



**John Wright  
Town Clerk**

**Lyme Regis Town Council**

Town Council Offices  
Guildhall Cottage  
Church Street  
Lyme Regis  
Dorset  
DT7 3BS

email: [townclerk@lymeregistowncouncil.gov.uk](mailto:townclerk@lymeregistowncouncil.gov.uk)

Tel: 01297 445175  
Fax: 01297 443773

Notice is hereby given of a meeting of the **Lyme Regis Town Council** to be held on the Zoom video conferencing facility <https://us02web.zoom.us/j/88911152876> on Wednesday 25 November 2020 commencing at 7pm when the following business is proposed to be transacted:

John Wright  
Town Clerk  
20.11.20

*This is a formal council meeting, where the same standards of behaviour as normal are expected and all members are bound by the code of conduct.*

*This meeting will be recorded and recordings will be held for one year by the town council. If members of the public make a representation to the meeting, they will be deemed to have consented to being audio recorded.*

*If you wish to speak, please raise your hand and you will be invited to speak by the chairman, at which point your microphone will be unmuted.*

*Voting will also take place by show of hands and the chairman will indicate the votes have been noted.*

*If members have a pecuniary interest, they will be placed in the 'waiting room' where they cannot hear or participate in discussion and voting.*

*Members of the public can make representations at the beginning of the meeting in the usual way. **To ensure the smooth running of the meeting, members of the public are asked to provide advance notice and details of the issue they intend to raise.***

*If technical issues occur, the meeting may be paused to re-establish a connection. If a technological failure prevents the public from accessing the meeting or the meeting is no longer quorate, the chairman may adjourn the meeting.*

Members are reminded that in reaching decisions they should take into consideration the town council's decision to declare a climate emergency and ambition to become carbon neutral by 2030 and beyond.

**Prayers**

A prayer will be offered by the Rev. Chris Martin

## **AGENDA**

### **1. Public Forum**

Twenty minutes will be made available for public comment and response in relation to items on this agenda

*Individuals will be permitted a maximum of three minutes each to address the committee*

### **2. Dorset Council Matters**

To receive updates from the Dorset Council ward member

### **3. Questions from Councillors**

### **4. Apologies for absence**

To receive and record any apologies and reasons for absence

### **5. Disclosable Pecuniary Interests**

Members are reminded that if they have a Disclosable Pecuniary Interest on their register of interests relating to any item on the agenda, they are prevented from participating in any discussion or voting on that matter at the meeting as to do so would amount to a criminal offence. Similarly, if you are or become aware of a Disclosable Pecuniary Interest in a matter under consideration at this meeting which is not on your register of interests or is in the process of being added to your register you must disclose such interest at this meeting and register it within 28 days.

### **6. The Process for Approving the 2021-22 Budget<sup>1</sup>, Five-Year Financial Plan and Objectives**

To outline the process for approving the 2021-22 budget, five-year financial plan and objectives

### **7. Statement of Internal Control, Risk Management Policy and Annual Risk Assessment**

To allow members to consider the town clerk's statement of internal control, the risk management policy and the annual risk assessment

### **8. Budget and Precept 2021-22 and Five-Year Financial Plan 2021-26**

To allow members to consider and the 2021-22 budget, including the precept, and the five-year financial plan

### **9. Review of Precept and Charges**

To allow members to determine the precept for 2021/22

To allow members to set charges for 2021/22 for: alfresco licences; Bell Cliff advertising boards; amenities; cemetery; and car parking and permits

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<sup>1</sup> The 2021-22 budget includes the precept.

To allow members to set charges for 2022/23 for Cart Road beach hut hire; hire of Marine Parade Shelters; and weddings and civil marriages

**10. Objectives**

To allow members to consider objectives for 2021-22 and beyond

**11. Ideas to Generate Additional Income or Receipts**

To allow members to consider ideas to generate additional income or receipts and to indicate which they would want officers to develop into more detailed proposals for further individual consideration

*That in view of the confidential nature of the business about to be transacted, it is advisable in the public interest that the press and public be temporarily excluded while members consider this item in accordance with the Public Bodies (Admission to Meetings) Act 1960*

**13. Exempt Business**

*To move that under Section 1, Paragraph 2 of The Public Bodies (Admission to Meetings) Act 1960, the press and public be excluded from the meeting for this item of business in view of the likely disclosure of confidential matters about information relating to an individual, and information relating to the financial or business affairs of any particular person, within the meaning of paragraphs 1 and 8 of schedule 12A to the Local Government Act 1972 (see Section 1 and Part 1 of Schedule 1 to the Local Government (Access to Information) Act 1985), as amended by the Local Government (Access to Information) (Variation) Order 2006.*

**a) Agenda item 11 – Ideas to Generate Additional Income or Receipts**

**Committee:** Strategy and Finance

**Date:** 25 November 2020

**Title:** The Process for Approving the 2021-22 Budget<sup>2</sup>, Five-Year Financial Plan and Objectives

### **Purpose of the Report**

To outline the process for approving the 2021-22 budget, five-year financial plan and objectives

### **Recommendation**

Members note the report

### **Background**

1. This report details the process for approving the 2021-22 budget and the five-year financial plan. The five-year financial plan runs from 1 April 2021 to 31 March 2026.
2. Reports will be presented to members at two Full Council meetings, starting tonight.
3. Tonight's meeting considers the council's current financial position and the 2020-21 year-end forecast, a five-year financial forecast, officer proposals on budget savings, discretionary charges, and objectives and projects.
4. Following tonight's meetings, officers will calculate the income and expenditure associated with the council's decisions.
5. On 16 December 2020, members will consider officers' revised income and expenditure calculations and approve the council's 2021-22 budget and precept, five-year financial plan, and objectives and projects.

### **Reports to this meeting**

7. This describes how agenda items 7, 8, 9 and 10 fit together. In addition, agenda item 11 revisits the discussions held with members about other initiatives to generate capital and create new income streams. Because of the commercial nature of this report, it is included in exempt business.
8. Agenda item 7 considers risk and internal control. It is included as part of the budget-setting process because issues arising from the report may have budget implications.<sup>3</sup>
9. Agenda item 8 reports on the budget at 31 October 2020 and provides a year-end forecast. This is extrapolated into a five-year financial plan. The report pays specific reference to the council's reserve. The report creates a base from which members can make decisions. In doing so, the report:
  - excludes objectives and projects

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<sup>2</sup> The 2021-22 budget includes the precept.

