context

This section describes the context in which we live. Section 6 sets out our responses to these issues.

The wider picture

- 3.1 We are living in changeable and unpredictable times, characterised by deep divisions in society – exemplified by debates concerning Brexit and the Climate Crisis. For all our independent spirit, Frome is intimately connected to and influenced by wider national and international developments that inevitably affect the wellbeing and confidence of Frome’s residents and businesses.
- 3.2 The National Government has set legally binding targets for net zero emissions by 2050. Parliament and all tiers of local government in Somerset have declared a Climate Emergency, and Frome Town Council has pledged to make Frome carbon neutral by 2030. In recent years, the council has built a strong reputation for environmental resilience. This has ranged from establishing the UK’s first community fridge that inspired 60 more around the country, to the UK’s first Library of Things.
- 3.3 The impact of cuts to public services – health, social care, education and emergency services included - will continue to dominate this strategic period as it did the last. Cuts in services have affected all aspects of society and especially the more vulnerable people in our community. Continued deep cuts to County and District council budgets mean that it will be challenging for them to implement much – if anything – beyond the legal minimum.
- 3.4 There may also be a unitary Council debate in Somerset during the life of this strategy. We, in Frome, will engage with the debate to explore what services should be delivered best at what level of Council. This might mean that we begin to provide - directly and with the community - some of the services being provided by Mendip District Council and Somerset County Council at the moment.
- 3.5 Working with the community, we have already taken action in relation to climate change, austerity, political uncertainty and severe reductions in public sector funding. We will continue to develop ways to increase local resilience across a wide variety of community fronts in order to creatively respond to whatever the future holds.

The local picture

- 3.6 During this strategic period many of the new houses identified in the District Council’s Local Plan will be built and occupied. The town’s population will rapidly increase and will put significant pressure on a town’s roads (for both travel and parking); on education, health and social care provision; and on leisure and sports provision; and on demand for employment.
- 3.7 We are confident that the policies within the adopted Neighbourhood Plan will help to secure better urban design, energy efficient homes, opportunities for self-build and community housing, protection of open spaces and employment

sites and to encourage town centre regeneration. The Neighbourhood Plan update process will begin during this period and will help to reinforce key themes in this strategy. The revised National Planning Policy Framework creates more opportunity for policy that addresses climate change.

- 3.8 Frome faces two closely aligned problems of lack of truly affordable housing and homelessness. We recognise that these are countrywide issues and not limited to Frome. Without genuinely affordable housing, the people of Frome lose the opportunity to stay living in the town. Homelessness is a largely hidden problem. Although there may not be many people forced to live on the streets, there are incidents of 'sofa surfing', over-occupation and inadequate rental properties.
- 3.9 Our local environment affects our experience of the town: from issues around air quality and litter through to our great green spaces, and the river corridor.
- 3.10 Frome's location, its hills and the placement of key services and facilities around town mean that many people living and working in the town rely on cars for their day-to-day travel. Frome is also a hub for many small villages and communities, enabling people to access health services, education, banks, post offices and shops.
- 3.11 Local service and creative industries are continuing to grow; this has helped the local economy to remain resilient to a decline in traditional employment. A challenge will be to ensure that the availability of space keeps up with demand and businesses have opportunities to grow on in the locations where they wish to operate. There are also opportunities to improve vocational training and employment opportunities for young people in Frome.
- 3.12 Frome enters this strategic period with visible civic pride, a thriving community sector, low crime and an attractive reputation. However, there are real challenges around making sure people feel a part of Frome, especially as it undergoes such rapid growth and change. Collaborative working and community participation have always been central to how we work, and we will continue to find ways to work with the people of Frome to address challenges and seize opportunities around inclusion, housing, educational attainment, employment and wellbeing.

4. Our philosophy

This section sets out our philosophy – the thinking that guides what we do – and how this translates into the ways that we work.

4.1 Serving the people of Frome

We see the role of the Town Council as to support and enhance the energy and commitment of its citizens. We will enable others to be successful. We will support and champion causes that enhance the resilience of the town and protect against those which erode it.

4.2 Engaging, listening, acting

We will encourage everyone to get involved. Participation and engagement are central to the thinking of the Council. We will remain dedicated to expanding and

improving how we do this. From our community development work in Trinity, to our town-wide engagement for the People's Budget, we are always looking at new ways to listen to Frome's residents and businesses and to bring forward those voices that are not usually heard.

We will be transparent, open and accessible with good communication at the heart of everything that we do: this is an overarching aim of this council.

4.3 Staying radical and innovative

We will be bold, responding to identified needs and making decisions on the basis of what is best for Frome. We will be nimble, taking opportunities as they emerge. To do this we will ensure our staff, Councillors and people in the town have the range of skills and experience that they need. And we will share what we learn with other towns and parishes, keeping Frome on the map.

