



# Congleton Town Council

Historic market town

Town Clerk: **BRIAN HOGAN**



To: **MEMBERS OF THE FINANCE & POLICY COMMITTEE**

19<sup>th</sup> December 2014

Dear Councillor,

## **Finance and Policy Committee Meeting – Thursday 8<sup>th</sup> January 2015**

You are requested to attend a meeting of the Finance and Policy Committee to be held in the Town Hall, High Street, Congleton on – **Thursday 8<sup>th</sup> January 2015** commencing at **7.45pm**

**The Public and Press are welcome to attend the meeting.** There may be confidential items towards the end of the meeting which the law requires the Council to make a resolution to exclude the public and press.

**Please note that there will be meeting of the Planning Committee taking place at 7pm on the same evening prior to Finance and Policy**

Yours sincerely,

Brian Hogan  
Town Clerk

## **AGENDA**

1. Apologies for absence (Members are respectfully reminded of the necessity to submit any apology for absence in advance and to give a reason for non attendance).
2. Minutes of Last Meeting (enclosed)  
To approve the Minutes of the Meeting of the Committee held on 27<sup>th</sup> November 2014.
3. Declarations of Interest  
Members are requested to declare both “pecuniary” and “non pecuniary” interests as early in the meeting as they become known.
4. Outstanding Actions  
There are no outstanding actions.

Congleton  
**beartown**  
where friends are made

Congleton Town Council, Town Hall, High Street, Congleton, Cheshire CW12 1BN

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Email: [info@congletontowncouncil.co.uk](mailto:info@congletontowncouncil.co.uk) [www.congleton-tc.gov.uk](http://www.congleton-tc.gov.uk)

5. Grant Approvals and Commitments 2014 -15 (enclosed)  
To receive a statement showing the current position.
6. New Applications for Financial Assistance (enclosed)
  - i) **GR 20-14/15 Team Congleton**
  - ii) **GR 21-14/15 Dane Valley Scout Group**
7. Grant Activities Monitoring Forms
  - i) **GR 10-14/15 Open Space**
  - ii) **GR 18-14/15 Congleton Choral Society**
8. Letters of Thanks (enclosed)  
To receive letters of thanks from Congleton Choral Society.
9. Management Accounts for April 2014 – November 2014 (enclosed)  
To consider the Management Accounts to November 2014.
10. Bank Reconciliation (enclosed)  
To receive and consider the bank reconciliation for November 2014.
11. List of Payments (enclosed)  
To receive and consider the Payments List between 01/Nov/2014 – 30/Nov/2014.
12. Amendment to Financial Regulations (enclosed)  
To consider the recommendation from the Working Group proposing new procedures to insert into the Financial Regulations.
13. SimNet  
To receive a verbal update on the latest situation regarding SimNet.
14. Congleton Police (enclosed)  
To consider a request from Congleton Police to assist in the funding of a Mosquito device.
15. Town Council Website (enclosed)  
To consider a report to upgrade the Town Council website.
16. Corporate Business Plan and Business Risk Assessment (enclosed)  
To receive and consider the Corporate Business Plan for 2015-16 including SWOT analysis and risk assessment review.

17. Medium Term Financial Strategy (enclosed)

To receive and consider the Medium Term Financial Strategy 2015-19.

18. Business Risk Assessment (enclosed)

To consider the Business Risk Assessment for 2015-16.

To: Members of the Finance and Policy Committee (and other Members of the Council for information); Press (3), Burgesses (5)

## CONGLETON TOWN COUNCIL

### MINUTES OF THE MEETING OF THE FINANCE AND POLICY COMMITTEE HELD ON THURSDAY 27<sup>th</sup> November 2014

#### **PRESENT**

Councillors    Mrs D S Allen  
                     P Bates  
                     G Baxendale  
                     R I Brightwell  
                     D T Brown  
                     J S Crowther  
                     G R Edwards (Chairman)  
                     G P Hayes  
                     Mrs. S A Holland  
                     Mrs A M Martin  
                     D Murphy (Town Mayor)  
                     D A Parker  
                     Mrs J D Parry (Vice Chairman)  
                     N T Price  
                     Mrs E Wardlaw  
                     G S Williams

#### **1. APOLOGIES**

Apologies for absence were received from Cllr L D Barker.

#### **2. MINUTES**

**FAP/32/1415 RESOLVED** that the Minutes of the Meeting of the Committee held on 23<sup>rd</sup> October 2014 be agreed and signed by the Chairman.

#### **3. DECLARATIONS OF INTEREST**

Members are requested to declare both "pecuniary" and "non-pecuniary" interests as early in the meeting as they become known.

Cllr P Bates declared a non-pecuniary interest in all parts relating to item 5.

Cllr G Baxendale declared a non-pecuniary interest in any items relating to Cheshire East and Congleton Community Projects.

Cllr R Brightwell declared a non-pecuniary interest in item 12.

Cllr J Saville Crowther declared a non-pecuniary interest in any item 11.

Cllr G R Edwards declared a non-pecuniary interest in the item relating to the Citizen's Advice Bureau.

Cllr G Hayes declared a non-pecuniary interest in Congleton Community Projects. And items 11 & 14.

### **3. DECLARATIONS OF INTEREST continued.....**

Cllr A Martin declared a non-pecuniary interest in the item relating to the Citizen's Advice Bureau.

Cllr D Murphy declared a non-pecuniary interest in all parts relating to item 5.

Cllr D A Parker declared a non-pecuniary interest in any items relating to Congleton Community Projects.

Cllr N Price declared a non-pecuniary interest in any items 13 & 14.

Cllr G Williams declared a non-pecuniary interest in all parts relating to item 5 and items 11 & 12

### **4. OUTSTANDING ACTIONS**

There are no outstanding actions.

### **5. LARGE GRANTS**

- Citizens Advice Bureau (CAB)

Liz Shaw of the Citizens Advice bureau provided an overview of activities undertaken by the CAB in Congleton and pointed out that they have drop in sessions on Tuesday, Wednesday and Friday mornings, as well as appointments with specialist caseworkers.

The top 5 enquiry areas are debt, employment, housing, relationships and benefits.

- Congleton Community Projects

Jo Money provided an update on the projects being undertaken by Congleton Community Projects, illustrating that the activities of Community Projects dovetailed in with the Town Council's Business Plan.

Many of the events currently enjoyed in the Town are produced by Congleton Community Projects which include the Christmas Lights Switch On, the Food and Drink Festival, the Jazz and Blues festival and others.

- The Congleton Partnership

Steve Foster of The Congleton Partnership illustrated the enormous number of projects that have been undertaken successfully by The Partnership and pointed out that without support from the Town Council, The Partnership would have a funding deficit of £23,396 in 2015-16.

In the period Jan-Sept 2014, volunteers contributed 2100 hours to events and projects in the Town.

### **6. GRANT APPROVALS AND COMMITMENTS**

A summary of grant approvals and commitments was considered by the Committee and it was noted that £11,094 is available for grants in 214-15.

**FAP/33/1415 RESOLVED** that the grant summary be received.

## **7. NEW APPLICATIONS FOR FINANCIAL ASSISTANCE**

**FAP/34/1415 RESOLVED that:-**

**i. GR 18/1415 – Congleton Choral Society**

A grant of £250 to be approved.

**ii. GR 19/1415 – Congleton Harriers**

A grant of £250 be approved, subject to the Town Council being able to nominate where any charitable donations are distributed to, to the value of £250

## **8. NEW GRANT ACTIVITIES MONITORING FORMS**

There are no new Grant Activities Monitoring forms.

## **9. LETTERS OF THANKS**

Letters of thanks were received from St Peter's Church and Congleton Building Preservation Trust.

## **10. MANAGEMENTS ACCOUNTS FOR APRIL 2014 – OCTOBER 2014**

**FAP/35/1415 RESOLVED that** the Managements Accounts for October 2014 be received.

## **11. BANK RECONCILIATION**

**FAP/36/1415 RESOLVED that** the bank reconciliation for October 2014 be approved.

## **12. LIST OF PAYMENTS**

**FAP/37/1415 RESOLVED that** the Payments List between 1<sup>st</sup> to the 31<sup>st</sup> October 2014 be approved.

## **13. THE CONGLETON PARTNERSHIP**

The Committee considered a request from The Congleton Partnership to release the funds earmarked for them for this financial year.

**FAP/38/1415 RESOLVED that** the funds ear marked in 2014-15 for The Congleton Partnership amounting to £14,000 be released.

## **14. VALE ALLOTMENTS**

Peter Aston of the Sustainability Group provided an update on the proposal to acquire Vale Allotments. The Community Right to Buy gives the group an option to make an offer for the Allotments up until 25<sup>th</sup> April 2015, but, the owner has the right to reject any such offer. The group is in the process of raising funds and will hope to make an offer via Beartown Foods.

**FAP/39/1415 RESOLVED that** the Town Council support the aspirations of the group and encourage them to request group support for the project from the Town Council.

#### **15. AMENDMENT TO FINANCIAL REGULATIONS**

This item was withdrawn to allow time for the Working Group to consider some further amendments.

#### **16. SIMNET**

The Town Clerk provided a verbal report on the current situation with SimNet, whose proprietor has stated that he is working hard to ensure the unit ordered is supplied early in the New Year.

#### **17. BUDGET 2015-16**

The draft budget for 2015-16 was considered. The Town Clerk pointed out that the Rate Support Grant had been reduced less than previously notified by Cheshire East Council.

In addition, there had been a refund from Cheshire East Council for some of the overspend in horticultural supplies.

The effect of this was to reduce the shortfall in the budget from £28,735 to £15,676.

**FAP/40/1415 RESOLVED that** the budget be recommended for approval in the Town Council meeting with the following amendments:-

1. £15,676 to be absorbed into efficiency savings in the budget.
2. Precept payable by rate payers to be kept to a zero increase.

Mr. G.R. Edwards  
Chairman

Congleton Town Grant Commitments										
Date Grant Approved	Specific Budgets		Section	Minute Reference	EMR b/fwd	Budget	Approved 14/15	Paid £	Outstanding £	Date Paid
	To	For								
	Christmas Lights					7,284.00		5427.38	1,856.62	18/11/2014
	Carnival Committee		S144	FAP/03/1415		3,750.00		664.60	3,085.40	05/07/2014
	Congleton Museum	Notional rent					4,500.00	4,500.00	0.00	
	Community Projects	Project support	S144				16,000.00	16,000.00	0.00	28/04/2014
	Congleton Partnership	Rent					1,533.00	1,533.00	0.00	
	Citizens Advice Bureau	annual grant	S142				15,000.00	15,000.00	0.00	19/05/2014
	Christmas Lights		S144				9,000.00	3,720.00	5,280.00	
	Carnival Committee	Bi-annual Congleton Carnival	S144	FAP/03/1415			3,750.00		0.00	
	Royal British Legion	Remembrance Day Parade	S137				650.00	650.00	0.00	
	St Peter's Church	Church clock maintenance	PCA1957 s2	FAP/20/1415			250.80	250.80	0.00	
<b>Totals</b>						11,034.00	53,683.00	46,933.80	10,222.02	
	<b>Ear marked reserve b/fwd</b>									
	<b>Budget 2014/15</b>					£11,034				
	<b>Total approved to date</b>					£53,683				
	<b>Total awaiting application</b>					£57,968				
						£6,749				



Congleton Town Grant Commitments 2014/15									
		Permitted and S137							
Date Grant Approved	To	For	Section	Minute Reference	Approved EMR b/fwd £	Approved 14/15 £	Paid £	Outstanding £	Date Paid
	Subsidised Use of Town Hall		GPoC			4,000.00	2210.69	1789.31	28/04/2014
28/03/2013	Team Congleton 2012	Legacy projects	S145	FAP/64 /1213	1,500.00		684.10	815.90	09/06/14
17/10/2013	Friends of Congleton Park	Cables etc for park events	GPoC	FAP/11/1314	179.98		179.98	0.00	17/10/2014
20/02/2014	Friends of Congleton Park	Brass in the Park	GPoC	FAP/30/1314	250.00		250.00	0.00	29/05/2014
27/03/2014	Sol Theatre School	Summer theatre school 2014	GPoC	FAP/40/1314	1,000.00		1000.00	0.00	11/06/14
27/03/2014	Bromley Farm Community Trust	Support for Bromley farm news	GPoC	FAP/40/1314	400.00		380.00	20.00	28/04/2014
27/03/2014	Congleton Building Preservation Trust	support for Physic garden	GPoC	FAP/40/1314	500.00		500.00	0.00	02/12/2014
29/05/2014	Port Vale Community Trust	Congleton Soccer School		FAP/03/1415		250.00		250.00	08/10/2014
29/05/2014	Macc & Cong District Scouts	Support for Jamboree		FAP/03/1415		250.00	250.00	0.00	03/06/2014
29/05/2014	Congleton harriers	Cong Half and Quarter marathon		FAP/03/1415		250.00	250.00	0.00	25/09/2014
29/05/2014	Cong Jazz and Blues	Support for 2014 Festival		FAP/03/1415		500.00	500.00	0.00	27/06/2014
29/05/2014	Cheshire and Shropshire Immediate Care	To help equip volunteer doctors in Cong area		FAP/03/1415		1,000.00	1000.00	0.00	26/11/2014
29/08/2014	Congleton WW1 awareness group	Support for "Over by Christmas"	GPoC	FAP/09/1415		300.00	300.00	0.00	24/09/2014
29/08/2014	Open Space Arts Festival	Support for Arts Festival	GPoC	FAP/09/1415		250.00	250.00	0.00	15/12/2014
29/08/2014	Congleton Musical Theatre	Production of "Anything Goes"	GPoC	FAP/09/1415		500.00		500.00	
29/08/2014	Tornados Basketball club	Sponsorship of shirts	GPoC	FAP/09/1415		250.00		250.00	
23/10/2014	St Peter's Church	Restoration - phase 2	GPoC	FAP/20/1415		1,000.00		1000.00	
23/10/2014	Ruby's Fund	Grant towards the Sibling's Room	GPoC	FAP/20/1415		500.00		500.00	
23/10/2014	Congleton Town Football Club	Grant towards floodlights	GPoC	FAP/20/1415		1,500.00		1500.00	
23/10/2014	Bromley Farm Friendship Group	Christmas Party	GPoC	FAP/20/1415		250.00	214.20	35.80	02/12/2014
27/11/2014	Congleton Choral Childrens choir	support for Children's choir	GPoC	FAP/34/1415		250.00	250.00	0.00	02/12/2014
27/11/2014	Congleton harriers	Support for Cloud 9 Hill race March 15	GPoC	FAP/34/1415		250.00		0.00	
Totals					3829.98	11300.00	8218.97	6661.01	
	EMR b/fwd			£3,829.98					
	Budget 14/15			£21,894.00	£75,577.00	Total Grant budget			
	Total approved to date			£15,129.98					
	Total money still available for grants			£10,594.00					



# Congleton Town Council

## Application for Financial Assistance



### Part 1: Applicant(s) and Project Details

Application Reference Number (office use only)	GR. 20-14/15
------------------------------------------------	--------------

1.1	<b>Applicant(s):</b>	John Doe
1.2	<b>Representing:</b>	Team Congleton
1.3	<b>Email Address:</b>	
1.4	<b>Tel No.</b>	
1.5	<b>Project Title:</b>	"CONGLETON'S ON THE MOVE!"  "Every Step Counts"
1.6	<b>Project Objectives:</b>	To promote and encourage all sections of the Congleton community to engage in an enjoyable, healthy, family-focused, activity programme.
1.7	<b>Brief Project Description:</b>	<p>The project is designed to engage all sections of our 26,500 Congleton community in a grass roots walking campaign based upon NHS claims that walking for 25-30 minutes a day brings enormous health benefits, and potentially saves multi £billions from a stretched NHS Budget.</p> <p>The campaign will be titled "Congleton's On The Move – Every Step Counts" and will be targeted at families, primary and secondary schools, professions, leading businesses, seniors and the disabled.</p> <p>Its advantages will be that it is a relatively straightforward programme to implement; requires no dedicated facilities; is a great socialising medium for all ages; is a popular activity, especially for older people; carries particular appeal for people who are new to or self-conscious about exercise, and, importantly, becomes a stepping stone to other forms of exercise.</p> <p>Equally noteworthy, the campaign supports the environment. It reduces traffic congestion and pollution, and minimises road</p>

		<p>heavy traffic. In fact, car users suffer three times as much pollution as pedestrians!</p> <p>Most importantly, the campaign is designed to be fun and appeal to all sections of the community.”</p>
1.8	<b>Details accounts/budgets</b>	<p>Much of the cost of the campaign will be covered will be covered by grants and promotional sponsorships.</p> <p>Applications are in the process of distribution to all major Town and Cheshire East trusts, charities, and philanthropist’s.</p>

## Part 2: Cost Details / Resources / Timescale

2.1	<b>Total Cost of Project:</b>	£11,250	
2.2	<b>Total contribution sought:</b>	£2,000	
2.3	<b>What will the money be spent on?</b>	Memento's and certificates / prizes	£1750
		Insurance \ indemnity	£175
		Event materials (t-shirts, banners, posters, etc)	£2625
		Office materials	£750
		Promotion / advertising / social media / web site	£5000
		Police	£500
		Medical support	£450
2.4	<b>Any ongoing costs:</b>	Not anticipated	
2.5	<b>Details of confirmed match funding include source</b>  Cash:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                		

### Part 3: Potential Benefits / Outputs

3.1	<b><i>What are the potential benefits/outputs to residents of Congleton</i></b>	<ol style="list-style-type: none"><li>1. Engages large sectors of Congleton's 26,500 community in an enjoyable, achievable, physical activity programme</li><li>2. Promoting increased community health and wellbeing</li><li>3. Potentially saving the NHS considerable sums of money and reducing the pressures on practitioner services</li><li>4. Becomes a stepping-stone to other forms of exercise</li><li>5. Walking has no adverse effect on the environment.</li><li>6. It requires no obstructive facilities and reduces car pollution and traffic congestion</li></ol>
3.2	<b><i>Are there similar services/projects provided in the area</i></b>	Not to 'Team Congleton's' knowledge

### Part 4: Evaluation/Publicity

4.1	<b><i>How will the project be evaluated and who will carry out the evaluation?</i></b> <b><i>?</i></b>	A full profit and loss account will be prepared A Team Congleton Evaluation Committee will assess the campaign's effectiveness based upon the increase in participation in physical activity levels in the community. The Evaluation Committee will be assisted by the various groups and organisations providing funding/voluntary/sporting contributions within the town.
4.2	<b><i>Describe how you will promote the Town Council in your project</i></b>	An extensive community Message Programme covering printed media, social marketing, public relations and advertising will promulgate and endorse the Town's support.