<sup>3</sup> The council is required to consider its risk policy and risk register

- includes officer proposals for budget savings; members can add to or subtract from these proposals
  - includes known cost increases
  - includes income increases which are informed by contractual conditions, e.g., leases and licences, recent policy decisions and changing market conditions.
10. The report does not include any changes to the precept or discretionary charges.
  11. Changes to the precept and discretionary charges are addressed in agenda item 9. When members have approved this and the previous report, officers will be able forecast 2021-22 budget surplus.
  12. The level of budget surplus informs agenda item 10 which considers the objectives the council wants to pursue over the next five years. A word of caution; a significant proportion of the forecast budget surplus needs to be allocated to the council's reserve to improve its financial resilience.
  13. Following the council's decisions on these reports, officers will undertake detailed calculations on the approved changes to income and expenditure. These will be factored into the 2021-22 budget and a five-year financial plan.
  14. The budget, precept and five-year plan will be considered for approval by the Full Council on 16 December 2020.
  14. The agreed budget, five-year financial plan and objectives will be incorporated into a revised corporate plan which will be considered by the Strategy and Finance Committee on 17 February 2021.

John Wright  
Town clerk  
November 2020

**Committee:** Full Council

**Date:** 25 November 2020

**Title:** Statement of Internal Control, Risk Management Policy and Annual Risk Assessment

**Purpose of Report**

To allow members to consider the town clerk's statement of internal control, the risk management policy and the annual risk assessment

**Recommendations**

- a) Members note the statement of internal control and the observations detailed in paragraphs 13 to 26 of this report
- b) Members approve the risk management policy, appendix 7A and the standard annual risk assessment, appendix 7B
- c) Members review the draft risk register, appendix 7C, and propose amendments to the risk register

**Background**

- 1. On 18 September 2013, the Strategy and Policy Committee considered an internal control policy and a risk management policy. Both policies were approved by Full Council on 9 October 2013.
- 2. The external auditor's advice on compiling risk assessments has changed: up until 2015, the external auditor advised risk assessments had to be produced by the council.
- 3. Following the issuing of the Accounts and Audit Regulations 2015, the advice issued by the external auditor indicates risk assessments can be prepared by the clerk or a committee, provided delegated authority has been approved by the Full Council: the assessment then must be reported to the Full Council<sup>4</sup>.
- 4. On 2 November 2016, the Full Council resolved, 'to delegate completion of the risk assessment in future years and the risk register to the Strategy and Finance committee and the town clerk.'
- 5. The draft risk assessment on this agenda has been prepared by officers: the council is invited to comment and amend the draft risk assessment.

**Statement of internal control**

- 6. The statement of internal control allows the council to satisfy itself there is sufficient evidence to confirm there are appropriate systems of internal control and that they are operational. This statement of internal control isn't part of the Annual Governance Review, it's a separate but complementary exercise which allows members to reflect on

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<sup>4</sup> Accounts and Audit Regulations 2015, regulation 6

the adequacy of its systems and processes and to review what's going well and what's not going so well.

7. Internal control provides reasonable, not absolute, assurance that the objectives of an organisation will be met. The concept of reasonable assurance implies a high degree of assurance, constrained by the costs and benefits of establishing incremental control procedures.
8. At its most basic level, internal control should establish that an organisation produces reliable financial reporting and substantially complies with the laws and regulations that apply to it.
9. At a more advanced level, it should measure the extent to which an organisation achieves its strategic and operational objectives: achievement towards these objectives is dependent on other factors such as the impact of events and capacity.
10. The statement of internal control policy identifies five areas that should be subject to assessment: control environment, risk assessment, information and communication systems and processes, control activities and monitoring processes. The policy also identifies 13 measurements of effectiveness.
11. Over the last three years, there have been weaknesses around financial controls, timely processing of invoices, bank reconciliations and debt management; these issues have been identified by the internal auditor and are now largely resolved.
12. Overall, I believe the town council has sufficient internal controls to allow it to achieve its objectives and undertake its business.

### **Control Environment**

13. This assesses the integrity, competence and attitude of an organisation. This is assessed as good.
14. The integrity of the council is good. In particular, previous concerns about breaches in confidentiality have reduced significantly.
15. The competence of employees and councillors is high. The competence of employees is supported by their varied experience and qualifications. As well as the town clerk, the administrative officer and operations manager are CiLCA qualified. In addition, the council is supporting employees to gain additional qualifications, e.g., level 4 and 5 qualifications in accountancy and human resources management for the assistant finance manager and support services manager, respectively.
16. From late-2016 to May 2019 there was a deterioration in the attitude of the organisation: most noticeably, personal conflict between some members transgressed policy differences and was evident in council chamber debate. This impaired good decision-making and damaged the council's image and reputation. Since May 2019, there has been a reduction in personal conflict and the attitude of the organisation has generally improved. Having said this, tensions do exist and occasionally become a distraction.

17. At times there is a preoccupation with detail and history, and debate can drift from subject matter but, by-and-large, the council retains the ability to concentrate on the 'bigger picture', core policy objectives, and business priorities.
18. Members undertook a significant amount of training in 2019-20; for understandable reasons, this has reduced since lockdown in March 2020. This puts the council in a strong position to achieve the Gold standard of the Local Council Award Scheme.
19. Locally, the town council's reputation, which has in the past been damaged by member disagreement, has improved. Its reputation and relationship with other councils has also improved as a result of a concerted effort to build relationships and the requirement for collective responses to Covid-19.
20. Member-officer relations are functional.
21. In the past, members have made decisions without thinking through the implications of those decisions. As a consequence, a significant amount of member and officer time has been spent managing the consequences of those decisions. This is no longer a significant issue, but members need to remain mindful of the implications of the decisions they make.
22. Similarly, having invested a significant amount of time developing agreed objectives, some members and officers continue to add issues to the 'to do' list. To some extent this is inevitable, but there's a 'tipping point' where new issues begin to push aside agreed objectives, core business activities and reduce the time set aside for responding to unforeseen events. In addition, unplanned expenditure has an adverse impact on the council's budget. With the additional cost of Covid-19, members and officers need to be mindful of not approving new and unbudgeted priorities.
23. Inevitably, the views of 14 independent members will be disparate but, occasionally, comments made go against the grain of what the council is trying to achieve and sometimes translate into negative headlines about the council and the town. On occasions, some members appear to want to embarrass the council and its officers.
24. There are officer failings, too. Previous problems with financial control, timely processing of invoices and delays in undertaking bank reconciliations are largely resolved but problems remain with the timely actioning of objectives and projects. Covid-19 has been a distraction from normal business
25. In isolation, none of these observations are critical to the well-being of this council but the issues need to be kept under observation.
26. To a greater or lesser extent, the observations I have cited in paragraphs 13-25 are not unique to Lyme Regis Town Council. The issue which is critical for any organisation is the extent to which it recognises its shortcomings, commits itself to doing something about it and then follows through with actions.

