

SWANAGE TOWN COUNCIL

Dr Martin Ayres
Town Clerk

Town Hall
SWANAGE
Dorset
BH19 2NZ

17th February 2023

Dear Councillor

Finance & Governance Committee

A meeting of the above Committee will be held at the **TOWN HALL, SWANAGE** on **WEDNESDAY, 22nd FEBRUARY 2023** at **9.30 a.m.** for the purpose of transacting the business mentioned in the Agenda.

Yours sincerely

M.K. Ayres

Town Clerk

PLEASE NOTE: **15 MINUTES OF PUBLIC PARTICIPATION TIME WILL BE HELD AT 9.30 A.M. PRIOR TO THE COMMENCEMENT OF THE MEETING.**

Although legal restrictions in relation to the Covid-19 pandemic have been lifted, Swanage Town Council will, in accordance with advice issued by Public Health Dorset, continue to take appropriate precautions to limit the risk of transmitting the disease and politely asks those planning to attend this meeting to do the following:

- at the earliest opportunity notify the Council of your intention to attend by e-mail admin@swanage.gov.uk or telephone 01929 423636, because capacity will continue to be carefully managed;
- stay at home if you feel unwell and/or have Covid symptoms;
- wear warm clothing to the meeting as doors and windows will be open for ventilation purposes;
- be mindful of others and respectful of their personal space.

The latest advice from Public Health Dorset can be found here: [News and updates - Public Health Dorset - Dorset Council](#)

To The Town Mayor, Deputy Mayor,
Councillors Bishop, Bonfield, Harris, Tomes, Trite and Whitwam.
All Councillors and Chief Officers

AGENDA

1. Apologies.
2. Declarations of Interest and consideration of requests for Grants of Dispensations (Councillors are reminded of their obligations to declare their interests in accordance with Section 9 and Appendix B of the Council's Code of Conduct).
3. Internal Audit Report 2022/23 - Visit 4 of 6 (Copy enclosed)
4. Financial Reports:
 - (a) Budget Report - Income & Expenditure Account Q3 2022/23
 - (b) Capital Programme Monitoring Report (Copies enclosed)
5. To consider budget additions and virement requests:
 - a) Beach Gardens Decking
 - b) Burlington Chine Toilets
 - c) Stone Quay (Briefing note to follow)
6. Draft Corporate Plan 2023-25 – To consider amendments in light of public consultation. (Briefing note enclosed)
7. To consider draft revised Publication Scheme, under Freedom of Information Act 2000 (Copy enclosed)
8. To consider draft Scheme of Delegation (Copy enclosed)
9. To consider the title given to the councillor chairing meetings of the council and its committees (chair/chairman or woman/chairperson) and the style to be accorded to councillors on the mayoral board in the Council Chamber
10. Items of Information and Matters for Forthcoming Agendas
 - Medium Term Financial Strategy 2023/24 to 2025/26
 - Ethical Investments-ESG report
 - Update on Audit Actions 2021/22
- * 11. Annual Review of Corporate Risk Register. (Copy enclosed)
12. Date of Next Meeting – 15th March 2023

* Under Standing Order No. 1) c), it is envisaged that in view of the confidential nature of the business to be transacted, it is advisable in the public interest that the press and public will be excluded from the Meeting during consideration of agenda item 11 (in relation to legal and financial matters).



FINAL

Internal audit report 2022/23

Visit 4 of 6

SWANAGE TOWN COUNCIL

Date: 27th January 2023

Report author: R Darkin-Miller
Email: r.darkin@darkinmiller.co.uk

Introduction

This report contains a note of the audit recommendations made to Swanage Town Council following the carrying out of internal audit testing on site on the 5th, 21st and 22nd December 2022.

The audit work has been carried out in accordance with Appendix 9 of the 2014 'Governance and Accountability for Local Councils: A Practitioners' Guide', as supplemented by the requirements of later AGARs, with additional tests specific to the Council as agreed with the Town Clerk and Finance Manager.

An internal audit covers the review of the operation of the Council's internal control environment. It is not designed to review and give full assurance over every transaction carried out by the Council. Instead it enables the auditor, following the sample testing of a number of different types of transaction, to give an opinion as to whether or not the control objectives are being achieved across a range of financial and governance systems.

Audit Opinion

As this audit report is an interim one, no audit opinion is offered at this stage.

The report issued after the final visit for 2022/23 (which will be in May 2023) will contain the audit opinion and a summary of all the high and medium level findings and recommendations made during the 2022/23 audit year.

The following areas were reviewed during this audit visit (all testing complete except where noted):

1. Payments
2. Risk Management (minute review) – work in progress
3. Income – work in progress
4. Petty cash
5. Bank reconciliation and investments
6. Town Market
7. Car parks income – work in progress

Audit Recommendations

Recommendations made during the audit are shown in appendix one to this report. Recommendations are graded as follows:

| Rating | Significance |
|--------|---|
| High | Either a critical business risk is not being adequately addressed or there is substantial non-conformity with regulations and accepted standards. |
| Medium | Either a key business risk is not being adequately addressed or there is a degree of non-conformity with regulations and accepted standards. |
| Low | Either minor non-conformity with procedure or opportunity to improve working practices further. |

The number of recommendations made at this audit visit and their priority are summarised in the following table:

| Rating | Number |
|--------|--------|
| High | 1 |
| Medium | 5 |
| Low | 4 |
| Info | 0 |
| TOTAL | 10 |

I would like to thank Martin Ayres, Town Clerk; Alison Spencer, Finance Manager; Culvin Milmer, Visitor Services Manager; and the Visitor Services team for their assistance during this audit.

Darkin Miller ~ Chartered Accountants
2022/23 INTERNAL AUDIT OF SWANAGE TOWN COUNCIL
FINAL REPORT VISIT 4 OF 6: 27th JANUARY 2023

Appendix 1 – Recommendations and Action Plan

| Recommendation number | Detail | Priority (Low/Medium/High) | Management Response | Responsible Officer | Due Date |
|---|---|----------------------------|---------------------|---------------------|--------------|
| 2.1 – Ensure all invoices authorised prior to payment | <p>I checked to see that a sample of payments in the cashbook were supported by invoice, authorised (initialled or signed by the budget holder in order to evidence that the invoice had been checked for accuracy, that the goods or services had been satisfactorily received and that the invoice was cleared for payment) and minuted (for approval by Council). I found that 22/29 invoices were authorised by the Clerk or a senior manager, 3/29 were authorised by the Finance Manager (a senior manager but ideally not involved in authorisation as this reduces the effectiveness of separation of duties as a key financial control), 1/29 was relating to a refund not a payment for goods or services, and 3/29 were not authorised.</p> <p>I recommend that all invoices are authorised by the Clerk or other approved senior manager in order to ensure that there is evidence of approvals prior to payment.</p> | L | Agreed | TH3 & TH4 | Ongoing |
| 2.2 – Amend VAT on Barclaycard and check | <p>I checked to see that VAT on payments had been identified, recorded and reclaimed. I found that VAT had been properly accounted for in respect of 20/21 payments (covering 28/29 invoices), but that VAT of £5.96 on one of the monthly service charge invoices</p> | M | Agreed | TH3 | January 2023 |

| | | | | | |
|--|--|----------|---|----------------------|----------------------|
| <p>other transactions</p> | <p>from Barclaycard had not been reclaimed. The Finance Manager has noted that this is an inputting error and will be amended, and that the other Barclaycard transactions will also be checked.</p> <p>I recommend that the Barclaycard transactions are checked and adjustments made to the VAT in order to recover all VAT due takes place as planned.</p> | | | | |
| <p>2.3 – Check tender threshold in s.11.9 of the Financial Regulations</p> | <p>I checked to see that procurement arrangements are satisfactory. I reviewed the top supplier and top payments reports from Sage to confirm that the goods or services relating to payments over the tender threshold had been properly procured. I found evidence that procurable works (those not related to a single service provider or to a statutory requirement such as the payment of business rates) had been properly procured or that exemptions to the Financial Regulations had been properly noted for direct awards using an appropriate exemption.</p> <p>I noted that s.11.11 of the Financial Regulations had been amended to increase the tender threshold to £60k (which is consistent with the size of the Council and the value of goods and services procured). However, s.11.9 (which notes the process for procurement when fewer than three tenders are received or all tenders are identical) still makes reference to a tender threshold of £25k.</p> <p>I recommend that Council considers whether s.11.9</p> | <p>M</p> | <p>It is agreed that the Finance & Governance Committee reviews the Financial Regulations, specifically section 11-Contracts, to ensure that it is clear. However, this will be done once The Procurement Bill is passed into law in 2023 and any required revisions can then be incorporated into the Financial Regulations at that point.</p> | <p>TH1 & TH3</p> | <p>December 2023</p> |

| | | | | | |
|---|--|---|--------|------|-----------------------|
| | needs amending in light of the change to s.11.11 in order to ensure that the Financial Regulations are clear and consistent with regards to tender thresholds. | | | | |
| 6.1 – Ensure safe accessible at all times | <p>I checked to see that petty cash and floats are identified in the balance sheet, physically exist and at appropriate levels. I found that all of the Council's petty cash and float balances agreed to the amount shown on the balance sheet apart from:</p> <ol style="list-style-type: none"> 1. The float for the Beach Gardens (which had been returned to the Town Hall but not yet banked, and was still shown as a separate float on the balance sheet as it is being held separately); and 2. the float for the Boat Park (which was secured at the Boat Park but which was not accessible during the audit meaning that I was unable to carry out the count and verify that the balance shown on the balance sheet was contained within the float). <p>I recommend that a note of the safe combination is made and kept in a secure location, in order to ensure that the float can be accessed and checked when required.</p> | M | Agreed | TIC1 | With immediate effect |
| 19.1 – Recode MIS charge | I checked that the special arrangements for the Co-op car park were correctly administered. The Council manages the collection of the car park income for the two ticket machines in the Co-op car park, and then remits the receipts less an administrative fee. I found that the fee was correctly calculated but that estimates were used in relation to third party card processing charges, one of which came in at a slightly lower | L | Agreed | TH3 | January 2023 |

| | | | | | |
|--|---|---|--------|-----|---------------|
| | <p>amount. This will be adjusted for in the next invoice.</p> <p>I found that one of the card charges had been miscoded in error to a ticket printing nominal code (still related to the Co-op charges). The charge was correctly picked up as part of the quarterly invoicing to the Co-op.</p> <p>I recommend that the miscoded card processing charge is recoded from nominal code 5074 to 5075 in order to ensure that the coding is correct.</p> | | | | |
| 19.2 – Reconcile Mermond and Co-op car park income and expenditure | <p>The Finance Manager noted that the ticket machine information relating to ticket machines in the Mermond and Co-op car parks were switched when new machines were installed in August. The coding was corrected but, each time the machine software is updated, the machines switch back. The Finance Manager will carry out a reconciliation of the information early in the New Year in order to ensure that income and related expenditure is correctly coded in the accounts, with any adjustments required to be made in the accounts and raised in the following Co-op invoice.</p> <p>I recommend that the reconciliation and adjustments are carried out as planned as soon as possible in order to ensure that the Council and the Co-op's share of income and expenditure is correctly stated, and to ensure that the Council has recovered the correct amount for expenditure it incurs administering the ticket machines on behalf of the Co-op.</p> | H | Agreed | TH3 | February 2023 |

| | | | | | |
|---|--|----------|---|---------------------------------|------------------|
| <p>21.8 – Ensure correct fee charged for stall size</p> | <p>I found that two of the market traders on the day of the site visit appeared to have large stalls (with the equivalent space to two gazebos) but were being charged for a small and standard stall respectively. The Business Development Officer confirmed that both had made their stalls bigger and that she would speak with the officer who collects the daily rents in order to ensure that the correct fee is being charged. The Visitor Services Manager noted that the Council takes a flexible approach to stall size, with market traders able to spread out a little if there are fewer stallholders in order to ensure that the market looks attractive to visitors.</p> <p>I recommend that the stall sizes are checked to ensure that the correct rent is being charged allowing for the flexibility over stall size during quiet periods.</p> | <p>M</p> | <p>Agreed: At the time of the audit visit, both staff were reasonably new to the market and the induction process was still in place. These issues have now been dealt with through this process.</p> | <p>TIC 1, TIC 6 & TIC 9</p> | <p>Completed</p> |
| <p>21.9 – Update markets register to ensure correct dates noted</p> | <p>I found that the spreadsheet copy of the market trader register contained a couple of minor errors. The start and end dates for two of the traders indicated a charge for 13 and 6 weeks, but they were charged for 17 and 5 weeks respectively. The Visitor Services Manager noted that this appeared to be an input error.</p> <p>One of the traders present on the day of the site visit was not noted on the spreadsheet. The Business Development Officer noted that the register is updated to note those traders that the Council know will be present. As the trader turned up on the day, the register would have been updated later.</p> | <p>L</p> | <p>Agreed</p> | <p>TIC1 & TIC9</p> | <p>Completed</p> |

| | | | | | |
|---|---|---|---|-------------|-----------------------|
| | I recommend that the spreadsheet is updated to note the correct dates charged for the two traders concerned so that the audit trail is improved. | | | | |
| 21.10 – Ensure discounts are applied when due | <p>I found that one debtor had been charged the full amount of the market rent when they were due a discount for being within the BH19 area.</p> <p>I recommend that discounts are applied where appropriate, in order to ensure that the correct price is charged.</p> | L | Agreed: This will be reviewed and has been picked up within the induction of staff | TIC1 & TIC9 | With immediate effect |
| 21.11 – Ensure sundry debtor income identified and posted to correct debtor | <p>I also found that the related receipt had been coded in error to daily market (cash) receipts rather than debtors, meaning that both market income and debtors were overstated by £61. The Visitor Services Manager has asked that the receipt coding be corrected by Finance.</p> <p>I recommend that the coding is corrected as planned, and that the coding of market rent is double checked prior to entry onto the finance system to ensure that any sundry debtor income is identified and posted to the correct debtor account.</p> | M | Agreed: We are currently reviewing the way we manage this process and the new Business Development Support Officer has taken a lead so we do not anticipate issues of this nature in the future | TIC9 | February 2023 |

Budget Report- Income & Expenditure Account
Quarter ending 31st December 2022

Summary

At the end of the 3rd quarter the Council's position is favourable against budget, with a variance of £208k being realised. Service costs were lower than budget predominantly due to the deferment of expenditure, lower than budgeted total employee costs and above budgeted income from long stay car parking.

| Service | Q3 | | | Annual | |
|---|-----------------|--------------------------|-----------------------|--------------------------|-------------------|
| | Net Expenditure | Budgeted Net Expenditure | Variance Year to Date | Budgeted Net Expenditure | Forecast Out-turn |
| Car Parks | (506,462) | (433,191) | (73,271) | (401,375) | (470,369) |
| Co-op | (16,651) | (16,325) | (326) | (20,800) | (21,126) |
| Boat Park | (23,896) | (10,663) | (13,233) | (10,230) | (15,483) |
| Public Conveniences | 110,610 | 105,009 | 5,601 | 135,625 | 147,438 |
| Burl Chine Chalets | 0 | 0 | 0 | (155) | (155) |
| Cemeteries | 3,303 | 3,545 | (242) | (1,100) | (2,932) |
| Parks and Operations | 496,807 | 479,270 | 17,537 | 643,040 | 737,712 |
| CCTV | 2,041 | 3,125 | (1,084) | 3,500 | 4,416 |
| Beach Gardens | 10,764 | 2,500 | 8,264 | 7,470 | 16,165 |
| Downs/Misc Grounds/PAG | 2,386 | (6,289) | 8,675 | (8,345) | 22,033 |
| Beaches/Foreshore | 72,823 | 76,550 | (3,727) | 86,105 | 82,653 |
| Beach Chalets/Bungalows | (122,712) | (125,838) | 3,126 | (121,745) | (123,153) |
| Publicity/Tourism | 156,762 | 162,555 | (5,793) | 215,595 | 234,829 |
| Allotments | (5,116) | (4,590) | (526) | (6,340) | (6,866) |
| General Buildings (inc. Caravan park) | (42,802) | (38,125) | (4,677) | (63,005) | (63,092) |
| Central services to the public: | 282,089 | 322,627 | (40,538) | 426,920 | 383,799 |
| DRM | 41,551 | 38,973 | 2,578 | 57,440 | 59,493 |
| Corp Management | 9,130 | 27,738 | (18,608) | 68,110 | 80,952 |
| Net Cost of Services | 470,627 | 586,871 | (116,244) | 1,010,710 | 1,066,314 |
| Interest payable and similar charges | 3,591 | 3,850 | (259) | 4,400 | 4,235 |
| Interest and investment income | (154,668) | (111,875) | (42,793) | (140,000) | (187,793) |
| Net Operating expenditure | 319,550 | 478,846 | (159,296) | 875,110 | 882,756 |
| Other Movements on the General Fund | 91,950 | 0 | 91,950 | 37,000 | 125,282 |
| Amount to be financed: | 411,500 | 478,846 | (67,346) | 912,110 | 1,008,038 |
| Financed by: | | | | | |
| Grants/Donations | (22,500) | 0 | (22,500) | (3,000) | (25,500) |
| Community Infrastructure Levy | (118,460) | 0 | (118,460) | 0 | (118,460) |
| Precept on Dorset Council | (630,000) | (630,000) | 0 | (840,000) | (840,000) |
| Total Financing: | (770,960) | (630,000) | (140,960) | (843,000) | (983,960) |
| | | | | | |
| (Surplus)/Deficit for the Period | (359,460) | (151,154) | (208,306) | 69,110 | 24,077 |
| General Fund Balance Brought Forward | | | | | (896,577) |
| General Fund Balance Carried Forward | | | | | (872,499) |

Car Parks

Car parking realised a net surplus of £506k for the period against a budgeted surplus of £428k, a positive variance of £78k.

| | Q3 | | | Annual | |
|------------------------|------------------|------------------|-----------------|------------------|------------------------|
| | Actual | Budget | Variance | Budget | Forecast Outturn Q3 |
| | £ | £ | £ | £ | £ |
| Employee Costs | 35,375 | 33,840 | 1,535 | 45,120 | 47,420 |
| Expenditure | 120,005 | 113,906 | 6,099 | 159,005 | 167,977 |
| Income | (661,842) | (580,938) | (80,905) | (605,500) | (685,767) |
| Net Expenditure | (506,462) | (433,191) | (73,271) | (401,375) | (470,369) |

As shown in the summary above, income has exceeded budget at the end of the 3rd quarter by £80k. An increase in budget was provided for the 2022/23 financial year, with some prudence being applied in respect of not assuming the same outturn as the prior year. However, income remains high compared to any pre-covid period in the long-stay visitor car parks, particularly at the Main Beach car park.