4.4 Demonstrating and sharing ethical and environmental good practice

We will practice what we preach. The Town Council will regularly assess its ethical policy with a view to enhancing our approaches. We will continue to pay at least the Living Wage and we will continue to search for opportunities to employ apprentices. We are committed to minimising our own environmental impacts and to supporting local businesses and residents to do the same.

4.5 How we work together

Lastly, we are committed to ensuring that our own processes, as a large group of independent Councillors, exemplify this commitment to engagement and participation, embracing diversity and allowing debate and challenge. We want neither to stifle discussion nor bury dissent. We will work together effectively, be fair and participative and allow space for enthusiasm, learning and initiative.

5. The heart of our strategy

This section sets out the main pillars of our strategy; the key areas of our work for the next four years.

- 5.1 The central theme underpinning the Council's approach will be supporting a town which is ambitious, inclusive and socially, economically and environmentally resilient.
- 5.2 We will continue to increase participation and build engaged and active communities that are stronger, better equipped to address local challenges and better able to thrive despite cuts in public services.
- 5.3 We will create an environment in which people can thrive. We will work to build a cohesive community that brings people of different generations and backgrounds together. We will place extra emphasis on supporting young people to develop and achieve their ambitions.
- 5.4 We will support local businesses to grow, helping to develop the local economy and, in turn, providing employment and prosperity.

- 5.5 We will work with the community to enhance our shared local environment, including local green spaces and the river; to improve air quality; and to make Frome clean and welcoming.
- 5.6 In the face of a climate emergency, we will strive to make Frome carbon neutral by 2030 by implementing a robust Action Plan (see 6.23). To do this, we will continue to lead the community and address cultural attitudes through informing the public on the facts and encouraging debate on the issues and choices that face us all. We will seek to increase renewable energy supply and energy efficiency, reduce waste, and address transport congestion and pollution.

6. Our plans

The Town Council has had many successes in the past eight years. We are not starting from scratch, but we want to take every opportunity to do things better. This section sets out our plans in more depth. It will inform the development of each year's work plan. We know that things will change over the next four years, so we will remain flexible and allow this strategy to adapt.

Finishing what we've started

- 6.1 We will finish what we've started. As well as a number of smaller projects that require finishing, our work to regenerate the Town Centre and getting the best possible development at Saxonvale will continue to be priorities in the short to medium term.

How the Council operates

- 6.2 We will work to enable truly meaningful engagement by improving the flow of information, both digital and otherwise, to and from the Town Council. We recognise the importance of face to face experience and will continue to build on the skills and services we currently provide through the Town Hall and Discover Frome.
- 6.3 The Town Hall has become central to our operations and those of other community groups. It serves as an example of our ambition and best practice as an excellent town amenity. We will work to maintain the facilities to the highest standards and ensure that it remains an open, accessible and well-used town resource.
- 6.4 We see a continued need to attract interest in the town from the wider world. This will not only enable us to share best practice but also to attract investment and spending. We want to continually improve the image of and pride in the town, making it attractive for residents, visitors and investors alike.
- 6.5 As the role of the Council grows, the IT, finance and HR systems will continue to be developed to ensure appropriate efficiencies and resources are in place. Excellent financial management will be continued with careful budget development and monitoring, and prudent and ethical investment of reserves. We will regularly upgrade our software and the way we work to comply with regulations and best practice.

- 6.6 We will continue to apply the Ethical Decision Matrix in our choice of suppliers for products and services, boosting our contribution to the local economy. We will seek to measure this contribution and the local multiplier effect from our investments in an economically resilient Frome.

Working with other Councils and agencies

- 6.7 We recognise the crucial importance of building and maintaining working relationships with other levels of local government. We will continue to do this, while putting Frome first. We are already seeing a more constructive and open relationship with the new administration at Mendip District Council. This is a work in progress and provides us with some exciting opportunities. However, Frome is often at the periphery of thinking at County level and we are keen to build stronger relationships with Somerset on issues like transport, education, policing and social care. To do this, we will work closely with other towns and parishes in Mendip, building a collective voice to the County Council. Many of our residents' commute to work in Bath and North East Somerset and Wiltshire and we will actively seek opportunities to work with Councils, parishes and others in these areas on issues that matter to all.
- 6.8 We will continue to build on our relationship with Somerset County Council and will maintain a strategic overview of services and opportunities for Frome residents, paying attention to priority areas over the coming months and years. We will work with partners in statutory services, the voluntary sector and businesses to identify existing and emerging gaps in provision and co-ordinate the best use of resources at a local level to help plug these. This relationship is vital if we are to defend services which are currently under threat - whether social, educational, emergency or other - but where necessary we will stand up for Frome and look for alternative ways of provision. We will particularly seek out community-led and creative ways of providing services, helping foster and support groups and enterprises to build Frome's resilience.