## **Risk Assessment**

27. On 9 October 2013, the council adopted a risk management policy which it reviews annually, **appendix 7A.**



28. In addition to the historical risk assessment, **appendix 7B**, that covered financial management, physical assets, insurance cover, legal responsibilities and data and document control, the council's risk management policy now includes headings such as reputational risk.
29. Officers have developed a risk register, **appendix 7C**, which numerically quantifies the probability and impact of risks against the 13 headings detailed in the risk management policy. The risk register also details the mitigation applied to each identified risk.
30. The most challenging and immediate risk faced by the council is Covid-19. Because of Covid-19, the town council has:
  - temporarily amended its governance arrangements and decision-making processes
  - introduced remote and 'zoned' working for its staff
  - furloughed up to 18 employees
  - lost up to £300,000 in income
  - incurred £50,000 unbudgeted expenditure
  - continually responded and reviewed its operational responses to Covid-19.
31. Covid-19 has a probability score of five out of five and an impact score of five out of five; its combined risk score is a maximum of 25 out of 25.
32. The risks posed by Covid-19 are mitigated by recent announcements about vaccines which trials assess as 90% effective, but it is too early to determine when a new 'normality' will be established.

### **Information and Communication systems and processes**

33. This assesses the capture and exchange of relevant information. This works reasonably effectively.
34. Relevant information is captured from: national and local organisations, national and professional bodies, e.g. the National Association of Local Councils, Dorset Association of Parish and Town Councils, the Society of Local Council Clerks; other statutory bodies and partners; Dorset Council; the 'trade' press; and training and information events.
35. In normal times, information which requires consideration or decision is reported to the Full Council or its committees. The Full Council and its committees are informed of progress on issues they have considered by matters arising and update reports and through a weekly briefing. The weekly briefing also informs members of other matters that don't warrant reports to the Full Council or its committees.<sup>5</sup>
36. The new council website has improved public information.
37. The council uses social media to convey information.
38. The council consults with the public on its objectives.

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<sup>5</sup> The council's normal decision-making structures and processes were suspended when 'lockdown' was announced on 23 March 2020. On 21 October 2020, the council agreed to revert to the normal committee cycle from January 2021.

39. The council reviews its public relations and communications' policy annually and has introduced a social media policy. In 2018, the council took a column in Lyme Online to promote its activities.
40. In response to Covid-19, council meetings are held remotely, and this presents challenges. The most significant challenges are the effective management of meetings and the related issue of adequate ICT and member support. The recent decision to purchase council-owned laptops for members will significantly improve the quality of meetings.

### **Control Activities**

41. These are the policies and procedures to manage the council's business.
42. For 2019/20, the council received an unqualified external audit.
43. Control weaknesses around health and safety have strengthened significantly since the appointment of the current operations manager. A health and safety committee meet regularly, a consultant was appointed to review the council's health and safety arrangements and an action plan is in the process of being implemented and reviewed. In addition, a new health and safety policy was approved in May 2018 and is reviewed annually.
44. Achieving health and safety compliance is a priority for the council's operations manager; the council's operations manager holds a health and safety qualification.

### **Monitoring Processes**

45. These are the systems that provide and measure the quality of information. Developing information systems, transforming data into information and analysis are expensive and time-consuming activities. The council's systems cover key financial and non-financial activities and complaints.
46. The council produces financial and performance information commensurate to its size. Systems are in place for timely and accurate monthly management accounts, treasury management, bank reconciliation and debtors and systems are in place to capture complaints.
47. Systems are also in place to capture volume and value information on the council's key income generating activities: car parking; chalet, caravan and day hut bookings, weddings, and room hire.

### **Risk Management Policy**

48. On 9 October 2013, the council agreed to review its risk management policy in September each year. No policy changes are proposed, **appendix 7A**.

### **What are the main risks the council is exposed to?**

49. The draft risk register has been scored by officers and is presented at **appendix 7C**. Some of the highest risks, i.e., those with a score of 15+ are similar to previous years and centre around the financial pressures faced by Dorset Council. In addition, finance related risks are now scored higher due to the continued exposure to Covid-19.

50. Members are asked to consider the risk register and propose amendments.

John Wright  
Town clerk  
November 2020

## Risk Management Policy Background

1. Risk management is detailed in paragraphs 17.1 and 17.2 of the Town Council's Financial Regulations:

17.1 The Council is responsible for putting in place arrangements for the management of risk. The Clerk/RFO shall prepare, for approval by the Council, risk management policy statements in respect of all activities of the Council. Risk policy statements and consequential risk management arrangements shall be reviewed by the Council at least annually.

17.2 When considering any new activity the Clerk/RFO shall prepare a draft risk management assessment including risk management proposals for consideration and adoption by the Council.

## Policy

2. For the purpose of this policy, risk is defined as any thing that has a material impact on delivering the council's objectives, including the delivery of its day-to-day services.
3. The council will review its risk management policy and consider the risks posed to the organisation as part of a broader framework of internal control.
4. Alongside risk assessment, the internal control framework will consider the control environment, information & communication systems & processes, control activities, and monitoring processes.
5. The council will consider risks against the following heading:
  - Political – our ability to deliver local or central government policy
  - Governance – the appropriateness of structures and functionality, a clear scheme of delegation, clear objectives and priorities
  - Financial – our ability to meet our financial commitments, internal and external audit requirements, project and financial exposures
  - Social – our ability to deliver our policy commitments and adapt to demographic, residential, social or economic trends
  - Legal – our ability to meet legislative and regulatory requirements
  - Technological – our ability to make the best use of technology and adapt to a changing environment
  - Environmental – our ability to comply with statutory requirements and best practice
  - Partnership – our ability to maximise benefits to the council by developing long-term working relationships with partners

- Contractual – procurement policies, clear specification, strong cost control, robust contract administration and site supervision
  - Human Resources – staff competence and development, capacity, commitment
  - Operational – service delivery, complaints’ management, compliance with performance standards
  - Health & Safety – fire, security, accident prevention, lone working
  - Reputational – issues that adversely affect the council’s reputation in the town and with those that we work with
6. A risk register will be established using these headings. Any risks that occur will be added to the register when they occur and if those risks are material, they will be reported to the council’s Strategy and Policy Committee.
7. The risk register will:
- categorise the combined impact and probability of risks as high, medium or low using a numerical score for each category of 1-5, i.e., a maximum total score of 25 can be achieved. Scores 1-8 will be assessed as low risk, scores 9-14 will be assessed as medium risk, and scores 15-25 will be assessed as high risk
  - the probability of a risk occurring will be applied to a three-year timeframe
  - detail the controls that are in place to mitigate against risks, including any improvements that are required to further mitigate against historic risks
8. The risk register will be reviewed by the town clerk every three months.
9. An annual risk assessment, alongside a statement of internal control, will be reported to the council’s Strategy and Policy Committee in September each year. Any actions requiring budget approval will be considered as part for the forthcoming year’s budget setting process. From September 2015 onwards, the Strategy and Finance Committee will also consider an interim risk assessment report in March each year. Both reports will consider risks with a score of 15 or more.