Signature: John Doe

Date: 5<sup>th</sup> December 2014



# Congleton Town Council

## Application for Financial Assistance



### Part 1: Applicant(s) and Project Details

Application Reference Number (office use only)		GR21-14/15.
1.1	<b>Applicant(s):</b>	Neil Dutton
1.2	<b>Representing:</b>	Dane Valley Scout Group The Scout HQ, Rope Walk Congleton, CW12 1HN charity No.515681
1.3	<b>Email Address:</b>	
1.4	<b>Tel No.</b>	
1.5	<b>Project Title:</b>	Purchase of a defibulator unit
1.6	<b>Project Objectives:</b>	To site a defibulator unit at the scout headquarters in Rope Walk to provide an additional location for community use.
1.7	<b>Brief Project Description:</b>	To locate a defibulator unit in the scout headquarters at Rope Walk to augment existing provision of such units in the Town.
1.8	<b>Details accounts/budgets</b>	Estimates including wall hanging cabinet and pediatric pads is £1400. attached are the latest audited accounts for the Group but these funds are ring fenced under the charities acts for the provision of scouting activities and accommodation costs

### Part 2: Cost Details / Resources / Timescale

2.1	<b>Total Cost of Project:</b>	£1400
2.2	<b>Total contribution sought:</b>	max available please as the existing scout funds are ring fenced
2.3	<b>What will the money be spent on?</b>	purchase of a defibulator unit

2.4	<b>Any ongoing costs:</b>	nominal for pad and battery replacement
2.5	<b>Details of confirmed match funding include source</b> Cash:  In kind:	none available at time of application but have applied to The Town Trust , Inclosure Trust and Rotary for support.
2.6	<b>Resources needed:</b>	full cost of project on a weekly basis
2.7	<b>Estimated timescale of project from start to finish:</b>	once installed will be ongoing service to the community

### Part 3: Potential Benefits / Outputs

3.1	<b>What are the potential benefits/outputs to residents of Congleton</b>	In addition to the 100 members of the scout group there are approx 500 users of the scout buildings on a weekly basis including U3A ,dance groups, craft groups, local residents association use the premises . Would also be accessible for cover for the neighbouring residents and users of the ATC and Army cadet premises.
he building is used 3.2	<b>Are there similar services/projects provided in the area</b>	to augment the existing units located in various buildings in the town

### Part 4: Evaluation

4.1	<b>How will the project be evaluated?</b>	a benefit to the community for a situation that will never be needed
4.2	<b>Who will carry out the evaluation?</b>	n/a

Signature:



Date: 15/12/14

**DANE VALLEY SCOUT GROUP****ACCOUNTS for the 9 months ended 31st DECEMBER 2013**

Comparatives are for the 12 months ended 31st March 2013

INCOME	Dec-13	Mar-13 £	EXPENSES	Dec-13	Mar-13 £
Balance 01.04.13	43394.43	42793.95	Headquarters running costs		
Membership Fees	5994.13	8353.03	Insurance	1393.19	1346.27
Donations - Use of headquarters	7778.18	7694.95	Telephone	172.05	182.25
Sundry Income	353.57	269.59	Light / heat / water	1664.05	1344.76
Grants & Donations			Maintenance etc	4800.95	1396.33
Cheshire East		1200.00	Extension		5698.29
Barclays Bank plc	509.00		Membership Fees		3342.10
Members & Parents Donations	63.00	25.00	Mini - bus costs		1922.72
Fundraising			Miscellaneous costs	859.20	874.06
Morrisons Bag Pack	509.09	537.50	Activities	896.12	802.56
Activities	375.00		Training	13.74	371.98
Kneekers	60.00		Badges & Kneekers	229.14	502.11
Camps	5752.90	10019.00	Camps	4176.48	11058.21
Gift Aid (Tax Refund)	1681.29	1933.00	Equipment	374.72	286.3
Mini - bus	616.00		Repayment County Loan	3000.00	
Interest	31.91	11.35	Balance 31.12.13	49538.86	43394.43
	<b>67118.50</b>	<b>72522.37</b>		<b>67118.50</b>	<b>72522.37</b>

**STATEMENT of ASSETS & LIABILITIES**

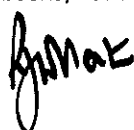
Bank balances & Reserves			Property at Rope Walk	275000.00	275000.00
Designated Accounts			Vehicles	1500.00	1500.00
Insurance Fund	2500.00	2500.00	Equipment	5000.00	5000.00
Minibus Fund	5869.86	5868.38	Cheshire County Scout Council		
Extension			Loan		-3000.00
Beavers	1796.33	2671.73	Membership Fees	-2398.00	
Cubs	5127.62	4918.24	Bank Balances	49538.86	43394.43
Scouts	1662.99	1822.07		<b>328640.86</b>	<b>321894.43</b>
Camp Funds	8874.80	9639.35			
Group Account	23707.26	15974.66			
	<b>49538.86</b>	<b>43394.43</b>			

Approved by the Trustees on 31st March 2014 and signed on their behalf - E G Appleton Chairman

**EXAMINERS REPORT**

I confirm that I have examined the records of Dane Valley Scout Group and the above figures are in accordance with the books, vouchers & explanations given to me.

R.J.Ellerton FCA



8th May 2014



# Town Council Grant

## Activities Monitoring Form



### 1. Contact Details

Organisation name:	Open Space
Address:	c/o Congleton Town Hall, Congleton, Cheshire

### 2. Grant Information

Grant Reference Number:	GR10-14/15		
Total project cost:	£1698.39		

Receipts Attached? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	Receipt Amount:	£ 1,030
Please list receipts below:		
Receipt for printing of Open Space 2014 programme		

### 3. Project Information

When did the project commence?	26/09/2014	
Did you make a profit from the project? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>		
If yes, how will this be used?		
Please explain how the grant money was used:		
It was used towards the printing of the Open Space programme in order to market the arts festival to as wide an audience as possible.		



Please explain what difference the project has made to your organisation/local people:

Open Space 2014 built on the work of the previous year to establish an annual arts festival in Congleton which will showcase the wide range of artistic and creative activity which takes place in Congleton, and encourage increased involvement in the arts.

#### 4. Promotion

Please send an electronic photograph of your project/activity. Is this attached? Yes ☒ No ☐

Do you give permission for these photographs to be used on the Council's web site and in newsletters? (Please ensure that you seek permission for anybody photographed). Yes ☒ No ☐

Was the grant funding from Congleton Town Council acknowledged in any way? Yes ☒ No ☐

Please state how (i.e. on your website, event programme, tickets, etc)

On web site, and on the programme

#### 5. Feedback

What is your experience of using the Town Council Grant Scheme? Are there any comments or suggestions for improvements that you would like to make?

Great. Thank you!

How did you apply? Online ☐ Email ☒ Post ☐

Do you feel that you understood the process? Yes ☒ No ☐

Please rate the following elements:

	Excellent	Good	OK	Poor
Completing the application form	X			
Relevance of guidelines	X			
Length of the process from submitting an application to receiving notification		X		
Advice given from the Town Council Grants Team (if applicable)	X			









# Town Council Grant

## Activities Monitoring Form



<b>1. Contact Details</b>	
Organisation name:	Congleton Choral Society – Children's Choir
Address:	<div style="border-bottom: 1px solid black; width: 80%; display: inline-block;"></div> <div style="border: 1px solid black; padding: 2px; display: inline-block; width: 15%;">TG</div>

<b>2. Grant Information</b>			
Grant Reference Number:	GR. 18-14/15		
Total project cost:			

Receipts Attached? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	Receipt Amount:	£833
Please list receipts below: Receipts sent separately via email on 2/12/14 £135 Accompanist & conductor fees November 2014 £180 Directing rehearsals November 2014 £38 Congleton Chronicle advertisement £60 Hire of church for November 2014 £30 Hire of church for October 2014 £60 Hire of church for September 2014 £120 Directing rehearsals October 2014 £50 Accompanist fee October 2014 £160 Accompanist & rehearsal fee September 2014		

<b>3. Project Information</b>		
When did the project commence?	September 2013	
Did you make a profit from the project? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>		
If yes, how will this be used?		
Please explain how the grant money was used:  The grant money is being used for hire of the rehearsal venue, URC on Antrobus Street and payment of professional fees to the conductor and accompanist. Other recent expenditure was an advertisement in the Chronicle and money is occasionally used for the purchase of music folders used by the children.		

Please explain what difference the project has made to your organisation/local people:

This project has made a huge difference to Congleton Choral Society and the local people it serves. The children have had, and continue to have, the benefit of professional singing tuition at an affordable price to their families. This has helped them with increased confidence in their educational life, particularly those who have never had this kind of opportunity before, and the obvious musical benefits which they take back to their schools.

There is now much more social interaction between members of the choral society and the local schools and community which did not really exist before this project started.

Having the Children's choir perform in choral concerts has added an extra dimension and widened the appeal of our music making. The children have also been much in demand with request for them to sing at events in the community.

We hope to continue into the future and build on our experiences.

#### 4. Promotion

Please send an electronic photograph of your project/activity. Is this attached? Yes ☒ No ☐

Do you give permission for these photographs to be used on the Council's web site and in newsletters? (Please ensure that you seek permission for anybody photographed). Yes ☒ No ☐

Was the grant funding from Congleton Town Council acknowledged in any way? Yes ☒ No ☐

Please state how (i.e. on your website, event programme, tickets, etc)

##### On web site

Congleton Town Council's contribution continues to be acknowledged on our website in our list of sponsors as well as on our concert programmes and in our advertising. We use the logo that was supplied to us last year.

#### 5. Feedback

What is your experience of using the Town Council Grant Scheme? Are there any comments or suggestions for improvements that you would like to make?

The scheme seems very straightforward and easy to follow.

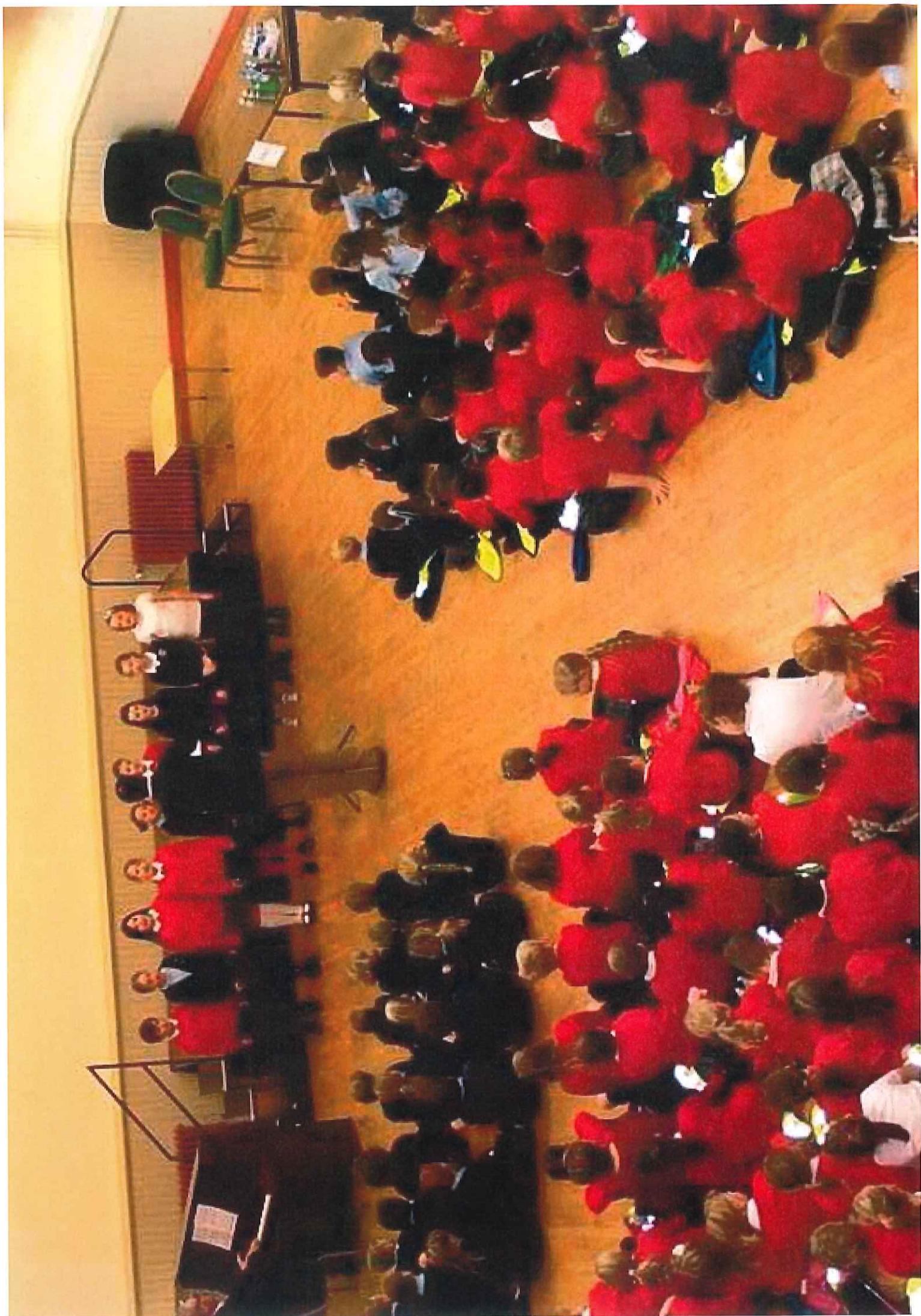
How did you apply? Online ☐ Email ☐ Post ☒

Do you feel that you understood the process? Yes ☒ No ☐

Please rate the following elements:

	Excellent	Good	OK	Poor
Completing the application form	x			
Relevance of guidelines	x			
Length of the process from submitting an application to receiving notification	x			
Advice given from the Town Council Grants Team (if applicable)				









# Congleton Choral Society

President: Margaret Williamson MBE DL

Musical Director: Christopher Cromar

[www.congletonchoralsociety.org.uk](http://www.congletonchoralsociety.org.uk)

Congleton Town Council  
Finance & Policy Committee  
C/O Jackie Potts, Support Manager  
Congleton Town Hall  
High Street  
Congleton CW12 1BN



15<sup>th</sup> December 2014

Dear Jackie

RE: CONGLETON CHILDREN'S CHOIR FUNDING

On behalf of Congleton Children's Choir, I would be most grateful if you could pass on our sincere thanks to the Finance and Policy Committee of the Town Council for awarding us a grant of £250. Unfortunately we are still dependent on grants like this to ensure that we keep going and we are very pleased to have the support of the Town Council in this venture as we strive to get ourselves firmly established and less dependent on financial support.

Musically the choir goes from strength to strength as our young singers widen their repertoire and gain in confidence week by week. They very much enjoy performing to the public and we have plenty of opportunities lined up for them in the coming months, hopefully culminating in joining with the Choral Society in a performance of Carmina Burana in the summer.

Thanking you once again.

Yours sincerely

Moira Taylor

*Secretary – Congleton Choral Society & Children's Choir*

Chairman: Nick Sharman  
Secretary: Moira Taylor, 2  
Treasurer: Pam Upchurch

## Management Accounts to November 2014

See attached Income and Expenditure sheet. These figures are for 8 months so would be 67% of the annual budget if the expenditure was regular monthly.

Central overheads reallocated is an accounting mechanism to apportion the administration costs over all other cost centres containing staff, in line with the audit and accountancy regulation guidance.

### Finance and Policy

#### Corporate Management

- Reception – TIC is the annual charge for the visitor centre ladies to act as the Town Council's receptionists between 9am and 5pm.
- Subscriptions and Publications include annual charges to SLCC and ChALC.
- Insurance is a full year cost. This has been renegotiated with Zurich Insurance and has been split across Corporate Management, Streetscape and the Town Hall cost centres and has given a small saving over the budgeted figures.
- The external audit fee is entered at the end of the financial year

#### Grants

- £10,594 is available for new grant applications to March 2015.

### Community, Environment and Services

- The paddling pool was within budget.
- The budget for floral displays includes a cost for watering baskets which was carried out by a contractor in previous years. The Streetscape team have delivered the service this year, hence the underspend on Floral displays. Next year the budget will be transferred to overtime on Streetscape.
- CCTV charges have been paid for the 5 cameras monitored by Cheshire East Council and repairs carried out on the CCTV vehicle.
- A full year's contribution has been paid for 4 Police Community Support Officers.
- The Christmas Light switch on event was held at the end of November but all the expenditure invoices have not been received yet but this is expected to be within budget.
- The Community Mini-bus cost centre is showing the balance of the grant awarded by Cheshire East to repair and maintain the mini-bus.

### Streetscape

The Town Handyman budget has now been vired to Streetscape as agreed. The Streetscape budget was drawn up with knowledge of some items (eg staffing costs and vehicle hire costs) but some items were based on estimates along with information from Cheshire East e.g. Horticultural supplies, fuel costs. It is apparent that the budget for Horticultural supplies is not enough and although a rebate has been negotiated with the supplier there is still an overspend of £8,709. Fuel costs are also more than estimated and although the main vehicles are on a full maintenance lease, repairs and replacement parts for equipment are more than estimated. Overall the net expenditure is slightly under budget as the budget allowed for 3 members of staff in the handyman team but only 2 are currently in post.

### Town Hall

- Income and expenditure are both slightly under budget but the net effect of this is showing a slight reduction in the deficit.

Jackie Potts.