Expenditure is largely as per budget at the end of the 3rd quarter, with a few exceptions. These being a £12.5k variance in machine equipment and repairs due to the replacement of modems Appendix A: AD4 refers. The deferment of the purchase and installation of EV chargers has also resulted in a positive variance of £4k in that budget line.

Projecting forward to year-end, a surplus of £470k is anticipated against a budgeted surplus of £401k a variance of £69k, of which approximately £21k will finance the purchase of new pay & display machines. It is also anticipated that repairs to a wall in Broad Road car park will be required to be carried out, costs of which are not included in the outturn.

Boat Park & Fishermen's Huts

| | Q3 | | | Annual | |
|------------------------|-----------------|-----------------|-----------------|-----------------|------------------------|
| | Actual | Budget | Variance | Budget | Forecast Outturn Q3 |
| | £ | £ | £ | £ | £ |
| Employee Costs | 10,497 | 11,190 | (693) | 11,190 | 11,045 |
| Expenditure | 15,880 | 24,962 | (9,082) | 38,060 | 38,230 |
| Income | (50,274) | (46,815) | (3,459) | (59,480) | (64,758) |
| Net Expenditure | (23,896) | (10,663) | (13,233) | (10,230) | (15,483) |

Income for the boat park is over budget at the end of the 3rd quarter, being split between casual usage and seasonal permits.

Expenditure is below budget at the end of the quarter, £9k in total. £4.5k of this relates to a budget included for the repairs to the eastern jetty. Year to date, £9,923 expenditure has been incurred for the works from an original budget of £14.5k. An additional budget of £66k was approved by council for further repairs to the jetty and slipway Appendix A: ref 1 & AD6 refers. However, this project has now been deferred to 2023/24 pending further monitoring.

A departmental surplus of £15k is now forecast against a budgeted surplus of £10k.

Public Conveniences

| | Q3 | | | Annual | |
|------------------------|---------|---------|----------|---------|------------------------|
| | Actual | Budget | Variance | Budget | Forecast Outturn Q3 |
| | £ | £ | £ | £ | £ |
| Expenditure | 115,327 | 105,140 | 10,187 | 137,300 | 153,655 |
| Income | (4,717) | (131) | (4,586) | (1,675) | (6,217) |
| Net Expenditure | 110,610 | 105,009 | 5,601 | 135,625 | 147,438 |

Expenditure is £10k over budget year to date. This is in part due to higher than budgeted contract cleaning costs, with the tender being awarded after the budget was approved. Electricity costs are also higher than budgeted at the end of Q3, largely due to a tariff increase.

Cemeteries

| | Q3 | | | Annual | |
|------------------------|----------|----------|----------|----------|------------------------|
| | Actual | Budget | Variance | Budget | Forecast Outturn Q3 |
| | £ | £ | £ | £ | £ |
| Expenditure | 31,173 | 30,375 | 798 | 34,340 | 33,548 |
| Income | (27,870) | (26,830) | (1,040) | (35,440) | (36,480) |
| Net Expenditure | 3,303 | 3,545 | (242) | (1,100) | (2,932) |

Income is marginally under budget year to date.

Expenditure of £16.8k has been incurred for repairs to the wall at Northbrook cemetery, with provision for the retention fee having been made, with a total cost of £19.8k attributable to these works, from an approved budget of £22k, Appendix A: 16. Fencing repairs were approved at £3.6k, Appendix A: AD9, absorbing the variance in costs for the wall.

Parks & Operations

| | Q3 | | | Annual | |
|------------------------|----------|----------|----------|-----------|------------------------|
| | Actual | Budget | Variance | Budget | Forecast Outturn Q3 |
| | £ | £ | £ | £ | £ |
| Employee Costs | 361,717 | 363,659 | (1,942) | 500,315 | 498,010 |
| Expenditure | 218,952 | 191,979 | 26,973 | 242,850 | 355,300 |
| Income | (83,862) | (76,368) | (7,494) | (100,125) | (115,597) |
| Net Expenditure | 496,807 | 479,270 | 17,537 | 643,040 | 737,712 |

At the end of the 2nd quarter the Parks & Operations department has a negative variance of £7k in total.

Income is largely as per budget with the exception of receipts from the sale of surplus equipment. £8.7k has been received from the disposal of equipment (de minimus) and has been used to finance the procurement of new vehicles (capital monitoring report refers). There are a couple of other variances, but not significant.

Given a virement of £22,680 from employee costs to hired services, employee costs are largely as per budget.

Overall expenditure is over budget year to date by £26k, with variances over many budget lines. Significant positive variances have been realised with the cancellation of the purchase of equipment and an underspend on repairs to St Marks Playing Field Appendix A: 15 & 11. There has been significant additional budget approval for ongoing monitoring works on the Spa/Sandpit Field sites and repairing works at Day's Park, Appendix A: AD5 & AD8.

Additional budgets have been provided for the removal of skatepark equipment and resurfacing works £34k and repairs to footpaths, £27k, Appendix A:AD11 & AD12 refers. The forecast outturn of £737k against a budget of £643k represents a significant variance and highlights the volatility of the repairs and maintenance budgets given the large asset base that the council owns.

Beach Gardens

| | Q3 | | | Annual | |
|------------------------|----------|----------|----------|----------|------------------------|
| | Actual | Budget | Variance | Budget | Forecast Outturn Q3 |
| | £ | £ | £ | £ | £ |
| Employee Costs | 25,632 | 22,550 | 3,082 | 22,550 | 25,890 |
| Expenditure | 24,859 | 21,800 | 3,059 | 27,150 | 30,382 |
| Income | (39,727) | (41,850) | 2,123 | (42,230) | (40,107) |
| Net Expenditure | 10,764 | 2,500 | 8,264 | 7,470 | 16,165 |

This department has realised a negative variance of £8k at the end of the 3rd quarter.

Income is under budget year to date, being an accumulation of small variances, with putting income being the largest at £1k.

Staffing costs are £3k over budget for the period.

Expenditure is over budget as this includes additional approved works to the kiosk, Appendix 1 ref; AD1 at £2.9k.

The Downs

| | Q3 | | | Annual | |
|------------------------|---------|---------|----------|----------|---------------------|
| | Actual | Budget | Variance | Budget | Forecast Outturn Q3 |
| | £ | £ | £ | £ | £ |
| Expenditure | 12,018 | 3,053 | 8,965 | 4,110 | 34,779 |
| Income | (9,632) | (9,341) | (290) | (12,455) | (12,745) |
| Net Expenditure | 2,386 | (6,289) | 8,675 | (8,345) | 22,033 |

Income is generally as per budget year to date.

Expenditure is £8.9k over budget. This is due to professional fees relating to repairing works on Peveril Point Road being carried over from 2021/22, Appendix A: ref BF1 & 4. This expenditure will be financed from EMR.

Beaches & Foreshore

| | Q3 | | | Annual | |
|------------------------|----------|----------|----------|----------|---------------------|
| | Actual | Budget | Variance | Budget | Forecast Outturn Q3 |
| | £ | £ | £ | £ | £ |
| Employee Costs | 50,632 | 57,055 | (6,423) | 61,155 | 55,007 |
| Expenditure | 73,190 | 70,430 | 2,760 | 77,775 | 80,535 |
| Income | (50,999) | (50,935) | (64) | (52,825) | (52,889) |
| Net Expenditure | 72,823 | 76,550 | (3,727) | 86,105 | 82,653 |

At the end of the 3rd quarter a positive variance of £3.7k has been seen in this department.

As shown above, this is largely the result of variances in employee costs and expenditure, with income as per budget.

Employee costs are under budget due to the late recruitment of Seafront Advisors and the employment of a beach cleaner for only part of the season.

Expenditure is over budget due to the increased costs incurred for seaweed removal. This is a variable expenditure line and is £7k over budget. Additional costs of £4k have also been incurred for a condition survey of the parish slipway. However, these overspends have been partially offset by the deferment of £8k for repairs to monkey beach to 2023 Appendix A: ref 3.

Overall, a revised year-end outturn of a net deficit of £82k against a budget of £86k is being projected at the end of the quarter.

Beach Huts

| | Q3 | | | Annual | |
|------------------------|------------------|------------------|--------------|------------------|---------------------|
| | Actual | Budget | Variance | Budget | Forecast Outturn Q3 |
| | £ | £ | £ | £ | £ |
| Employee Costs | 1,531 | 2,400 | (869) | 2,400 | 1,790 |
| Expenditure | 30,827 | 21,932 | 8,895 | 29,025 | 37,795 |
| Income | (155,070) | (150,170) | (4,900) | (153,170) | (162,738) |
| Net Expenditure | (122,712) | (125,838) | 3,126 | (121,745) | (123,153) |

Beach hut income is £4.9k over budget at the end of the 3rd quarter.

Expenditure is generally as per budget. However, following a tender for a beach hut booking system resulting in a lower than budgeted cost of £9,500, this has resulted in these costs being met from revenue rather than capital as originally estimated. As such, a variance on the revenue account for expenditure has been incurred, although due to the higher than budgeted income, it is forecast that there will still be a positive variance on the budgeted surplus at year end.

Publicity & Tourism

| | Q3 | | | Annual | |
|------------------------|----------------|----------------|----------------|----------------|---------------------|
| | Actual | Budget | Variance | Budget | Forecast Outturn Q3 |
| | £ | £ | £ | £ | £ |
| Employee Costs | 131,493 | 132,338 | (845) | 173,730 | 174,910 |
| Expenditure | 49,089 | 51,925 | (2,837) | 68,640 | 88,803 |
| Income | (23,820) | (21,708) | (2,112) | (26,775) | (28,884) |
| Net Expenditure | 156,762 | 162,555 | (5,793) | 215,595 | 234,829 |

At the end of the 3rd quarter a positive variance of £5.8k has been realised. Income is generally as per budget with a positive variance in shop sales.

Employee costs are on budget year to date. Given that the annual pay increase is above the percentage that was budgeted for, it is expected that the annual employee costs will be marginally over budget at year end in spite of the current positive variance.

Expenditure is also under budget, mainly insignificant individually but cumulatively totalling £2.8k.

The year-end forecast shows a deficit of £234k against a budgeted deficit of £215k, a negative variance. This is due to additional revenue expenditure expected to be incurred for minor works to

the TIC cleaning store, budgeted at £18k which has been transferred from the capital programme due to the nature of the works.

Allotments

| | Q3 | | | Annual | |
|------------------------|----------------|----------------|--------------|----------------|---------------------|
| | Actual | Budget | Variance | Budget | Forecast Outturn Q3 |
| | £ | £ | £ | £ | £ |
| Expenditure | 1,957 | 2,085 | (128) | 2,560 | 2,432 |
| Income | (7,074) | (6,675) | (398) | (8,900) | (9,298) |
| Net Expenditure | (5,116) | (4,590) | (526) | (6,340) | (6,866) |

To date allotments have performed largely as per budget, with very little activity to report. The year-end out-turn has been revised to a net surplus of £6.8k against a budgeted net surplus of £6.3k.

General Buildings/Misc Areas (incl roads)

| | Q3 | | | Annual | |
|------------------------|-----------------|-----------------|----------------|-----------------|---------------------|
| | Actual | Budget | Variance | Budget | Forecast Outturn Q3 |
| | £ | £ | £ | £ | £ |
| Expenditure | 8,577 | 13,250 | (4,673) | 13,500 | 13,417 |
| Income | (51,379) | (51,375) | (4) | (76,505) | (76,509) |
| Net Expenditure | (42,802) | (38,125) | (4,677) | (63,005) | (63,092) |

Year to date a £4.6k variance has been realised. This is due to the deferment of repairs to Panorama Road Appendix A: ref 9 combined with the addition of repairs to the dry-stone wall at Higher Days Road, Appendix A: AD3.

Central Services

| | Q3 | | | Annual | |
|------------------------|----------------|----------------|-----------------|----------------|---------------------|
| | Actual | Budget | Variance | Budget | Forecast Outturn Q3 |
| | £ | £ | £ | £ | £ |
| Employee Costs | 197,174 | 241,117 | (43,944) | 321,490 | 270,650 |
| Expenditure | 92,639 | 90,435 | 2,204 | 122,330 | 129,097 |
| Income | (7,724) | (8,925) | 1,201 | (16,900) | (15,949) |
| Net Expenditure | 282,089 | 322,627 | (40,538) | 426,920 | 383,799 |

Employee costs show a variance of £43k, being costs relating to vacant posts during the period.

Expenditure at the end of Q3 is marginally over budget, £2.2k with no significant individual variances to report.

Corporate Management & Democratic Services

| | Q3 | | | Annual | |
|------------------------|--------|--------|----------|---------|------------------------|
| | Actual | Budget | Variance | Budget | Forecast Outturn Q3 |
| | £ | £ | £ | £ | £ |
| Expenditure | 50,681 | 66,711 | (16,030) | 125,550 | 140,445 |
| Income | 0 | 0 | 0 | 0 | 0 |
| Net Expenditure | 50,681 | 66,711 | (16,030) | 125,550 | 140,445 |

These two cost centres are under budget at the end of the 3rd quarter by £16k.

A budget for the development of the council's website has been partially reallocated for the procurement of laptops for councillors as part of GDPR compliance and remote meeting capability. The balance will be retained in EMR.

A budget has been approved to engage consultancy services to prepare the Seafront Masterplan, Appendix A: AD2. An increase in the bad debt provision of £20k is also anticipated at year-end which results in a forecast deficit of £140k against a £125k budget, despite the positive variance year to date.

Employee Costs

At the end of Q3, employee costs of £814k were seen against a budget of £864k with a positive variance of £50k being realised. This is primarily due to the delay in recruiting to existing and new posts in Central Services, with one post currently vacant.

| | Q3 | | | Annual | |
|--------------------|---------|---------|----------|---------|------------------------|
| | Actual | Budget | Variance | Budget | Forecast Outturn Q3 |
| | £ | £ | £ | £ | £ |
| Car Parks | 33,267 | 32,040 | 1,227 | 42,720 | 44,210 |
| Market | 2,108 | 1,800 | 308 | 2,400 | 3,210 |
| Boat Park | 10,497 | 11,190 | (693) | 11,190 | 11,045 |
| Parks & Operations | 361,717 | 363,659 | (1,942) | 500,315 | 498,010 |
| Beach Gardens | 25,632 | 22,550 | 3,082 | 22,550 | 25,890 |
| Beaches - Cleaners | 27,200 | 32,415 | (5,215) | 35,665 | 30,725 |
| Beaches - Advisors | 23,432 | 24,640 | (1,208) | 25,490 | 24,282 |
| Beach Hut Cleaning | 1,531 | 2,400 | (869) | 2,400 | 1,790 |
| Tourism | 131,493 | 132,338 | (845) | 173,730 | 174,910 |
| Central Services | 197,174 | 241,117 | (43,944) | 321,490 | 270,650 |

| | | | | | |
|--------------|---------|---------|----------|-----------|-----------|
| Total | 814,051 | 864,149 | (50,098) | 1,137,950 | 1,084,722 |
|--------------|---------|---------|----------|-----------|-----------|

A virement of £22,680 has been made from employee costs to depot hired services costs for the year.