## **Review**

10. This policy will be reviewed in November 2021.

John Wright  
Town clerk  
November 2020

## LYME REGIS TOWN COUNCIL

## RISK ASSESSMENT 2020/21

RISK	Impact	Probability	Overall Score	CONTROL (and agreed improvements)
Protection of physical assets	4	2	8	Buildings, contents, machinery and vehicles insured. Revaluation of rebuilding cost periodically to a frequency advised by insurers.
Security of buildings, equipment	3	2	6	Alarms on guildhall and council offices, also cemetery workshop/store, amenity hut, Jubilee Pavilion and external works' depot. Contents insured.
Maintenance of buildings	4	2	8	Buildings currently maintained according to planned maintenance programme. Annual inspection of electrical and safety equipment. Asset management strategy to be developed 2021/22
Financial management	<del>4</del> 3	<del>4</del> 3	<del>9</del> 9	RFO appointed with specified duties. Financial regulations adopted and reviewed regularly. Appointed finance manager and assistant finance manager in post to create more resilience in finance team. Backlogs have been resolved
Banking	5	<del>2</del> 1	<del>10</del> 5	Non-speculative investment policy agreed with priority given to protecting the security of <u>deposits</u> . Schedule of all investments and cash holdings reported to council, as well as all loans.
Risk of consequential loss of income	4	3	12	Limited insurance cover.
Loss of cash through theft or dishonesty	3	2	6	Minimal petty cash and floats. Fidelity Guarantee insurance in place, currently £1million to cover all liquid assets. Receipts issued. Amenity staff handle substantial amounts of cash through a till. Checked against ticket records daily by finance team with cash sheets and till rolls checked daily. All other monies banked promptly or held overnight in a safe.
Expenditure controlled	3	2	6	Competitive tendering procedures in place. All invoices certified by RFO or delegated officers. Monthly payment schedule prepared by finance manager and submitted to Full Council or Strategy and Finance Committee. All

				cheques signed by two members of council. Electronic banking requires PIN entry by two designated <del>authorising</del> officers. Internal and external audit. Pay levels fixed according to national agreements and reviewed annually by council.
Comply with Customs and Excise regulations	4	<del>3</del> <u>2</u>	<del>12</del> <u>8</u>	Subscribe to CIPFA VAT Reference Manual. VAT quarterly reconciliation payments and claims by finance manager. Internal and external auditor scrutiny.
Sound budgeting to underlie annual precept	3	<del>4</del> <u>3</u>	<del>12</del> <u>9</u>	The town council receives detailed budgets in the late autumn. Precept derived directly from this. Expenditure and income against budget reported to four meetings of Strategy and Finance Committee and internally to the management team monthly.
Financial records	<del>4</del> <u>3</u>	<del>4</del> <u>2</u>	<del>16</del> <u>6</u>	Electronic financial management system in place. Purchase, sales ledger and payroll in place. Regular reconciliation of each bank account. Timely production of annual financial statements and monthly reports.
<del>Maximise</del> income	3	3	9	Professional valuations of commercial rents. Annual review of all charges. Prompt invoicing and follow up procedures. Clear write-off procedure. Tendering procedure for concessions. Debt management policy to be implemented.
Comply with borrowing restrictions	3	1	3	Conditions of Dorset Council loan reviewed and complied with.
Risk to third party, property or individuals	3	3	9	Insurance in place. Open spaces checked regularly. In-house survey of all council-owned trees by an appointed and suitably trained member of staff.
Legal liability as consequence of asset ownership (especially burial ground and playgrounds)	<del>4</del> <u>3</u>	3	<del>12</del> <u>9</u>	Insurance in place. H&S audits annually. Weekly checks of playgrounds. Written records kept. Annual inspections by independent body registered under RPII (Registered Playground Inspectors International). Topple testing carried out annually on memorials.
Comply with employment law	3	2	6	Membership of various national and regional advisory bodies. Professional legal advice taken when required. Council is a member of SW Councils and advice taken from external HR consultant. Support services manager obtaining level 5 HR qualification.

Comply with Inland Revenue requirements	3	2	6	Regular advice from Inland Revenue and support from Sage, internal audit engaged on a three-year contract and external audit engaged annually.
Safety of staff and visitors	3	2	6	Full protective clothing and equipment provided and worn. Lone workers issued with mobile phones. Locked counter in council office reception. Regular H&S risk assessment checks of guildhall, particularly before public events. Staff receive appropriate health and safety training.
Ensuring activities are within legal powers	4	2	8	Clerk clarifies legal position on any new proposal. Further professional legal advice sought where necessary.
Motor vehicles	3	2	6	Insured.
Proper and timely reporting via the minutes	3	1	3	Council meets six-weekly and receives the reports and considers the recommendations of committee meetings held in the interim. Minutes verified at the next meeting of each body and signed by the chairman as a correct record. Prompt publication of the minutes via the website, where possible, and availability at the council offices.
Proper document control	3	4	12	Original leases and legal documents in town council office. Other data storage to comply with Data Protection Act. Microfilmed deed storage. Electronic storage of new documentation to be pursued.
Security of data	3	3	9	Back-up of all systems carried out off-site.
Continuity cover in the absence of key staff	<u>4.3</u>	<u>4.3</u>	<u>16.9</u>	Step-by-step guidance documented on all financial procedures. Continuity training of other staff implemented. Assistant finance manager in post strengthened ability to comply with financial procedures.
Register of interests maintained. Gifts and hospitality declared.	4	1	4	Register of interests completed. Gifts and hospitality registered. Standing orders adopted and reviewed regularly.