Working in the community

- 6.9 We are genuinely committed to engaging people across Frome to help shape and support the town. We will continue to look for innovative ways of getting people involved - particularly those whose voices may be less likely to be heard - to help shape our thinking and to encourage community participation in reviewing our progress in delivering this strategy.
- 6.10 Community resilience and happiness cannot simply be provided. We will work hard to create the conditions that enable individual citizens and the whole community to flourish. This means that we will support activity which strengthens social connections, fosters intergenerational networks and creates a sense of belonging. With our partners, we will take a facilitative approach to identifying issues using creative solutions; we will work with the community to support those who may be particularly vulnerable at different times in their lives or who may face seasonal vulnerabilities (eg, during cold weather).
- 6.11 Young people in Frome have always shown an interest in using their voice, and we are continuing to look at ways to build opportunities for them to contribute. We would like to encourage even more participation from the young people of

the town, particularly in regard to working with the council to promote activities and to engage in generating ideas that will be beneficial to their lives.

- 6.12 We will support the development of strong and resilient neighbourhoods by providing support and resource for new and emerging neighbourhood groups and building on our pilot to provide intensive support in identified neighbourhoods.

Planning and development

- 6.13 Frome Town Council will increasingly lead on campaigning and lobbying, working with community groups wherever possible, to ensure we get the right developers building the right development in the right places. We will continue to encourage local residents and businesses to participate in planning consultations and respond to applications.
- 6.14 Decisions on key aspects of new development will ultimately lie outside the town. We will work closely with Mendip planners to ensure that all developments benefit the town and are aligned to our policies on climate change, social housing and affordability. We will explore devolving some planning decision making and actively seek out a close working relationship with statutory bodies and decision makers as well as with developers.
- 6.15 We will ensure developers are aware of our and Mendip's vision of the town and sustainability targets, and we will work with developers to ensure new homes are as sustainable as possible. We will proactively seek out innovative developers to encourage them to bring new ideas, designs and practices to the town.
- 6.16 The coming four years should see significant progress on major new developments in the heart of Frome, on former industrial and commercial sites across the town and on the edge of our town. We will be proactive in making sure that the town has a voice in shaping these developments.
- 6.17 We will also seek out opportunities to build on the Council's history of bringing assets into community ownership and use.

Housing

- 6.18 The need for more suitable affordable and social housing will be a priority in our lobbying. We will work with MDC, community groups such as Fair Housing for Frome, the Frome area community land trust, Frome Co-housing and other interested partners to create a town where everyone has a home. We will continue to work with developers and co-housing groups to ensure additions to the housing stock are suitable, desirable, sustainable and not solely motivated by maximising profits.

Business and education

- 6.19 A key role of the Town Council is to support enterprises and businesses to create jobs for local people. Recognising much of Frome's economy is built on small businesses, we will continue to support their expansion and the creation of new ones. We will also work closely with Mendip District Council, Somerset County Council and others to support and encourage larger businesses to grow and invest in Frome.

- 6.20 We will work with business and education providers to offer more opportunities for our young people and people looking to retrain so that they can live, work and learn in Frome. We will engage with young people of all abilities to help them develop the life skills they need to successfully enter the workplace.

Culture and the Arts

- 6.21 Culture, heritage and the arts are seen by many as a key indicator of Frome's re-emergence in recent years. We recognise the crucial role they play not only by bringing visitors to the town, and with practitioners working as micro enterprises, but also in the wider sense of wellbeing and social regeneration of the town. Culture, heritage and the arts both support and arise from radical communities and offer the opportunity for Frome to come together around common aims and themes, and as a council we support and celebrate that. We also recognise the role that events play in the fabric of the town and seek to strengthen and support them through good communication and engagement.
- 6.22 We will continue to work with venues, and with organisations to explore new opportunities and collaborations which may arise to support the cultural life of Frome. We will also continue to support these areas by working with existing and emerging organisations to widen their funding base and to support and communicate their offer through the provision of Discover Frome brand. This will in turn provide opportunities for those working in the creative arts to flourish in the town, and to enhance inclusion, education and communication.

Environment

- 6.23 In December 2018, the Council declared a climate emergency and pledged to make Frome carbon neutral by 2030. We cannot achieve this goal alone: we will work with the community, Mendip District Council, Somerset County Council and others, such as the Covenant of Mayors, to develop a robust climate emergency plan that will be regularly reviewed, alongside the Frome Sustainable Energy and Climate Action Plan (SECAP).
- 6.24 It will be informed by Climate Panels to be held regularly to ensure the opportunity for local participation. We expect emphases within the climate emergency plan to include: ensuring sustainability is embedded in all that the Council undertakes and substantially strengthening the town's resilience with respect to the impacts of anticipated climate changes and the risks this poses. This would especially focus on transport (see 6.33 below) and energy and resource use while taking account of an increasing size of local population. The plan will also explore resilience in the face of strains on food supplies due to weather extremes, both locally and further afield.
- 6.25 We will significantly increase renewable energy generation locally, including building on the Solar Streets and Solar for Businesses initiatives that help households and businesses benefit from reduced electricity bills through free or discounted solar.
- 6.26 We will work to reduce energy demand by supporting better energy management and installation of insulation and other energy efficiency measures,

especially in the town's older buildings, while also encouraging use of renewables for all new housing and business developments.