Interest & Investment Income

| | Q3 | | | Annual | |
|------------------------|-----------|-----------|----------|-----------|------------------------|
| | Actual | Budget | Variance | Budget | Forecast Outturn Q3 |
| | £ | £ | £ | £ | £ |
| Net Expenditure | (154,668) | (111,875) | (42,793) | (140,000) | (187,793) |

Income from both strategic long-term investments and short-term investments is above budget at the end of the 3rd quarter. This is due to the council holding reserves in excess of estimate due to delays in the capital programme and receiving higher than forecast yields on its short term investments.

The Council's investment portfolio at 31 December 2022 is detailed below (current value shown):

| Investment Portfolio | 31.03.22 Balance £ | Net Movement £ | 31.12.22 Balance £ |
|--|--------------------------|----------------------|--------------------------|
| Banks and building societies (unsecured) | 534,427 | 429,133 | 963,560 |
| Money Market Funds | 750,000 | 0 | 750,000 |
| UK Govt | 452,108 | 43,837 | 495,945 |
| Total Internal Investments | 1,712,973 | 348,804 | 2,061,777 |
| Investments in Pooled Funds: | | | |
| Property | 3,580,092 | -531,293 | 3,048,799 |
| Multi-Asset | 469,529 | -38,303 | 417,733 |
| Bonds | 919,299 | -53,848 | 859,265 |
| Total External Funds | 4,968,920 | -623,444 | 4,325,797 |
| TOTAL INVESTMENTS | 6,705,455 | -150,474 | 6,535,302 |

The returns on the council's investments are:

Extract from Arlingclose Benchmarking Results 311222

| Yield | |
|--|---------------|
| Internal Investment Return | 2.43% |
| Cash Plus Funds - Income Return | - |
| Strategic Funds - Income Return | 3.64% |
| Total Investments - Income Return | 3.23% |
| Cash Plus Funds - Capital Gain/Loss | - |
| Strategic Funds - Capital Gain/Loss | -11.13% |
| Total Investments - Total Return | -4.13% |

The Council has realised an overall income return of 3.23%, with the Council's internal, short-term investments realising 2.43% and its strategic, long-term investments realising 3.64%. The yields from short term investments have increased significantly in the last year, averaging 0.03% this time last year.

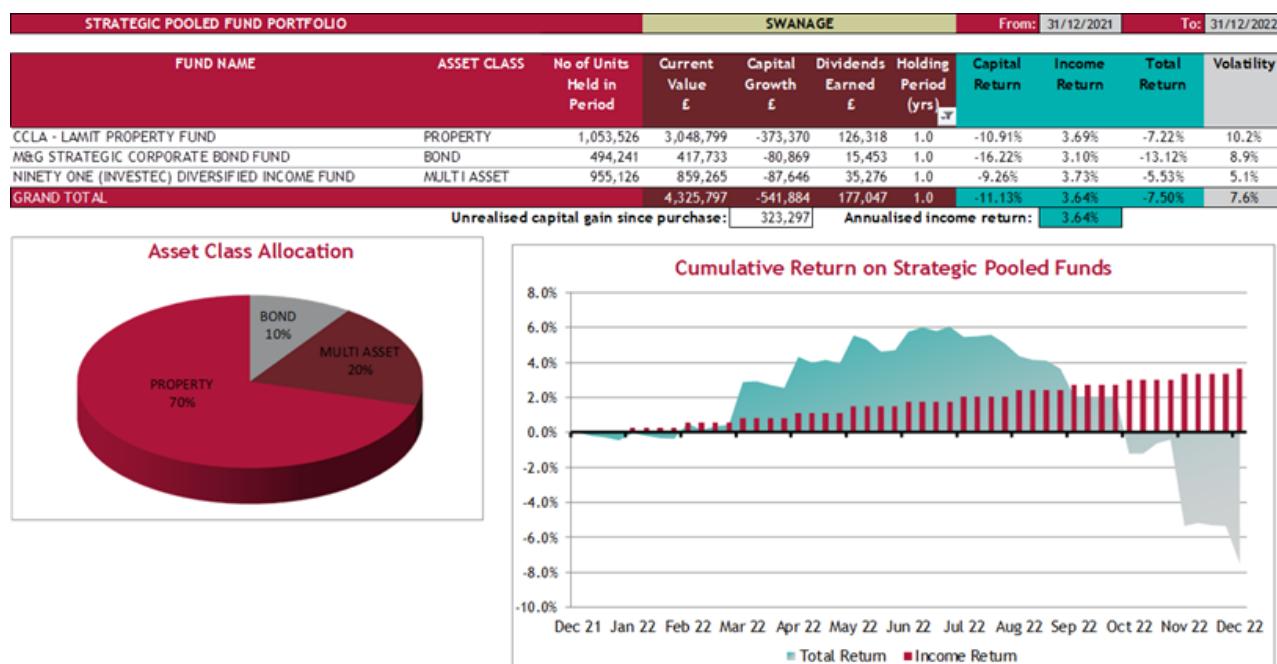
Short-Term Investments

During the last quarter, activity related to the re-investment of funds in a Santander CD.

Strategic Investments

The Council has continued to hold its units in the CCLA Property Fund, Ninety-One Diversified Income Fund and M&G Strategic Corporate Bond Fund.

The chart below shows the performance of these investments over the last 12-month period.



In terms of income, these funds continue to provide an annualised yield of 3.64% overall and provide an important contribution to the Council's income.

With regards to the funds' value, shown as current value and not book value (£4m), overall the funds have seen a significant decrease in the capital value at quarter end. The current value at the end of Q2 totalled £4.8m and at the end of Q3 £4.3m a significant decrease of £0.5m, and £0.6m since the beginning of the financial year.

The Council's strategic funds still hold a total unrealised capital gain of £325k since purchase, a significant decrease since the end of the last quarterly report. Given economic uncertainty, these valuations will inevitably fluctuate. As these investments are strategic and held for the long-term, fluctuations in capital value occur naturally and these investments should be viewed as a whole rather than individually.

Forecasting to year-end, income is now forecast at £187k against a budget of £140k, a variance of £47k. This is largely due to delays in the implementation of large capital projects which has resulted in additional funds being held in higher yielding investments for longer than originally estimated, combined with higher yields on short-term investments.

Revenue Account - General Overview

At the end of the 3rd quarter of the financial year a positive variance of £208k has been realised. Despite this variance at the end of Q3, a smaller variance is forecast for year end, with deficit on the general fund of £24k being forecast against a budgeted deficit of £69k, a £45k variance.

This is due to the approval of one-off expenditure items, Appendix A AD1-AD13, which has added a significant sum to the outturn, which will absorb the majority of any additional income from operations.

An additional £20k has also been received from Dorset Council through a Summer Demand Activities grant which has offset some additional expenditure incurred during the year following on from increased visitor numbers post covid.

Appendix A

| Significant One Off Revenue Expenditure 2022/23 | | | | | | |
|--|---|------------------------------------|----------------|---------------|-------------------|--|
| <u>Ref:</u> | <u>Service Area</u> | <u>Project</u> | <u>Budget</u> | <u>Actual</u> | <u>Programmed</u> | <u>Status Update</u> |
| | <u>New projects for 2022/23</u> | | | | | |
| 1 | Boat Park | Jetty repairs | 14,500 | 9,922 | Q1 | A revised budget of £66k approved Minute 151 b) meeting held 14th |
| 2 | Boat Park | Customer improvements | 15,000 | - | Q4 | |
| 3 | Beaches & Foreshore | Monkey Beach repairs | 8,000 | - | Deferred | |
| 4 | Car Parks | Kerbing-DDA compliant | 4,000 | - | Q4 | |
| 5 | Public Conveniences | Burlington Chine | 5,000 | - | Q4 | Budget increased to £7,000-Minute 130 Special meeting 16th January |
| 6 | Parks & Open Spaces | Trees - purchase | 3,000 | 2,600 | v | check invoice |
| 7 | Various | Signage | 5,000 | 745 | v | |
| 8 | Environmental (EWG) | Energy Efficiency Improvements | 5,000 | - | Deferred | |
| 9 | Roads | Repairs-Panorama Rd | 10,000 | - | Deferred | |
| 10 | Car Parks | EV Charger | 4,000 | - | Deferred | |
| 11 | St Marks Playing Fields | Repairs & Equipment removal | 22,500 | 15,450 | Q1/2 | Current years' work complete |
| 12 | TIC | Front of house changes | 5,000 | - | Q4 | |
| 13 | Beaches & Foreshore | Matting | 3,000 | - | Q4 | |
| 14 | Beaches & Foreshore | Water Taps | 5,000 | 5,955 | Q1 | Complete |
| 15 | Parks & Open Spaces (EWG) | Weed Ripper | 5,000 | - | Cancelled | |
| 16 | Cemeteries | Northbrook cemetery - Wall repairs | 22,000 | 16,880 | Q1/2 | Works ongoing-To be funded from EMR |
| 17 | DRM | Website | 11,000 | | Deferred/Q4 | To be funded from EMR - £5k to be reallocated for members laptops |
| 18 | Downs (EWG) | Noticeboards | 3,000 | - | Q4 | To be funded from EMR |
| 19 | Environmental (EWG) | Environmental Campaigns | 2,000 | - | Deferred | |
| | | | 152,000 | 51,594 | | |
| | <u>Projects brought forward from 2021/22 to be financed from Earmarked Reserve</u> | | | | | |
| BF1 | Downs | Peveril fortification repairs | 10,000 | 9,045 | | Funds to be reallocated for WSP design works |
| BF2 | Car Parks | EV Charger | 4,000 | - | Cancelled | |
| BF3 | Boat Park | Anchor Bolts | 2,000 | 95 | | |
| BF4 | Peveril Point | Road repairs, signage and line | 20,000 | - | | Funds reallocated for WSP design works-see BF1 £30k in total |
| BF5 | Spa | Ground Surveys | 4,100 | 4,100 | | Phase complete |
| BF6 | Town Hall | Entry System | 6,000 | 5,140 | Q3 | Funds reallocated for office equipment - h&s |
| BF7 | Environmental | Energy Efficiency Improvements | 10,000 | - | Deferred | |
| | | | 56,100 | 18,380 | | |

Appendix A

| | Additional projects for 2022/23 | | | | | |
|-------------|--|---|----------------|---------------|---------|--|
| AD1 | Beach Gardens | Serving Hatch | 4,035 | 2,910 | | Agreed Minute 149, meeting held 14th March 2022-Complete |
| AD2 | Corporate Management | Consultancy services-Seafront | 15,000 | - | | Minute 172, meeting held 25th April 2022 |
| AD3 | Misc-Roads/Pathways | Higher Days Road | 5,850 | 5,850 | | Agreed Minute 161 c) Meeting held 14th March 2022 |
| AD4 | Car Parks | P&D machine 4g modem upgrade | 12,745 | 12,745 | | Complete |
| AD5 | Days Park | S&HFC Access Road | 33,250 | 17,497 | | Approved July 2022- Complete |
| AD6 | Boat Park | Eastern Jetty-balance of increased costs | 66,000 | - | On hold | A revised budget of £66k approved Minute 151 b) meeting held 14th March 2022 |
| AD7 | Beach Huts | Booking system-transferred from the capital programme | 10,000 | 9,500 | | Complete |
| AD8 | Spa | Ground Monitoring | 15,300 | 13,630 | | Capital projects sub-committee minute 6) 7th September 2022 |
| AD9 | Cemeteries | Fencing-Northbrook Cemetery | 3,640 | 2,955 | | Complete |
| AD10 | TIC | Cleaning Store-transferred from capital | 18,000 | - | | On order- Minute 135 a) Special Meeting of the Council 16th January 2023 |
| AD11 | King George's Field | Skate Park equipment removal | 33,970 | - | | Agreed minute 135 b) Special Meeting of the Council 16th January 2023 |
| AD12 | Parks & Gardens | Repairs to footpaths-Rec and Sandpit | 26,990 | - | | Agreed minute 135 c) Special Meeting of the Council 16th January |
| AD13 | Car Parks | Removal of shed & secure electricity | 7,300 | - | | Agreed minute 135 d) Special Meeting of the Council 16th January 2023 |
| | | | 252,080 | 65,087 | | |
| | | | | | | |

Capital Programme – Monitoring Report 2022/23

| Project Ref: | Project | 2022/23 Budget | Forecast Outturn for the year | Actual Expenditure Year to Date | Status |
|--|---|----------------|-------------------------------|---------------------------------|------------------------|
| | | £ | £ | £ | |
| Approved Projects-2022/23 Estimates | | | | | |
| 1 | Play Areas/Skate Park King Georges Skate Park | 25,000 | 0 | 0 | Transferred to revenue |
| 2 | Station Approach Infrastructure Improvements | 10,000 | 0 | 0 | Ongoing |
| 3 | Downs Peveril Point Stabilisation Scheme | 75,000 | 0 | 0 | Ongoing |
| 4 | Seafront Coastal Defence Projects Stone Quay - Reconstruction and Bonding | 50,000 | 0 | 0 | Transferred to revenue |
| 5 | Depot Mezzanine Decking | 22,000 | 0 | 0 | Not Active-Deferred |
| 6 | Spa Stabilisation & Regeneration | 300,000 | 0 | 0 | Ongoing |
| 7 | Environmental Sustainable energy | 36,000 | 0 | 0 | Ongoing |
| 8 | Beach Gardens Tennis Court Resurfacing | 29,000 | 32,374 | 32,374 | Completed |
| 9 | Capital Grants S&PDT - Football Club redevelopment | 90,000 | 0 | 0 | Transferred to revenue |
| 10 | Vehicles Tractor | 30,000 | 30,750 | 30,750 | Completed |
| 11 | Tourism Beach Hut Booking System | 15,000 | 0 | 0 | Transferred to revenue |
| 12 | TIC Beach Cleaning Store | 15,000 | 0 | 0 | Transferred to revenue |
| | Subtotal | 697,000 | 63,124 | 63,124 | |
| Projects brought forward from 2021/22 | | | | | |
| BF1 | Play Areas King George's Play Area | | 42,490 | 42,490 | Completed |
| BF2 | Cemetery Godlingston Extension | | 30,293 | 6,170 | Ongoing |
| BF3 | Parks Days Park- Footpath Lighting Installation | | 22,957 | 22,957 | Ongoing |
| BF4 | Roads Panorama Rd/Quarry Close & Cow Lane | | 75,215 | 0 | Ongoing |
| | Expenditure B fwd Subtotal | | 170,955 | 71,617 | |
| Approved Additional Projects | | | | | |
| AD1 | Vehicles Trimax Snake | | 24,450 | 24,450 | Completed |
| AD2 | Car Parks Pay & Display Machines x 4 | | 20,917 | 0 | Ongoing |
| | Expenditure B fwd Subtotal | | 45,367 | 24,450 | |
| | Total Capital Expenditure | 697,000 | 279,446 | 159,191 | |

Project Updates:

1: Play Areas/Skate Park: King Georges Equipment Replacement

Discussions are ongoing. Revenue costs only are to be incurred in 22/23 until a replacement scheme is determined, with the replacement equipment being deferred to 23/24. **Ongoing. Financing - Earmarked reserves (EMR).**

2: Station Approach-Infrastructure

Consultants were engaged through Dorset Council to undertake work to produce an options appraisal. A report from WSP was considered by the Traffic Management Advisory Committee at its meeting held 22nd November 2022 and further considered by the Planning and Consultation Committee on 5th December 2022. It was recommended to council and approved on 30th January 2023 to adopt option 2. Works are ongoing and expected to be carried out in 2023/24. **Ongoing - Deferred to 23/24. Financing -UCRR.**

3: Downs-Peveril Point Stabilisation Scheme

Following a tender exercise, a contract was awarded to WSP at the council meeting held on 26th September 2022, minute 86 b) to prepare the design and specification of highway and ground stabilisation works required to Peveril Point Road, together with a tender package. Capital works will now be deferred to 2023/24. **Ongoing.-Deferred. Financing -UCRR**

4: Seafront Coastal Defence Projects: Stone Quay Reconstruction & Bonding

It was reported to the Capital Projects Sub-Committee on 8th June that Dorset Council's FCERM team have confirmed that they would provide professional advice in order to determine the scope of works required in the context of a wider coastal defence project. The scope of works were determined as repairing works to the Quay and Monkey Beach and has been transferred to the revenue programme, reported to the Capital Projects Sub-Committee meeting held 30th November 2022. **Ongoing. Financing -Revenue**

5: Depot-Mezzanine Decking

This project has been reviewed and amended. Rather than installing mezzanine decking, it is thought that the installation of an external store/shelter would be preferable, given the need for ventilation. This project will be deferred until 2023/24 with costs likely to be c. £16k, with £6.7k of the likely saving part financing the additional vehicle to be purchased in 22/23, ref:10 and AD1 refers. **Not Active-revised and deferred to 23/24. Financing -UCRR.**

6. Spa & Seafront-Stabilisation and Regeneration

A tender was awarded to WSP in April 2022, under delegated authority, Minutes 171 & 185 (b), to provide a feasibility report for stabilisation of the ground and redevelopment of the area. At its meeting held 27th July 2022, Council awarded the contract to WSP to undertake preliminary design work to include sketch plans presenting design solutions for Sandpit Field, Weather Station Field and the Spa. It is now anticipated that the main construction phase will be in 2024/25 with only preliminary costs being incurred prior to this. Initial costs such as ground stability monitoring costs are being met from the revenue account. **Ongoing. Financing -EMR.**

7: Environmental- Sustainable Energy

The development of the Council's Carbon Neutral Strategy is ongoing. The delay in development has resulted in the deferment of implementation, with no costs to be incurred in the current financial year. **Ongoing. Financing -UCRR**

8: Beach Gardens: Tennis Court 3 Resurfacing

Initially earmarked for 2021/22, this project ultimately rolled over to the 2022/23 financial year due to problems encountered with ground stability. In April 2021, minute 180, Council confirmed its commitment to funding £6,000 for the installation works, and approved the additional contribution of £5,000 for professional fees associated with determining the final specification and providing oversight of the installation.