**Committee:** Full Council

**Date:** 25 November 2020

**Title:** Budget and Precept 2021-22 and Five-Year Financial Plan 2021-26

### **Purpose of the Report**

To allow members to consider the 2021-22 budget, including the precept, and the five-year financial plan

### **Recommendation**

Members approve the 2021-22 base budget and five-year financial plan and, in doing so, approve the budget savings identified in the table in paragraph 27

### **Background**

1. Each year the council must approve the budget and precept for the following financial year. The report details the budget at 31 October 2020 and provides a year-end forecast. This is extrapolated into a five-year financial plan. The report pays specific reference to the council's reserve. The report creates a base from which members can make decisions. In doing so, the report:
  - excludes objectives and projects
  - includes officer proposals for budget savings; members can add to or subtract from these proposals
  - includes known cost increases
  - includes income increases which are informed by contractual conditions, e.g., leases and licences, recent policy decisions and changing market conditions.
2. The report does not include any changes to the precept or discretionary charges.
3. Officers have adopted a prudent approach to the budget. Known income, only, is included in the budget; speculative income is excluded. All known and reasonably anticipated expenditure is included in the budget.

### **2020-21 budget**

4. The council's budget position at 31 October 2020 is attached, **appendix 8A**. In summary, the council's current income is £1,244,000 and expenditure is £1,297,000; a deficit of £53,000. The year-end income forecast is £1,371,000 and the expenditure forecast is £1,908,000; a deficit of £538,000.
5. To produce a balanced budget at 31 March 2021, the council must take £538,000 from its reserve, leaving a year-end reserve of c.£560,000.

## The 2021-22 budget

6. The following summarises the income and expenditure assumptions that inform the 2021-22 budget, **appendix 8A**. Where appropriate, variances from the 2020-21 budget are explained.

### Income

7. There is no increase in car parking charges. Income is budgeted at the same level as 2020-21 which, in turn, was based on the average income for 2018-19 and 2019-20.
8. Lease and licence conditions link privately-owned chalets, caravans and beach huts' site rents to September's retail price index (RPI). The RPI for September 2020 is 1.6%. This generates an income of £345k, an increase of c.£5k.
9. Concession income is reduced by £7k to £31k. The rationale; the town council's lease for the land opposite The Harbour Inn is unlikely to be renewed by Dorset Council.
10. Commercial income is increased by £43k to £243k to reflect the indication given at the Full Council meeting on 23 September 2020 to rent out the Jubilee Pavilion and Lister Room.
11. Advertising income is reduced by £4k to £13k. This is informed by reduced demand for advertising space.
12. Income from the amenities' area is held at its 2020-21 budget level, £83k.
13. Cemetery income is held at its 2020-21 budget level, £6k.
14. Income from licences is reduced by £1k to £10k. This reflects the average income received in 2018-19 and 2019-20.
15. Other income remains at £17k.
16. Income from investments has been reduced from £4k to £1k to reflect the reduction in the council's reserve.

### Expenditure

17. Staffing expenditure is £740k, an increase of £2k on 2019-20. The budget assumes a national pay increase of 2%, and some staff movement through their pay grades. The training budget is reduced by 50% to £5,000; this reduction is for one year, only. The budget assumes all employees are in the Local Government Pension Scheme. It also includes an employee request to reduce hours, approved by Full Council on 18 November 2020.
18. Office administrative costs are reduced by £41k to £75k to reflect average spend in 2018-19 and 2019-20. Insurance has increased by £7k to reflect the actual charge for 2020-21, and legal and professional fees have been reduced by £32k.
19. Rents are increased by £18k to £28k to reflect park and ride costs and the town bus subsidy. This year the council signed a one-year contract for the town bus service.
20. Licensed land refers to the area opposite the Harbour Inn and the skatepark which are leased from Dorset Council.

21. Democratic costs are reduced to £7.5k to better reflect the current level of member allowances.
22. The outside works' budget now reflects base expenditure, only. This reflects expenditure requirements in 2019-20 and 2020-21. This reduces the budget by c£53k; some of this reduction is due to a remodelling of the financial accounts and moving items to different sections which produces a net saving of c£28k.
23. The marketing budget is reduced by £18k to £25k, largely due to the setup cost of the town map; ongoing costs of £12k are offset by the estimated income from advertising. Officers believe £12k income is too high an estimation and may need to be adjusted downwards during the year.
24. It is suggested the community grant budget is reduced from £20k to £15k. The budget figure of £89k now includes Woodmead Halls toilets' service level agreement.
25. Utilities' expenditure is increased by £2k to £145k. This budget heading includes business rates at £100k. Members are asked to note that the water costs are in part offset by recharging the chalet owners for water usage and business rates no longer include a charge for the toilets on Marine Parade.
26. The council loan is with Dorset Council. It has a 20-year term and was taken out in 2011.
27. In total, the net reduction in expenditure is £128,000<sup>6</sup>. The budget savings are detailed below:

Outside Works	53,000
Democratic Representation	7,500
Rents	7,000
Licensed land	1,500
Office Expenses	41,000
Marketing	18,000
<b>Total</b>	<b>128,000</b>

### **The five-year financial plan**

28. The five-year financial plan, **appendix 8B**, is informed by the council's routine income and expenditure. The five-year plan doesn't include any known or predicted changes to income or expenditure.
29. This level of projected spend, and the continued impact of COVID-19 means the council must be more prudent in approving in-year expenditure. It should also seek opportunities to generate additional income.

### **The council's reserve**

30. The five-year plan also quantifies the impact of the council's annual spend on the council's reserve.

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<sup>6</sup> This is in line with the council resolution on 23 September 2020 to 'cut back on outgoings from £50,000 a month to £30,000 to £40,000'

31. The council's position on its reserve has been reduced due to the impact of COVID-19 and at the end of 2020-21 is projected to be c.£560k, £240k short of its suggested 50% of turnover, i.e., £850,000 (50% of £1.7m).
32. Due to the impact of COVID-19, officers continue to advise the reserve should be held at a minimum of 50% of turnover, which will give the council greater resilience against a repeat of spring 2020.
33. The reserve on 1 April 2021 is estimated at £560k;
34. The council's five-year financial plan, excluding any objectives, produces a reserve of:

	£
2021-22	940k (55%)
2022-23	1,316k (77%)
2023-24	1,698k (100%)
2024-25	2,080k (122%)
2025-26	2,463k (145%)