## Congleton Town Council - Management Accounts - November 2014

Congleton Town Council - Management Accounts - November 2014						
	Current Month Actual	Actual Year To Date	Current Annual Bud	Variance Annual Total	% of Budget	
<b>Finance and Policy</b>						
Cost Centre						
101	<b>Corporate Management</b>					
	Staff Costs (re-allocated)	8,754	71,187	112,902	41,715	63%
	Travel	195	516	1,500	984	34%
	Training / Conferences	0	626	2,600	1,974	24%
	Rent Payable	1,163	9,300	13,950	4,650	67%
	Reception - TIC	0	2,735	2,560	-175	107%
	Miscellaneous Office Costs	34	221	500	279	44%
	Telephone/Fax/Internet	300	1,286	2,000	714	64%
	Postage	221	1,536	3,500	1,964	44%
	Stationery & Printing	168	840	2,500	1,660	34%
	Subscriptions & Publications	0	2,078	2,000	-78	104%
	Insurance	0	7,082	7,905	823	90%
	Computer/IT Costs	575	4,205	5,870	1,665	72%
	Photocopy Charges	0	1,154	3,700	2,546	31%
	Recruitment Advertising	45	214	500	286	43%
	Other Advertising	0	63	200	137	32%
	Bank Charges	10	71	100	29	71%
	Audit Fees - External	0	0	2,000	2,000	0%
	Audit Fees - Internal	0	410	1,440	1,030	28%
	Accountancy Support	0	1,371	3,675	2,304	37%
	Legal & Professional fees	775	1,155	1,500	345	77%
	HR & H&S support	213	1,730	2,560	830	68%
	Central Overheads reallocated	-2,995	-30,953	-49,537	-18,584	62%
Corporate Management:-Expenditure		9,458	76,827	123,925	47,098	62%
CEC Grant		0	-65,558	-63,825	1,733	0%
Interest Receivable		-4	-3,257	-6,000	-2,743	54%
Corporate Management :- Income		-4	-68,815	-69,825	-1,010	99%
Net Expenditure over Income		9,454	8,012	54,100	46,088	15%
102	<b>Democratic Rep'n &amp; Mgm/Civic</b>					
	Staff Costs (re-allocated)	1,779	14,422	22,481	8,059	64%
	Training / Conferences	0	490	1,000	510	49%
	Stationery & Printing	0	41	250	209	16%
	Marketing/Promotions	20	40	1,000	960	4%
	Council Newsletter	0	2,601	5,230	2,629	50%
	Council Website	0	195	2,000	1,805	10%
	Mayor's Allowance	0	3,000	3,000	0	100%
	Members Expenses	0	0	360	360	0%
	Civic Expenses	965	3,871	5,500	1,629	70%
	Civic Regalia	0	0	100	100	0%
	Hall & Room Hire	468	2,341	6,000	3,659	39%
	Civic Artefacts and Treasures	0	322	500	178	64%
	Election Expenses	0	0	0	0	0%
	Central Overheads reallocated	132	1,371	2,195	824	62%
Democratic Rep'n & Mgmt/Civic:-Expenditure		3,364	28,694	49,616	20,922	58%
107	<b>Grants</b>					
			64,983	75,577	10,594	86%
F&P Income - Expenditure Totals		12,818	101,689	179,293	77,604	57%
<b>Community, Environment &amp; Services</b>						
201	Paddling Pool	879	23,844	24,307	463	98%
212	Propogation Unit	0	700	1,000	300	70%
215	Floral Displays	245	9,137	17,500	8,363	52%
241	Allotments	48	259	240	-19	108%
251	Handyman service	0	0	0	0	0%
263	Public Toilets	663	3,498	8,000	4,502	44%
300	Public Realm CCTV	325	12,759	14,800	2,041	86%
301	Congleton Partnership	2,084	16,672	25,008	8,336	67%
302	Community Development	3,216	22,286	41,480	19,194	54%

# **Congleton Town Council - Management Accounts - November 2014**

		Current Month Actual	Actual Year To Date	Current Annual Bud	Variance Annual Total	% of Budget
303	Police Community Support Officers	0	47,200	47,200	0	100%
305	Christmas Fayre/lights	1,918	621	4,000	3,379	16%
321	Tourism	0	2,872	3,000	128	96%
341	Youth and Young People	627	1,396	2,000	604	70%
351	Fellowship House	437	3,146	5,954	2,808	53%
304	P/ship Community Mini-Bus	0	-8,817	0	8,817	0%
		<b>10,442</b>	<b>135,573</b>	<b>194,489</b>	<b>58,916</b>	<b>70%</b>
280	<b><u>Streetscape</u></b>					
	Staff Costs	27,987	219,809	364,055	144,246	60%
	Agency Staff	1,494	10,996	0	10,996	0%
	Protective Clothing/H & Safety	32	2,011	2,250	239	89%
	Office rent	256	2,045	3,067	1,022	67%
	Janitorial	386	2,517	6,000	3,483	42%
	Refuse disposal	0	340	0	340	#DIV/0!
	Telephones	0	0	1,200	1,200	0%
	Insurance	448	3,584	6,000	2,416	60%
	Property maintenance	64	876	500	376	175%
	Horticultural etc Supplies	131	16,709	8,000	8,709	209%
	Equipment maintenance	0	63	200	137	32%
	Equipment replacement/Tools	0	50	750	700	7%
	Vehicle maintenance/Serv etc	0	3,202	4,456	1,254	72%
	Vehicle fuel and oil	861	10,235	15,000	4,765	68%
	Vehicle rental charges	2,578	20,624	32,376	11,752	64%
	General expenditure	8	392	0	392	0%
	Central Overheads Reallocated	2,149	22,210	35,544	13,334	62%
		<b>36,394</b>	<b>315,663</b>	<b>479,398</b>	<b>163,735</b>	<b>66%</b>
	Streetscape - Income		-234,325	-346,314	-111,989	68%
	Net Expenditure over Income	<b>36,394</b>	<b>81,338</b>	<b>133,084</b>	<b>51,746</b>	<b>61%</b>
	<b><u>Town Hall</u></b>					
221	Town Hall - Expenditure		91,036	160,542	-69,506	57%
	Town Hall - Income		-65,253	-107,050	41,797	61%
	Net Expenditure over Income		<b>25,783</b>	<b>53,492</b>	<b>27,709</b>	<b>48%</b>
	<b><u>Total Net Expenditure</u></b>	<b>59,654</b>	<b>344,383</b>	<b>560,358</b>	<b>215,975</b>	<b>61%</b>
	<b><u>Personnel</u></b>					
401	Staff Costs - Reallocated	<b>47,475</b>	<b>387,232</b>	<b>620,278</b>	<b>233,046</b>	<b>62%</b>

## Reserves as at 30/11/14

General Reserve	164,717
Capital Equipment Fund	26,635
Capital Contingency Fund	178,520
EMR Elections	15,000
EMR Crime Prevention/Traffic calmin	3,779
EMR Ancient Treasures	3,000
EMR Website	10,000
EMR Training	3,000
EMR Streetscape	57,250
EMR Loan Repayments	1,725
EMR Toilets	36,907
EMR Play Areas	6,000
EMR Public Realm	3,906
EMR Legal Fees	8,750
EMR Congleton Neighbourhood Plan	42,500
	<b>561,689</b>

Date: 09/12/2014

Congleton Town Council

Page No: 1

Time: 11:26

User : JP

## Bank Reconciliation Statement as at: 30/11/2014 for Cash Book 1 RBS Current/I Access Acct

Bank Statement Account Name (s)	Statement Date	Page No	Balances
RBS Current Account 11411170	28/11/2014	878	521.29
RBS High Interest A/c 11411162	28/11/2014	559	85,776.19
			<u>86,297.48</u>

Unpresented Cheques (Minus)	Amount
07/10/2014 006861 Ian White Landscape Supplies	339.60
21/10/2014 006878 A D Booth & Sons Ltd	32,799.99
11/11/2014 006920 St Peter's Church	250.80
18/11/2014 006935 Cheshire East Council	5,888.86
18/11/2014 006936 Cheshire East Council	20.00
18/11/2014 006942 Mrs P Pinto	60.30
24/11/2014 006950 The Best Connection Group	480.16
24/11/2014 006951 Broadstock Office Furniture Lt	386.40
24/11/2014 006952 Cheshire Electrical Supplies L	8.40
24/11/2014 006953 Cheshire Pest Solutions	78.00
24/11/2014 006954 Heads (Congleton) Limited	112.80
24/11/2014 006955 Fairbairn Signs	390.00
24/11/2014 006956 Heatons Office Supplies Ltd	61.08
24/11/2014 006957 Heaven Scent	195.00
24/11/2014 006958 JAF Graphics	318.00
24/11/2014 006959 Jantex Furnishing Limited	828.00
24/11/2014 006960 Moonscape Media Ltd	180.00
24/11/2014 006961 Talke Chemical Company Limite	26.38
24/11/2014 006962 Top Nosh	21.00
25/11/2014 006963 Cheshire East Council	650.00
	<u>43,094.77</u>
	43,202.71

Receipts not Banked/Cleared (Plus)

0.00

43,202.71

Balance per Cash Book is :-

43,202.71

Difference is :-

0.00

# Congleton Town Council

## RBS Current/I Access Acct

### List of Payments made between 01/11/2014 and 30/11/2014

<u>Date Paid</u>	<u>Payee Name</u>	<u>Cheque Ref</u>	<u>Amount Paid</u>	<u>Transaction Detail</u>
03/11/2014	CEast	DD	2,217.00	Business rates Town Hall
04/11/2014	Accounting Solutions from DCK	006903	606.30	TPC6127/5188/Budget setting
04/11/2014	The Best Connection Group	006904	825.86	2077886/5190/Streetscape temp
04/11/2014	Cavern Protective Clothing	006905	287.40	17831/5191/hi viz trousers
04/11/2014	Congleton Garden Machinery Ltd	006906	112.00	28078/5193/Strimmer repairs
04/11/2014	Clowes Developments (Northwest	006907	629.23	20/7285/5194/toilets water
04/11/2014	Four Oaks Nurseries Ltd	006908	5,760.07	60980/5197/winterbedding plants
04/11/2014	House to Homes Interiors Ltd	006909	150.00	311014/5199/xmas elec costs
04/11/2014	Light Shop Ltd	006910	8.76	377/5200/Bulb
04/11/2014	LITE Limited	006911	1,047.60	700835/5201/xmas lights
04/11/2014	K G Loach	006912	446.83	21267/5202/Fertiliser/tools
04/11/2014	Locke & Hankey Garages	006913	2,893.79	39841/5203/cctv van repairs
04/11/2014	O H Medical Ltd	006914	95.00	231014/5205/services provided
04/11/2014	Maximeyes Security Ltd	006915	42.00	5214/5206/security call out
04/11/2014	Nisbets	006916	135.56	10354021/5207/rope barrier and post
04/11/2014	Posh Nosh Parties Ltd	006917	572.76	285/5209/Recharges £549.60; Youth £15; Floral £8.16
04/11/2014	Prism Business Developments Li	006918	1,324.26	31885/5214/New Pc and upgrade
04/11/2014	Warrior Martial Arts	006919	360.00	P/ship - Young people training sessions
04/11/2014	L Minshull	006902	233.70	Youth Committee trip to London
07/11/2014	T Mobile	DD	22.26	V01025634153/5216/jm phone
10/11/2014	Purchase Power	D D	213.00	BC056265/5208/franking fees
11/11/2014	Angei Springs Ltd	006922	59.64	2421624/5220/water machine
11/11/2014	Ansa Environmental Services	006923	540.00	531000631/5221/erect bunting
11/11/2014	OCS Group UK Ltd	006924	330.77	CN18855486/5222/clinical waste
11/11/2014	Cheshire Electrical Supplies L	006925	62.42	C1679039/5224/Bulbs
11/11/2014	Heads (Congleton) Limited	006926	240.00	87821/5225/1914 Advert
11/11/2014	MAC Tool & Plant Hire Ltd	006927	60.00	5237/5226/Alloy tower
11/11/2014	Porters Service Station Ltd	006928	1,225.05	311014/5227/Fuel for vans
11/11/2014	Talke Chemical Company Limited	006929	594.05	63875/5228/Consumables, bin bags
11/11/2014	West Mercia Energy	dd	1,613.46	1162360/5185/TH Gas & Electricity
11/11/2014	St Peter's Church	006920	250.80	Grant St Peter's Clock
11/11/2014	The Forum Chinese Restaurant	006921	279.50	Balance Princess Irene event
14/11/2014	Wirehouse Employer Services	DD	102.00	Health & Safety Consultancy
14/11/2014	Pitney Bowes Finance PLC	DD	264.98	Pitney Bowes Finance PLC - franking machine rental
17/11/2014	RBS Credit Card	DD	924.00	Train fare Youth committee trip to Parliament
18/11/2014	AWC Electrical Ltd	006930	4,464.00	2361/5231/xmas lights put up & storage
18/11/2014	BDR Voice & Data Solutions Ltd	006931	354.00	1132046/5232/handset MJW
18/11/2014	The Best Connection Group	006932	825.90	2085687/5234/S/scape temp
18/11/2014	Chris Booth	006933	60.00	311/5235/sound system remembrance service
18/11/2014	Cavern Protective Clothing	006934	60.60	17848/5236/protective clothing
18/11/2014	Cheshire East Council	006935	5,888.86	43000781/5237/lampost fixing xmas lights
18/11/2014	Cheshire East Council	006936	20.00	141114/5238/lotteries licence
18/11/2014	Heads (Congleton) Limited	006937	112.80	89743/5239/xmas lights advert
18/11/2014	IBD Internet Business Director	006938	1,050.00	1583/5242/new website partnership
18/11/2014	Jewson Limited	006939	17.32	0767/0105717/5243/cement
18/11/2014	R.J. & J. Moore	006940	1,470.00	74/5244/xmas trees
18/11/2014	North Rode Timber Co. Ltd	006941	7.26	143110/5246/Door Hook
18/11/2014	Mrs P Pinto	006942	60.30	301014/5247/In Bloom expenses
18/11/2014	The Stationery Cupboard	006943	71.90	129/5248/ Stationery items
18/11/2014	Talke Chemical Company Limited	006944	532.01	63920/5249/cleaning supplies
18/11/2014	Threadfast Engineers Ltd	006945	221.15	SIN079680/5251/bolts etc
18/11/2014	TMC Creative Ltd	006946	6,000.00	2380/5252/Link2Prosperity document
18/11/2014	Vibrant Graphics Ltd	006947	1,405.00	026725/5253/xmas brochure
18/11/2014	West Wallasey Contract Hire	006948	3,093.54	WAL212808/5254/vehicle leasing

18/11/2014	Posh Nosh Parties Ltd	006949	1,082.88	286/5256/Recharges £106.20; Remembrance buffet £927; Partnership £34.68; Youth £15
18/11/2014	RBS Autopay	AUTOPAY	48,984.88	salaries November 2014
18/11/2014	Wirehouse Employer Services	DD	153.60	HR Support monthly
19/11/2014	West Mercia Energy	DD	408.11	1165892/5218/Gas charges
24/11/2014	The Best Connection Group	006950	480.16	2093514/5263/S/scape temp
24/11/2014	Broadstock Office Furniture Lt	006951	386.40	1097979/5264/office furniture
24/11/2014	Cheshire Electrical Supplies L	006952	8.40	C1679787/5265/bulbs
24/11/2014	Cheshire Pest Solutions	006953	78.00	6031/5266/mole treatment
24/11/2014	Heads (Congleton) Limited	006954	112.80	90002/5267/xmas advert
24/11/2014	Fairbairn Signs	006955	390.00	19280/5268/vinyl cctv van
24/11/2014	Heatons Office Supplies Ltd	006956	61.08	10071499/5271/copier paper A4
24/11/2014	Heaven Scent	006957	195.00	191114/5272/T/Hall decs
24/11/2014	JAF Graphics	006958	318.00	18630/5273/banner stickers
24/11/2014	Jantex Furnishing Limited	006959	828.00	12365/5274/curtains Bridestones
24/11/2014	Moonscape Media Ltd	006960	180.00	13903/5275/primary times adver
24/11/2014	Talke Chemical Company Limited	006961	26.38	63928/5276/frames/cableties
24/11/2014	Top Nosh	006962	21.00	S485/5277/in bloom refreshment
25/11/2014	Cheshire East Council	006963	650.00	41060635/5280/CEast legal fees
25/11/2014	RBS bank	DD	10.00	Autopay charges
25/11/2014	Prism Bus Developments	DD	690.27	IT Support monthly
28/11/2014	Allpay - Plus Dane	DD	36.08	Allotment garage rental
28/11/2014	Sita UK Ltd	DD	233.69	29469665/5215/waste collection
Total Payments			105,579.42	

- (b) Where it is intended to enter into a contract exceeding £25,000 in value for the supply of goods or materials or for the execution of works or specialist services other than such good, materials, works or specialist services as are excepted as set out in paragraph (a) the Town Clerk shall invite tenders from at least three firms. (See Standing Orders for Contracts)
- (c) When applications are made to waive financial regulations relating to contracts to enable a price to be negotiated without competition the reason shall be embodied in a recommendation to the Council.
- (d) Such invitation to tender shall state the general nature of the intended contract and the Town Clerk shall obtain the necessary technical assistance to prepare a specification in appropriate cases. The invitation shall in addition state that tenders must be addressed to the Town Clerk in the ordinary course of post. Each tendering firm shall be supplied with a specifically marked envelope in which the tender is to be sealed and remain sealed until the prescribed date for opening tenders for that contract.
- (e) All sealed tenders shall be opened at the same time on the prescribed date by the Town Clerk or RFO in the presence of at least two members of the Council.
- (f) If less than three tenders are received for contracts above £25,000 or if all the tenders are identical the Council may make such arrangements as it thinks fit for procuring the goods or materials or executing the works.
- (g) Any invitation to tender issued under this regulation shall contain a statement to the effect of Standing Orders 65, 66 and 67.
- (h) The Council shall not be obliged to accept the lowest or any tender, quote or estimate.