In March 2022, Minute 161 a), Council awarded the contract to ETC Sport Surfaces Ltd for a sum of £30,990 following a tender process, with £24,990 to be funded from third parties. The Council's contribution of £6,000, will be underwritten by the Tennis Club for a period of 5 years. Works were completed in July 2022. The actual cost was £32,624, with the additional costs to be met by the Tennis Club. **Completed. Financing EMR (CIL)/Third Party Contributions.**

9: Capital Grants – Football Club - Swanage & Purbeck Development Trust

A budget of £90,000 was provided in 2022/23 for a grant to the Swanage & Purbeck Development Trust in order to appoint architects to progress the redevelopment of the Football Club facilities.

In May 2022, minute 20, Council approved the drawdown of £55,000. However, at the Council meeting held 11th July, a revised sum of £9,398 was requested. This revised sum was approved for payment and as such will be treated as a revenue grant. **Transferred to revenue account.**

10. Vehicles-Tractor & attachments

It was recommended by the Capital Projects sub-committee to Council to approve the purchase of a John Deere 4066m tractor at a cost of £30,750 and a Trimax S2 320 mower at a cost of £24,450. This was agreed, minute 86 (a) at the meeting held 26th September 2022. The tractor and plant were delivered in November 2022. **Completed: Financing-UCRR/EMR/GF**

11. Tourism-Beach Hut Booking System

This project has been moved to the revenue account as the cost, £9,500, has fallen below the de minimus level for capital expenditure. **Transferred to revenue account**

12. TIC-Beach Cleaning Store

Following a scope of works being completed it was determined that the repairing costs would be met from the revenue account.

Transferred to revenue account

BF1: Play Areas: King Georges Equipment Replacement

The Tender was awarded to Sutcliffe Play in January 2022 for £87,995, with works commencing in February. The works were delayed and additional costs incurred as reported to Council in March 2022, minute 160, resulting in the project being carried over to 2022/23.

Works were completed in May at a total cost of £95,920, with costs of £53,530 being paid in 2021/22 (£50,000 from a COMF grant) and £42,490 in 2022/23. **Completed. Financing- EMR/Third Party Contribution.**

BF2: Cemetery-Extension

At the Extraordinary Meeting of the Council held on 5th May 2021, Council awarded the contract for the extension of Godlingston Cemetery to Suttle Projects Ltd for a sum of £246,118, Minute 193. The project was delayed due to weather conditions and has rolled over into the 2022/23 financial year.

In 2021/22 £215,825 of construction costs were incurred. £6,170 has been paid in the current financial year with limited landscaping and ground works outstanding to completion. **Ongoing. Financing- UCRR.**

BF3: Parks-Day's Park Footpath & Lighting Installation

At the meeting of the Capital Projects sub-committee held on 8th June 2022, proposals were considered, with a budget requirement of £120,000 being reported. This matter was discussed, and the project approved, by Council on 11th July 2022, with procurement arrangements considered by Council on 27th July 2022.

Following representations made by SHFC, at its meeting held 17th October 2022, Minute 104, Council agreed to phase the implementation of the full scheme, postponing the construction of a path across Journey's End in order to give more consideration to the impact of a potential revised pitch layout on the path proposals. The revised cost is now £70,000 for phase one, which will now straddle financial years due to inclement weather postponing the trenching. **Ongoing. Financing -EMR (CIL Reserve).**

BF4: Roads

a) Panorama Road/Quarry Close & Cow Lane– Upgrade/Improvement Scheme

Initial discussions took place with Dorset Council during 2020/21, with initial exploratory works having been undertaken. Council agreed to proceed with the adoption of the roads by Dorset Council and approved a budget of £82,000 to complete the works required to facilitate the adoption.

At the council meeting held 27th July 2022 Minute 67 b) it was agreed to commission Dorset Council to upgrade the southern section of Cow Lane at a cost of £20,695 and the northernmost stretch of Panorama Road at a cost of £54,520, as part of the adoption process. **Ongoing. Financing -UCRR**

AD1: Vehicles-Trimax S2 320

Ref:10 refers

AD2: Car Parks-Purchase and Installation of Pay & Display Machines

Council approved the purchase of 4 Flowbird Pay & Display Machines, Minute 127 b) at the meeting held 12th December 2022. The machines are on order and should be installed in March 2023. **Ongoing. Financing - Revenue**

Alison Spencer - Finance Manager

Martin Ayres-Town Clerk

February 2023

Draft Corporate Plan 2023-25 – To consider amendments in light of public consultation

Further to agreement at the Town Council meeting held on 27th July 2022, public consultation on a draft version of the Corporate Plan took place in the autumn. A summary of the plan was delivered to a majority of Swanage households, encouraging people to send in their comments, either in hard copy or via an online survey. Copies were also available from the library and the Swanage Information Centre.

The consultation was publicised via Facebook and the main posts on this subject reached approximately 500 accounts. Sadly, Swanage News deemed the matter to be of insufficient interest and therefore only covered the matter in passing. An engagement event was held at Swanage Market, publicity was provided by the Mayor and Town Clerk being interviewed on Purbeck Coast Radio and officers attended a meeting of Swanage and District Chamber of Trade. Local schools were also informed of the process and invited to respond.

A total of 181 responses were received. Although this is a small proportion of all Swanage households, the feedback received was in many cases detailed and thoughtful, covering a very wide range of topics. A detailed analysis of the comments received has been carried out. An overview of the key subjects raised is attached herewith and a more detailed summary will be presented at the meeting. Overall, very strong support was expressed for the Council's priorities (90% +).

In light of the comments received amendments have been made to the draft plan. Changes are highlighted in yellow, and these include updates to the Council's Committees and other data released since the consultation draft was produced last summer. This is a summary of the most significant changes:

Page 1

- Plan date changed to 2023-25.

Page 2

- Committee structure updated.
- Process of consultation described.

Page 3

- Reference made to some 2021 census statistics (awaiting update on second home figures from Dorset Council).

Page 7

- Noted that priorities are not produced in priority order.

Page 8 – Good Governance

- Commitment to Council championing diversity as well as equality.

Page 9 – Tourism & Local Economy

- Question whether to retain commitment to an enhanced programme of events to attract visitors year-round (shaded in turquoise) – a number of respondents argue that local residents enjoy the winter months as a period of 'downtime'.
- The consultation revealed uncertainty about the meaning of the phrase 'improve access from the sea', therefore an example has been included, 'e.g. improved slipways'.

Page 10 – Health & Wellbeing

- Incorporate references to improving accessibility for those with impairments, noting recent DOTS report and Council’s commitment to work with partners to implement its recommendations.

Page 12 – Environment and Climate Crisis

- Insert word ‘safe’ in respect of encouraging cycling and walking.

Members are asked to review these changes and consider making a recommendation as to whether they should be incorporated in the revised draft to be presented to Council for adoption.

The Committee is also asked to consider agreeing to engage a graphic designer to produce the plan in a professional format, ensuring that it meets accessibility requirements.

Finally, given the wide range of feedback received, the detail of which cannot be incorporated in the plan itself, it is suggested that the detailed comments in respect of each corporate priority be presented to a forthcoming meeting of the relevant Council committee.

Decision required:

To consider the post-consultation draft Corporate Plan and make a recommendation regarding its adoption to full Council.

To authorise expenditure on engaging a graphic designer to produce the plan in a professional format, meeting accessibility standards.

To refer the detailed comments received to each of the Council’s committees.

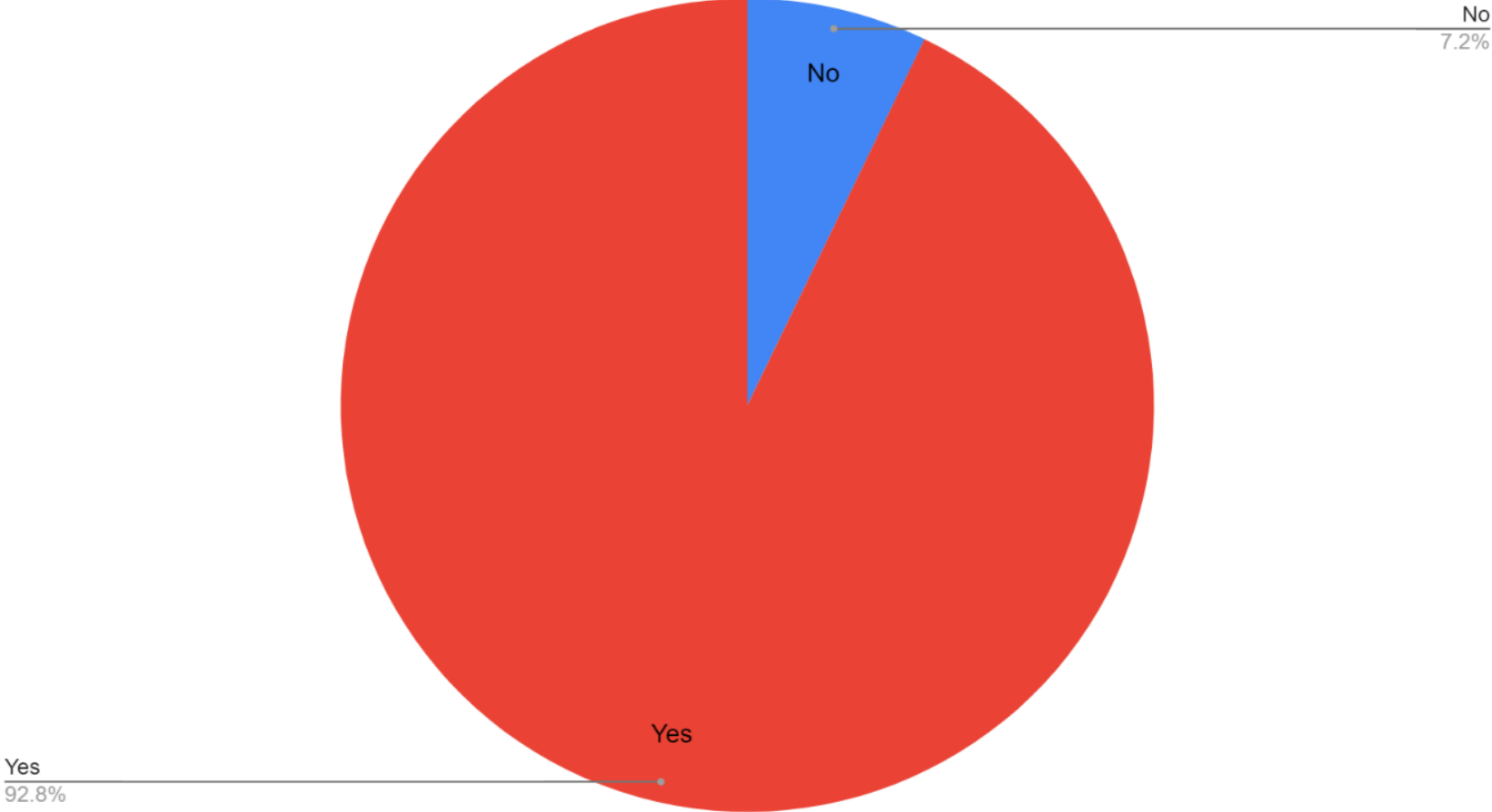
Martin Ayres

Town Clerk

February 2023

1. Do you agree with the priority headings?

Count of 1. Do you agree with the priority headings?



1. Do you agree with the priority headings? Additional comments (64) – topics:

Count

Promote sustainable tourism

2.3%

Promote tourism

2.3%

Affordable Housing

15.9%

Consider budget

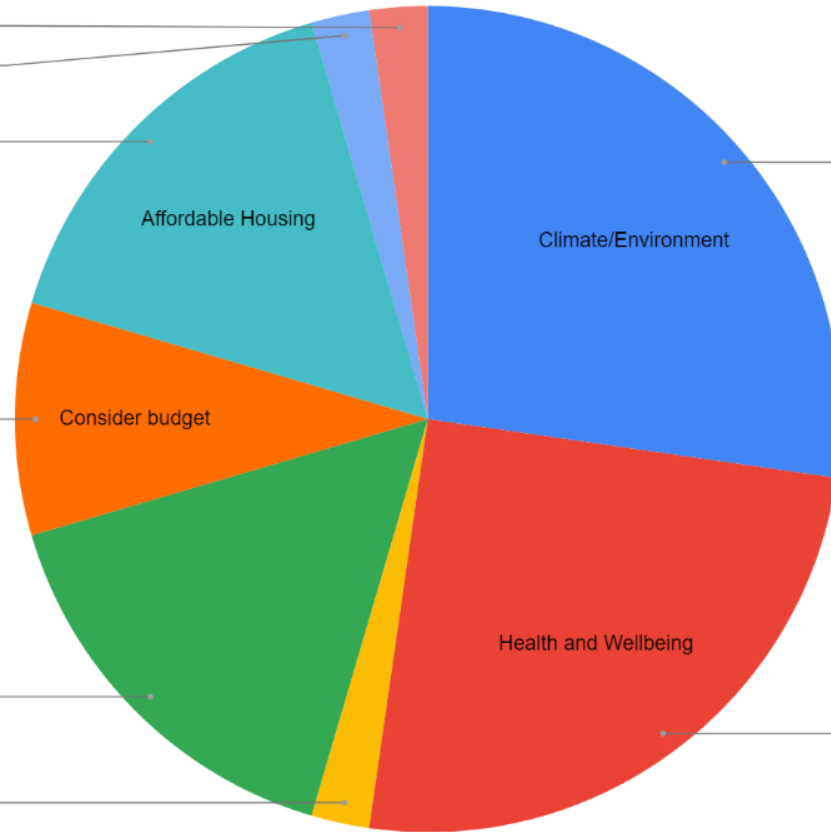
9.1%

Residents priority over tourism

15.9%

Employment

2.3%



Climate/Environment

27.3%

'I think housing for local people should be a point all on its own.'

'More emphasis on the environmental impacts.'

'Consider improving Health and Wellbeing the most important.'

'Supporting the local economy and full time residents needs to be the ultimate priority.'