Mark Russell  
Finance manager  
November 2020

<b>Income</b>	<b>2020-21 - Oct</b>	<b>Projected</b>
Precept Total	132,779	132,779
Car Park Total	534,636	660,636
Chalet & Caravan Total	279,654	279,654
Concession Total	12,034	12,034
Commercial Rent Total	156,113	156,113
Advertising Total	9,936	9,936
Amenities Total	49,717	50,717
Cemetry Total	4,706	4,706
Licenses Total	4,300	4,300
Other Total	59,776	59,776
Interest Total	368	400
<b>TOTAL</b>	<b>1,244,019</b>	<b>1,371,051</b>
<b>Expenditure</b>		
Outside Works Total	157,897	346,697
Roof Works	393,157	393,157
Democratic Rep Total	896	1,710
Rents Total	4,081	9,521
Licenced Land Total		
Office Admin Total	93,171	159,721
Staffing Total	391,545	671,220
Marketing Total	12,604	21,604
Utilities Total	128,157	158,382
Grants Total	93,732	109,467
Loans Total	21,875	37,500
<b>TOTAL</b>	<b>1,297,115</b>	<b>1,908,979</b>
<b>Reserve Inc/(Dec)</b>	<b>- 53,096.00</b>	<b>- 537,928.00</b>

**APPENDIX 8B**

<b>Income</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>2025-26</b>
Precept Total	146,056.68	146,056.68	146,056.68	146,056.68	146,056.68
Car Park Total	787,824.00	787,824.00	787,824.00	787,824.00	787,824.00
Chalet & Caravan Total	345,211.57	345,211.57	345,211.57	345,211.57	345,211.57
Concession Total	31,283.00	31,283.00	31,283.00	31,283.00	31,283.00
Commercial Rent Total	243,702.00	243,702.00	243,702.00	243,702.00	243,702.00
Advertising Total	13,600.00	13,600.00	13,600.00	13,600.00	13,600.00
Amenities Total	83,700.00	83,700.00	83,700.00	83,700.00	83,700.00
Cemetry Total	6,700.00	6,700.00	6,700.00	6,700.00	6,700.00
Licenses Total	10,040.00	10,040.00	10,040.00	10,040.00	10,040.00
Other Total	17,550.00	17,550.00	17,550.00	17,550.00	17,550.00
Interest Total	600.00	600.00	600.00	600.00	600.00
<b>TOTAL</b>	<b>1,686,267.25</b>	<b>1686267.25</b>	<b>1686267.25</b>	<b>1686267.25</b>	<b>1686267.25</b>
<b>Expenditure</b>					
Outside Works Total	146,182.00	146,182.00	146,182.00	146,182.00	146,182.00
Roof Works					
Democratic Rep Total	16,800.00	16,800.00	16,800.00	16,800.00	16,801.00
Rents Total	28,241.40	28,241.40	28,241.40	28,241.40	28,241.40
Licenced Land Total	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00
Office Admin Total	74,919.00	74,919.00	76,019.00	74,919.00	74,919.00
Staffing Total	740,223.03	745,223.03	745,223.03	745,223.03	745,223.03
Marketing Total	24,845.00	24,845.00	24,845.00	24,845.00	24,845.00
Utilities Total	145,200.00	145,200.00	145,200.00	145,200.00	145,200.00
Grants Total	89,138.00	89,138.00	82,138.00	82,138.00	82,138.00
Loans Total	37,500.00	37,500.00	37,500.00	37,500.00	37,500.00
<b>TOTAL</b>	<b>1,305,548.43</b>	<b>1,310,548.43</b>	<b>1,304,648.43</b>	<b>1,303,548.43</b>	<b>1,303,549.43</b>
<b>Reserve Inc/(Dec)</b>	<b>380,718.82</b>	<b>375,718.82</b>	<b>381,618.82</b>	<b>382,718.82</b>	<b>382,717.82</b>

**Committee:** Full Council

**Date:** 25 November 2020

**Title:** Review of Precept and Charges

**Purpose of Report**

To allow members to determine the precept for 2021/22

To allow members to set charges for 2021/22 for: alfresco licences; Bell Cliff advertising boards; amenities; cemetery; and car parking and permits

To allow members to set charges for 2022/23 for Cart Road beach hut hire; hire of Marine Parade Shelters; and weddings and civil marriages

**Recommendation**

- a) Members set the precept for 2021/22
- b) Members set charges for 2021/22 for: alfresco licences; Bell Cliff advertising boards; amenities; cemetery; car parking; and parking permits
- c) Members set charges for 2022/23 for Cart Road beach hut hire; the hire of Marine Parade Shelters; and weddings and civil marriages

**Background**

- 1. The Retail Price Index (RPI) was 1.6% to September 2020, while the Consumer Price Index (CPI) was 0.5% for the same period. These figures are a 0.8% and 0.2% reduction on the corresponding figures for 2019.
- 2. As a rule, it is easier to administer prices which are rounded up. All prices shown include VAT, where applicable.

**Precept 2021/22**

- 3. The precept for 2020-21 is £132,779.
- 4. For information, the council tax charge for Band D properties in Lyme Regis is £64.14 in 2020-21. This is between 50% and 75% lower than neighbouring towns in Dorset, as follows:  

Charmouth	£121.07
Weymouth	£185.69
Bridport	£238.82
- 5. If members agree a 5% increase, this will increase the council's precept by c.£7k to £139,418, with the council tax charge for a Band D property increasing by £3 to £67.35.

6. If members agree a 10% increase, this will increase the council's precept by c.£13k to £146,056, with the council tax charge for a Band D property increasing by £6 to £70.55.
7. If members agree a 15% increase, this will increase the council's precept by c.£20k to £152,695, with the council tax charge for a Band D property increasing by £9 to £73.76.

### **Cart Road beach hut hire**

8. The council made significant changes to the way beach huts are booked with effect from October 2019. As well as an online booking system linked to the new town council website, there has been a move away from weekly hire to predominantly daily hire, offering more flexibility and availability to hirers. However, during the busiest periods, such as school holidays, there continues to be a minimum weekly booking period.
9. Annual, summer and winter packages were still offered for 2020, as was priority booking to Lyme Regis residents and a 10% discount for Gateway Card holders.
10. For Christmas/New Year 2021/22, there is a two-weekly booking period from 18 December 2021 until 1 January 2022.
11. The prices for 2021 were agreed last year and we now need to set charges for 2022. Agreed charges for previous years are shown in the table below:

	<b>Weekly Rates 2019</b>	<b>Weekly Rates 2020</b>	<b>Daily Rates 2021</b>	<b>Weekly Rates 2021</b>
January– Easter	£10	£10	£3	
Easter Holiday	£45	£45		£50
April– Spring Holiday	£25	£35	£9	
Spring Holiday	£50	£50		£55
June	£45	£45		£50
July- August	£120	£120		£130
September	£45	£45	£11	
October	£25	£25	£6	
November- December	£16	£16	£4	
Christmas and New Year	£35	£40	£40	£80 (only 2 weekly booking)
Winter Season	£150	£155	£160	
Summer Season	£950	£950	£1,000	
Annual	£1,500	£1,500	£1,600	

12. Occupancy data would normally be provided. However, this would not provide an accurate reflection as occupancy rates for 2020 were impacted by COVID-19.