- 6.27 We will explore opportunities to improve land use for a wide range of environmental benefits. Where carbon sequestration via an ambitious tree planting programme is insufficient, we will connect with other organisations and businesses to work collectively to reduce the town's carbon footprint.
- 6.28 We will reduce waste through sharing, repairing and recycling, supporting more businesses to work towards being plastic free and promoting other community and Council activities to encourage reduction of resource use.
- 6.29 The Council now looks after over 65 acres of parks and green spaces across the town, from riverbanks to meadows; and woods to play areas. Managing and looking after these spaces to the high standards set by us (and expected by the town) is a unique and pressured challenge, one met by the hard work and initiative of our Town Rangers. The Rangers are very visible in the town and represent the public face of the council in relation to our parks and green spaces, as well as working with a number of local schools and charities. We'll continue to support them as our responsibilities in this area increase.
- 6.30 We will explore opportunities to take on more green spaces and more public places; and we will provide the support necessary to ensure that the team and the community can carry on making Frome a better place and a cleaner, greener town. We will strengthen our partnerships with community groups and seek opportunities for community stewardship of Frome's green spaces and for allotment provision and community growing. We will work with the Allotments Association to help manage waiting lists and to find ways to meet the growing and changing demands for future allotment space.
- 6.31 Over the next four years, we will continue to plan how we create and manage open spaces in Frome, focusing on the people that visit and enjoy them but equally balancing the need to conserve their landscape value and their biodiversity. We want to build on the success of our initial work in re-wilding and to work with the community to plant a large number of trees on open spaces, streets and gardens across Frome.
- 6.32 We will work with organisations such as Friends of the River Frome to update the River strategy and to incorporate the results of this into the revised Neighbourhood Plan.

Transport

- 6.33 We will take a more active role in issues related to transport, recognising its links to wellbeing, economic development and protecting our local and global environments. We will continue to work with local transport groups, transport providers and the community to encourage more active and sustainable travel, improved public transport and cleaner vehicles. We also recognise the need for increased employment opportunities in the town to reduce commuting journeys.
- 6.34 We will continue to support the Walkers Festival and the Walkers Are Welcome scheme, and fundraising efforts around the Missing Link. We will

look at opportunities for improved signage and lighting for cycle and walking routes and options to make key routes more cycle- and walking-friendly. We will continue our work with schools through the School Active Travel Challenge.

- 6.35 We will take steps to make cycling more attractive and safer. This will involve reviewing the infrastructure facilitating use of bicycles as well as educating motorists. We will support the increased use of e-bikes and moving goods around locally by bicycle/e-bike. We will lobby to ensure that all housing developments incorporate cycle-friendly infrastructure and provision for cycle storage.
- 6.36 We will lobby for further development of public transport, and to reduce dependence on petrol and diesel cars as far as possible. This could include more effective bus connections from Frome to mainline train stations and between business locations and trading estates across the town. We will continue to support and promote Community Transport as a low-cost way for residents to access local services.
- 6.37 Recognising the need for car and van use, we will also promote cleaner vehicles and innovative approaches to Frome's residents and businesses. We will work with local businesses to explore ways of rationalising deliveries and improving the delivery fleet; we will also work with service providers to look at how fleets of cleaner vehicles can be used (for example, waste contractors, bus providers).
- 6.38 We will test all planning applications for their impact on travel and transport within Frome, taking a joined-up approach to try to make sure that new developments in one location do not cause problems somewhere else. We will also encourage footbridges across the river to create better connections between neighbourhoods.

Twinning

- 6.39 We will continue to work with the Frome Twinning Association, and with our twin towns in Chateau Gontier, Murrhardt & Rabka Zdroj, to engage in a shared understanding of how our towns work. We will utilise the opportunities offered by them to involve our own local residents, particularly young people in the town, in many sporting, educational, business and apprenticeship activities. And we will work with our twin towns, to utilise best practice in economic, environmental and social matters which might benefit the town.

7. Keeping track of how we're doing

We want to understand the impact and value of the work that the Town Council and the community do and how far we are progressing towards achieving the vision set out in Section 2. We will engage the community with the process of reviewing this strategy to find out how and where we are making progress, who we are helping and who we may need to support further with new projects or activities.

8. Conclusion

We are in a good place to shape and to embrace the next four years. This Council was elected to continue the optimistic and ambitious approach which has proven so

successful since 2011. We believe this new strategy meets that need while also providing the pragmatism that fully recognises the context in which we operate.