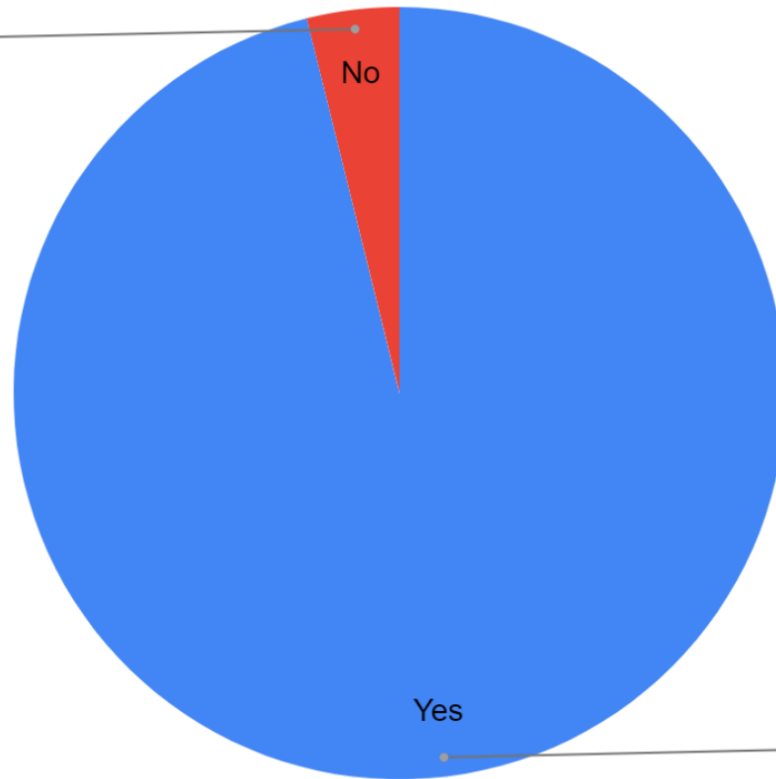
Health and Wellbeing

25.0%

2. Delivering Good Governance - Do you agree with the priorities and actions?

Count of 2. Delivering Good Governance
Do you agree with the priorities and actions?

No
3.9%

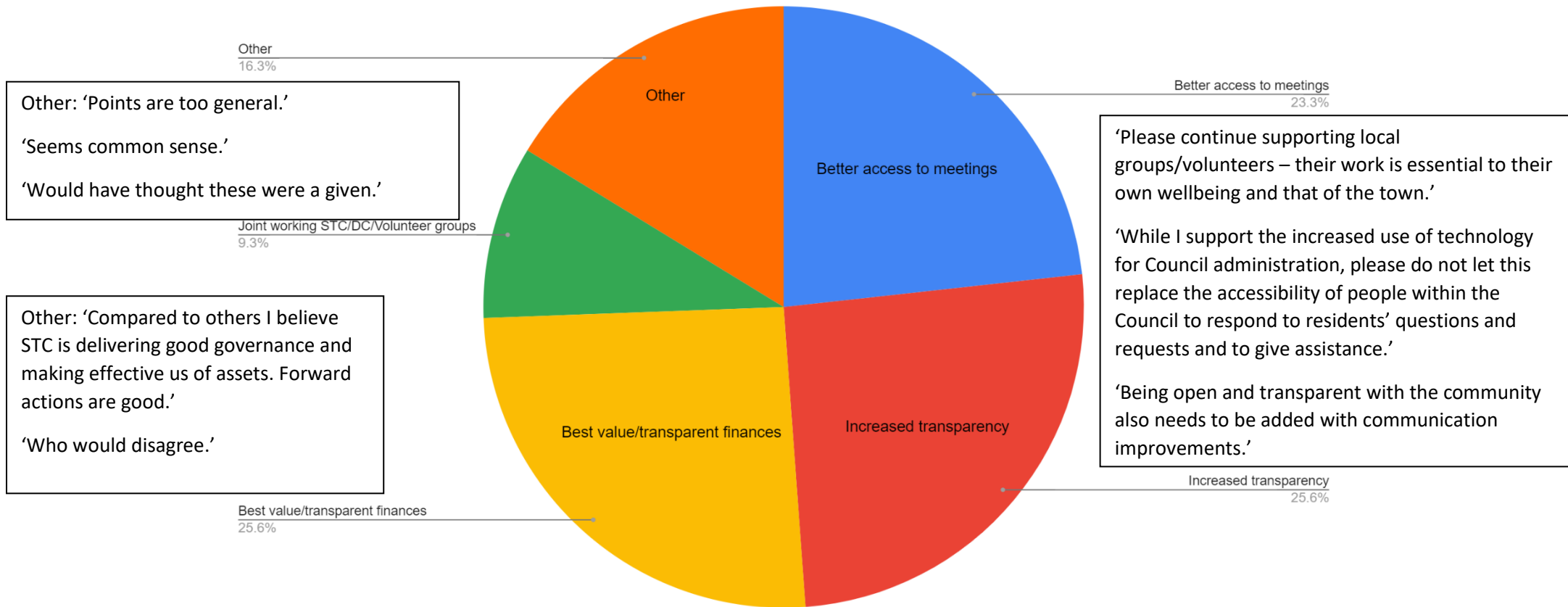


Yes
96.1%

2. Delivering Good Governance.

Additional comments (46) – topics:

Count of Q2

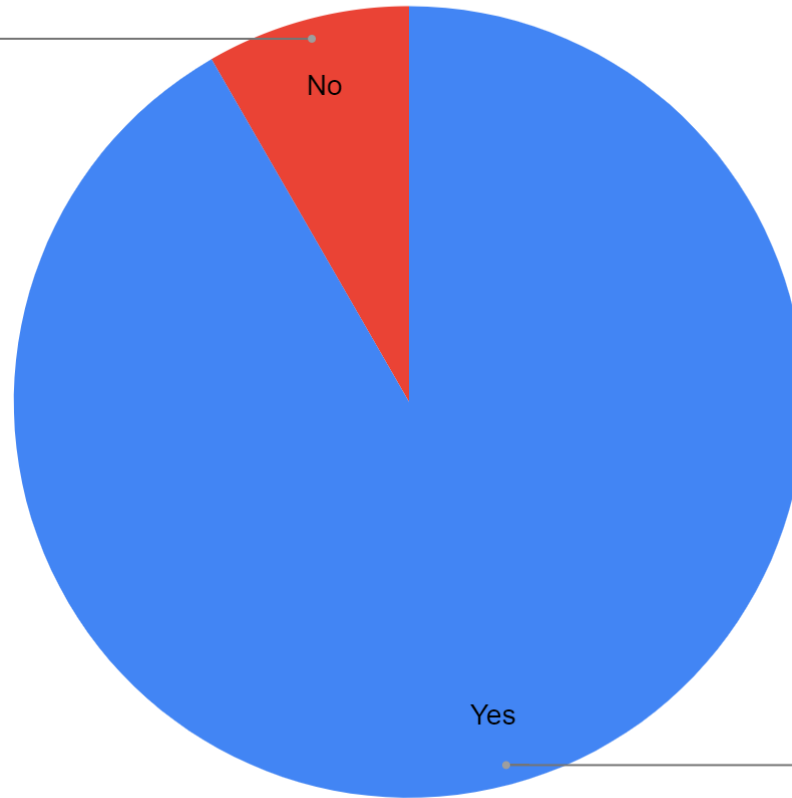


3. Promoting Sustainable Tourism and Supporting the Local Economy.

Do you agree with the priorities and actions?

Count of 3. Promoting Sustainable Tourism and Supporting the Local Economy.
Do you agree with the priorities and actions?

No
8.3%



Yes
91.7%

3. Promoting Sustainable Tourism and Supporting the Local Economy.

Additional comments (109) – topics

Count of Q3

Spa/Sandpit field/Weather station field
16.3%

Tourism - supported
11.6%

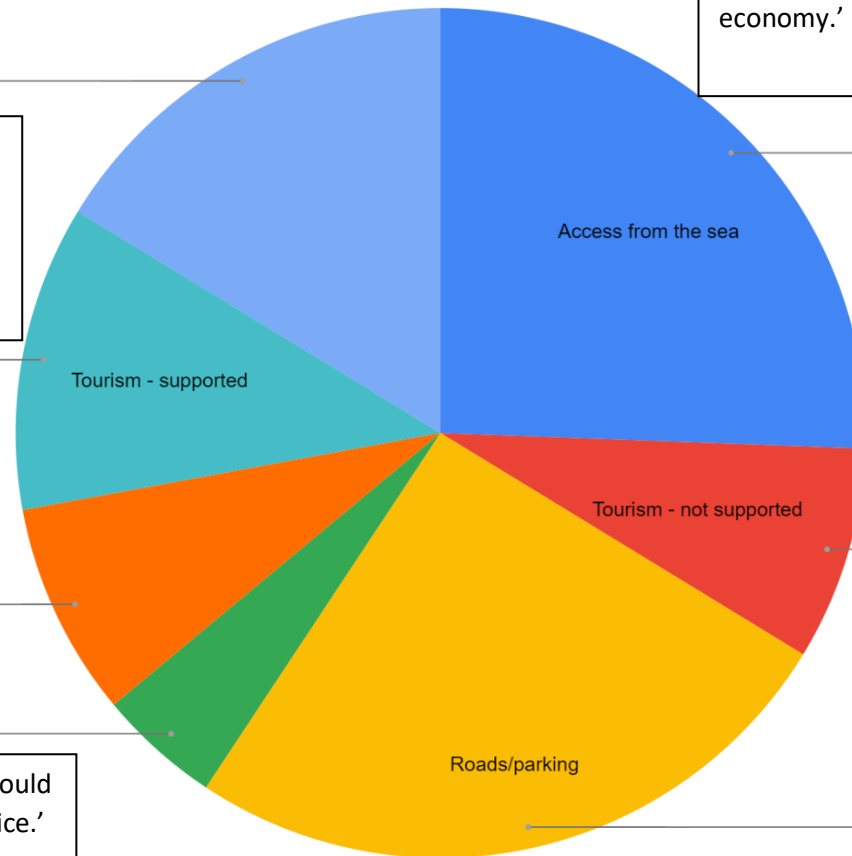
Local shops over chain stores
8.1%

Toilet facilities
4.7%

Access from the sea
25.6%

Tourism - not supported
8.1%

Roads/parking
25.6%



'Spa – don't overdevelop this site.'

'Spa, Sandpit field and Weather station field – keep as they are but maintain.'

'Spa, Sandpit field improvement – brilliant!'

'Businesses to thrive – admirable but I would like to know how we can do this in practice.'

'Tourism needs workers – workers need housing in the town.'

'I wonder what exploring opportunities to improve access from the sea means?'

'Access from the sea, what are you going to do?'

'Access from the sea needs more positive action. It opens an affluent market segment which is missing from the current tourism economy.'

'Too much emphasis on cramming too many holiday makers into Swanage during the main season when we do not have the facilities and it's damaging the environment.'

'Keep toilets open.'

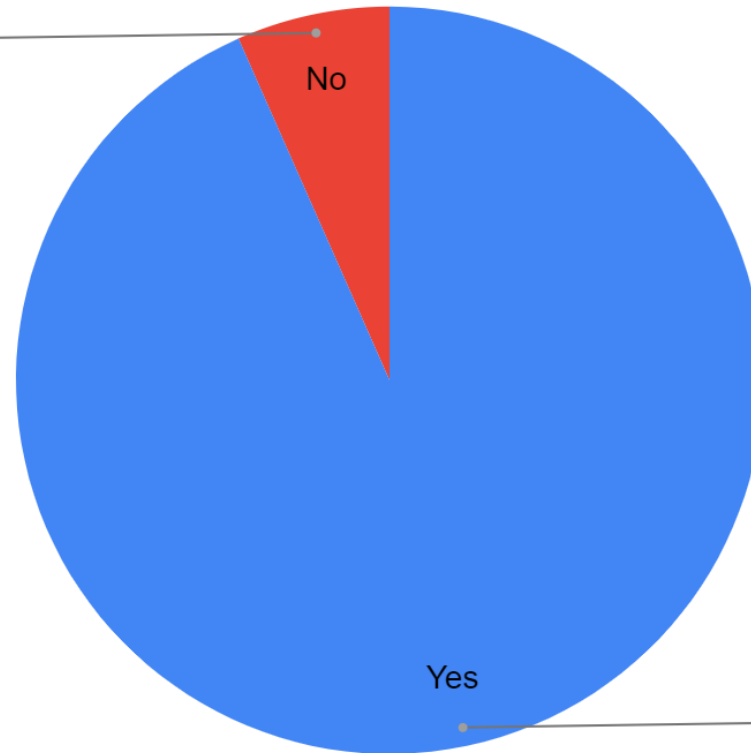
4. Encouraging Health and Wellbeing and Enhancing Community Safety.

Do you agree with the priorities and actions?

Count of 4. Encouraging Health and Wellbeing and Enhancing Community Safety.

Do you agree with the priorities and actions?

No
6.6%



Yes
93.4%

4. Encouraging Health and Wellbeing and Enhancing Community Safety.

Additional comments (92) – topics

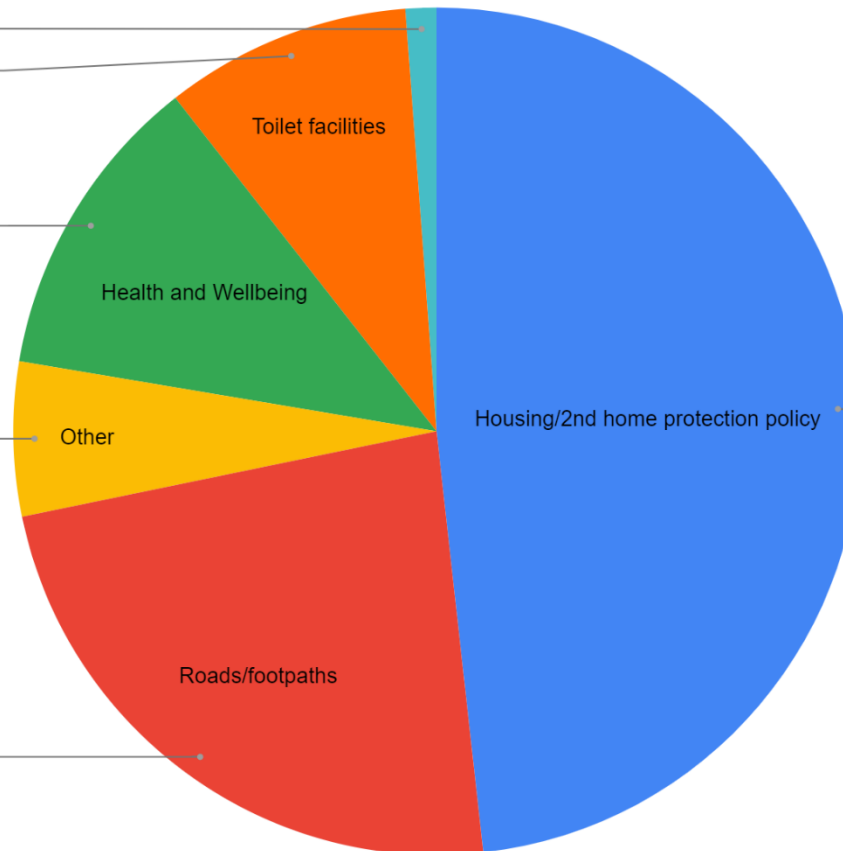
Count of Q4

Police/public services
1.2%
Toilet facilities
9.4%

Health and Wellbeing
11.8%

Other
5.9%

Roads/footpaths
23.5%



‘Affordable housing for local people is a massive issue, I’d like to see the council strive to get developers to commit to their obligations to provide social housing as part of their plans.’

‘The council needs to do a lot more to improve the housing chances of those young people who were born here but will struggle to afford to live here.’

‘All essential aims. Local people must not be priced out of housing by high rents.’

Housing/2nd home protection policy
48.2%

‘The provision of health care is a concern to me as Swanage is growing rapidly and the medical centre and other facilities cannot cope.’

‘Why is taking so long to put to good use the Day Centre?’

‘Reducing holiday homes. Grant funding – please do not waste money. The footpath through Days Park should be lit at night.’

‘Not sure about the cost of safe route via Journeys End.’

‘Developing facilities and refurbishing toilets at Burlington Chine should be given priority too.’

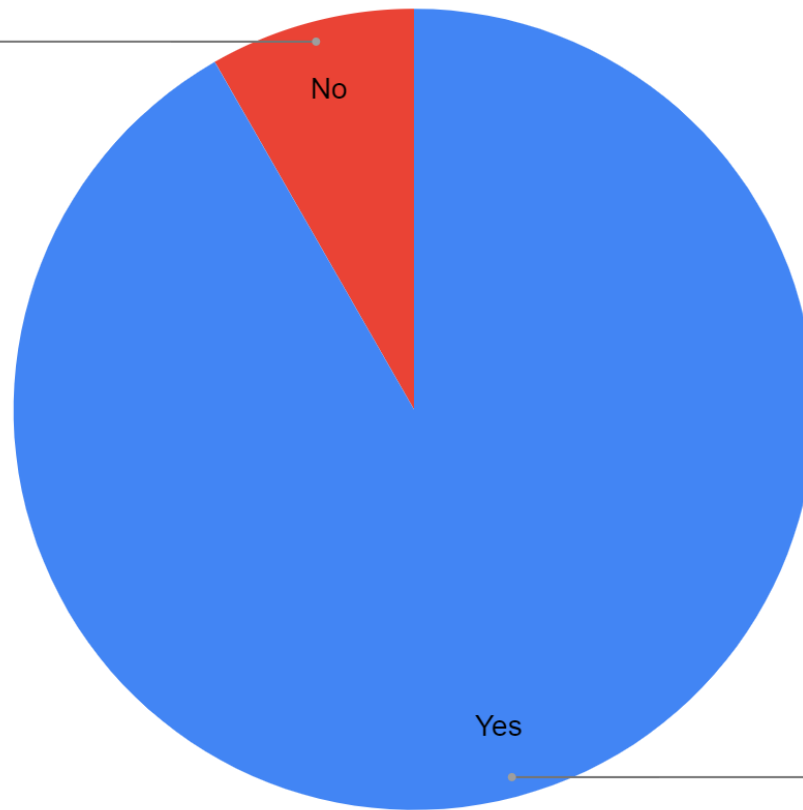
‘Police presence is needed now more than ever.’