## **12. PAYMENTS UNDER CONTRACTS AND FOR ALL OTHER CAPITAL PURCHASES**

- 12.1 Payments on account of the contract sum shall be made within the time specified in the contract by the RFO upon authorised certificates of the architect or other consultants engaged to supervise the contract (subject to any percentage withholding as may be agreed in the particular contract).
- 12.2 Where contracts provide for payment by instalment the RFO shall maintain a record of all such payments. In any case where it is estimated that the total cost of the work carried out under a contract, excluding agreed variations, will exceed the contract sum by 5% or more, a report shall be submitted to the Council.
- 12.3 Any variation to a contract or addition to or omission from a contract must be approved by the Council and confirmed by the Town Clerk to the Contractor in writing, the Council being informed where the final cost is likely to exceed the financial provision.
- 12.4 Any capital project of a value exceeding £10,000 will be subject to the following:-  
The Town Mayor, Deputy Mayor, Chairman and Vice Chairman of Finance and Policy to have delegated powers along with the Town Clerk to agree the financial details of the purchase of goods, including agreeing terms of payment. (At least 3 of the Councillors to be present when a decision is taken).



- 12.5 A financial search will be undertaken of the supplier's credit worthiness and financial status. The option to consider using an Advanced Payment Bond to be explored where appropriate.
- 12.6 Final payment of invoice to be dependent on ensuring the goods are fit for purpose and meet the specification set by the Town Council.
- 12.7 Purchases of a high value exceeding £25,000 should be referred to the Finance and Policy Committee for approval of terms.

### **13. STORES AND EQUIPMENT**

- 13.1 The relevant manager shall be responsible for the care and custody of stores and equipment.
- 13.2 Delivery Notes shall be obtained in respect of all goods received into store or otherwise delivered and goods must be checked as to order and quality at the time delivery is made.
- 13.3 Stocks shall be kept at the minimum levels consistent with operational requirements.
- 13.4 The RFO shall be responsible for periodic checks of stocks and stores at least annually.

### **14. PROPERTIES AND ESTATES**

- 14.1 The Town Clerk shall make appropriate arrangements for the custody of all title deeds of properties owned by the Council. The Town Clerk shall also ensure a record is maintained of all properties owned by the Council, recording the location, extent, plan, reference, purchase details, nature of the interest, tenancies granted, rents payable and purpose for which held in accordance with Regulation 4(3)(b) of the Accounts and Audit Regulations 1996 as amended.
- 14.2 No property shall be sold, leased or otherwise disposed of without the authority of the Council, together with any other consents required by law, save where the estimated value of any one item of tangible movable property does not exceed £200.

### **15. INSURANCE**

- 15.1 Following an annual risk assessment, the Town Clerk shall affect all insurances and negotiate all claims on the Council's insurers.
- 15.2 The Town Clerk shall keep a record of all insurances affected by the Council and the property and risks covered thereby and annually review it.
- 15.3 The Town Clerk shall report to the Council at the next available meeting any loss, liability or damage or any event likely to lead to a claim.
- 15.4 All appropriate employees of the Council shall be included in a suitable fidelity guarantee insurance which shall cover the maximum risk exposure as determined by the Council.

### **16. CHARITIES**

- 16.1 Where the Council is sole trustee of a Charitable body the RFO shall ensure that separate accounts are kept of the funds held on charitable trusts and separate financial

## Brian Hogan

---

**From:** John Warren <john.warren@cheshire.pnn.police.uk>  
**Sent:** 09 December 2014 15:13  
**To:** Brian Hogan  
**Subject:** Funding ~[NOT PROTECTIVELY MARKED]~

Hi Brian,

To follow up with our phone call, I am looking to find some funding for an Anti-Loitering device to be installed in the market area with a timer to activate the device at certain times of the day, namely after 5pm until 6am the following morning.

For those that are unaware of what an Anti-Loitering device is the information is below.

**The Mosquito or Mosquito alarm is an electronic device used to deter loitering by young people by emitting sound at high frequency, in some versions so it can only be heard by younger people.**

The device is marketed as a safety and security tool for preventing youths from congregating in specific areas. As such, it is promoted to reduce anti-social behaviour such as loitering, graffiti, vandalism, drug use, drug distribution, and violence. In the UK, over 3,000 have been sold, mainly for use outside shops and near transport hubs. The device is also sold in Australia, France, Denmark, Italy, Spain, Germany, Switzerland, Canada and the USA.

The newest version of the device, launched late in 2008, has two frequency settings, one of approximately 17.4 kHz that can generally be heard only by young people, and another at 8 kHz that can be heard by most people. The maximum potential output sound pressure level is stated by the manufacturer to be 108 decibels (dB) The sound can typically only be heard by people below 25 years of age, as the ability to hear high frequencies deteriorates in humans with age (a phenomenon known as presbycusis).

This Device has been used very effectively by the Poynton town council to combat what was a major issue of ASB around the shops and the High School. It effectively discouraged youths from congregating in the problem areas and almost eradicated the problems in the area by itself.

I am also trying to seek some funding for some CCTV to be installed in the area, as the ASB can become criminal activity, such as criminal damage, shoplifting and drug use/ dealing. With the presence of CCTV it will not only deter the activity in this area, but will also help us, as the police, identify key individuals in these activities and help us build a more effective plan of action. I am aware that there is some CCTV in the Bridestone's area, but it is very poor quality and doesn't cover the covered market area.

We are seeking the funding to help the market area become a safe, enjoyable, trouble free environment, and with the current amount of calls from residents who back on to the area, about noise from youths and late night activity around the area, I believe we should work in partnership and cooperatively to address the issues. The majority of the late shift PCSO time is spent currently patrolling the area due to the amount of calls; this takes the PCSO resource away from the rest of the community and is creating a negative impact as a result. With your help we would be able to give more time back to the rest of the community as the requested items will help us manage the issue more effectively.



Thank you in advance,

John Warren (PCSO 21620)  
Congleton NPT  
Congleton Police Station  
Market Square  
Congleton  
CW12 1EU



John Warren (PCSO 21620)  
Congleton NPT  
Congleton Police Station  
Market Square  
Congleton  
CW12 1EU



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Home ► Security Equipment ► Mosquito Anti-Loitering Devices

## Anti-Loitering Devices



### So, you're having problems with kids and teens?

Every day we receive calls from people wanting to buy a **Mosquito Anti-Loitering Device**. People like you who are fed up with groups of kids damaging their property, hanging around in rowdy groups, smoking and drinking, playing music and generally preventing you from enjoying your home or business.

You have tried talking to them. You have tried talking to their parents if you know them. Perhaps you have even wasted your time getting the police involved. Now you need to take matters in to your own hands in a way that does not involve any confrontation.

You as an individual have a legal right to peaceful enjoyment of your property or business and The Mosquito Anti-Loitering Device is the most effective and benign way of getting rid of the problem.

The Mosquito device is the only product on the market that has the teeth to bite back at these kids. The Mosquito alarm works not by being loud and painful, but by being UNBELIEVABLY annoying to the point where the kids CANNOT stay in the area being covered by the mosquito sound.

Cart: 0

Consumer Security  
Products

**Anti-loitering  
Devices**

**Caravan Security  
System and Products**  
**Container Alarms**  
**Driveway Alarms**  
**Fuel Tank Alarms**  
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Alarms**  
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**Smoke Alarms**  
**Stable Alarms**  
**Storage Unit Alarms**  
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Monitoring Alarms**

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The Mosquito device is 100% legal to own and use and requires no planning permissions etc. It is simple to install (just bolt to a wall or post) and simply plugs in to a standard 13A wall socket. If you want to know more about the Mosquito before purchasing, see our [Mosquito information page](#).

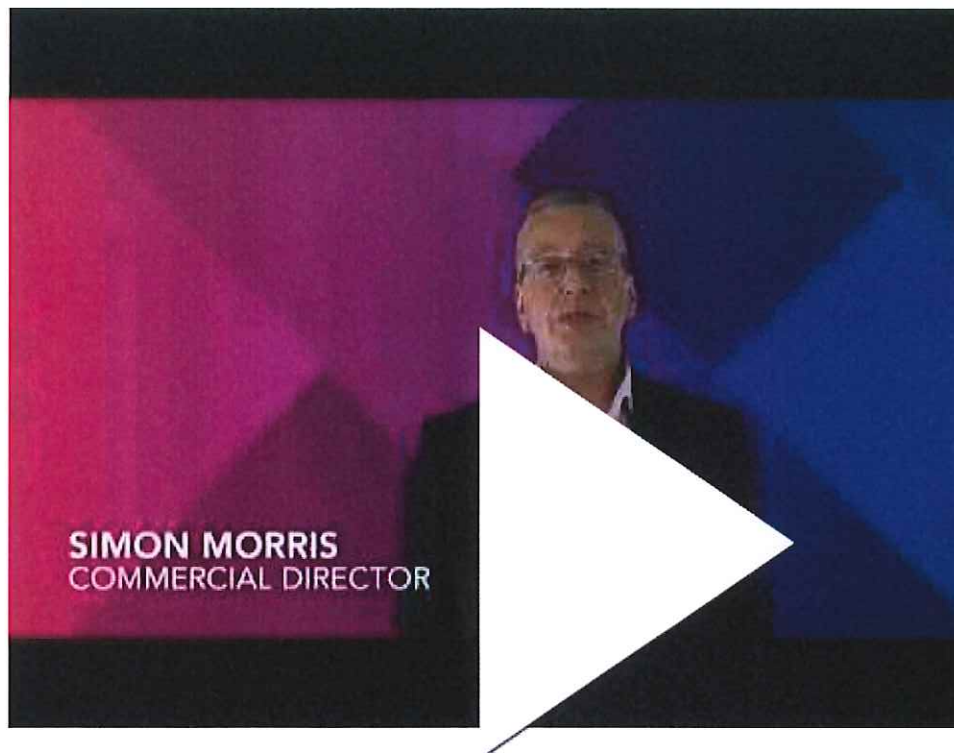
If you want to reclaim your right to a peaceful existence, buy your Mosquito Anti-Loitering Device now!

---

*"The impact it has made to our lives has been unbelievable"*

---

*Kris Perkins, private home-owner, UK*



**Temporary Security for Empty Lets**  
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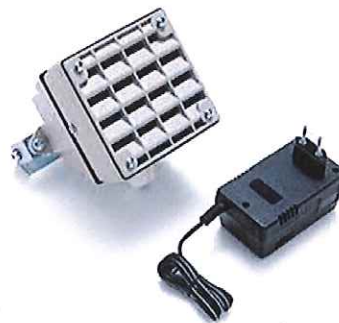
**Security Systems**

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**Mosquito MK4 (Anti-Loitering device) Customise your own kit**

---

The most effective tool for dispersing groups of misbehaving teenagers. Safe & legal. No licenses or permissions required

---

**£594.00**[Add To Cart](#)

---

**Mosquito Kit 1 - MK4 + PSU EU (Anti-Loitering device)**

---

The most effective tool for dispersing groups of misbehaving teenagers. Safe & legal. No licenses or permissions required

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**£598.80**[Add To Cart](#)



### Mosquito MK4 Anti-Loitering Cage + PSU EU (Anti-Loitering device)

The most effective tool for dispersing groups of misbehaving teenagers. Safe & legal. No licenses or permissions required

£646.80

[Add To Cart](#)



### Mosquito MK4 Anti-Loitering Cage + PSU UK (Anti-Loitering device)

The most effective tool for dispersing groups of misbehaving teenagers. Safe & legal. No licenses or permissions required

£646.80

[Add To Cart](#)



### Mosquito Kit 1 - MK4 + PSU UK (Anti-Loitering device)

The most effective tool for dispersing groups of misbehaving teenagers. Safe & legal. No licenses or permissions required

£598.80

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## Report to Finance and Policy Committee

Thursday 8<sup>th</sup> January 2015

### Congleton Town Council website V3 build

Note: The pre 2011 website is referred to as V1, the 2011 website project is referred to as V2

#### 1. Needs document

Produced by Andrew Clarke: Webmozaic.com: 17/12/2014, an independent web advisor who successfully advised the Town Council on the move from V1 to V2. Andrew will not be tendering for the web site as a sole trader, but was a web manager for a major international company and has extensive knowledge of new developments and CMS programmes.

#### 2. V2 Site review

The current website (V2) is hugely successful and has won two awards. It provides the residents, employers and visitors of Congleton with easy access to content about the Council and the Town.

The V2 project was launched in Feb 2011 to identify a suitable agency and to subsequently rebuild the CTC website and set as its objectives (amongst others) to increase site visits from about 300 per month on the V1 site to a desired 1500 visits per month within 12 months from launch.

- The site attracted an average of 3000 visits per month after 12 months\*  
2x target and 10x the V1 site traffic
- Page views per visit were objectivised as >1.5 per visit  
The depth of visit is on average 2.21 pages\*

The site was designed and built by a Stoke-on-Trent company Cyberzia and is maintained internally with great dedication by CTC staff updating it regularly with the business of the council, events and news and information. This shows to visitors that the town is active and a worthwhile place to be.

The experience with the agency was positive and collaborative resulting in a good experience for CTC. They were accessible, responsive and easy to get on with. The selection process was objective and robust.

### 3. Issues

**Agency issues:** Some months after work commenced, Cyberzia was absorbed into a larger company for which there was no notice. After approximately 12 months, the design staff left to form another company which subsequently dissolved. Support is currently provided by an ex-member of that original team on an ad-hoc basis.

- This is an unsustainable situation

**Not Mobile friendly:** Since the V2 site was launched the use of mobile internet has become functionally ubiquitous with more than 50% of the UK population accessing the internet using a mobile device, either tablet or smartphone.

- The V2 site wasn't designed to be mobile friendly: that was beyond the scope of the project budget at the time.

As a result of not being mobile compatible and as a consequence of the growth of mobile internet, the site is losing traffic and the Town's reputation.

As mobile compatibility was beyond the initial scope of the V2 project, the design approach that was necessary to adopt, precluded easy adaptation to mobile compatibility. In addition the current Content Management System is dated and not compatible with new add ons which makes it a more lengthy experience for staff to update.

A measure of the engagement with a site is bounce rate, that is, the amount of people who leave the site having looked at no more than one page.

- Bounce rate for desktop users is 55%\*
- **Bounce rate for phone users is 77%\***
- **Bounce rate for tablet users is 66%\***

This shows that the user experience for mobile leads to visitors abandoning the site after looking at only one page, the smaller the device, the less pleasant, the experience and the quicker to abandon. The increasing prevalence of users accessing the site using such mobile devices, which have a poor experience, will inevitably mean over time that the website will become irrelevant.

\*Source Google Analytics – CTC website performance statistics

**Graphical site design:** The design of the V2 site demonstrated a significant improvement over the V1 site but is now looking tired.

- A website design should be refreshed every 2-3 years\*\*

\*\*Multiple sources

#### 4. Recommendation

Although the site is currently successful, it must be remembered that owning a website is a process and not an event. The Council created a great image for the town; this will not by itself be maintained as user expectations and user technology evolves with time. A budget was set aside for web development in a reserve for 2015-16

It is recommended to avoid significant adverse effects of the issues outlined above, that the site is updated and that a purchasing process is undertaken to achieve the following:

1. Identify a suitable agency that can provide web development services.
2. Redevelop the site to be suitable for mobile internet
3. Refresh the presentation to be suitable for the next period.

The process:

In broad terms, the project approach should be:-

1. Identify the detailed needs of the V3 website and stakeholders.
2. Draw up an Invitation to quote document
3. Receive and objectively score quotation documents to identify a shortlist of agencies
4. Interview the shortlisted agencies
5. Appoint the selected agency and launch the build project.



# **CONGLETON TOWN COUNCIL**

## ***Corporate Business Plan 2015 - 2016***

## **Background**

Congleton received its first charter in 1272, with civic government developing gradually until the ancient Borough was dissolved under the Municipal Corporations Act 1835. The reformed Congleton Borough was a non-county borough, responsible for a range of local government functions within the geographical area of Congleton Town. It served as a principal authority within a two tier local government system, sharing duties with Cheshire County Council. It continued until March 1974, when its powers transferred to the new District (Borough) of Congleton, formed in April 1974 by the merger of 5 former urban and rural authorities including Congleton BC. Both Congleton Borough Council and Cheshire County Council ceased to exist from 1<sup>st</sup> April 2009, being replaced by the new Cheshire East Council as a unitary principal authority.

Congleton Town Council is one of the largest of 108 local councils within East Cheshire. It was inaugurated in 1980 to provide the local council tier of local government for the town of Congleton. It became fully operational in April 1981 and exists to serve as a vehicle of local opinion; to provide an effective link between the local residents and council tax payers with Cheshire East Council; to express local feelings and interests and to keep watch on all developments within the Town. It has the statutory responsibility to examine plans due for consideration by the Cheshire East Council as planning authority. It also manages a range of local services and facilities.

The Council is composed of 20 Councillors, representing 2 Town Wards. Council elections take place in May every 4 years, when a new Council is elected. The next full elections will be held on 7<sup>th</sup> May 2015.

This, the tenth Business Plan, is a management tool intended to identify how the financial, human and technological resources available are to be used to achieve declared objectives as set out in the Council's Corporate Strategy.

The Plan concentrates on the current year but some actions stretch beyond this period. It is a living document which will be modified as situations develop or be adapted to support different funding applications, and builds upon the considerable experience and success of the Council.