Calne Town Council



2019-2021 Strategic Plan

Updating our
vision for Calne

INTRODUCTION

Our first Strategic Plan covered the period 2015-2020. Much has changed and this is a refreshed document to focus our priorities and aspirations for our town.

In this plan we want to be able to demonstrate that we can continue to provide quality services, be it our parks, events or sport and leisure facilities in an efficient and cost effective manner.

The Wiltshire Core Strategy for the Calne Community Area

“By 2026 Calne will be an active and attractive centre for the Community Area, offering a range of retail outlets accessible by public transport. The town will have services that are well used, including entertainment and recreational facilities. The community will feel proud of Calne, and will benefit from its range of accommodation and good links with local businesses.

Development will have supported the growth of services and community facilities within the town. People within the Community Area will have access to a range of jobs, which will have helped in reducing the present high levels of out-commuting. Progress will have been made towards the restored Wilts and Berks Canal and the River Marden will provide social, environmental and economic assets to the area as part of a wider green infrastructure network linking Calne with Chippenham and the wider countryside”

Key achievements since 2015:

- The Town Council element of the Council Tax bill has remained unchanged since 2015/16 (Band D £210.31)
- The delivery of town wide events including Summer Carnival and Festival of Lights
- The neighbourhood plan was made in February 2018
- 1,140 homes by 2026 for Calne. The location of these homes was decided following extensive public consultation
- A new Tesco Superstore was opened on the outskirts of the town with a showroom to promote the town managed by Calne Springs CIC
- Calne is a destination location and ambassador on the Great West Way®
- A HGV link road received planning approval to reduce the amount of lorries travelling through the centre of Calne
- The refurbishment of the War Memorial in St Mary's Churchyard
- Partial refurbishment of the Castlefields Wall
- At the South West in Bloom Awards, Calne gained both gold and silver gilt certification
- The Town Council regained its General Power of Competence in 2018.
- Taken on new allotments at the Cherhill View development
- Achieved a Guinness World Record for the World's Largest Live Nativity
- Elections took place in May 2017
- Increased our funding for community groups through our grants scheme

OUR CORPORATE OBJECTIVES

OUR TOWN

to support the town to be a vibrant place to live, work, visit and enjoy.

To ensure good quality information is available, for both residents and visitors including history, places to eat, stay, sports and leisure facilities, walking, cycling, running, places of interest in the town and the surrounding area including tourist attractions within easy reach.

To develop and promote opportunities for residents and visitors to our town

To work with partners including Visit Wiltshire and the Great West Way to promote the town as a visitor destination

To enhance opportunities for young people in Calne
--

To continue to provide Town wide events – Summer, Fireworks and Christmas Festival
--

TRAFFIC AND PEDESTRIAN MOVEMENTS

to deliver a Transport Strategy for Calne.

To agree a Transport Strategy for Calne

To use Community Infrastructure Levy funding to deliver major projects
--

To deliver on the S106 funded cycle routes across the town
--

To put forward schemes for consideration by Calne Area Transport Group
--

To extend bus services to cover all parts of the town

COMMUNITY INVOLVEMENT

to improve communication with residents, businesses, community groups and visitors and build partnerships.

To support community involvement to build on the success of Calne in Bloom
--

To ensure that we communicate and listen effectively with everyone through our newsletter, website, notice boards and social media
--

To encourage public involvement in Council meetings

To encourage and support local residents to consider standing as councillors for Calne Town Council

To continue to work with the Heritage Centre
--

To work with groups including Calne Our Place and Calne Springs

To work with the Calne Area Board and Wiltshire Councillors

To work to build community connections and a resilient community
--

EMPLOYMENT

to help retain, develop and enhance employment opportunities for all in Calne.

To identify and safeguard land for future employment
--

To better understand the needs of employers in our town

To support young people to have skills and opportunities for employment in the local area

OUR CORPORATE OBJECTIVES

WELLBEING

to explore the opportunity of making Calne a wellbeing town.

To support developments such as the Pocket Park to improve wellbeing and community buy in.

To collate and promote opportunities for residents and businesses to access sports, leisure and recreational activities

DEVOLUTION OF ASSETS

to ensure the best deal for Calne.

To work with Wiltshire Council to identify the assets and services important to the future of Calne



SUSTAINABILITY AND ECOLOGY

to work towards the Climate Change & Environmental Pledge.

To support the Community Led Steering Group

To provide Electric Vehicle charging points in the Town Centre

To deliver the Marden River project

To support the project to safeguard the woodland at Castle Walk

To ensure the future of the Sustrans route through Calne and the link to Chippenham

To develop sustainable planting and green space management

To understand our carbon footprint and identify steps to reduce/mitigate this

Investigate solar panels/wind farms for energy generation

To ensure that all Town Council services reduce single use plastic

BUILD A SAFE AND WELCOMING TOWN

To continue to provide the Town Centre CCTV system

To continue to put pressure on Wiltshire Police for resources to be allocated to the Calne area

To fight inappropriate development in the town

To seek infrastructure to meet the needs of a growing town

To refresh the Calne Community Neighbourhood Plan and prepare for the emerging Wiltshire Local Plan.