5. Planning for the Future and Preserving our Heritage.

Do you agree with the priorities and actions?

Count of 5. Planning for the Future and Preserving our Heritage.
Do you agree with the priorities and actions?

No
8.3%



Yes
91.7%

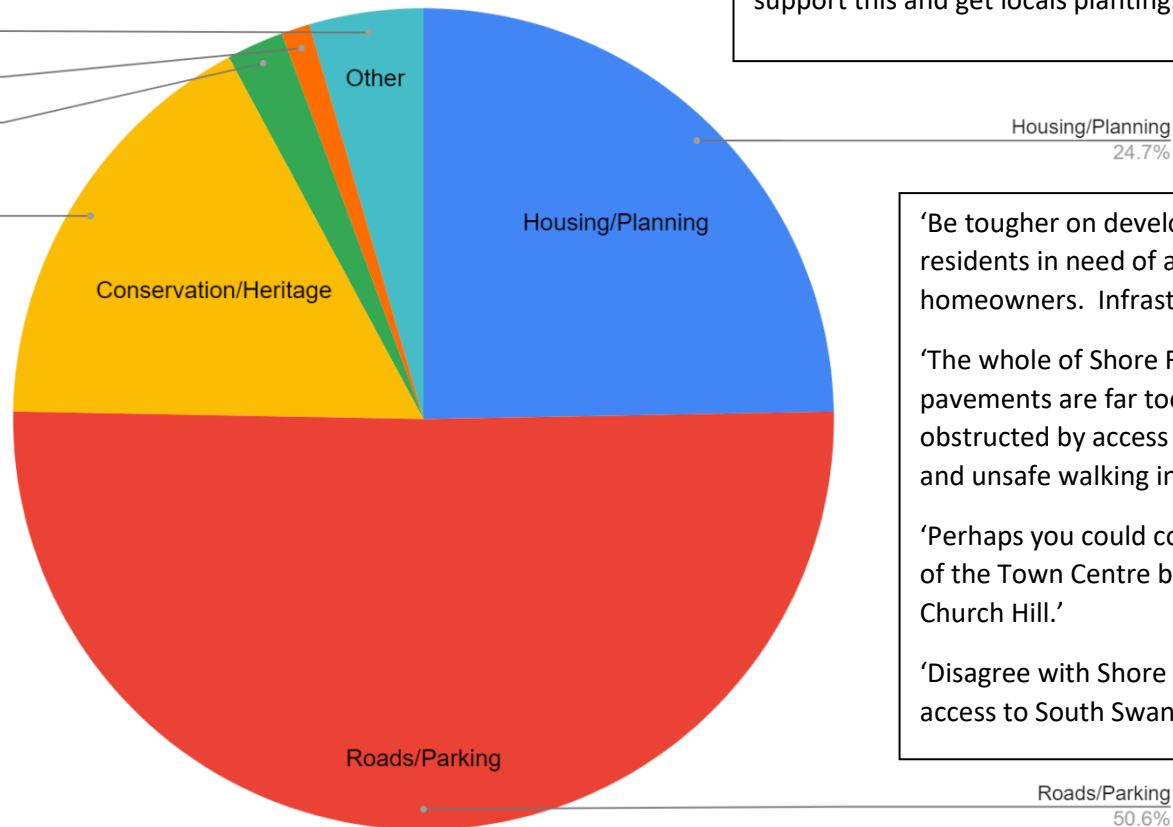
5. Planning for the Future and Preserving our Heritage.

Additional comments (93) – topics

Count of Q5

Other
4.5%
Finance
1.1%
Seafront
2.2%

Conservation/Heritage
16.9%



Other: 'This section can be amalgamated into other areas of the plan.'

'Need to plant more than 30 trees per year. Many people would support this and get locals planting. Connect with DC.'

'While interesting, I am not sure of the virtue in preserving the gun emplacement especially as the lower lookout on the cliffs is already lost.'

'Please keep Shore Road closed permanently as so much safer.'

'Planning comments – done well to date.'

'Good that we'll have a Neighbourhood Plan.'

'No more tiny boxes, no more second homes.'

'Be tougher on developers. Be more mindful of the residents in need of affordable housing not second homeowners. Infrastructure is also key.'

'The whole of Shore Road should be enclosed as pavements are far too narrow at North end and obstructed by access to parked vehicles. Unpleasant and unsafe walking in this area.'

'Perhaps you could consider taking through traffic out of the Town Centre by reversing the direction of Church Hill.'

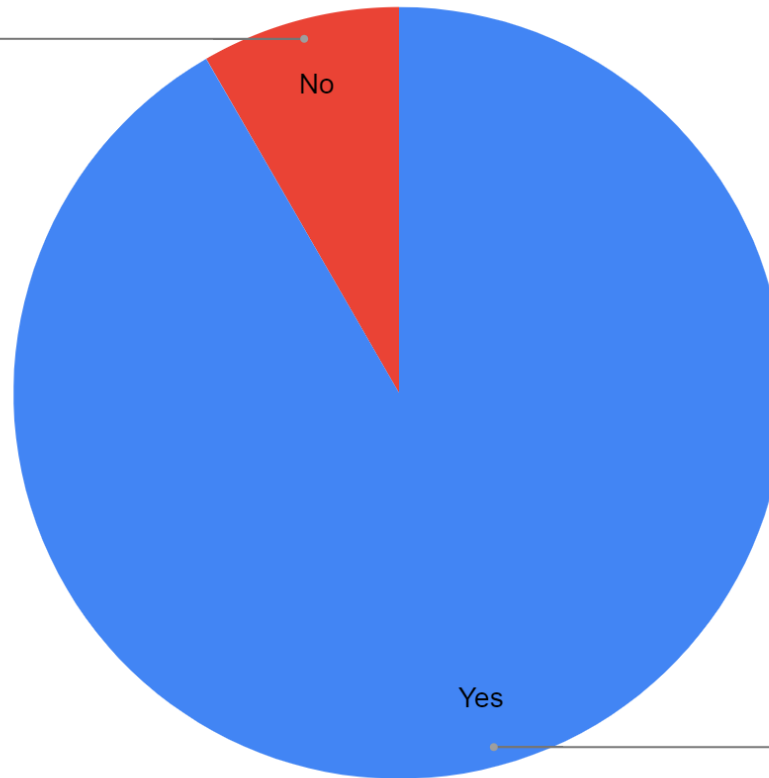
'Disagree with Shore Road closed. Cutting off too much access to South Swanage.'

6. Protecting the Natural Environment and Addressing the Climate Crisis

Do you agree with the priorities and actions?

Count of 6. Protecting the Natural Environment and Addressing the Climate Crisis
Do you agree with the priorities and actions?

No
8.3%



Yes
91.7%

6. Protecting the Natural Environment and Addressing the Climate Crisis

Additional comments (72) – topics

Count of Q6

Housing

1.8%

Other

5.4%

Energy

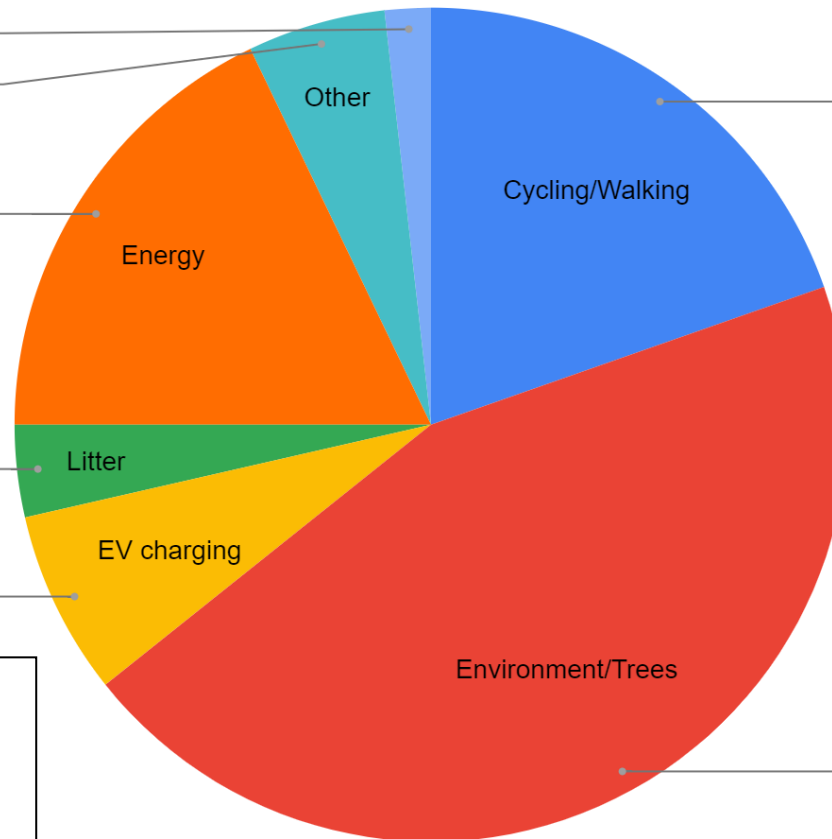
17.9%

Litter

3.6%

EV charging

7.1%



'In considering increased cycling and walking – the town demographic needs should be key.'

'More trees please. We need to plant hundreds not a meagre 30 a year.'

'Mostly agree but final point on increasing cycling and walking across the town is very woolly.'

'I believe that a local plan should look into the feasibility of a local energy hub. I believe there is a strong case in providing renewable energy as locally as possible.'

'Explore and implement the use of solar energy on buildings.'

'Going carbon neutral is just virtue signalling, pointless and a waste of money.'

'Tree planting needs ongoing management.'

'Please do what you can to protect the water quality, no sewage in the sea.'

Environment/Trees

44.6%



Post-Consultation Draft Swanage Town Council Corporate Plan



2023-2025

Introduction – N.B. text in yellow has been amended from the pre-consultation draft.

Swanage Town Council is the parish council for Swanage, Durlston, Herston and Ulwell. Its mission statement is to maintain and enhance Swanage for the well-being and prosperity of present and future generations.

Decisions of the Town Council are taken by 12 councillors who were elected for a five-year term in May 2019. There are two wards, Swanage North and South, each with 6 councillors. This plan covers the final 15 months of their term and the first year of the new Council to be elected in May 2024.

The Town Council delegates some of its decisions to its six standing committees: Finance and Governance; Planning & Consultation; Community Services; Tourism & Local Economy; Environment; and Personnel. The Council also has two sub-committees, focussed on Capital Projects and a Neighbourhood Plan, and two advisory committees, making recommendations in relation to Traffic Management and Beach Management.

The Town Council was established in 1974 as a successor to the former Swanage Urban District Council. Largely as a result of decisions taken at that time, the Council has a much wider range of assets and provides a broader range of services than most other town and parish councils. Its annual expenditure is in the order of £2¼ million per annum.

The Council's decisions are implemented by the Town Council's staff, headed by the Town Clerk. Four departmental managers lead the Town Council's finance and administration sections, operations department and visitor services.

Councillors and officers are united by a strong belief that Swanage is a very special place with a unique combination of beautiful natural surroundings, a fascinating heritage and an extremely active community with a remarkable record of volunteering.

This plan was adopted in March 2023, following public consultation on a draft version in the autumn of 2022. A summary of the plan was delivered to a majority of Swanage households, encouraging people to send in their comments, either in hard copy or via an online survey. Copies were also available from the library and the Swanage Information Centre. An engagement event was held at Swanage Market, publicity was provided by the Mayor and Town Clerk being interviewed on Purbeck Coast Radio and officers attended a meeting of Swanage and District Chamber of Trade.

A total of 181 responses were received and an analysis of these was considered by the Finance and Governance Committee prior to adoption of the plan. The detailed feedback on each of the Council's objectives has also been considered by the relevant committee to shape their future plans.

Why produce a Corporate Plan?

The Town Council has produced a corporate plan in order to:

- Give clear direction for financial planning and budget setting decisions;
- Assist in prioritising future capital projects;
- Promote transparency by being clear about what the Town Council's priorities are and what actions will be delivered over the plan period;
- Provide a basis for securing external funding;
- Guide discussions with the community and partner organisations;
- Aid in the assessment of grant requests from third parties.

This document should be read alongside the Town Council's **Medium Term Financial Strategy**, its Annual Budget Report and the priority project list approved by Council every six months. While the Town Council is committed to delivering on the priorities set out in this document, it can only do so within the financial constraints set out in its medium-term financial plan.

Swanage – Now and in the future

Swanage is a civil parish with a population of **9,429 permanent residents (2021 census)**, a reduction from 10,100 at the time of the 2001 census. Over a third of the population (35.5%) is aged over 65, compared to 29.6% across Dorset; by contrast, only 12.5% of residents are under 16 years of age.

In 2017 it was estimated that 17% of the housing supply is second or holiday homes, compared to 3% across Dorset. It is understood that this proportion will have grown since then, and the reduced supply of housing for local families is a significant challenge.

The main employment sectors are 'wholesale, retail and repair' and 'human health and social work' which together employed almost 30% of residents in 2011. 'Accommodation and food services' employed 12.5% of the working population, and was the third largest employer.

The town acts as a hub for its neighbouring parishes. The town centre contains a good selection of independent shops and Swanage hosts a wide range of public services, including a community hospital, medical centre, library, museum, primary and secondary schools, post office and sports facilities.

The parish lies within the Dorset Area of Outstanding Natural Beauty (AONB) and is considered the Eastern Gateway to the Jurassic Coast World Heritage Site. Agricultural land surrounds the main built-up area. The major landowners are the National Trust and Dorset Council (as owner of Durlston Country Park). The largest private landowner is the Scott family, formerly of Encombe House near Kingston.

Looking to the future, this is the Vision for the town contained in the Swanage Local Plan, which was adopted in 2017 with the support of the Town Council. Although STC has no statutory powers to deliver this vision, it can use its influence wherever possible.

Swanage has a dual role as a centre for local residents and seaside resort. The town will be enhanced through the provision of a range of facilities, services, shops and employment provision. Swanage will retain its status as one of Dorset's most self-contained settlements, whilst enhancing the special historic character of the town and its setting within the AONB and the Jurassic Coast. Opportunities will be considered to reinforce service provision through the improvement of health and sports facilities. New family housing and, in particular, affordable housing and extra care housing, will allow local people the opportunity to continue to live and work within Swanage.

A diverse, thriving and prosperous economy will be developed through the promotion of a variety of business uses, the development of niche businesses which reflect the specific character and culture of the town, and a broad business portfolio which will ensure a strong economy beyond the traditional tourist season. New development will be accompanied by areas of new green space that will improve access to the countryside and improve the setting of the town within the AONB. The town's role as a visitor destination will be developed through the provision of improved facilities and creation of enhanced public spaces along the seafront. The re-opening of the Swanage to Wareham railway line will improve accessibility to employment and educational opportunities along the A351 corridor and to Poole.

Who does what?