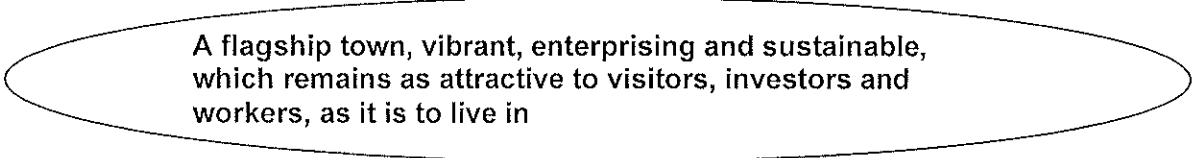
## **Introduction**

The Council adopted its first Corporate Strategy "Making Localness Count: 2006-2008" in April 2006 which enabled it to transform its role in the Town, its services and the way it was managed. In April 2009, the Council adopted its current Corporate Strategy following public and stakeholder consultation, which builds on strengthening the Town Council whilst placing greater priority on regeneration, the economy and sustainability. It sets out how the Council will respond to issues identified either by a strategic analysis of the Town's needs or identified in recent reports prepared as part of the processes to develop both the Town Strategy and Public Realm Strategy. The Strategy recognises the priorities of the council and Community

encompassed within the Council's Medium Term Corporate Strategy. It commits the Council to work with Cheshire East Council and the Local Strategic Partnership as they develop policies for the area. The Council will remain committed to working in partnership with other public bodies as well as the voluntary and community organisations for the good of our Town.

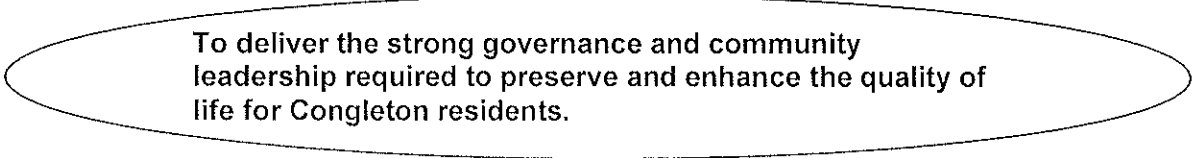
Working with Cheshire East Council on local governance and service devolution will continue to be a key priority. The Town Council has developed a protocol to steer its direction in this respect. Cheshire East Council's Strategies and Policies will inevitably have an impact on the Town and it will be important that the Town Council is able to influence their development. The lack of consistent direction and slowness to commit to action by Cheshire East Council is becoming a growing frustration to the Town. Negotiations are still underway over the devolution or transfer of local services to the Town Council, and this will be the major task and decision for the coming year. It also presents a further risk area for the town Council, particularly in today's challenging economic climate

## **VISION**



**A flagship town, vibrant, enterprising and sustainable, which remains as attractive to visitors, investors and workers, as it is to live in**

## **MISSION**



**To deliver the strong governance and community leadership required to preserve and enhance the quality of life for Congleton residents.**

## **OUR CORE VALUES**

The principles by which we will operate the Council are:

- **Democracy and openness**
- **Equality**
- **Working with others**
- **Value for money**

## **STRATEGIC GOALS**

Community facing:

**GOAL 1: AN ACTIVE AND ENGAGED COMMUNITY**

1. To support, develop and empower the community & voluntary sector
1. To promote community cohesion
3. To promote health and fitness amongst our residents and workforce
4. To engage with the Town's present and future generations

**GOAL 2: A SUSTAINABLE ENVIRONMENT**

1. To protect and enhance the local environment
2. To work to make our Town safer

**GOAL 3: A CELEBRATED AND PROTECTED HERITAGE**

1. To protect our heritage
2. To promote our heritage

**GOAL 4: A STRONG AND DIVERSE ECONOMY**

1. To lead the development of a re-vitalised Town Centre as set out in the Public Realm Strategy
2. To identify Congleton as the "enterprise hub" of Cheshire East
3. To improve access and communications to and within the Town
4. To continue to promote Congleton and the Northern Link Road
5. To develop the Fairground site and Lifestyle Centre

**GOAL 5: OPERATIONAL QUALITY**

1. To develop capacity and a diverse skill base within the Council
2. To deliver excellent services according to both need and consumer choice
3. To achieve high performance by taking a more integrated approach to management.

**An overview and analysis of the Town**

Congleton Town covers an area of 2255 hectares (22.55 sq. km or 8.7 sq. ml), with a population of almost 26,500 (49% males, 51% females) and an electorate of 21,717. There are 11,902 households.

## **UK Economy**

Whilst manufacturing output has increased by 2.9% this year, it has increased by 0.4% over the previous month. Retail sales have increased annually by 4.3% with an increase over the previous month of 0.8%. Similarly GDP is running at 3% annually with a quarterly change of +0.7%

Raw material and fuel have fallen annually by 7.4% and factory gate prices reduced by -0.4%. RPI though is 2.3%, with average earnings up by 1.4%.

### **Congleton Town profile<sup>1</sup>**

Adults' qualifications compare well with the regional and national figures, with 29.2% of residents aged 16 and above being qualified at or above degree level at the time of the 2011 Census. This exceeds the averages of 24.4% and 27.2% for the North West and England & Wales respectively, but is lower than the Cheshire East average of 32.0%. 22.1% of the Town's 16+ population have no qualifications: this is below the averages for the North West (24.8%) and England & Wales (22.7%), but is a greater proportion than in Cheshire East as a whole (19.6%).<sup>2</sup>

The median annual household income of people living in the Town (£31,300 in 2014) is below the median for Cheshire East (£33,100), but higher than that for Great Britain (£28,500).<sup>3</sup>

According to the Government's most recent Index of Multiple Deprivation (2010), Congleton Town has just one Lower Layer Super Output Area (LSOA) in the top (most deprived) 20% of England's LSOAs. This LSOA (code E01018400) is east of the town centre and has a percentile value of 13.17% (i.e. it is among England's top 14% of LSOAs, but outside the top 13%). Among Cheshire East's LSOAs, it is the 10<sup>th</sup> most deprived.<sup>4</sup>

Of the current population in the Town (26,700), some 60.2% (16,100) are aged 16-64.<sup>5</sup>

<sup>1</sup> Except where stated otherwise, the statistics in this profile relate to Congleton Town (defined as the area covered by the current wards of Congleton East and Congleton West, or, equivalently, Lower Layer Super Output Areas E01018395 to E01018410 inclusive).

<sup>2</sup> Source: Key Statistics Table KS501EW, 2011 Census, ONS. Crown Copyright 2014. Office for National Statistics licensed under the Open Government Licence v. 1.0.

<sup>3</sup> Source: Median household income, Pay Check 2014, © Copyright CACI Limited. This Report shall be used for academic, personal and/or non-commercial purposes. Note: The figure for Congleton Town is a pseudo median, rather than a true median. The pseudo median is calculated by creating an array for each area. The array is a multiplication of the average median income at postcode level by the number of households, repeated for each postcode within an area. The median is then the median figure of this array. A true median would be calculated using a separate household income figure for each household; however, only median figures at postcode level are available.

<sup>4</sup> Source: English Indices of Deprivation 2010, DCLG (published in March 2011).

<sup>5</sup> Source: ONS mid-year population estimates for 2013. ONS Crown Copyright 2014. ONS licensed under the Open Government Licence v. 1.0.

Of those in the slightly wider 16-74 age group, 69.4% are economically active, which is a similar rate to those for Cheshire East (70.6%), the North West (67.8%) and England & Wales (69.7%).<sup>6</sup>

The traditional Manufacturing areas of textiles and engineering have been affected by globalisation: for example, in 2001, Manufacturing accounted for 25.2% of the town's employment (3,200 jobs), but by 2011 this had fallen to 14.8% (1,900). However, the Manufacturing sector's employment share is still well above the England & Wales average (8.9% in 2011, down from 15.0% in 2001). Wholesale & Retail (15.9% share in 2011) and Human Health & Social Work (12.1%) are the other two sectors that account for more than a tenth of the Town's employment.<sup>7</sup>

Congleton has a relative shortage of jobs and is, therefore, a net exporter of labour: in 2011, 12,400 of its residents were in employment (including those commuting out of the town), but only 9,600 people (including inward commuters) worked in the town. Hence there was a net commuting outflow of 2,800.<sup>8</sup>

As of October 2014, 0.9% of Congleton Town's 16-64 year-olds were claiming Jobseeker's Allowance. This claimant unemployment rate is below those for Cheshire East as a whole (1.2%), the North West (2.2%) and the UK (also 2.2%).<sup>9</sup>

In 2014, the town had an estimated 1,300 private sector businesses (including non-profit businesses and mutual associations).<sup>10</sup>

Key issues facing Congleton are:

- an aging population
- a competitive environment for business and attracting external funding
- retention of young people
- danger of becoming a commuter town
- need to diversify the Town employment structure
- need to stimulate enterprise
- current economic and market conditions
- need to revitalise the Town Centre
- need to attract high tech-high value business and raise wage levels
- Congleton's development will be constrained without the delivery of sufficient quality employment land the Local Plan should though address this issue
- need to address climate change

<sup>6</sup> Source: Key Statistics Tables KS601EW to KS603EW, 2011 Census, ONS. Crown Copyright. Office for National Statistics licensed under the Open Government Licence v. 1.0.

- traffic congestion
- need for more housing in general and in particular affordable housing
- Preventing unwanted and unplanned development

### **A little history of the Town Hall & its management**

Congleton Town Hall embodies Italian and French Gothic design influences. The building is two storied at street level and has a central machicolated and battlemented tower rising flush with the façade. The building to the frontage has a steeply pitched roof pierced by sharp dormers. The main hall being two storeys vaulted with exposed hammer beam roof trusses under a mansard roof with clerestory lighting.

The building is currently listed under the Town and Country Planning Acts and is graded 2 star. Although the 2 star grading includes the interior, it is generally accepted the internal listing mainly reflects the qualities of the main hall space and the internal stonework.

The Town Hall was subject to a major re-furbishment of significant investment (£975k) in 1996, which saw much of its interior, brought back to its original design with the aid of a Single Regeneration Budget Grant. Mechanical and electrical installations were upgraded together with essential repairs to the external fabric. Although some essential repairs and electrical upgrades were undertaken to the second floor areas within the scope of this study, no other works of improvement were undertaken, the area remaining is originally as built.

The Market Square Chambers were let to The Museum Trust on a 25 Year lease, commencing May 2002, although the Museum may shortly vacate the premises and move to Bradshaw House.

In the late 1990s, major external fabric repairs were undertaken by the Borough Council. Prior to April 1974, the building was owned and managed by the original Congleton Borough Council, and transferred to the post April 1974 Borough Council on reorganisation. Following the internal works, Congleton Town Hall Trust was established in 1998 to operate the facility at community level. Financial resources and local politics conspired against it and management soon reverted to the Borough Council.

Congleton Town Council took over the freehold and management in June 2008 and spent the first few months learning and integrating the operation into the Council culture.

During 2009, all external backlog maintenance work was undertaken along with outstanding disabled access works and a new boiler. Further work completed in 2010 included removing the suspended ceiling and renovation of the Bridestones Suite; provision of a Restroom and a new disabled toilet on the First Floor; and provision of a cafe/restaurant and a First Aid Facility on the Ground Floor. New security arrangements were also put in place in 2011. Additional capital works were completed in 2012 which included a new bar and increased kitchen area. Whilst

this year extensive refurbishment of the 13 Town Hall roofs has been undertaken including the refurbishment of the roof of the Grand Hall.

### **Situational Analysis for the Town Hall**

The Town Hall had been a low priority, non-statutory service for the Borough Council, which has received minimal investment since the 1990s and had become run down. It looked jaded and in parts dirty. As one walked up the High Street, on the majority of occasions, one was faced with large closed wooden door. The building was under used and un-welcoming.

The important main architectural features of the building such as the hammer beams in the main hall are in good condition but the facility badly needed upgrading if it was to attract the high value commercial businesses which will be necessary to reduce the annual revenue deficit. A major capital works programme was approved, to take place over two-three years. This included 6 years backlog maintenance, DDA compliance, conversion of the Brassiere to a café with a High Street frontage, energy conservation and improvement works which open up new areas and restore the Bridestones Suite (Conference Room) to its former glory. The works have been disruptive and resulted in reduced bookings in 2010 and therefore reduced income, but much of the programme has been completed. Works for this year include outstanding electrical and other services work, but, a major issue to tackle is to undertake repairs to the various roofs around the Town Hall in an effective but economic way.

The Town Hall is a valuable community asset; however it has not yet become the vibrant civic centre or the natural choice of venue for prestige events. It has car parks close at hand but no dedicated parking for the public. There are some 8 parking spaces at the rear for staff and certain High Street businesses have an informal access to their parking spaces.

Staff have now built up considerable experience in the operation of the building and working with the commercial partner has provided commercial experience. The Council will in future be able to capitalise on catering profits and key corporate events and weddings. The Town Hall also requires more imaginative and better marketing and promotion, which is currently being undertaken in order to attract more corporate customers.

### **Policies**

The Council has an Equalities Policy which sets out its commitment to equal treatment of both clients and staff irrespective of ethnic origin, gender, religion, disability, age, marital status, or sexual orientation. It contains a section "Positive about Disability" which makes a firm commitment about adaptation of premises now and in the future. A full disabled audit of all premises has been undertaken some time ago and substantial compliance works were carried out to the Town Hall in 2009-10. The Policy was reviewed in 2011 and strengthened in the areas of its Gender Equality Scheme and Age Discrimination Statement.

The Safety Policy, which was endorsed by full Council, states a firm commitment to health,



safety and welfare. It clearly allocates responsibilities and states how hazards will be tackled. A risk assessment has been undertaken of all premises and services and a programme of improvement is currently being implemented with the assistance of our Health and Safety Advisor, Wirehouse.

Personnel Policies have been approved by the Personnel Committee and an Employee Handbook issued to all staff, which will need to be reviewed from time to time because of legislative changes and as a consequence of amendments initiated by Wirehouse. A comprehensive set of operating procedures have been developed as part of the Integrated Management System which has also been reviewed and amended in conjunction with Wirehouse. During this review, the relevant employees were consulted and fully involved in the process.

The Council's Community & Social Policy is a commitment to strengthening the Town's communities and to recognising their diversity and development. The Customer Care policy makes a commitment that the Authority will treat all members of the public in a courteous and professional manner whilst recognising their needs as an individual or as part of a local community.

The Quality Policy confirms the Council's belief that its commitment to continuous improvement will guarantee the success of the Council by fulfilling its strategic objectives. The Environmental Policy is linked to the Council's Quality Policy, and is intended to ensure environmental considerations are central to the ethos of the organisation.

The Council adopted both a Child and Vulnerable Adult Policy and Marketing & Communications Strategy in 2008 and adopted a Volunteers Policy for the first time in 2009.

### **Stakeholders and Clients**

The main stake holders in the activities of the Council are the electors, residents and businesses of the Town, all of which benefit from an improved town environment and protected heritage, better services and an improved civic centre at the Town Hall. Other stakeholders are our partners such as the Cheshire East Council, voluntary and community groups, local trusts and other public and private organisations who work for the good of the Town.

Our clients are the individuals, organisations, visitors, tourists and users of the Council's facilities and services or who benefit from its financial support. Of particular importance will be to identify and attract new users to the Town Hall, as well as considering service standards when evaluating taking over additional local services.

### **Capability Analysis**

Appendix 1 sets out the SWOT analysis which examines the strengths and weaknesses within the organisation and the opportunities and threats which it faces. The Business Plan has built on the strengths and opportunities and developed a response to the identified weaknesses and threats. This appendix also includes a summary of the Pest Analysis which uses the four headings of Political, Economic, Social and Technological factors to assess the wider environment in which the Organisation operates.

Appendix 2 sets out a SWOT analysis specifically related to the Town Hall, as it currently remains the Council's single largest service and a significant risk.

Appendix 3 summarises the key business risks which have been taken from a more in depth exercise using a new model developed in house, as the former LCRS system had become less relevant as the Council's services become more complex. A number of risks have been lowered over the last year, particularly around staff training/ continuity, the Town Hall, Paddling Pool and IT. Many of the more significant risks now revolve around the Streetscape Services devolved from Cheshire East Council and implementation of the soon to be produced Neighbourhood Plan, Town Centre Plan and Public Realm Strategy.

The self-assessment element of the "Chamber Assure" Integrated Quality Management System is on-going and it continues to be a considerable influence on the development of this Business Plan.

It is clear from these analyses; the Council has a number of experienced and active Councillors many of whom also play other key roles in their communities. Together they muster an array of skills, and show a passion for the Town. The Council has a well established Member Training and Development programme to ensure councillors are well prepared for the challenges ahead.

The officer establishment remains relatively small, but capacity has been built up considerably during the last five years. There is a full time Town Clerk and the Support Manager is appointed as RFO and acts as Deputy Town Clerk. Employee conditions are regularly reviewed with the intention of further helping staff become more fully engaged. A staff training plan is implemented each year based on priorities identified during the employee development reviews. Consultancy support has continued to be used during 2014-15 via a low cost vehicle, Wirehouse, who provide a range of services, including health and safety and HR. This consultancy has provided invaluable this year as there have been a range of personnel issues to deal with emanating from Streetscape.

The Council are determined to maintain operational efficiency and will welcome the regulation of both auditors and other accreditation bodies. The Council have "quality town status" and in 2012 were re-assessed and gained reaccreditation.

The Council has built on its governance arrangements which include adopting a Constitution and revising its controlling policies and regulations. It will review its Information Policy to ensure that as much information as possible is available publically but that sensitive and

confidential information is properly protected. The Volunteers Policy will ensure that the maximum advantage is gained from volunteers and that in turn they benefit from the experience and are treated fairly.

Like all local councils, Congleton Town Council is restrained by limited powers and the “ultra vires” doctrine with the power to spend up to £6.80 per elector in 2014-15 under Section 137 of the Local Government Act 1972, in the interests of all or some of the inhabitants of the local area. Looking ahead, it is hoped that the General Power of Competence which is now available and has been adopted by Council will provide greater flexibility to the Council in determining what areas to support in and around the locale. The Council will develop its services to the public gradually, allowing capacity and economies of scale to be achievable for the future. It has the financial robustness to deliver policies and aims and its Medium Term Financial Plan looks forward 5 years and is designed to resource its Corporate Strategy .

The detailed Risk Analysis has identified that Town Hall development and maintenance remains a significant, but, lower risk, and that the viability of the commercial partner needs to be monitored. A considerable advantage is the enthusiasm, local appreciation and determination to succeed by town councillors, the Town Hall is seen as a “jewel in the crown” service.