To update and refresh the Community Emergency Plan

To work with Wiltshire Council to ensure development is of a sustainable design and construction

OUR CORPORATE OBJECTIVES

HIGH QUALITY FACILITIES AND SERVICES

to the residents and visitors which promote health and active lifestyles. Continue to invest in floral display and town wide events.

To provide allotments, cemetery and green spaces for recreation, sport and enjoyment

Continue to invest in the Beversbrook Sports & Community Facility

- Increase the range of sport provision on offer
- Ensure Beversbrook is accessible to all

To invest in development at the Recreation Ground to deliver on community aspirations for the site.

To provide a town centre accessible public toilet

To ensure our streets and public spaces are clean and well maintained

To continue to invest in our play areas and other open spaces

To safeguard the green space at Priestley Grove and deliver additional allotments

To complete the planned works to Castlefields Wall

MANAGE OUR BUILDINGS, RESOURCES, COUNCILLORS AND STAFF TO BENEFIT THE TOWN

To continue to support groups and organisations through grants and free use of our equipment and venues.

To develop events to showcase the Town Hall and opportunities to develop the Town Hall complex

Invest in our buildings and assets to ensure that they meet all standards and are fit for purpose

Ensure that the Town Council operates within legislation

Ensure that Town Council manages its finances effectively

To deliver the Community Governance review for the benefit of the town.

To ensure all Town Council staff have access to training and are supported in their career development

To ensure all Councillors receive appropriate training



The challenges ahead:

Wiltshire Council will be devolving services to local Parish and Town Councils. We need to work together to ensure the best deal for Calne

Our growing town is putting a strain on local facilities and the transport infrastructure

Our next local elections will take place in 2021. We aim to ensure that all sectors of our community are represented and that we achieve a diverse Town Council.

How we fund our services:

The precept is the main source of income for the Town Council.

Our Governance and Committee Structure:

Calne Town Council consists of nineteen Councillors who are elected to office every four years. The next scheduled election is in May 2021.

There are two tiers of local government in Wiltshire.

Delivering our objectives:

Delivery of the Town Council's functions is overseen and managed by the Director of Council Services, who is the Town Council's proper officer and responsible finance officer. The Director of Council Services is supported by four senior managers and a team of staff.

Having your say

We encourage all residents to get in contact with us. You can do this in a variety of ways. We also encourage you to attend meetings and to raise issues when they arise.

 www.calne.gov.uk

 01249 814000

 calne@calne.gov.uk

 CalneTC

 CalneTC

 calnetowncouncil

Alternatively, pop in to see us at the **Calne Visitor and Information Centre**
(opposite Calne Town Hall, SN11 0EN)
Open Monday-Thursday 9:00am to 5:00pm Friday 9:00am-4:30pm



Calne
Town
Council

A MODEST TOWN WITH A BIG HEART

Produced September 2019

Calne Town Council, Bank House, The Strand, Calne, Wiltshire, SN11 0EN

**DISS TOWN COUNCIL**

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Report Number:

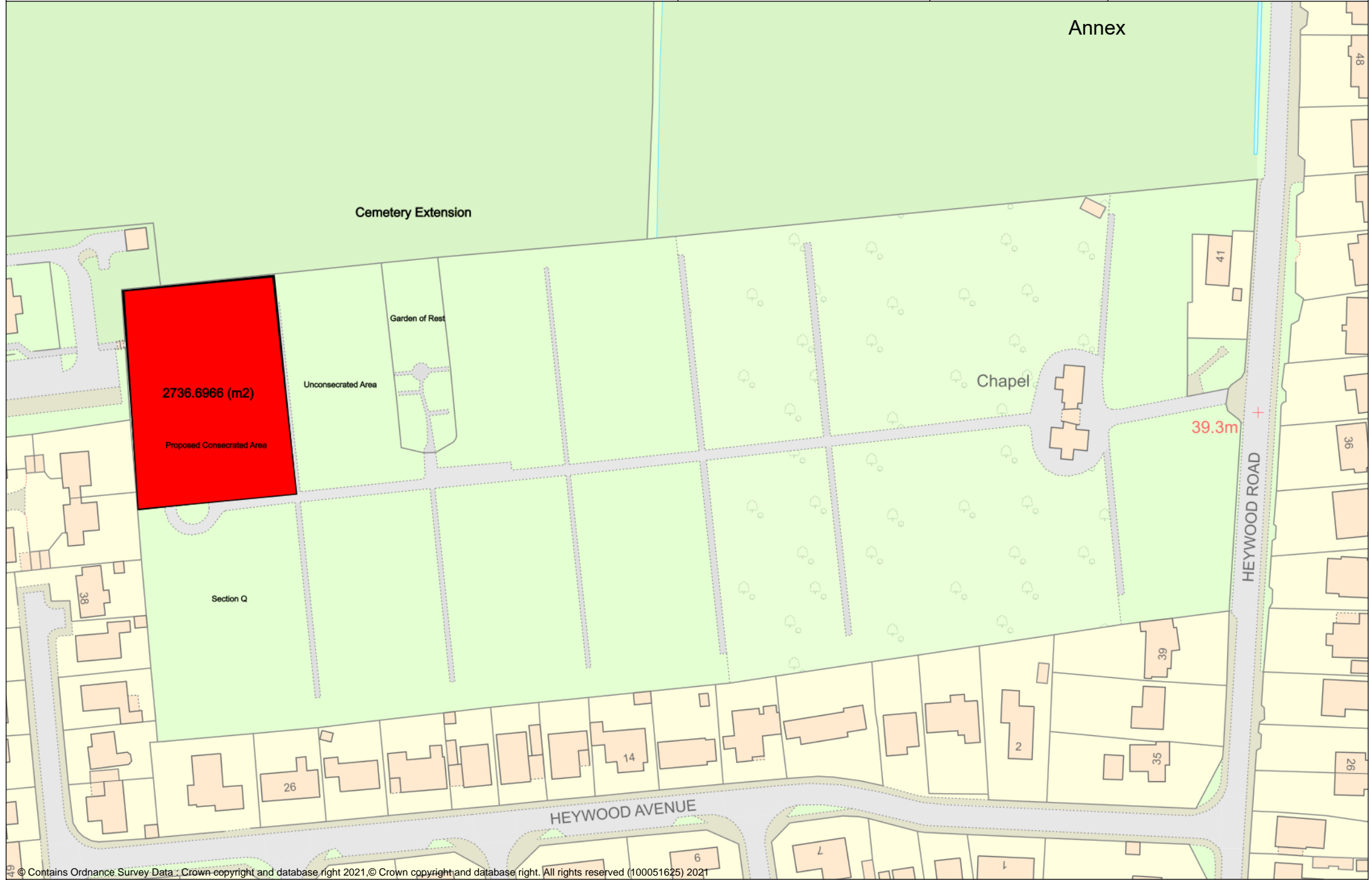
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Report to:	Full Council
Date of Meeting:	17 th February 2021
Authorship:	Deputy Town Clerk
Subject:	Consecration of land at Diss Cemetery

1. Diss Town Council is the Burial Authority for Diss at our Cemetery on Heywood Road. The Council is now using the last consecrated burial section.
2. To allow for future burials to take place, more land at the cemetery must be consecrated.
3. The local Diocesan Registry Clerk in Norwich has advised that in order to prepare the Sentence of Consecration and the Petition, the following steps are required:-
 - a) Agreement from Council confirming permission for the land outlined in Annex A to be consecrated. This should provide a further 15-20 years of consecrated burials.
 - b) A fee of £250 plus VAT payable to the Diocese for drafting the consecration documents.
 - c) Signatures from the Council Leader, Mayor and Chair of Facilities are required on the prepared documents prior to returning to the Diocesan Registry. Following this, a date for the consecration will be arranged with the Bishop of Thetford.

Recommendation

To approve the consecration of the land highlighted in Annex A to allow for future burials at Diss Cemetery with a fee of £250 plus VAT payable to the Diocese for drafting the consecration documents.