The Town Council is one of two tiers of local government. It is responsible for the following:

| | | |
|---|---|--|
| <ul style="list-style-type: none"> • Allotments • Bandstand • Bathing zone and RNLI lifeguards • Beach Gardens Sports Park & Tea on the Green refreshment kiosk • Main Beach and foreshore • Beach Huts – Shore Rd and Spa • Boat Park | <ul style="list-style-type: none"> • Bus shelters • Car parks • CCTV • Cemeteries • Children’s play areas • De Moulham Trust and grants • Festive Lights • Historic Monuments • Market | <ul style="list-style-type: none"> • Memorial benches and public seats • Public conveniences • Public gardens, green open spaces and playing fields • Public help desk (jointly with Dorset Police) • Skate park • Swanage Information Centre • Town Hall |
|---|---|--|

Dorset Council is the principal authority for Swanage and Purbeck, with responsibility for:

| | | |
|---|--|---|
| <ul style="list-style-type: none"> • Council Tax collection and benefit administration • Countryside services e.g. Durlston Country Park • Economic development • Education | <ul style="list-style-type: none"> • Emergency Planning • Environmental health • Libraries and archives • On street parking • Planning • Public Health | <ul style="list-style-type: none"> • Registration Service • Refuse collection and recycling • Roads and footpaths • Social services • Street sweeping • Trading Standards |
|---|--|---|

The Town Council works closely with Dorset Council on the following matters:

- Funding School Crossing Patrol at Swanage Primary School
- Funding Bay Safety Patrol
- Providing a civil wedding/partnership venue at the Town Hall
- Supporting seafront waste collection
- Commenting on all planning applications
- Considering changes to traffic management and on-street parking
- Planning improvements to the town’s sea defences
- Leasing land as part of Durlston Country Park

Working in Partnership

The Town Council works closely with a wide range of public sector partners and voluntary groups. A number have seats on Council Committees to provide advice and guidance, including Prospect Allotment Association, Swanage & Purbeck Chamber of Trade, Durlston Country Park and Swanage Railway. The Council's Beach Management Advisory Committee is attended by a large range of stakeholders to consider matters relating to the beach and Swanage Bay more broadly. The Town Council also administers the Town and Community Partnership which brings together a wide range of voluntary organisations with Town Councillors to consider issues facing local people and encourage co-operation.

The Council fully recognises the importance of helping other organisations to deliver their aims and objectives where they benefit the residents of Swanage and visitors to the town. The following list is not comprehensive, but gives some flavour of the range of groups that the Council works alongside.

East Dorset & Purbeck CAB • Swanage & Purbeck Development Trust • Swanage Regatta and Carnival Committee • Swanage Folk Festival • Swanage Coastal Change Forum • Litter Free Purbeck • Swanage Landers and Beach Buddies • Greengage Community Garden • Swanage Pier Trust • Mowlem Theatre • Swanage & Herston Football Club • Swanage & District Angling Club • Swanage Sea Rowing Club • Swanage Town Band • Dorset Coast Forum • Purbeck Transport Action Group • Swanage Community Housing Group • Swanage Museum • Swanage School • St Mary's Primary School • Swanage Defibrillator Partnership • Swanage Tennis Club • Swanage Bowling Club • Sustainable Swanage • Purbeck Art Weeks • Swanage Arts Club • Swanage Cricket Club • Swanage Rotary Club

The Town Council also supports the local services provided by a range of countywide and national organisations. As well as Dorset Council, the Town Council works with NHS Dorset, Dorset Police, Maritime & Coastguard Agency, RNLI and National Coastwatch Institution. The Town Council seeks to lobby and influence decision making bodies to protect and enhance the quality of services provided to the local community, as it has done most recently in respect of the Swanage & Purbeck Ambulance Car.



RNLI Lifejacket Lockers, Banjo Pier

Priorities and Progress to Date

This document sets out the following priorities for the Town Council over the next three years:

- Delivering Good Governance
- Promoting Sustainable Tourism and Supporting the Local Economy
- Providing Opportunities to Improve Health and Wellbeing
- Planning for the Future and Preserving our Heritage
- Protecting the Natural Environment and Addressing the Climate Crisis

These priorities are described in more detail on the following pages. **Each is considered equally important, and therefore they are not set out in order of priority.** Under each heading there are three boxes that set out the actions that the Council will take in broad terms, examples of what the Council is currently doing to deliver the priority, and a list of specific projects that are planned for the period 2023-25. Some of the projects are straightforward and can be delivered relatively quickly; others will be more difficult to achieve and may only be delivered beyond the lifetime of this plan.

Since its election in 2019, the Town Council has achieved the following:

Upgraded its three children's play areas

Funded improvements to Day's Park football facilities

Opened the former St Mark's School Playing Field as a public open space

Completed restoration of the Bandstand

Commissioned a survey of the parish's footpaths

Designated Peveril Point and The Downs as a Local Nature Reserve

Successfully worked with the community to protect the Swanage Ambulance Car

Installed a new astroturf tennis court at Beach Gardens

Agreed to renew the lease of Prospect Nursery to Greengage Community Garden Group

Established Swanage Community Housing Group as an independent CLT

Funded a Sustainable Swanage support officer

Adopted an Environmental Action Plan

Planted approximately 30 new trees per annum

Acquired new electric vehicles and installed new electric car charging points

Provided new cycle storage around the town

Taken the operation of Swanage Market in-house and expanded its operation year-round

Replaced and upgraded the Festive Lights

Installed water refill stations



The restored bandstand



Former St Mark's Playing field

Delivering Good Governance

The Town Council will deliver good governance by:

- Monitoring spending and minimising waste;
- Obtaining best value for the community from the Town Council's assets and investments;
- Working in partnership with community groups and other public sector bodies;
- Actively communicating, consulting and engaging with residents;
- Ensuring transparency about its actions;
- Positively representing the community;
- Making best use of new technology;
- Being an excellent employer;
- Upholding the highest standards of conduct in public life and championing **diversity**, equality of opportunity & treatment.



Town Hall, High Street, Swanage



Town Council Chamber, Town Hall

Between 2023 and 2025 the Town Council will:

- Increase opportunities for residents to engage with the Town Council;
- Take steps to improve remote access to Council meetings;
- Better promote the availability of grant funding to community groups;
- Apply under NALC's Local Council Award Scheme for Quality Council status to drive improvement;
- Deploy technology to improve efficiency in Council administration.

In support of Good Governance ...

The Town Council works extensively with voluntary groups, local businesses and public sector partners to benefit the local community.

A vast amount of information about the Council's meetings, services and activities is available via its website www.swanage.gov.uk

The Town Council provides a £10,000 budget each year for small grants to support community groups.

The Policy, Finance and Performance Management Committee meets regularly to monitor Council budgets and investments.

The Town Council considers the views of local residents when making decisions. Councillors' contact details are available online and anyone is welcome to speak in public participation time, held at the start of all Town Council and Committee meetings.

Promoting Sustainable Tourism and Supporting the Local Economy

The Town Council will promote sustainable tourism and support the local economy by:

- Encouraging visitors to the town outside the main summer season;
- Ensuring Swanage is a high-quality visitor destination;
- Exploring opportunities to improve access from the sea;
- Providing an environment in which businesses can thrive, particularly providing employment opportunities for young people;
- Supporting ‘Green Tourism’ initiatives, such as car-free travel.



Swanage Information Centre, Shore Road

In support of tourism and the local economy the Town Council ...

- Operates a range of Visitor Services, including its award-winning Information Centre on Shore Road, Peveril Boat Park and 74 beach huts.
- Maintains the Beach to Blue Flag standards and employs RNLI lifeguards.
- Operates a number of long-stay and short-stay car parks, providing low-cost residents’ parking.
- Operates Swanage market.
- Co-ordinates a programme of events throughout the year in its parks and open spaces.
- Funds the town centre and seafront Festive Lights, organises a ‘Switch-On’ event and the Artisans on the Beach each Christmas.



Swanage’s award-winning Main Beach

Between 2023 and 2025 the Town Council will:

- Make a significant capital investment to enhance the Spa, Weather Station Field and Sandpit Field;
- Work with local businesses and accommodation providers to develop a marketing strategy for the town;
- Develop a Sustainable Tourism Vision;
- Improve the Town Council’s website to provide a more interactive online presence;
- **Develop an enhanced programme of events to attract visitors year-round;**
- Undertake public consultation and publish a Seafront Masterplan to guide future development;
- Consider proposals to improve access from the sea, **e.g. improved slipways.**

Encouraging Health and Wellbeing and Enhancing Community Safety

The Town Council will encourage health and wellbeing and enhance community safety by:

- Supporting the development of social housing for local people;
- Encouraging participation in sporting and cultural activities;
- Protecting and enhancing the delivery of public services in Swanage, particularly health services and the library;
- Providing grant funding in support of educational, social and cultural activities;
- Working with partners to enhance community safety;
- **Implementing measures to improve accessibility.**



Prospect Allotments

In support of health, wellbeing and community safety the Town Council ...

- Funds a network of Town Centre CCTV cameras and a Speed Indicator Device.
- Leases the Town Hall Annexe to Dorset Police.
- Provides a range of community services, including allotments, cemeteries, public conveniences and bus shelters.
- Provides opportunities for sport and recreation for all ages, including children's play areas, a skate park, Beach Gardens sports park (tennis, bowls, putting and basketball), designated beach swimming zone and football pitches.
- Provides financial support **and office space** for the CAB advisory service.
- **Has commissioned a report to identify barriers impeding access for disabled people in Swanage town centre.**
- Works with partner organisations to protect public services e.g. Swanage Ambulance Car.



Tennis Courts at Beach Gardens

Between 2023 and 2025 the Town Council will:

- Provide a new safe route to St Mary's Primary School via Journey's End and Day's Park;
- Work with Swanage & Purbeck Development Trust and Swanage & Herston Football Club to provide enhanced sporting and community facilities at Day's Park;
- Support the Swanage Community Housing Group in their efforts to deliver social housing for local people;
- Promote the town's footpath network and work with partners to increase access to the countryside;
- **Work with partners to implement recommendations from the Swanage town centre accessibility report, and** install 'Changing Places' toilet facilities at North Beach Car Park;
- Support Swanage & Purbeck Development Trust's Wellbeing Project, including the potential transfer of the Day Centre and Children's Centre to community ownership.

Planning for the Future and Preserving our Heritage

The Town Council will plan for the future and preserve our heritage by:

- Shaping planning policy and commenting on planning applications;
- Working with Dorset Council as the highway authority to consider proposals to improve traffic management;
- Championing the protection of the Swanage and Herston conservation areas;
- Preserving and promoting knowledge about the town's unique heritage.



To plan for the future and preserve our heritage the Town Council ...

- Comments on behalf of local residents on all planning applications in the parish lodged with Dorset Council.
- Makes recommendations to Dorset Council regarding proposed changes to parking restrictions and traffic flow.
- Organises meetings of the town's heritage attractions (Swanage Pier, Swanage Railway and Swanage Museum).
- Maintains the Town Hall with its ornate Grade II listed 17th-century frontage.
- Maintains three closed burial grounds and several historic monuments and memorials (Albert Memorial, Alfred Monument, John Mowlem's Memorial, Trevor Chadwick Memorial, War Memorial).



The iconic blue shelters, Shore Road



Prince Albert Memorial, Prince Albert Gardens

Between 2023 and 2025 the Town Council will:

- Lead the preparation of a Neighbourhood Plan;
- Work with Dorset Council to implement a trial closure of the southern section of Shore Road and carry out a town-wide parking review;
- Explore options for the preservation of the WW2 gun emplacement at Peveril Point;
- Work with Dorset Council to protect the existing Swanage and Herston conservation areas and explore the designation of additional such areas;
- Work with Dorset Council and the Environment Agency to improve sea defences and public spaces between the Pier and the Mowlem Theatre.

Protecting the Natural Environment and Addressing the Climate Crisis

The Town Council will protect the natural environment and address the climate crisis by:

- Developing a Carbon Neutral Plan with the aim of ensuring that Council energy use is carbon neutral by 2030;
- Implementing projects from the Swanage Green Infrastructure Strategy.
- Ensuring that all new construction projects, including the proposed seafront enhancement scheme, have sustainability embedded within the design;
- Managing its parks and open spaces to adapt to climate change;
- Identify opportunities to increase biodiversity.



Grassland, Peveril Point & The Downs Local Nature Reserve

In support of the natural environment and addressing the climate crisis the Town Council ...

- Funds and supports Sustainable Swanage to work with the community to deliver local environmental projects, including a Community Pantry, Repair Café and Greening Swanage.
- Has developed an Environmental Action Plan.
- Has installed a free water refill station on the seafront.
- Requires all events held on Town Council land to complete an Environmental Impact Assessment and prohibits single use plastics.
- Works with Dorset Council to implement waste management systems along the seafront.
- Manages some green spaces to enhance biodiversity.



Sustainable Swanage at the Market

Between 2023 and 2025 the Town Council will:

- Continue to support Sustainable Swanage;
- Develop and deliver the first elements of the Carbon Neutral Plan;
- Provide Climate Crisis training for all staff and councillors;
- Explore options to reduce reliance on fossil fuels;
- Continue its commitment to increase tree planting in Swanage;
- Increase the number of electric car charging points in its car parks;
- Consider ways to increase **safe** cycling and walking across the town.



Freedom of Information Act

Information available from Swanage Town Council under the model publication scheme

Text highlighted in yellow is a new addition

| Information to be published | How the information can be obtained | Cost |
|---|---|-------------|
| Class 1 - Who we are and what we do | | |
| Who's who on the Council and its Committees | www.swanage.gov.uk Hard copy – Council Offices | Free 10p |
| Contact details for Town Clerk and Council members | www.swanage.gov.uk Hard copy – Council Offices | Free 10p |
| Location of main Council office and accessibility details | www.swanage.gov.uk Hard copy – Council Offices | Free 10p |
| Staffing structure – Organisation Chart | www.swanage.gov.uk Hard copy – Council Offices | Free 10p |

| Class 2 – What we spend and how we spend it | | |
|---|---|-----------------------|
| Final accounts (Annual Return) and report by auditor | www.swanage.gov.uk Hard copy – Council Offices | Free 10p per sheet |
| Annual Financial Review | www.swanage.gov.uk Hard copy – Council Offices | Free 10p per sheet |
| Budget Report | www.swanage.gov.uk Hard copy – Council Offices | Free 10p per sheet |
| Precept information (Council Tax) | www.swanage.gov.uk Hard copy – Council Offices | Free 10p |
| Financial Standing Orders and Regulations | www.swanage.gov.uk Hard copy – Council Offices | Free 10p per sheet |
| Grants given and received (included in minutes and Annual Financial Review) | www.swanage.gov.uk Hard copy – Council Offices | Free 10p per sheet |
| Details of current contracts awarded and value of contracts | www.swanage.gov.uk Hard copy – Council Offices | Free 10p per sheet |
| Members' allowances and expenses | www.swanage.gov.uk Hard copy – Council Offices | Free 10p per sheet |
| Pay Multiple and Senior Salaries | www.swanage.gov.uk Hard copy – Council Offices | Free 10p |
| Payment schedules, including all individual items of expenditure | www.swanage.gov.uk Hard copy – Council Offices | Free 10p per sheet |
| Invitations to tender | www.swanage.gov.uk Hard copy – Council Offices | Free 10p per sheet |

| | | |
|---|---|-----------------------|
| Class 3 – What our priorities are and how we are doing | | |
| Corporate Plan | www.swanage.gov.uk Hard copy – Council Offices | Free 10p per sheet |
| Six-Monthly Priority Report (included in Council agenda papers) | www.swanage.gov.uk Hard copy – Council Offices | Free 10p per sheet |
| Quarterly Budget Monitoring Reports (included in Finance and Governance Committee agenda papers) | www.swanage.gov.uk Hard copy – Council Offices | Free 10p per sheet |
| Interim and Annual Internal Audit Reports (included in Council and Committee agenda papers) | www.swanage.gov.uk Hard copy – Council Offices | Free 10p per sheet |
| Annual Report | www.swanage.gov.uk Hard copy – Council Offices | Free 10p per sheet |
| Council Newsletter - Swanage Matters | www.swanage.gov.uk Hard copy – Council Offices | Free 10p per sheet |
| Swanage Community Strategic Plan | www.swanage.gov.uk Hard copy – Council Offices | Free 10p per sheet |
| Annual Governance Statement | www.swanage.gov.uk Hard copy – Council Offices | Free 10p per sheet |
| Class 4 – How we make decisions | | |
| Timetable of meetings | www.swanage.gov.uk Hard copy – Council Offices | Free 10p per sheet |
| Agendas of all Council and committee meetings and supporting papers – n.b. this will exclude information that is properly regarded as private to the meeting. | www.swanage.gov.uk Hard copy – Council Offices | Free 10p per sheet |
| Scheme of Delegation and Committee Terms of Reference | www.swanage.gov.uk Hard copy – Council Offices | Free 10p per sheet |

| | | |
|--|---|--------------------------------|
| Minutes of meetings – n.b. this will exclude information that is properly regarded as private to the meeting. | www.swanage.gov.uk Hard copy – Council Offices | Free 10p per sheet |
| Reports presented to council meetings – n.b. this will exclude information that is properly regarded as private to the meeting. | www.swanage.gov.uk Hard copy – Council Offices | 10p per sheet |
| Responses to consultation documents | www.swanage.gov.uk Hard copy – Council Offices | Free 10p per sheet |
| Responses to planning applications (included in minutes of Planning and Consultation Committee) | www.swanage.gov.uk Hard copy – Council Offices | Free 10p per sheet |
| Local Bye-laws | www.swanage.gov.uk Hard copy – Council Offices | Free 10p per sheet |
| Class 5 – Our policies and procedures | | |
| <p>Policies and procedures for the conduct of council business:</p> <p>Standing Orders Financial Regulations Committee, Sub-Committee and Advisory Committee terms of reference Scheme of Delegation Councillors’ Code of Conduct Corporate Plan Members’ Allowance Scheme Members and Officers Protocol</p> | <p>www.swanage.gov.uk or Hard copy – Council Offices</p> | <p>Free 10p per sheet</p> |