13. When the new booking system was introduced, the weekly rates were left unchanged, but the following daily charges were agreed for those periods when only daily hire was possible. These have also been shown on a weekly equivalent basis in the table above:

	Daily Rate 2021	Equivalent Weekly Rate
January - Easter	£3	£21
End-April-spring holiday	£9	£63
Early-July	£30	£210
September	£11	£77
October	£6	£42
November- December	£4	£28

14. It is clear the daily charge is consistently higher on a pro-rata basis than the equivalent weekly charge. One apparent anomaly is the significant discrepancy between the daily charge for the last week in June and the first two weeks in July and the weekly rate for the whole of the school summer holiday period. The former works out at £210 per week whilst the latter, in a period of greater demand, is £120 per week.
15. Members may want to consider whether this situation requires some action, whether lowering the daily charge or increasing the weekly charge, or a combination of the two.
16. Comparing the beach hut charges in Lyme with other seaside towns is very difficult. Other towns have huts of differing sizes or facilities or which are located differently in relation to either the beach or other facilities. Many other places also only allow booking for longer periods, in some cases to the same person for periods as long as three+ years.

### Alfresco licences

17. The following table shows historical charges:

	Price 2012 – 2016/17	Price 2017/18	Price 2018/19	Price 2019/20	Price 2020/21
Businesses					
Covers	£120	£125	£125	£130	£130
Single Chairs	£10	£10	£10	£12	£12

18. In the current year 2020/21, due to COVID-19 there was government notification to charge a flat £100 per business. This notice is set to expire in September 2021. This needs to inform the council's policy on removable alfresco seating up to that date.

### Website advertising

19. The council agreed on 21 October 2020 to close down the tourism website, lymeregis.org. However, the council previously agreed to the building of a discovery trail website and map, which will incorporate advertising.
20. Advertising rates for the discovery trail website and map were agreed as follows:

Text listing on website	Free
Premium photography website listing	£80
Premium website banner advert	£300

Small printed map advert	£150
Large printed map advert	£400
Video sponsorship advert	£300

21. With the closing down of one website and the launching of another, it is unclear how the advertising revenue will be affected. With charges already agreed for the discovery trail website and map for 2021, no further decisions are required at this point.

### Bell Cliff advertising

22. Since their introduction in 2014/15, the charges remained at £100 inclusive of VAT (£83.33 exclusive), until 2018/19 when they were increased to £110. This level of charge was unchanged in 2019/20. However, it should be noted that due to staffing issues in the finance team, customers continued to be charged £100 in 2019-20 and 2020-21.
23. It is therefore recommended that the cost remains at £120 inclusive of VAT.

### Marine Parade Shelters

24. In 2017/18, the categories for charging for shelters' hire were fundamentally changed, so only prices from this point are shown. The council has already agreed prices for 2020/21, and now needs to set prices for 2021/22 given that many of the areas are booked well in advance.

### Charites, Schools and Not-for-Profit Organisations – per area, per day

Categories	2017/18	2018/19	2019/20	2020/21
DT7 postcodes	£10	£10	£10	£15
Within a 10-mile radius of the offices	£15	£15	£15	£20
Outside a 10-mile radius of the offices	£20	£20	£20	£25
National charities (per hour)	£15	£15	£15	£20
Not-for-profit community events and festivals hiring the shelters	At the discretion of the town clerk	At the discretion of the town clerk	At the discretion of the town clerk	At the discretion of the town clerk

### Commercial or private hire

Area		2017/18	2018/19	2019/20	2020/21
Langmoor Room	Per room, per hour	£15	£15	£15	£15
Market area	Per day	£100	£100	£100	£125
Performance area/top of shelters	Per day	£150	£150	£150	£175

25. Given that the charges are already agreed up until 31 March 2021, it is suggested that the fees for 2021/22 be left unchanged.

### Amenities

26. The mini golf and table tennis area is open daily, 9am to dusk (weather-permitting) from Easter to October half term, and then weekends only. The putting green was reintroduced in June 2017.
27. The current charges are: adult mini-golf and putting, £3; child mini-golf and putting, £1.50; table tennis, £1.50 per person. These prices were increased by 20% in 2016/17 but have remained unchanged since then. Officers suggest an increase to: adult mini-golf, £4, child mini-golf, £2, and table tennis, £2. This could generate an additional £20k income.
28. Pre-booked groups of 10 or more and Gateway Card holders are given a 33% discount.

### Weddings and civil marriages

29. Weddings and civil marriages are booked some time in advance. Prices have already been agreed for 2021/22, and prices now need to be set for 2022/23. Historic charges are shown in the following table:

	2017/18	2018/19	2019/20	2020/21	2021/22
<b>Monday-Friday</b>	£300	£300	£300	£300	£300
<b>Weekends</b>	£400	£400	£400	£400	£400

30. The number of bookings has remained fairly static over the last few years and there are now more competing venues in the town, i.e., Peek Chapel and Marine Theatre. In the circumstances, it may make sense to retain the existing charges for 2022/23.

### Car parking permits

31. Parking permits are for Woodmead car park only and run from April to the following March. No long-term permits are sold for Cabanya or Monmouth Beach car parks.
32. The permits for residents and non-residents are linked to individual vehicles by registration number. The holiday accommodation permits are linked to the property and are for any one vehicle at a time.
33. A weekly ticket at Woodmead is currently £50.
34. The prices agreed since 2015/16 are shown in the following table:

	2017/18	2018/19	2019/20	2020/21
<b>Residents</b>	£175	£175	£175	£175
<b>Non-residents</b>	£300	£300	£325	£335
<b>Holiday accommodation</b>	£550	£550	£650	£670

35. As residents are entitled to a free parking permit over the winter, the charge for residents is effectively for April to October. Residents' concessionary parking permits are issued annually.

36. The increased level of charge for holiday accommodation introduced for the current year did generate some adverse comments at the time. Therefore, it is recommended these are unchanged.

### Car Parking

37. Car park prices in Cabanya and Monmouth Beach were increased in 2016/17 and then again in 2019/20. The hourly rate for the Woodmead car park has remained at £1 throughout.