Although the transfer of the freehold of the Town Hall came at a notional cost, there has been no legacy from the Borough Council to help with community use, development or long term maintenance. (The Borough Council made a £360k interest free loan available over 10 years to enable the disabled access works to be completed). This together with a loan from the public Works Loan Board of a further £k360 to undertake improvements in the Town Hall including repairs to the roofs have now been exhausted

The Town Council has had a long held ambition to take on more local services currently provided by the principal authority, where it can add value and it is these which may now present the highest risks. Whilst this has now become a reality it has always expected funding to follow functions, in the main this has happened, but, there was no provision for overheads. But, the Council has made budget provision over the last four years to raise standards and cover some of these costs which have been kept to a minimum. Indeed in this financial year despite losing 3 members of staff suffering from long term sickness problems and having to utilise one agency worker, the overall budget is set to be exceeded by just £k2 which is remarkable bearing in mind the sickness problem and many unknown variables when the budget was originally set for Streetscape.

CEBC has stated its intention to cease many non-statutory services, particularly where local councils have concurrent powers. These included Christmas trees, Christmas lights, hanging baskets which the Town Council financed in 2013. Functions such as public toilets were transferred to the Town Council in January 2014, but, without funding and we continue to have to finance the provision of such functions from our own resources.

Congleton Town Council is a willing and able partner to Cheshire East Council (CEC) and is a significant Town Council in terms of budget, population and functions, and has an excellent skills base and management structure. It was more able to take on these services than almost any other local council in Cheshire East, but, they are still significant services compared with those previously operated and will present a higher level of both business and safety risk. Nonetheless, in a relatively short time the Streetscape and Grounds Maintenance services have integrated well into the Town Council and we have received some very positive feedback from Councillors and public alike who have commented on the excellent service they have received from the team.

The other area of work is regeneration and economic development. Whilst CEC has the statutory duty and more resources, it is clear that unless the Town Council and Partnership drive local initiatives, Congleton will get squeezed out within the Borough. The Public Realm Strategy, Employment Site Review, Town Strategy and robust responses to the LDF consultations have helped to promote Congleton's strong case and such lobbying has resulted in the Northern Link Road and economic development of Congleton becoming a key focus area and priority within Cheshire East. Indeed CEC has recently announced that Congleton is to get £1m to construct the first two priorities in the Public Realm Strategy and is to have the Leisure Centre refurbished and plans outlined for a Lifestyle Centre. However there are a number of important matters over which the Town Council has no direct control. It will stretch its resources to encourage the Scarborough development proposals to finally result in the site being constructed, to gain support for the development of the Fairground site, ensuring a high value employment site becomes a reality as set out in the Local Plan and that Section 106 and CIL money is directed to the Town Centre and completion of the whole range of Public Realm Projects.

### **Marketing & promotion**

Congleton Town Council's main areas of promotion are:-

- |              |                                                                                                                                                                                          |
|--------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| The Town -   | Promotion of the Town to attract day visitors, shoppers and tourists<br>Promotion to attract people looking to live in the Town<br>Promotion to businesses looking to invest in the Town |
| The Council- | Statutory and other information to help residents and businesses to understand its decision making.<br>Marketing of its services to ensure accessibility for all and to maximise income. |

The Council will promote the Town on its Web-site, by improving signage, by supporting local events, by supporting local tourism and business initiatives and by helping local organisations with media articles and press releases.

The Council will market its services and promote local governance through its website, by providing a newsletter and notice boards and by supporting promotions of other public bodies and the voluntary and community organisations.

### **ICT Plan**

Congleton Town Council considers e-business as vital to its efficiency. It will ensure it keeps abreast with technology, and will adopt it where it delivers a proven benefit.

The Council's small but, networked facility had a central server and increased capacity renewed during 2013. It has an IT maintenance & support contract with a local company Prism and launched a new website in 2011. During 2013 some older PC based systems were replaced and this process of upgrading has continued in 2014.

### **Staff Development**

Congleton Town Council has adopted the collective agreement known as the "Green Book" issued by the NJC for Local Government Services (comprising representatives of employers & employees). The Green book contains four parts. Part 1 is Principles and Part 4 joint advice. It divides terms and conditions into key national conditions (Part 2) and national provisions which may be modified locally (Part 3). The Council's Employee conditions of service as set out in the Employee Handbook, build on the Green Book. The handbook also sets out the Council's approved Personnel Policies and Rules of Employment and was revised in March 2009.

The Council sets out to reward the commitment of its staff, consistent with its financial resources and to provide a satisfying and flexible working environment in which all staff has the opportunity to develop.

The Council has a core team of 14 internally, supplemented now by 10 Streetscape Operatives and a Streetscape Supervisor. This is supplemented by casual Paddling Pool Attendants during the summer season and casual facilities officer. Within the internal Team, all are part-time with the exception of the Town Clerk, Facilities Manager and Handy Persons who are full time. This enables the growing Council to retain a considerable body of skill and experience, and a range of professional disciplines without incurring excessive overhead costs.

Brian Hogan became Town Clerk on 1<sup>st</sup> December 2009 and brings considerable private sector senior executive experience and was formally Town Clerk at Poynton. Jackie MacArthur took up the role of Town Centre and Marketing Manager in February 2008, having held both administrative and marketing posts previously. Chris Jones took up what was a new post of Facilities Manager in April 2009 and is responsible for managing the Town Hall, Handy Person Service, Paddling Pool allotments. Chris has also assumed day to day responsibility for the street cleaning and grounds maintenance services of Cheshire East based at Brunswick Wharf. Chris joined the Authority in November 2006 and has held posts of Handy Person and Facilities



Officer. Jacqui Potts took up her current role as Support Manager from April 2008, having previously held the position of Finance Officer. She is responsible for financial and support services and is the Responsible Financial Officer and holds the CiLCA qualification as does the Town Clerk.

Linda Minshull started her role of Civic Administration Officer in April 2008, leading on Mayoral support, Youth Committee, planning support and grants. Linda is the longest serving employee having been in administration since 2002. Linda also holds a CiLCA qualification. Andrea Morris-Wild joined the Administration Team in 2012 and amongst other things leads on getting the committee paperwork out on time. Sue Trow who started at the Council 3 years ago has amongst her duties the responsibility for keeping the award winning website up to date. Melvyn Hulme, who transferred from the Borough Council in June 2008, became a Facilities Officer in the New Town Hall structure, where he has ten years' experience. He is joined by Tim Muston as Caretaker, Al Shaw as a Facilities Officer and Pete Forster as a casual Facilities Officer. Chris Banks and Mark Worthington are the two Handypersons. Mike Smith joined the staff in April 2010 as Communities Officer and is employed to provide support to Congleton Partnership. Mark Worthington has recently been promoted to Town Hall Supervisor, but, still retains his role as Handyman. Ruth Boffey is the Streetscape Supervisor who joined in January 2014; she has taken on many of the administrative tasks as well as managing the team and has made the transfer of the function seamless.

All of the Team work to personal and team targets, related to Business Plan objectives. An appraisal system is now well established and staff takes part in regular team meetings.

The Council have developed an annual training plan based on the needs identified from appraisals. All staff have undergone basic Health and Safety training and training on the Chamber Assure Quality Management System and has undergone training on the IT network along with a range of individual requirements.

### **Member Development**

Members bring a vast range of skills and experience to the table, however both local government and the business world are fast changing. The Council in recognition of this introduced a formal Development Programme for Members in 2006, based on the following approach:

- Seminars & Workshops to raise general awareness of topical issues.
- Training or awareness raising prior to making a key decision or policy
- Skills development for individual members or groups of members.

### **Committee Structure**

The Council has well defined terms of reference for and delegation to its Finance & Policy; Personnel; Town Hall; Planning; and Community, Environment & Services Committees, and has

a Strategy Working Group to develop future ideas and direction.

## **Financial Appraisal**

This Corporate Business Plan is intended to be read alongside the 2015-16 Budget and Medium Term Financial Strategy.

The 2015-16 Budget is obviously structured to deliver the Corporate Strategy, however its greatest pressure will come from the earlier decisions to re-vitalise the Town Hall, low interest rates for the Council's investments and a need to invest in the regeneration of the Town. Provision is again made to continue the build-up of capital reserves for future use and the General reserve in accordance with best practice. Over the last seven years the Council has set in place an ambitious programme of service enhancement and community leadership, which has necessitated its capacity, skill levels and inevitably its costs to be increased. Whilst continuing to make provision for the next stages, regeneration of the Town and building a sustainable agenda. The 2015-16 Budget has had to recognise the adverse effects of the recent recession on the Town, the pressure on family budgets, but, also to take into account general inflation running at about 1.8%.

## **2014-15 Outturn**

The projected expenditure to March 2015 is anticipated to show a saving of approximately £k71 against income. Although there have been minor variations to both income and expenditure during the year, the main variations are summarised below, a number of which will affect the 2015-16 Budget.

- A saving on corporate management costs of £k4.5
- A saving on democratic management costs of £k1
- Churchyard maintenance saving of £k3 as work undertaken by Streetscape
- Paddling pool costs reduced by £k1.5
- Floral displays are under budget by £k5.2, but, the cost of watering the baskets and troughs was transferred to Streetscape
- Savings on gas and electricity of £k5.2
- Third party rent was down by -£k5
- Savings of £k36 on the Handyman staff costs as no recruitment took place and the costs were vired to Streetscape mid-way through the year
- Streetscape temporary and casual staff overspent by -£k11.5 to cover for long term sick. But Streetscape janitorial savings of £k2. Despite the variances Streetscape is just -£k2 over budget which is remarkable for a first year when some variables were unknown. In addition the Streetscape team undertook watering the hanging baskets which was not catered for in the original budget, without this cost, Streetscape would have come in below budget.
- Congleton Partnership overspent by £k16 which shows in our accounts, but, is simply them bringing forward or putting into their reserves on pre-planned projects

- Total expenditure was below income by £k71

### **Town Hall**

Expenditure on the Town Hall is expected to be about £k13 less than budget, however, total income is £k12 below budget, but this is offset by savings on gas and electricity of £k5. This has meant that this year the deficit has been reduced by £k7.

### **Budget Format**

The budget is divided into its main spending committees and within each cost centres and income/expenditure codes

### **Reserves**

The General Reserve at the year end is anticipated to be £156k, General Capital contingency £179k, Elections £15, Devolved Services £k7, vehicle replacements/equipment £24k, Play Areas £k6, Legal Fees £k10, Public Realm £k50, Cenotaph£k10 and Local Plan £k42.5

The Council is recommended to have a minimum of 3 months General reserve equal to net revenue expenditure, which equates to £164,295 whilst actual reserves for 2014-15 are projected to be £k236,141

### **General Budget Assumptions**

The Medium Term Financial Strategy had originally indicated an anticipated Precept increase of 2.2 % for 2015-16, mainly to accommodate some modest increase in cost of some devolved functions and some increase in office capacity. However the actual total increase is 4.38%, because of additional costs emanating from Cheshire East Borough Council

The increase though requires further explanation and understanding in terms of how it has been derived and the main reasons for the increase.

First of all, the funding emanating from Cheshire East Borough Council is now broken down into two elements, the precept and the Council Tax Support Grant. Prior to this change the precept was in 2013-14, £693,826, however, with the introduction of the support grant this reduced the precept to £618,472 thus changing the base on which any future increases are to be based. The precept for 2015-15 is £665,630 with a rate support grant of £49,890 which is lower than the previous year by £13,935

### **Key Achievements in 2013-14**

During the past year the Council has tackled an ambitious agenda, amongst its achievements:-

- High Street facing office facilities maintained
- Four Police Community Officers for the Town
- Continued operation of the Paddling Pool
- Maintained allotments at Hillary Avenue
- A quarterly Town Council and Community Newsletter (Bear Necessities)
- Completed transfer of Streetscape to Town Council and enhancing service provision
- Maintained Town Handy Person Scheme and integrated into Streetscape Team
- Christmas Fayre and Christmas Lights
- Replaced many Xmas light decorations
- Town events including a Food Festival
- Young Council continued for all Junior Schools
- An Active Youth Committee for the Council
- Floral displays for the Town, winning RHS gold standard in North West in Bloom and Britain in Bloom
- High Profile Congleton Partnership & liaison with businesses
- Town Centre Management
- Grants for the voluntary and community sector
- Completed Environmental Audit
- Northern Link Road becoming a reality
- Secured £1m for Public Realm Strategy
- Set up Neighbourhood Planning Team to deliver plan in 2015

### **The Way Forward**

The key actions for 2015-16 are set out below in Priorities and Targets. The direction set out in previous sections of this Business Plan, will largely continue. The Business Plan really is about ensuring the goals and actions set out in the Corporate Strategy “Backbone of the Community 2009-2012” are delivered and properly resourced as we move forward.

The Town Council had up to 2005-6 concentrated on helping the Town’s development by giving financial support to organisations which contribute towards its aims. Its only major directly delivered service was the Paddling Pool, now we are providing Streetscape Services which have been well received by Councillors and the public. The Council is now providing strong community leadership, strengthening its local governance role in anticipation of increased powers and a working partnership with Cheshire East Council. It has also provided an increased number of services either directly or in partnership.

The Council has set itself another ambitious, but realistic agenda for 2015-16. The services offered in the building will continue to be developed and promoted in partnership with Posh Nosh. All supply contracts have been identified, and re-let. These will be reviewed over time to ensure good value.

The Town Centre Plan, Town Strategy and Public Realm Strategy are on-going projects which will require considerable resource to bring about their implementation, but securing finance for the first two priority projects is a major step forward. Whilst the Town Council can lead a number of projects, in other areas they will need a partner or facilitator. The current economic uncertainty has made it essential to help local businesses and this will be undertaken in a number of ways including promotion of the Town via Town Centre Management, supporting the traders forum, supporting a Congleton enterprise centre, funding training and lobbying for adequate housing and employment growth in the Local Plan.

Sustainability and energy reduction are also of growing importance both for the Council directly and for the Town as a whole. The Council will support the Congleton Partnership's Sustainability Group in preparing to become a Transition Town.

The Council has adopted a keen performance management approach, and will continue to report on progress against the Business Plan to each committee cycle and to maintain both its status as a quality town council and its accreditation with Chamber Assure.



Lead Officers: TC= Town Clerk, SM=Support Manager, TCen&MM=Town Centre &Marketing Manager, FM=Facilities Manager CO=Communities Officer, CAO=Civic Administration Officer, Administration Assistants			
<b>GOAL 1</b>	<b>AN ACTIVE AND ENGAGED COMMUNITY.</b>		
	Conceptual Indicators A. No decrease in active community and voluntary organisations B. Increased number of businesses signing up to Fair Trade C. Improved play facilities during year D. Increased no. of affordable houses E. 10 young people engaged in a youth committee		
<b>ACTIONS &amp; OUTPUT TARGETS</b>		<b>LEAD OFFICER</b>	<b>DATE</b>
<b><u>TO SUPPORT, DEVELOP &amp; EMPOWER THE COMMUNITY &amp; VOLUNTARY SECTOR</u></b>			
1. Administer the Grant Scheme to forward the Council's strategic aims 2. Maintain essential support to Cheshire East CAB 3. Support Community Projects as a Key Partner 4. Encourage more Town Centre activities for the Town Centre 5. Encourage greater public participation in Congleton in Bloom 6. Support Congleton Partnership as a key partner		SM SM/TC/Cllrs TC/Cllrs TCen&MM TC/Cllrs TC/Cllrs	On going On going On going On going On Going March 16
<b><u>TO PROMOTE COMMUNITY COHESION</u></b>			
1. Produce 4 editions of the Council/Community Newsletter 2. Promote Fair Trade in the Town 3. Make the Town Hall available for community, social, leisure & educational pursuits 4. Produce regular media releases to share information about the Town Council 5. Lobby for increased housing including affordable and low cost houses in Cheshire East		TCen&MM TC/ TCen&MM TC/FM TCen&MM TC	On going On going On going On going On going
<b><u>TO PROMOTE HEALTH &amp; FITNESS AMONGST OUR RESIDENTS AND WORKFORCE</u></b>			
1. Support sport and leisure activities which promote healthy life style in particular promote the notion of a new Lifestyle Centre and improved facilities at Congleton Leisure Centre 2. Lobby for play facilities at Astbury Lane Ends & Buglawton 3. Lobby for improved primary health care facilities in the Town 4. Maintain an Allotment Site & improved facilities 5. Have offered improved facilities at the Town Hall for organisations which will promote health & fitness		TC/ Cllrs/TCen TC/FM TC FM TC/FM TC	On going On going On going On going On going On going

6. Work in partnership with Congleton Sustainability Group to retain Vale Allotments	TC/Cllrs	May 2015
7. Support "Every Step Counts" project in July 15	TC/Cllrs	July 2015
<b><u>TO ENGAGE WITH THE TOWN'S PRESENT &amp; FUTURE GENERATIONS</u></b>		
1. Support youth organisations and facilities both practically and financially	TC	To March 16
2. Maintain a Youth Committee & hold replacement elections if necessary	CAO	To March 16
3. Work with businesses to develop the skills of young persons	TC/CO	To March 16
4. Increase the use of the Town Hall by young people	TC/FM	To March 16
5. Support Cheshire East Youth Committee/Parliament	CAO	To March 16
6. Attempt to engage elder generations to apply their skills and knowledge within the local work-force and the voluntary sector	TC	To March 16
7. Maintain the Mayor's Cadet Scheme	CAO	On going
8. Support Partnership Youth and Senior Forums	TC/Cllrs	To March 16

<b>GOAL 2</b>	<b>A SUSTAINABLE ENVIRONMENT.</b>  <u>Conceptual Indicators</u> F. Tangible improvements in the public realm G. More alternative energy produced H. Reduced carbon emissions I. Reduced crime/ anti-social behaviour J. Increased urban green areas	
<b>ACTIONS &amp; OUTPUT TARGETS</b>		<b>LEAD OFFICER</b>
		<b>DATE</b>