| | | |
|--|---|----------------------------------|
| <p>Policies and procedures for the provision of services and about the employment of staff:</p> <p>Complaints Procedure (including requests for information and operating the publication scheme)</p> <p>Equality Policy</p> <p>Health and Safety Policy</p> <p>Recruitment Policies (including current vacancies)</p> <p>Data Protection Subject Access Request Form</p> | <p>www.swanage.gov.uk or</p> <p>Hard copy – Council Offices</p> | <p>Free</p> <p>10p per sheet</p> |
| Information security policy (in course of preparation) | <p>www.swanage.gov.uk or</p> <p>Hard copy – Council Offices</p> | <p>Free</p> <p>10p per sheet</p> |
| Record retention policy (in course of preparation) | <p>www.swanage.gov.uk or</p> <p>Hard copy – Council Offices</p> | <p>Free</p> <p>10p per sheet</p> |
| Data Protection Privacy Notice | <p>www.swanage.gov.uk or</p> <p>Hard copy – Council Offices</p> | <p>10p per sheet</p> |
| Website Accessibility Policy | www.swanage.gov.uk | Free |
| Schedule of Charges (for the publication of information) | See below | |
| Class 6 – Lists and Registers | | |
| Any publicly available register or list (e.g. Allotment Register and Cemetery Registers) | By inspection at Swanage Town Hall | Free |
| Asset Register | <p>www.swanage.gov.uk or</p> <p>Hard copy – Council Offices</p> | <p>Free</p> <p>10p per sheet</p> |
| Register of members’ interests and gifts and hospitality | www.swanage.gov.uk | Free |

| Class 7 – The services we offer | | |
|---|--|-----------------------|
| Allotments | www.swanage.gov.uk | Free |
| Beach | www.swanage.gov.uk | Free |
| Beach Gardens | www.swanage.gov.uk | Free |
| Beach Huts | www.swanage.gov.uk | Free |
| Boat Park | www.swanage.gov.uk | Free |
| Car Parks | www.swanage.gov.uk | Free |
| Cemeteries, burial grounds and closed churchyards | www.swanage.gov.uk | Free |
| Markets | www.swanage.gov.uk | Free |
| Parks, playing fields and recreational facilities | www.swanage.gov.uk | Free |
| Public conveniences | www.swanage.gov.uk | Free |
| Scale of fees and charges for Council Services | www.swanage.gov.uk or Hard copy – Council Offices | Free 10p per sheet |
| Tourist Information Centre | www.swanage.gov.uk | Free |
| Town Hall | www.swanage.gov.uk | Free |
| Additional Information | | |
| Annual Treasury Report | www.swanage.gov.uk or Hard copy – Council Offices | Free 10p per sheet |
| Anti-Fraud and Corruption Policy | www.swanage.gov.uk or Hard copy – Council Offices | Free 10p per sheet |
| Community Infrastructure Levy – Annual Income & Expenditure Reports | www.swanage.gov.uk or Hard copy – Council Offices | Free 10p per sheet |
| Datasets of information requested under Freedom of Information Act | www.swanage.gov.uk Electronic format by e-mail | Free Free |
| Environment Policy and Action Plan | www.swanage.gov.uk or Hard copy – Council Offices | Free 10p per sheet |

| | | |
|--|--|-----------------------|
| Grant Application Form and Guidance Notes | www.swanage.gov.uk or Hard copy – Council Offices | Free |
| Local Government Pension Scheme Discretions Policy | www.swanage.gov.uk or Hard copy – Council Offices | Free 10p per sheet |
| Medium Term Financial Strategy | www.swanage.gov.uk or Hard copy – Council Offices | Free 10p per sheet |
| Policy & Protocol on Recording, Photography & use of Social Media at Meetings of the Council | www.swanage.gov.uk or Hard copy – Council Offices | Free 10p per sheet |
| Register of Potential Suppliers - Expression of Interest Form | www.swanage.gov.uk or Hard copy – Council Offices | Free |
| Social Media Policy | www.swanage.gov.uk or Hard copy – Council Offices | Free 10p per sheet |
| Treasury Management Strategy Statement and Investment Strategy | www.swanage.gov.uk or Hard copy – Council Offices | Free 10p per sheet |
| Tree Policy and Strategy | www.swanage.gov.uk or Hard copy – Council Offices | Free 10p per sheet |

Contact details:

**Swanage Town Council
Town Hall
High Street
Swanage
Dorset
BH19 2NZ**

Telephone: 01929 423636

Email: admin@swanage.gov.uk

Schedule of Charges

| TYPE OF CHARGE | DESCRIPTION | BASIS OF CHARGE |
|--------------------------|--|--|
| Disbursement cost | Photocopying @ 10p per sheet (black & white) | Actual cost * |
| | Photocopying @ 10p per sheet (colour) | Actual cost |
| | | |
| | Postage | Actual cost of Royal Mail standard 2 nd class |

* the actual cost incurred by the public authority

Swanage Town Council



Draft Scheme of Delegation

1. Power to Delegate Functions

Under the Local Government Act 1972 s 101 (a) the Town Council has the power to arrange for the discharge of its functions by a committee, sub-committee or officer of the authority.

Although each council will make its own decisions about how this power is exercised, delegation of some decisions is an essential part of the efficient operation of a body with the range of assets and services operated by Swanage Town Council.

The Town Council does not have the power to delegate a decision to an individual Councillor, or informal grouping of councillors.

2. Matters reserved to meetings of the Town Council

Some matters cannot be delegated and these include the following items, which can only be determined at a formal meeting of the Town Council.

- a) Adopting and amending Standing Orders, Financial Regulations, Committee Terms of Reference and the Scheme of Delegation.
- b) Adopting or making material changes to the Town Council's policy framework.
- c) Approving the Council's budget and the precept to be levied on Dorset Council.
- d) Agreeing the Town Council's Statement of Accounts and Annual Governance Statement.
- e) Authorising expenditure not provided for within the approved budget or otherwise permitted under the Council's Financial Regulations.
- f) Authorising borrowing.
- g) Appointing representatives to outside bodies.
- h) Declaring eligibility for the General Power of Competence.
- i) Confirming the appointment of a new Town Clerk further to a recommendation from the appointed recruitment panel, when a vacancy arises.

- j) Making, amending, revoking, re-enacting or adopting by-laws and promoting or opposing the making of local legislation.
- k) All other matters which must, by law, be reserved to a formal meeting of the Town Council.

3. Committees and Sub-Committees

Matters delegated to the Council's standing committees and sub-committees are specified under the Terms of Reference for each committee or sub-committee.

Committees can arrange for the discharge of any of their delegated powers to a sub-committee, or a nominated officer.

4. Working Parties

Working parties have no delegated powers; they are only able to recommend a course of action to the Council, or a relevant committee or sub-committee. The same is true of the Council's advisory committees.

5. De Moulham Trust

Matters connected to the administration of the De Moulham Trust are determined by the Council, meeting in its capacity as the charity's corporate trustee.

6. Town Council Officers

Under the Local Government Act 1972 the Town Council 'shall appoint such officers as they think necessary for the proper discharge by the authority of such of their or another authority's functions as fall to be discharged by them'.

Officers have the role of interpreting and implementing decisions made by the Council and its committees/sub-committees. In cases where elected members wish to review the implementation of Council policy this should be discussed with the Town Clerk as Proper Officer. This may result in the matter being considered by a relevant committee or sub-committee.

Specific decisions can be delegated to officers by the Town Council at any time. Often this delegation will be to an officer in consultation with the mayor/deputy mayor, a committee chairperson or members of a working party. In the vast majority of instances the officer decision will accord with the views of the councillors consulted, however the act of delegation to the nominated officer means the decision is theirs and theirs alone. All such delegated decisions will be reported to a subsequent Council Meeting.

The following matters have been delegated on an ongoing basis, until such time as this Scheme of Delegation is reviewed. This table does not seek to be comprehensive, and further information is available in the Town Council's Standing Orders, Financial Regulations and other policy documents.

The Town Clerk is the Council's Proper Officer and Responsible Finance Officer and in their absence their duties will be fulfilled by the Finance Manager. Delegation to officers other than the Town Clerk/Proper Officer must be managed under the supervision of that officer's line manager, in accordance with the Town Council's management structure. Nominated officers can in turn delegate these functions to an appropriate staff member, although they retain ultimate responsibility for any decisions made.

Delegated authority must be exercised in accordance with the law, the Council's Standing Orders, Financial Regulations, and wider policy framework.

| Area of Operation | Delegation | Officer |
|-------------------------------------|--|---|
| Allotments | Sign agreements and allocate when vacancies arise in accordance with waiting list. | Proper Officer |
| Archives and information management | Receive and retain plans and documents. | Proper Officer |
| Audit | Liaise with internal and external auditors and maintain the Council's System of Internal Control. | Proper Officer Finance Manager |
| Beach Huts | Authorise bookings. | Visitor Services Manager |
| Beach Huts | Agree special offers to maximise occupancy. | Visitor Services Manager |
| Boat Park | Authorise bookings. | Visitor Services Manager |
| Cemeteries | Sign Deeds of Exclusive Right of Burial, Transfer of those rights, approve memorial applications and requests for additional inscriptions. | Proper Officer |
| Cemeteries | Allocation of new grave spaces. | Assets & Compliance Manager |
| Communications | Issue all formal communications material on behalf of the Town Council and manage Town Council's social media accounts. | Proper Officer Planning & Community Engagement Manager |
| Consultation documents | Respond to external consultations in accordance with discussion at Planning & Consultation Committee. | Planning & Community Engagement Manager |
| Council meetings | At least three clear days before a meeting of the Council, a committee and a sub-committee serve on Councillors a signed summons, by delivery at their residence or by email, confirming the time, place and the agenda. | Proper Officer |
| Council meetings | Give public notice of the time, place and agenda at least three clear days before a meeting of the Council or a meeting of a committee or a sub-committee. | Proper Officer |
| Council meetings | Keep minutes and other proper records of Council meetings. | Proper Officer |
| Elections | Arrange for newly elected councillors to sign declaration of acceptance of office forms. | Proper Officer |
| Emergency Planning | Lead the Council's response in the case of a major emergency in consultation with Dorset Council's Emergency Planning Officers, within the framework of the Swanage Community Emergency Support Plan. | Assets & Compliance Manager |

| | | |
|--|--|---|
| Employment | Undertake the duties of Head of Paid Service and fulfil duties set out in Staff Handbook. | Proper Officer |
| Events | Authorise event requests in accordance with Council's risk assessment procedure. | Visitor Services Manager |
| Expenditure | Commit expenditure of up to £10,000 from agreed budgets. | Proper Officer and all nominated budget holders |
| Expenditure (urgent) | Incur unbudgeted expenditure on behalf of the Council which is deemed urgent or is of an emergency nature e.g. work or services which are required to address an imminent risk to the Council's operations. This expenditure is subject to a financial limit of £10,000 for approval by the Town Clerk and a limit of £25,000 in consultation with the Mayor and Deputy Mayor. | Proper Officer |
| Finance – cash flow and payments | Pay sums owing and transfer funds between accounts in accordance with Section 5 of Financial Regulations. | Finance Manager |
| Finance - investments | Invest Council funds in accordance with the Council's Treasury Management and Investment Strategy. | Finance Manager |
| Finance - virements | Vire funds between budgets up to £5,000 in accordance with Financial Regulations 4.12 and 4.13. | Proper Officer and all nominated budget holders |
| Fishermen's Huts | Allocate vacant huts in accordance with waiting list criteria. | Proper Officer |
| Freedom of Information | Respond to requests for information. | Proper Officer |
| Health and Safety | Act as the Council's nominated Health and Safety Officer. (N.B. Council appoints an external advisor to act as its 'competent person' under relevant legislation. The shared H&S responsibilities of all Council Officers are set out in the Council's Health and Safety Policy and Handbook). | Assets & Compliance Manager |
| Legal documents | Sign notices and licence agreements on behalf of the Council, and any other document to give effect to any decision of the Council. | Proper Officer |
| Legal documents | Arrange for Deeds to be executed. | Proper Officer |
| Market, Shelter Site and 'Artisans on the Beach' | Authorise pitch bookings. | Visitor Services Manager |
| Peveril Point Parking Permits | Issue annually. | Finance Manager |
| Planning comments | Respond to Dorset Council consultation on planning applications in accordance with discussion at Planning & Consultation Committee. | Planning & Community Engagement Manager |

| | | |
|---|--|--|
| Procurement | Undertake procurement exercises in accordance with Financial Regulations. | Proper Officer and all nominated budget holders |
| Property and assets | Manage the Town Council's property and assets, instigating repairs and maintenance within agreed budgets. | Assets & Compliance Manager |
| Public Conveniences | Arrange for extended opening hours if required at short notice (e.g. in support of events). | Assets & Compliance Manager |
| Recruitment | Appoint to staff vacancies following recruitment process. | Proper Officer (in respect of members of the management team) Individual managers (in respect of staff that they line manage) |
| Sports Pitches | Authorise bookings. | Assets & Compliance Manager |
| Stock Management (Beach Gardens and Information Centre) | Purchase stock and price for re-sale. | Visitor Services Manager |
| Taxi Rank Passes | Issue annually. | Finance Manager |
| Visitor Services | Offer small prizes in support of fundraising efforts by local good causes (e.g. out of season beach hut hire). | Visitor Services Manager |

7. Emergency Scheme of Delegation

During the lockdown enacted in response to the Covid-19 pandemic it was impossible for the Town Council to meet legally in person. Therefore, all Council meetings were cancelled and an emergency scheme of delegation was put in place. It is to be hoped that such steps will not be necessary in the future, not least because legislative reform may mean that Councils can meet remotely to make decisions. However, in the current circumstances it appears wise to set out the emergency scheme of delegation within this policy document so that it can be used in future if circumstances demand.

Where it is both essential and unavoidable in order for the Council to function during an emergency situation, all powers (other than those delegated to other officers in section 6 above or where delegation is prohibited by statute) will be delegated to the Town Clerk until routine decision making procedures can return.

It is envisaged that full Council would be able to meet in order to invoke this emergency scheme of delegation. However, if the most extreme circumstances arose where that was not possible, then the Town Clerk, in consultation with the Town Mayor and Deputy Mayor, is able to put this emergency scheme of delegation into action.

The exercise of this delegated authority will be subject to consultation in accordance with the Table below, except where a breakdown in technology or disaster situation prevents this taking place.

| Subject | Consultation prior to Decision |
|--|---|
| Matter arising from an existing Council minute | Mayor/Deputy Mayor |
| Minor matter within remit of established working party | Working Party either by e-mail or virtual meeting |
| Matter within remit of Committee or Sub-Committee | Members of committee by e-mail |
| Grant application under £10,000 | Grants Panel via e-mail or virtual meeting |
| Recommendation from a committee/sub-committee/advisory committee not yet approved by Council | Full Council by e-mail |
| Significant decisions, such as a change in policy or commitment to spend requiring urgent decision prior to July Council Meeting | Full Council by virtual meeting |

Where ‘major’ decisions are to be taken about routine council business all councillors will be given the opportunity to comment on these issues, wherever possible. Examples of ‘major decisions’ include:

- Commitment of unbudgeted expenditure in excess of £10,000.
- Significant changes in council policy.
- Awards of contract in excess of £10,000.
- Entering into leases or tenancy agreements with new third parties.

In a situation where the Town Clerk is incapacitated the Finance Manager would take the place of the Town Clerk. If both the Town Clerk and Finance Manager are incapacitated then the relevant manager would have delegated authority, in consultation with the Mayor/Deputy Mayor and other members of the management team. In instances where the Mayor and Deputy Mayor are incapacitated then officers will consult the relevant committee chairman and/or other members of the Finance & Governance Committee.

The Town Clerk can delegate certain decisions to other members of the management team. For example, in respect of business that would normally go to the Planning and Consultation Committee the Planning and Community Engagement Manager will have delegated authority to liaise with the chairman to agree the procedure for gathering members’ views and formulating a response.

The Town Clerk and members of the management team will seek to maximise member engagement wherever possible; however, under these arrangements the Town Clerk has the power to act on behalf of the Council in all circumstances, except where such delegation is prohibited by statute.

8. Future Review

This Scheme of Delegation should be reviewed at least once in every Council term of office.