	201 5/16	201 6/17	201 7/18	201 8/19	201 9/20	202 0/21
<b>Cabanya</b>	1.00	1.20	1.20	1.20	1.40	1.40
<b>Monmouth Beach</b>	1.00	1.20	1.20	1.20	1.40	1.40
<b>Woodmead see below</b>						

1 hour	1.00	1.00	1.00	1.00	1.00	1.00
Up to 2 hours	1.60					
Up to 4 hours	3.50					
Up to 6 hours	4.50					
Per day	7.00					
3-day ticket	15.00		20.00	20.00	25.00	25.00
Weekly ticket	26.00	30.00	40.00	40.00	50.00	50.00

38. The charging hours are 8am to 9pm, between the start of the school Easter holidays, and the end of the October half term, outside of which they are 8am to 6pm.
39. Officers suggest the prices remain unchanged for 2021/22 but consider a price increase in the financial year 2023-24.

### Penalty Charge

40. The level of penalty charge has remained unaltered at £60 for several years, as has the reduced fee of £40 if the penalty is paid within seven working days. These charges are broadly comparable with many others. Some other providers offer a further reduction, often no more than £20, if the penalty is paid immediately, i.e., on the same day. Dorset Council has a differential charge depending on the kind of offence committed.
41. This council's income from penalty charges has increased year-on-year for the last three years despite the static level of charge. The increase is more marked this year; possibly because payments can now be made more easily online.

### Cemetery Charges

42. All the charging elements were examined in some detail in 2016 and no increases were recommended for 2017/18, 2018/19, 2019/20 or 2020/21. The current charges are as set out below.

	<b>Inter still born child or under 2 years</b>	<b>Inter child under 16 years</b>	<b>Inter over 16 years</b>	<b>Inter cremated remains</b>	<b>Exclusive right of burial in earthen grave</b>	<b>Exclusive right of burial of cremated remains</b>	<b>Installation of headstone/footstone/tablet</b>
2017/18	No charge	No charge	£170.00	£40.00	£245.00	£90.00	£90.00
2018/19	No charge	No charge	£225.00	£50.00	£455.00	£276.00	£90.00
2019/20	No charge	No charge	£225.00	£50.00	£455.00	£276.00	£90.00
2020/21	No Charge	No Charge	£225.00	£50.00	£455.00	£276.00	£90.00

<b>Installation of vase</b>	<b>Additional inscription on memorial</b>	<b>Scattering ashes on existing graves</b>	<b>Scattering ashes beneath turf of existing graves</b>	<b>Genealogy searches</b>	<b>Certified copy of entry in burial books</b>	<b>Double interment fee</b>
£45/£60	No charge	Not allowed	Not allowed	No charge	Not offered	No extra charge
£45/£60	£30.00	£20.00	£20.00	£25.00	Not offered	No extra charge
£45/£60	£30.00	£20.00	£20.00	£25.00	Not offered	No extra charge
£45/£60	£30.00	£20.00	£20.00	£25.00	Not Offered	No Extra Charge

43. Double fees apply to non-parishioners.

44. The level of charge is lower than average, and this is often commented on, particularly by those purchasing a 'grave'. However, at current levels of burials, there remains significant capacity at the cemetery, probably 20-25 years at least, and there is no pressure to increase costs in order to fund the imminent acquisition of additional land.

### Site Licences

45. Following the Alder King report, which was presented to the Full Council on 21 September 2016, the level of future charges is dictated by a clause which links increases to inflation at RPI at the end of September, which was 1.6%.

### Benches

46. On 6 June 2019, the internal auditor's report recommended, 'that the Council considers including the purchase of memorial benches to its annual list of fees and charges.'

47. The purchase of memorial benches is governed by their procurement cost and the fees charged relate directly to the purchase cost. The 2020-21 fee was £700.

48. The council's former temporary finance manager has raised the issue of VAT payment on benches; the council has historically charged VAT and passed this cost on. The council could choose whether to charge VAT in future.

Mark Russell  
Finance manager  
November 2020

**Committee:** Full Council

**Date:** 25 November 2020

**Title:** Objectives

**Purpose of Report**

To allow members to consider objectives for 2021-22 and beyond

**Background**

1. On 18 March 2020, the Strategy and Finance Committee agreed that capital projects should be suspended unless a contractual commitment had been entered. This policy position has been maintained.

**Report**

2. The council's 2020-21 budget forecast details a year-end reserve of c.£560,000; this is a prudent forecast. The base budget for 2021-22, along with decisions on the precept and charges could create a surplus of c.£400,000 at 31 March 2022.
3. The council priority must be to strengthen its reserve and officers recommend it should be increased to the council's substantive policy position of 50% of turnover, as soon as possible, i.e., £850,000.
4. With a prudent 2020-21 year-end forecast of £560,000 and a forecast 2021-22 budget surplus of up to c.£400,000, the council could be in a position to release money for objectives during 2021-22. If the council's prudent 2020-21 year-end forecast is exceeded, this could be quite early on in 2021-22.
5. Officers suggest that any money released for objectives is only done so when a reserve of £850,000 has been achieved and the forecast reserve for the 2021-22 year-end remains at £850,000<sup>7</sup>.
6. For member consideration is a list of provisionally costed objectives; the list incorporates previously agreed objectives. The list is deliberately asset-based and divided in to three priorities:

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<sup>7</sup> The council's reserve must be kept under constant review and any threat to the council's financial viability could require an increase to the reserve.

**Priority one**

	£
Members IT	11,000
Office refurb	100,000 <sup>8</sup>
Refurb gardens	15,000
EV charging pods (contractually signed)	7,200
Water meters	5,000
Cadet hut	100,000 <sup>9</sup>
New chipper	15,000
Seafront railings	50,000 <sup>10</sup>
CCTV	5,000 <sup>11</sup>
Asset management strategy	10,000
	<b>318,200</b>

**Priority two**

Lighting columns	80,000
Replace mule	15,000
	<b>95,000</b>

**Priority three**

Beach hut replacement	32,000 <sup>12</sup>
Resident weekend	8,000
New amenity hut	25,000
Ford transit	15,000
Courier van	15,000
Replace car park machines	50,000
Chapel roof	10,000
Lengthsmans' vehicle	20,000
Free town bus (subject to contract)	13,000
Tractor	60,000
	<b>248,000</b>

**TOTAL** **671,200**

John Wright  
Town clerk  
November 2020

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<sup>8</sup> Held over from last year, and significantly reduced to include only essential work. However, the cost could be spread over two financial years.

<sup>9</sup> Since drafting this report, the results of an asbestos survey of the cadet hut have been received. The survey sampling has reported negative.

<sup>10</sup> Held over from 2019-20

<sup>11</sup> The remaining £20k of the project cost will be sought from the Police and Crime Commissioner's Office

<sup>12</sup> Final year of a three-year programme