**TO PROTECT AND ENHANCE THE LOCAL ENVIRONMENT**

1. Maintain the Town Handy Person Scheme in conjunction with Streetscape Team
2. Support & develop the activity of the Clean Teams for the town and encourage more volunteers
3. Lead on the Town's Floral displays by provision of labour & plants
4. Update environmental audit on the Council's operation & revise action plan
5. Enhance or create at least one area of green open space/ Antrobus Street scheme
6. Support the quality maintenance of public footpaths, bridleways & cycle-ways
7. Continue to enhance the Town Hall energy improvements
8. Protect and enhance areas of our natural environmental assets, directly or through lobbying
9. Lower Carbon footprint by at least 5%
10. Enter Civic Pride Award
11. Enter "In Bloom" competition

FM  
TC/FM  
TC/FM  
TC  
TC/CO  
TC/CO  
FM/TC  
TC  
TC  
TC/TCen & MM  
TC/TCen & MM/FM

To March 16  
To March 16  
July 15  
February 15  
January 16  
On going  
To March 16  
Local Plan  
March 16  
March 15  
March 15

**TO TAKE STEPS TOWARDS BECOMING A TRANSITIONAL TOWN**

1. Continue to Support the principles of the Nottingham Declaration on Climate Change
2. Support the Congleton Sustainability Group
3. Re-Measure the carbon foot print of the Town Council

TC  
TC & CO  
TC

To March 16  
To March 16  
April 15

**TO WORK TO MAKE THE TOWN SAFER**

1. Support anti-social behaviour initiatives such as "Archangel", with the Police & other partners
2. Support 4 Police Community Support Officers
3. Comment on, lobby for, or support road safety improvement schemes. Link Road
4. Support and add values to the safer community initiatives on the Town
5. Work with Cheshire East to support Emergency Planning & the Flood Plan for the Town
6. Support Shop and Pub watch.
7. Support Cheshire East with adverse weather gritting, via Streetscape Team
8. Fund CCTV in the Town
9. Support Street Pastors

TC  
TC  
TC  
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TCen&MM  
FM  
TC  
TC/Cllrs

On going  
To March 16  
On going  
To March 16  
To March 16  
To March 16  
To March 16  
On going  
On going

GOAL 3	<b>A CELEBRATED AND PROTECTED HERITAGE.</b> <u>Conceptual Indicators</u>  K. Increase in number of people having access to Town Treasures & records L. Arts & Culture Centre for the Town. M. Architectural features of Town Hall restored N. Increased no. of people attend Museum				
	<b>ACTIONS &amp; OUTPUT TARGETS</b>				
<b><u>TO PROTECT OUR HERITAGE</u></b>	<table> <tr> <th data-bbox="512 416 874 692">LEAD OFFICER</th><th data-bbox="512 174 874 416">DATE</th></tr> <tr> <td data-bbox="580 416 874 692">                     TC                      TC                      TC                      TC                      TC                      FM                      TC                      TC/TCen &amp; MM                 </td><td data-bbox="580 174 874 416">                     To March 16.                      To March 16                      On going                      To March 16                      To March 16                      On going                      To March 16                      On going                 </td></tr> </table>	LEAD OFFICER	DATE	TC TC TC TC TC FM TC TC/TCen & MM	To March 16. To March 16 On going To March 16 To March 16 On going To March 16 On going
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TC  TC TC/CAO TC TC TC/TC&MM	To March 16  On going To March 16 To March 16 Sept 15 On going				

GOAL 4	<b>A STRONG AND DIVERSE ECONOMY.</b> <u>Conceptual Indicators</u> A. No increase in unemployment levels B. New development in Town Centre C. Increased tourism D. More people using leisure facilities E. Increased number of businesses F. Reduction in empty shops
	<b>ACTIONS &amp; OUTPUT TARGETS</b>  <b><u>TO LEAD THE DEVELOPMENT OF A RE-VITALISED TOWN CENTRE</u></b>  1. Lobby Cheshire East to develop the Public Realm Strategy, provide Lifestyle Centre 2. Provide active Town Centre Management to support existing businesses and new business. 3. Work with partners to deliver the priorities from the Town Centre Plan and Town Strategy. 4. Lobby for the development of the Fairground site 5. Be an advocate for improved leisure facilities. 6. Lobby for use of Section 106 & CIL money for Town Centre Strategy & regeneration projects. 7. Actively support good quality, sympathetic and innovative redevelopment. 8. Work with retailers to maintain trade group(s). 9. Hold a Christmas Fayre event and Xmas Promotions 10. Support Ice Rink for Xmas promotion for bi annual event 11. To maintain the Town Hall as the recognised civic hub of the Town. 12. To facilitate the Christmas lights & renew where appropriate 15. Lead the Congleton input to High Street UK 2020
completed	completed
<b><u>TO IMPROVE ACCESS AND COMMUNICATIONS TO &amp; WITHIN THE TOWN</u></b>	completed  1. Support the development group for Congleton Station/rail services. 2. Continue to lobby for sustainable & fair parking facilities and enforcement with Cheshire East Council. 3. Help develop safe routes to Schools. 4. Lobby for more link ways for pedestrians and cycle movements from new developments through Public Realm Strategy 5. Support highway schemes which help disabled access.
	completed  TC TCen&MM TC/TCen&MM TC TC TC TC TC TCen & MM TCen & MM TCen & MM TC TCen & MM TCen&MM  TC/CO TC TC TC TC
	To March 16 To March 16 To March 16 On going To March 16 To March 16 To March 16 To March 16 To March 16 To December 15 To December 15 On-going To December 15 On going  To March 16 March 16 March 16 January 16 March 16

**TO PROMOTE CONGLETON**

1. Maintain and update the Council Website and Twitter Feed with up to date information.
2. Provide current information on the Town Council and community groups on notice boards.
3. Work with partners to promote the Congleton through the Bear Town Brand
4. To contribute to promote the Visitor Economy.
5. Support the Food Festival
6. Support the Music Festival (Jazz and Blues)
7. Support the TIC.
8. Support Congleton Carnival
9. Support Open Spaces Art Festival

TCen & MM/ST  
SM/FM  
TCen & MM  
TCen & MM  
TC/TCen & MM  
TC  
TCen & MM  
TCen  
TCen/CO

To March 16  
To March 16  
To March 16  
To March 16  
June 15  
June 15  
On going  
To March 16  
To March 16

GOAL 5	OPERATIONAL QUALITY.	
	<u>Conceptual Indicators</u> O. Excellent audit reports P. Maintenance of Quality Town Status Q. Maintaining Accreditation of an integrated quality system R. Reduced accidents S. Increased number of staff with key skills	
ACTIONS & OUTPUT TARGETS		
<u>TO DEVELOP CAPACITY AND A DIVERSE SKILLS BASE WITHIN THE COUNCIL</u>		
1. Update the Member training & Development Programme with the introduction of the new Council in May 2015	TC	
2. Have completed Employee Development Reviews.	TC	
3. Have revised and implemented a Staff Training Plan.	TC	
4. Have undertaken a business risk assessment as part of Business Planning.	TC	
5. Have updated the safety risk assessments and action plan.	FM/TC	
6. Have implemented H&S action plan.	FM/TC	
7. Have reviewed the Safety Policy against legislation	TC	
8. Have fully developed & commenced use of electronic files	TC/SM	
9. Have established Archive files & reviewed document retention policy	SM	
	LEAD OFFICER	DATE
		March 16
		April 15
		June 15/Mar 16
		December 15
		March 16
		On going
		On going
		To March 16
		October 15



<p><b><u>TO DELIVER EXCELLENT SERVICES ACCORDING TO BOTH NEED AND CONSUMER CHOICE</u></b></p> <ol style="list-style-type: none"> <li>1. Maintain the Allotments and review its operation.</li> <li>2. Continue operation of the Paddling Pool &amp; enhance service.</li> <li>3. To develop and enhance the Streetscape &amp; Grounds Maintenance Service</li> <li>4. Maintain the Handy Person Service.</li> <li>5. Maintain and manage Propagation Unit Agreement</li> <li>6. Refurbish and enhance public toilet provision in Market Street or provide alternative scheme</li> </ol>		<p>TC FM FM TC/SM/FM TC/FM TC/FM</p>	<p>October 15 On going To March 16 To March 16 On going June 15</p>
<p><b><u>TO ACHIEVE HIGH PERFORMANCE BY TAKING A MORE INTEGRATED APPROACH TO MANAGEMENT</u></b></p> <ol style="list-style-type: none"> <li>1. Make best use of the general power of competence and reviewed operations accordingly</li> <li>3. Have updated the Constitution</li> <li>4. Have carried out the necessary audits for Chamber Assure &amp; instigated corrective action.</li> <li>5. To continue the continuous improvement element of Chamber Assure Integrated Quality System.</li> <li>6. Have completed the Corporate Business Plan for 2016-17</li> <li>7. Have maintained Performance Management System</li> <li>8. Have completed all VAT &amp; Internal Revenue returns</li> <li>9. Produce monthly Management Accounts and associated reports</li> <li>10. Have reduced the Town Hall Operating Deficit</li> <li>11. To have reviewed Personnel Policy/ procedures under changing legislation</li> <li>12. To have reviewed data protection compliance</li> </ol>		<p>TC TC TC TC TC TC TC SM SM FM/TC TC &amp; all mgrs TC</p>	<p>On going On going March 16 On going To March 16 March 16 To March 16 To March 16 To March 16 On going On going</p>

Appendix 1	SWOT Analysis
<b>Strengths</b>	<b>Weaknesses</b>
<p>Committed Members with range of skills</p> <p>Support from key community &amp; public partners</p> <p>Considerable skill &amp; experience in staff &amp; advisors</p> <p>Dedicated staff</p> <p>Addition of Streetscape</p> <p>Robust Vision &amp; Strategy</p> <p>Achievable but challenging objectives</p> <p>Council prepared to make necessary financial commitment</p> <p>Adequate financial reserves &amp; medium term financial plans</p> <p>Developed strong business like ethics</p> <p>Continuously developing capacity to expand</p> <p>Contained politics</p> <p>Centrally located offices</p> <p>Improving IT capability</p> <p>General Power of Competence enhances flexibility of decision making</p> <p>Strong partnership with Cheshire East</p>	<p>Loss of experienced councillors at next election</p> <p>Limited financial capacity</p> <p>Limited but developing IT capacity</p> <p>Limited opportunity for grant funding</p> <p>Potential loss of skills &amp; support during year</p> <p>Considerable number of initiatives, could outstrip capacity</p> <p>Uncertain partnership funding</p> <p>Uncertainty over Local Development Framework</p> <p>Current economic climate adversely affecting businesses &amp; limiting development</p> <p>Possible delay in Town Centre redevelopment</p> <p>Lack of funding to continue to develop Public Realm Strategy</p> <p>Loss of income through change in tax base and uncertainty over Cheshire East funding</p> <p>Lack of Local Plan</p>

<p><b>Opportunities</b></p> <p>Increased local services to improve standards  Possibility of Infrastructure Levy  Devolution of powers from Cheshire East Council  Build capacity of organisation  Further improve marketing &amp; promotion  Long term regeneration of Town through Regeneration Strategy  Implement Town Centre Plan  Implement Public Realm Strategy  Further improve operating efficiency of Streetscape  Develop Fairground site  Develop Town Hall potential  General power of competence  Implement Public Realm Strategy  Establish Northern Link Road</p>	<p><b>Threats</b></p> <p>Lack of match funding for projects  Cost of transferred/Streetscape services  Services expanding faster than capacity  Loss of professional expertise  Loss of Quality status or decline in Quality system  Devolution to neighbourhoods not Council  Public apathy  Reduced Cheshire East funding  High cost of Town Hall  Managing expectations  Upheaval following local government reorganisation and outsourcing of services  Current economic climate adversely affecting funding</p>
<p><b>Political</b></p> <p>Government funding cuts to local government &amp; communities  Capping of precepts  Uncertainty of approach of new government to local councils  Cheshire East Council policies unclear  Cheshire East Council cuts services  Uncertainty over new LEP effectiveness</p>	<p><b>Economic</b></p> <p>Continuing weak national economy  Consumer spending is low  Effects of global economy  Demand for grants outstrips availability  Reduction in public spending in some critical areas  Local wage rates low in Town</p>
<p><b>Social</b></p> <p>Pockets of deprivation in a prosperous community  Recession &amp; public sector cuts biting residents &amp; businesses  Strong community spirit in Town  Low interest in local government</p>	<p><b>Technological</b></p> <p>Fast developing e-technology  More E-business as a method of trading  IT soon becomes obsolete</p>

Appendix 2 SWOT Analysis of the Town Hall	
<p><b>Strengths</b></p> <p>Architecturally valuable building  High Street location  Town Council presence  Community Hub  Acknowledged community asset  Huge support from Town Councillors</p>	<p><b>Weaknesses</b></p> <p>High maintenance liability  Will always be remaining maintenance &amp; improvement works outstanding  Still under utilised  Not yet attractive to prestige business  Little client car parking  Only limited marketing so far</p>

Public support for improvement Earmarked funding Free asset Good disabled access Staff dedicated and now experienced Commercial partner gaining experience	Limited market research Operational financial deficit
<b>Opportunities</b>  Complete maintenance & improvements to facilities High standards of upkeep Involve & empower staff Improve marketing & promotion Develop with commercial partner Improve operating efficiency & management Continue to lower business & safety risks Attract grants More exciting events Further develop use of premises Long term extension Enhance public realm with new team Provision of more space when Museum moves our	<b>Threats</b>  Loss of income from Museum moving Lack of external funding for development Loss of experienced staff & untrained new staff Competition from other venues Risk of unforeseen maintenance costs Uncertain market Uncertain viability of commercial partner Antisocial behaviour Delays in capital works

Appendix 3

Summary Map of Risks to Congleton Town Council

LIKELIHOOD		IMPACT		
		NEGLIGIBLE	SIGNIFICANT	CRITICAL
HIGH	10		25	
MEDIUM	4		22 20 1 27	13 11 23 14 5 18 28
LOW	29		7 17 21 12	3 6 26 8 15 16 9

## KEY

1	Computer –Crash of IT system & recovery	18	Regeneration & Economy
2	Loss & damage to ancient records	19	Town Centre Development delays
3	Employment-equality & succession	20	Highways-maintenance of street furniture
4	Risk of obligation for closed churchyard	21	Paddling Pool-Vetting & Barring rules
5	Cost of taking on Bus Shelters	22	Planning-cost of responding to LDF
6	Committee Services	23	Public Conveniences-Cost & service provision
7	IT-Data Protection	24	Town Hall Building security
8	New Members/ loss of experience	25	Play areas-transfer service
9	New ethical framework	26	Entertainment at Town Hall
10	Financial Banking Services	27	Allotments-Associations safety standards
11	Financial investment spread	28	Allotments-Financial provision if further demand
12	Increased demand for grants	29	Retaining quality Town status
13	Local delegated functions-Grounds Maintenance		
14	Local delegated functions-Street cleaning		
15	War memorial		
16	Town Hall-Maintenance		
17	Town Hall-Commercial risk		



## CONGLETON TOWN COUNCIL

### MEDIUM TERM FINANCIAL STRATEGY- 2015 - 19

In accordance with good practice, the Medium Term Financial Strategy sets out the financial projections, considerations, pressures and issues for the Council over the next five years. Each year the forecast will be updated, taking into consideration any new issues emerging and the continual alignment of funding with corporate priorities. The forecast is based on the Corporate Strategy and policies of the Council, being particularly linked with the Investment Policy.

#### 1. The objectives of the Strategy are:-

- To enable the Council to allocate resources to achieve the Corporate Strategic Objectives
- To enable the Council to understand its key financial pressures and likely long term implications of its decisions
- To identify future financial impacts of both policy decisions and external factors so that risks can be managed
- To control precept rises and look for external funding, where appropriate.
- Support the delivery of value for money services
- To ensure good use is made of assets
- To maintain the General Reserve at a prudent level
- To provide for future financial demands
- To facilitate good financial management

The Medium Term financial position will be effected by decisions that may be taken in respect of the growth of Streetscape and Grounds Maintenance Services. It is assumed that a number of regeneration projects will require capital contributions which will be taken from the Capital Reserves, which will continue to be built up when the opportunities arise. Indeed the Council has previously earmarked £k50 towards the first Public Realm project and this may be needed in 2015

#### 2. The Risk Assessment Process identifies risks associated with:-

- Any inaccuracies in the forecast
- Difficulty in predicting costs for new services, particularly the regeneration of the Town and Cheshire East's contribution
- Low and uncertain investment income which is exacerbated by the current economic downturn

#### 3. The following guidelines are at the Core of the Strategy:-

- Maximise external funding opportunities in all areas
- Maximise the benefits of partnership working

- Review income from chargeable services
- Join with others where possible for procurement
- Maximise service efficiency to keep costs down
- Maximise letting income for the Town Hall
- Enhancing service provision of Streetscape
- Taking due cogence of the possibility of a cap on the precept
- Dealing with the continuing reduction of the Rate Support Grant

#### 4. Economic Position

- The UK economy has been recovering at a relatively strong rate (compared to other G7 economies) since early 2013, although there have been signs of a slight slowdown in growth since the summer
- GDP growth is expected to average around 3% in 2014, before easing slightly too around 2.5% in 2015 as consumer spending growth moderates. Risks to growth are weighted somewhat more to the downside now than in July due to potential problems in the Eurozone and global geopolitical risks.
- The services sector will remain the main engine of UK growth for both output and employment, with manufacturing growth having slowed due to renewed stagnation in our key European export markets over the past six months.
- Consumer price inflation is likely to be somewhat below target in 2014-15 at about 1.3% and is expected to fall in the next 6 months to below 1%. It is expected that the MPC will keep interest rates on hold in the short to medium term, but, then to increase them gradually from late-2015 onwards, perhaps returning to around 4% by 2020, when this happens this will impact negatively on businesses and households.
- Consumer spending growth is set to moderate in the medium term as growth in incomes is still stagnant although the Bank of England expects average salaries to be growing by 2% by the end of 2015.