Progress Report

Item 10

Committee	Minute Reference	Subject	Action	Assigned to	Timescale	Comments or further action
Full Council	FC0119/14	One Public Estate	To draft a letter to SNC requesting further information in order for the Town Council to consider its response to the One Public Estate project request.	Clerk	Dec-20	Results of feasibility study on four options (Diss High School/Athletics track Shelfanger Road / Swimming Pool Site/ South side of Park Road & Shelfanger Road) still awaited. SNC has spent the funds set aside for this project on Covid-related activity. It is considered to be a project to pick up in 5 years time.
Full Council	FC0519/10	Council Vacancies	To promote councillor vacancies through social media, website and press.	SF	immediately	Given continued CV restrictions, review the situation post Government announcement at end of February.
Full Council	FC1119/07	Co-option	b) To consider conducting written ballots for future co-options to Diss Town Council	Clerk	immediately	To be considered on a future agenda post lockdown meeting arrangements. No update.
Full Council	FC0720/11	Town Centre Premises	It was agreed that the Clerk would follow up on this at a meeting with a representative of Broadland District Council and the Chair of the DCT next week and that County/District Councillor Kiddie would investigate the enforcement side of the matter.	Clerk/KK	by 09.09.20	This can be picked up via Council's Strategy Plan and regular meetings with SNC on market town related matters.
Full Council	FC0720/15	Nunnery Wall	That the Council's solicitor will seek to acquire evidence of ownership of the Nunnery wall from a third party.	Clerk/SO	immediately	Evidence now acquired and letter being sent by DTC solicitor to other party. Recent work appears to have been undertaken to support wall. No update.
Full Council	FC0920/11	Covid-19 Acknowledgement Team	a) To approve the plans to install a permanent beacon in Diss park at the proposed location with funds to be allocated from Earmarked Reserves Events and Town & Park up to a maximum of £2,000 reduced to £1,700 should the Better Together Norfolk funding application be successful. b) To provide further information and costs regarding the signage and publicity for the proposed walking and cycling routes around Diss.	Clerk/CV-19 Working group	by 08.10.20	Meeting took place 10/02/21. Beacon positioning proposed to move lower side of path subject to approval from SNC & Carnival committee. Sleeve for beacon will be installed shortly. Proposed date for the Lighting of beacon was Sat 12th June 2021 to coincide with Queen's official & Prince Philip's 100th birthdays. Evening event. Invited guests with live FB broadcast given likely CV restrictions. Beacon Walks long and short agreed. Signage amounts to be determined. Maps nearly ready, few things to clarify. More info for next meeting ref cycling route. Proposed trail of wooden hearts as easier option to ducks initially to be decorated by 'celebrities'. The general public & schools will be asked to decorate the town with 'homemade ones'. Leaflet of trail produced with possible prize for completion. Timeframe for trail to coincide with lighting and run to early Sept.
Full Council	FC1020/09	Norfolk Association of Local Councils	To nominate the Clerk as Diss Town Council's representative to the Norfolk Association of Local Councils	Clerk	by 11.11.20	Confirmation email sent to Norfolk ALC & has been acknowledged. They will be in touch soon about working with me in representative role. No update.
Full Council	FC1120/04	Public Participation	There are still many NCC owned streetlights not working, which have been reported. The Clerk agreed to follow up with her NCC contact who oversees lighting contractor regarding converting the sodium lights in Church St to LEDs and Cllr Kiddie agreed to do the same.	NCC Cllr KK/Clerk	by 16.12.20	NCC Officer confirmed that the issues in Frenze Rd & St Nich St have since been attended to/were already attended respectively. Cllr Olander is sending details of 2/5 lights at either end of the Frenze Rd section which are still buried. No update.
Full Council	FC1220/06	Finance	Investigate how EMR expenditure is fed into Council's current accounting software to avoid items showing as materially over budget.	RFO	30.04.21	This has now been resolved. RFO discussed with Chair of Exec and concluded that EMR expenditure will be shown (post accounting) on the budget so that expenditure isn't shown as overbudget, starting next financial year.
Full Council	FC130121/04	Public Participation	There was concern regarding the removal of hedges surrounding farmland, which has impacted on the recent flooding and Norfolk County Council was asked to work with farmers to retain hedgerows when it reviews its flooding strategy.	KK	17.02.21	
Full Council	FC130121/06	Finance	It was noted that the Internal Control Bank Reconciliation for the month ending December 2020 would be disseminated to members in due course.	RFO/MG	immediately	The Internal Controls Officer does not feel able to legitimately approve the reconciliation of the bank statements electronically so these will be approved as soon as restrictions allow. In the meantime, the ICO will review these documents to identify if there are any queries and bring them to the attention of the RFO.

Progress Report

Committee	Minute Reference	Subject	Action	Assigned to	Timescale	Comments or further action
Full Council	FC130121/07	Budget	1. To approve an allocation of £2,800 to the Diss & District Neighbourhood Plan Earmarked Reserves at year end following the EMR transfer approval request 2. To approve the budget for 2021/22, which reflects a 2% increase for Diss taxpayers on the current year 3. To approve a precept demand to South Norfolk Council of £571,428 or £205.85 for Band D households 4. To give delegated authority to the Clerk to work with the Responsible Finance Officer and Executive committee Chair to publicise the budget outcomes.	RFO/SB/Clerk/DP	immediately	Done
Full Council	FC130121/08	Strategy Plan	That the Strategy Action Group presents a revised Strategy Action Plan and report to the February meeting of Full Council	SO/JR/DP/JM/Clerks	by 11.02.21	On agenda
Full Council	FC270121/05	Items of Urgent Business	Regarding a CV vaccination centre for Diss, it was agreed that Richard Bacon MP would also be approached for help in disseminating accurate information to allay residents' fears.	Clerk	immediately	A press release was produced by Richard's office. The Lawns Practice has started doing vaccinations. DTC now been approached for use of DYCC (at last!)
Full Council	FC270121/06	Community Grant Scheme	1. To award a grant of £2,140 to Diss CE Junior Academy PTA to support distance learning during the Covid-19 pandemic. 2. To adopt the revised rewording of clauses (b) and (h) in clause 6 of the grant policy and further adjust the grant policy to ensure it includes relevant clauses from the guidance notes 3. That the guidance notes are withdrawn, and the updated Council grants policy is issued to future applicants	RFO/Clerk	immediately	Done