#### Consumer spending growth set to moderate in medium term

- Consumer spending growth has been boosted over the past two years by a falling savings ratio, but, analysis suggests there are limits to how low this can go.
- The main scenario envisages consumer spending growth remaining relatively robust at around 2.3% in 2015, but then moderating to around 1.7% per annum on average in 2016-20. This will increase pressure on retailers already hit by fierce price competition and the ongoing shift to online sales.
- Households are likely to have to continue to spend an increasing proportion of their budgets on housing and utilities, rising to over 25% by 2020 in the main scenario projections.

#### Regional imbalances remain despite positive growth across the UK

- London and the South East continue to lead the recovery, but all regions should see relatively strong growth in 2014, moderating slightly in 2015

- Greater regional balance would be good for the long-term future of the UK economy. There should be a particular emphasis on building up successful manufacturing and service sectors clusters and improving transport links within regions outside London and the South East, alongside the interconnectivity of these regions to the rest of the world.
- This requires long-term investment in transport infrastructure, skills, knowledge hubs linked to universities and effective local leadership in regions outside London.

## 5. Reserves

The Council is projected to have the following reserves on 31<sup>st</sup> March 2015:

	£k
General Reserve	164
Capital Contingency Reserve	179
Elections	15
Devolved Services	7
Vehicle replacement	24
Toilets	20
Play Areas	6
Legal Fees	10
Public Realm	50
Cenotaph	10
Neighbourhood Plan	42.5

The projected reserves at 31<sup>st</sup> March 2015 exceed the minimum recommended reserve which equates to 3 months net revenue expenditure.

The refurbishment, improvement and continued maintenance of the Town Hall, in particular, continuing repairs to the roofs, which had been in a poor state are now all but, complete and the capital borrowed from the former Congleton Borough Council and the Public Works Loan Board is now fully spent as a consequence of the completion of these works.

Any further improvements to the Town Hall will have to be funded from existing reserves and include outstanding upgrades to the heating system and electrics, including lighting.

During the year, the fees and charges to hire the Town Hall have continued to be assessed against other similar establishments and the Town Hall hire charges have been found to be competitive. Part of our strategy to improve letting income will be to continue to target corporate customers and to continue to work in partnership with Posh Nosh to make the Town Hall the wedding venue of choice in the locale

6. The following assumptions have been made in preparing this Forecast:-

- Fixed costs over which the Council have little control such as business rates etc.; will be inflated at national rates, probably ahead of inflation. Whilst utility costs will be marginally deflated, reflecting the recent trend of falling price increases.
- Provisions such as contributions and grants will remain at fixed sums unless Council decides to change them.
- General inflation effects and anticipated increases in other costs have been provided for in the Inflation affect line.
- Staffing costs have been inflated at 2% in the light of employees receiving nil increases for 2 years and 1% in this financial year. Any re-grading required as a consequence of additional responsibilities arising from incremental increases has been treated separately.
- The most significant increases that could be included in the medium term forecast revolve around additional staff for Streetscape services, with the notion of improving service levels to the residents in and around the Town being the driving force as well as building in some resilience for the workforce due to an ageing staff. The increased costs are to cover one apprentice for 2015.
- The Council Tax Support Grant provided by Cheshire East will continue to decrease in the next budget year and in future years, which will continue to put pressure on our cost base and precept needs. Concern arises in the future as to whether or not CEBC will continue to fully fund this grant, either way the Borough and the Government will probably contrive to remove this grant completely over time, meaning that the Town Council will have to fully fund this cost

A 5 year projection of year on year changes in costs and income, net expenditure levels and precept requirements, is set out in the table enclosed, based on the above assumptions.

It can be seen, that the increase in the Budget over the next four years is relatively modest in line with the current economic climate and the concern about precept capping, but increase in the main are emanating from the reduction in the Rate Support Grant

Brian Hogan  
04.12.14

Medium Term Financial Forecast 2015 -2019					
		2015/16	2016/17	2017/18	2018/19
		£k	£k	£k	£k
101	Investment income	-2	1	1	2
101	Office capacity	0	0	0	0
101	HR & HS Support	1	0	1	0
101	Insurance	1	1	1	0
101	Legal & Professional Fees	1	0	1	0
102	Miscellaneous Income	0	0	0	0
109	Loan Interest Payable	0	0	0	0
109	Office equipment/computers	0	0	0	0
109	Public Realm contribution	0	0	0	0
215	Floral Displays	-8	0	2	0
221	Town Hall expenditure	-6	5	5	0
221	Town Hall –Additional income	6	-6	-6	-6
241	Allotments	0	0	0	0
263	Public Toilets	-2	2	2	0
251	Handyman Service	-65	0	0	0
280	Streetscape Services expenditure	78	0	21	0
280	Streetscape Services income (inflation)	-5	-7	-9	-10
300	CCTV	-2	0	1	0
302	Community Development	11	1	1	1
303	Community Safety-PCSOs	0	2	0	0
321	Tourism	0	1	1	1
341	Youth Council-Projects	0	0	0	0
351	Fellowship House	0	1	1	1
All	Staff Cost increases	8	10	11	12
All	Pension Increases	1.7	2.2	2.2	2.2
	Efficiency savings	-16			
	Depreciation Streetscape equipment (EMR)	7	7	7	7
	<b>Net effect on previous Yr baseline precept</b>	<b>8.7</b>	<b>20.2</b>	<b>43.2</b>	<b>10.2</b>
	<b>% increase</b>	<b>1.3</b>	<b>3</b>	<b>6.3</b>	<b>1.4</b>
Illustrates increase in budget versus budget year on year					

## BUSINESS RISK ASSESSMENT JANUARY 2015

Risk Assessment is an essential part of Business Planning and the attached table is intended as an aid to identifying and evaluating business risks. Each risk area is assessed under 4 risk categories: Administration/Legal; Financial; Environmental and Physical/Professional. Each category is scored High (3), Medium (2) and Low (1) for both **Likelihood of the risk occurring** and the **Severity of Impact** if it does. The two scores are then multiplied together to produce a risk score. Any risks of 4 or more will require some action to minimise the Risk (see Operating Procedure 10) which is included within the annual Business Plan. The major risks are then summarised in the Risk table contained in the Business Plan.

The following are examples of possible risks in each area, but are not an exhaustive list.

<b>Risk Area</b>	<b>Admin/Legal</b>	<b>Financial</b>	<b>Environmental</b>	<b>Physical/Professional</b>
Allotments	Lack of lease to tenants/ions Lack of tenancy rules	Demand for additional allotments Failure to collect income or review charges	Poor maintenance Bonfires, composting, water supply	Health & Safety, vandalism, equipment provision & maintenance
Burial Services	Duty to take on closed churchyards	Demand to take over closed churchyards Failure to review charges	Maintenance, grass cutting, dog fouling, vandalism	Safety of headstones, water supply Maintenance of buildings/equipment
Bus Shelters	Highway licence/insurance	Cost of maintenance & replacement Advertising income	Design & position	Maintenance & cleaning Inspection & safety Vandalism
Car Parks	Failure to meet statutory requirements, parking orders Failure to enforce	Failure to review charges, collect income. Ticket control Failure to recognise operating/maintenance costs	Cleaning & litter control. Noise and emissions	Maintenance & surface repairs Equipment Safety Staff training Vandalism & theft from cars
Committee Services	Lack of procedure for summons to meetings, meeting papers, recording minutes/action Defamation	Unidentified meeting costs	Not reporting environmental implications of recommendations	Security at meetings Risk of injury Public abuse
Crime Prevention	Lack of liaison with Police, and Community Safety Partnership	Inadequate budget provision Increased PCSO costs or withdrawal of PCSO's	Link between good environment and crime levels	Vandalism, security of equipment Maintenance of CCTV
Economic Development & Regeneration	Lack of/out of date Regeneration Strategy/Town Centre Plan/Neighbourhood Plan Lack of Planning powers (Sec 106, Area Action Plan)	Lack of finance for regeneration and Neighbourhood Plan Long term budget allocation Cost of Congleton Partnership	Clean & attractive environment Air Quality Mgt areas Traffic flow/congestion	Public Realm improvements Trading estate improvements Town Centre development Neighbourhood Plan



Employment	Lack of contracts, Job description, conditions of service, Procedures Failure to comply with employment law Streetscape TUPE contracts	Non identification of costs National pay awards	Poor working environment Increased risk of additional Streetscape staff	Lack of training Loss of key staff/inability to recruit Protection of staff
Entertainment & the Arts	Absence of key staff/training Insurance Performance licences Agreements re local events & partnerships	Costs of services & box office control Ticket sales & income Contacts with artists, film provider etc Specific insurances	Noise pollution Vandalism	Health & Safety. Specific Risk Assessment Security Control of public
Financial Management	Lack of asset register Failure to comply with VAT or Audit Regulations	Not identifying Sec 137 spend Lack of financial records, payment systems Poor budgeting Inadequate bank/investment arrangements	Ethical purchasing & investment	Security for Cash
Governance	Lack of outdated Standing Orders, policies, strategy or Business Plan Ethical/Code of Conduct Election Issues	Lack of outdated Financial Regulations, Standing Orders for Contracts Full insurance cover for all risks and activities	Lack of acceptance of environmental responsibilities	No back-up copies Document security Confidentiality
Grants	Condition imposed on recipients Giving added value to Council's objectives	Cost of provision & value for money Grant applications Maintaining consistency	Environmental benefits	Administration of Scheme
Grounds Maintenance	Service level agreements & standards Insurance & public liability	Operating budget v income from CEC	Composting of waste Vandalism	Organisation of manpower Maintenance/lease of equipment
Highways	Highway management orders Street naming Maintenance Contracts Approvals for signage Approvals for street furniture Public Realm renewal	Cost of services Liability claims Claims for damage from third parties Cost of Public Realm Strategy	Cleaning Pollution	Maintenance Weeds Vandalism of signs, furniture
IT & Data Protection	Date protection registration & confidentiality Freedom of information &	Cost of maintenance, replacement or a crash	Suitable operating environment	Security of equipment and data Emergency plans, back-up IT maintenance contract

	publication schemes Liability of Web Site contents Licences for Software				
Land Holdings, Parks & Open Spaces	Power to purchase/maintain Security of deeds/lease & Asset Register	Budget, operating cost v income from CEBC & events	Vandalism, fly tipping Maintenance and disposal of waste Toilet provision	Health & Safety Maintenance & operation of manpower Maintenance of equipment Unauthorised access	
Leisure Services	Leases for premises Service level agreements Refurbishment of existing facility	Cost of service & minimal income from CEBC Cost of wet side Future maintenance & modernisation of building & facilities User Income	Public health standards	Safety of users Operation of facilities Maintenance of equipment	
Management Systems	Compliance with legal duties and returns Proper delegation/authorisation of functions Action planning, decision implementation	Lack of Performance Management	Environmental duties or responsibilities Transition Town	Health & Safety Quality system administration	
Markets	Lease/service level agreements Agreements with stall holders Insurance	Cost of service provision/lease v income from stallholders & CEBC Review of charges Declining markets nationally	Hygiene standards & litter	Operation & maintenance Safety and public liability Occupation of vacant stalls Encroachment of stall holders Security of equipment Lack of expertise Moving market to new temporary location	
Newsletter	Quality of publication Defamation Obligation for non political content	Cost of production & delivery	Failure to deliver Litter	Non production of newsletter Delivery	
Paddling Pool	Lease & services contracts Vetting & Barring & Discrimination legislation	Budget Provision Implications of not charging Possible trade concessions Level of supervision	Pollution Vandalism	Health & Safety Maintenance & cleanliness Security Staff training	
Play Areas	Lease, legal agreement with CEBC Maintenance of records	Add to Asset Register Cost of services as a consequence of transferring to CTC from CEBC Insurance	Maintenance of standards & vandalism Nuisances from misuse	Safety inspection & maintenance Opening & closing	

Public Health/Nuisance	Legal administration of dealing with nuisance	Cost of delivery services	Matters prejudice to health	Cleaning drains/ditches etc Public Safety
Planning	Agreement with CEBC & statutory deadlines Maintenance of records/register Statutory consultee only Compliance with policies & guidelines	Cost of statutory Consultee & committee Cost of minor planning functions/income from applicants/CEBC	Environmental consideration of planning	Security of records Crime reduction consideration Operation of service Professional advice
Property, Treasures & Records	Legal liability as a result of asset ownership	Cost of maintaining & displaying	Controlled environment	Security & public access Loss or damage
Public Lighting	Contracts with service providers Asset maintenance	Operating & maintenance costs Cost of liability Insurance	Community safety Standards of lighting	Inspection & maintenance Dealing with complaints
Public Toilets	Public health legislation Public liability & asset registers	Operating costs with no income from CEBC Long term maintenance, refurbishment and operating of buildings	Maintaining standards Vandalism	Contracts with cleaners Organisation of manpower & equipment Opening & supervision, security Water supply
Public Transport	Risks from community transport schemes/contract with providers Taxi concessions, Bus, train services	Full cost of services & insurance Misuse of concessions	Cycle paths/promotions Coordination of public transport	Control of tokens/vouchers etc Safety risks assessment
Street Cleaning	Legal standards & service levels Enforcement provisions	Operating budget v income from CEBC Insurance cover Overhead costs	Complaints re cleanliness Fly tipping/fly posters	Organisation of manpower Maintenance of equipment
Town Hall	Lack of leases, licences & service agreement Inadequate management	Failure to collect or maximise income Inadequate budget, financial Contracts Loss of Commercial Partner	Noise, Pollution, Flooding	Security, health & safety, building condition, particularly the roof, stock control
Tourism	Agreement with CEBC Partnership Arrangements	Grant applications Adequate budget provision		
War Memorials	Asset register Public liability & insurance	Cost of maintenance and refurbishment via HLF grant	Keeping tidy Vandalism/graffiti	Inspection and maintenance

# BUSINESS RISK ASSESSMENT TABLES

Risk Area	Administration/Legal		Financial		Environmental		Physical/Professional		Observations	Actions for Business Plan
	Likelihood	Impact	Likelihood	Impact	Likelihood	Impact	Likelihood	Impact		
Allotments	L	M 2	M	M 4	L	L 1	M	M 4	Possible demand for more allotments, statutory duty. Lack of H&S by Association. Loss of Vale Allotments	Assess demand & costs Press for standards
Burial Services	L	H 3	M	H 3	L	L 1	M	M 2	Obligation for Closed Churchyard passed to CTC	Included in Streetscape operations
Bus Shelters	L	L 1	M	H 6	L	M 2	M	M 2	Possible cost of transferred service	Evaluate cost & negotiate funding
Car Parks	L	L 1	L	L 1	L	L 1	L	L 1	Changes to car park charges	Effect on business activity in Town
Committee Services	L	H 3	L	L 1	M	L 2	H	H 3	-----	-----
Crime Prevention	L	M 3	L	M 2	L	M 2	M	M 4	New Town Hall security procedure	Review Town Hall security procedure
Economic Development & Regeneration	M	M 4	M	H 6	L	H 3	M	M 4	Lack of planning powers & finance will hinder regeneration. Town Centre redevelopment and public realm strategy delays	Finalise Neighbourhood Plan. See 106 Community & CIL Infrastructure Levy. Encourage developers in the right areas
Employment	L	H 3	L	L 1	L	L 1	H	H 3	New Equality Act	Amend Personal procedure Succession Planning
Entertainment & the Arts	L	L 1	L	M 2	L	M 2	H	H 3	-----	Review security & safety at Town Hall events
Financial Management	L	L 1	M	H 6	L	M 2	L	L 1	Investment income/bank service Need to keep Precept increases & cost of	Review investment & tender banking. Careful evaluation of service costs

Governance	L	H	3	M	H	3	L	M	2	M	M	4	Possible new ethical framework and removal of Code of Conduct	transferred services	Continue to train new council members in appropriate skills Build up Partnership
Grants	L	L	1	M	M	4	L	L	1	L	L	1	Possible increased costs of grants	Monitor Grant Scheme	
Grounds Maintenance	L	H	3	M	H	6	L	M	2	M	M	4	Risks from taking on grounds maintenance	Monitor costs	
Highways	L	M	2	M	L	2	L	M	2	M	M	4	Some risk from non maintenance of street furniture	-----	
IT & Data Protection	M	M	4	L	M	2	L	L	1	M	M	4	Data protection implication	Review practices	
Land Holdings, Parks & Open Spaces	L	L	2	L	M	2	L	L	1	L	L	1	-----	Monitor situation at Congleton park	
Leisure Services	L	L	1	L	L	1	L	L	1	L	L	1	-----	-----	
Management Systems	M	L	2	L	L	1	L	M	2	M	M	4	Maintenance of quality system Lack of progress with Wellbeing-possible general power of competence Renewal of Quality Town Council 2016	Review how will be maintained. Need to progress	
Markets	M	H	6	H	H	9	M	L	2	M	H	6	Higher risk service when transferred to temporary location	Review costs, benefits of transfer	
Newsletter	L	M	2	L	L	1	L	L	1	L	L	1	-----	-----	
Padding Pool	M	M	4	L	M	2	M	L	2	L	M	2	Risk of non compliance with vetting & barring	Monitor procedure adherence	
Play Areas	M	M	4	M	H	6	M	M	4	M	M	4	Risk if transferred to Council.	Proper evaluation	

Public Health/Nuisance	L	L	L	L	L	L	L	L	L	M	2	
Planning	L	L	M	M	L	M	M	L	L	M	2	Capacity to respond to LDF
Property, Treasures & Records	L	M	L	L	M	M	M	M	M	M	4	Poor environment. & security for ancient records Need to speed through records to Museum
Public Lighting	L	L	L	L	L	L	L	L	L	L	1	
Public Toilets	M	H	M	M	H	M	M	M	M	M	4	Risks from additional cost And public dissatisfaction with service Evaluate & make adequate provision
Public Transport	L	M	L	L	M	M	M	L	L	M	2	
Street Cleaning	L	H	M	M	H	M	M	M	M	H	6	Risk from providing services Evaluate & make provision
Town Hall	L	M	M	M	M	L	M	L	L	H	3	Viability of Commercial partner Review contracts and promote events
Tourism	L	L	L	L	L	L	L	L				
War Memorials	L	M	L	L	H	M	M	L	L	M	2	Developing refurbishment programme for Cenotaph & Community Garden Inspect structure