

15th September 2026

Dear Sir/ Madam

You are hereby summoned to attend the Full Council Meeting to be held in the Town Hall on Monday 21st September 2026, at 7.00 pm for the purpose of transacting the business listed on the agenda below.

Yours faithfully

Doreen Joy – Proper Officer & RFO
Stalham Town Hall
74 High Street, Stalham
Norfolk, NR12 9AS
Tel: 07881 638145
Email: Clerk@stalham-tc.gov.uk

AGENDA

01 Apologies for Absence

02 Declarations of Interest and requests for Dispensations

If a member is not given a dispensation, they must withdraw from the meeting while the item is discussed. (Standing Orders Section 13)

03 Minutes of Previous Meetings

- 3.1 To **AGREE** and sign the minutes from the Full Council Meeting on the 13th of July 2026.
- 3.2 To **ADOPT** the minutes of the Amenities Committee Meeting on the 7th of September 2026.

04 Mayor's Report

05 Public Participation Time

The meeting will be adjourned for a period of 15 minutes to allow Members of the Public to receive County and District Councillors' reports and allow Councillors with prejudicial interests to speak.

To receive the Mayor's Report

Note that only items on this Agenda are to be discussed – for any other item/ subject, please contact the Clerk in writing for submission at a future meeting.

06 MATTERS FROM PREVIOUS MEETINGS

To report on progress on items from previous meetings. No decisions may be taken.

- 6.1 All agreed minutes filed.
- 6.2 All payments authorised.
- 6.3 New High Street lanterns fitted.
- 6.4 Awaiting Post Office response to missing Post Box.
- 6.5 New Bus Shelter being fitted in the middle of October.
- 6.6 Flag Risk Assessment sent to Redcat.
- 6.7 NDP updated; waiting to speak to Louise re next steps.
- 6.8 Adopted policies placed on website.
- 6.9 Events budgets on the next Events meeting.
- 6.10 Christmas lights ordered.
- 6.11 Youth Club lease pending

07 Amenities

- 7.1 Update on Millside's weekly playground inspections and to consider and agree any actions. (JH)
- 7.2 To consider and agree whether to commission a Legionella Report for 2026.
- 7.3 To consider and agree the Broadland First Responders' requests for the Town Hall.

08 Finance & General Purposes Committee

- 8.1 To consider and agree July's and August's reconciliation of accounts.
- 8.2 To consider and agree September's payments.
- 8.3 To consider and agree projects to be included in the 2027/2028 Budget.
- 8.4 To consider and agree whether to cover the costs for the Business Forums Privacy Screen.
- 8.5 To receive the external auditors' report for Council's year-end accounts 2025-2026 and consider and agree any actions.
- 8.6 To consider and agree the change of use for the grant for Stalham Rainbow Brownies.

09 Training

10 Policies, Documents and Communications.

- 10.1 To consider and agree the Council's Risk Management Policy.
- 10.2 To consider and agree the Council's Records Retention and Disposal Schedule.
- 10.3 To consider and agree the meeting dates for 2027.
- 10.4 Update on the Town Booklet and to consider and agree any actions
- 10.5 To consider and agree the Council's Compliments and Complaints Policy.
- 10.6 To consider and agree whether to implement incident reporting for anti-social behaviour in the town. (SM)
- 10.7 To consider and agree whether to apply for the Local Council Award Scheme.
- 10.8 To consider and agree the Council's updated Health and Safety and Welfare Policy.
- 10.9 To consider and agree the Council's Data Protection Complaints Policy.
- 10.10 To consider and agree whether to send thank-you letters to the shops closing in the High Street.
- 10.11 To consider and agree whether to subscribe to Visit North Norfolk.

11 Events

- 11.1 Update on the Christmas Events and to consider and agree any actions.
- 11.2 Update on the Remembrance Parade and to consider and agree on any actions.

12 Strategic Plan

- 12.1 Update on the Strategic Plan and to consider and agree on any actions.

13 To report any other business.

Note that this is to report matters for inclusion in a future agenda or matters which require no decision to be made by the Council.

- 13.1. Delegation of Powers for:

- 13.2 Updates and matters for future agendas.

14 Exclusion of the Press and Public

To resolve under the Public Bodies (Admission to Meetings) Act 1960 that the Press and Public be excluded due to items about employment and legal issues.

- 14.1 Update on the Youth Club and lease, and to consider and agree any actions.

- 14.2 To consider and agree a letter of recommendation from Council.

15 Date of Next Meeting

- 15.1 To confirm that the date of the next Meeting of the Town Council is 19th October 2026.



MINUTES OF THE FULL COUNCIL MEETING HELD ON
MONDAY 13th JULY 2026 AT THE TOWN HALL.

Present: Cllrs: K Bayes, S Toone, M Willoughby, M Green, C Scrivner, R Wilmshurst,
P Wilmshurst R Hood, M Taylor and S Maisey.

Members of Public: – 1

Proper Officer: D Joy
Admin Assistant: J Hodds

MINUTES

01 Apologies for Absence

Cllr McGeary– on maternity leave.

The motion was proposed,

Members **AGREED** to accept Cllr McGeary's apologies for absence.

02 Declarations of Interest and requests for Dispensations

If a member is not given a dispensation, they must withdraw from the meeting while the item is discussed. (Standing Orders Section 13)

None

03 Minutes of Previous Meetings

3.1 To **AGREE and sign the minutes from the Full Council Meeting on the 8th June 2026.**

The motion was proposed,

Members **AGREED** the minutes from the Full Council Meeting on the 8th June 2026.

Cllr Maisey joined the meeting.

3.2 To **ADOPT the minutes of the Events Committee Meeting on the 15th June 2026.**

The motion was proposed,

Members **AGREED** the minutes of the Events Committee on the 15th June 2026.

3.3 To **ADOPT the minutes of the Strategic Plan working Group.**

The Chair informed the meeting that no minutes available all discussed items in the Strategic Plan.

This would be a standing item on the agenda, and the working group would meeting quarterly.

04 Mayors Report

The top of the High Street is looking very good, and thanks are extended to everyone who has put a great deal of effort into tidying the area and making it look so attractive. Stalham Antiques and Country Cleans have kindly been helping to water the plants. Unfortunately, the evening and weekend litter picks have not been well attended. Therefore, future litter picks will return to taking place during weekday daytime hours.

05 Public Participation Time

The meeting will be adjourned for a period of 15 minutes to allow Members of the Public to receive County and District Councillors reports and allow Councillors with prejudicial interests to speak.

To receive the Mayors Report

Note that only items on this Agenda are to be discussed – for any other item/subject please contact the Clerk in writing for submission at a future meeting.

The motion was proposed,

Members **AGREED** to adjourn the meeting to allow all members of the public present to speak.

A resident spoke on item 7.3

Cllr Taylor gave his County Report.

The motion was proposed,

Members **AGREED** to resume the meeting

06 MATTERS FROM PREVIOUS MEETINGS

To report on progress on items from previous meetings. No decisions may be taken.

- 6.1 All agreed minutes filed.
- 6.2 All payments authorised.
- 6.3 Millside equipment fixed.
- 6.4 All reviewed documents placed on website or filed.
- 6.5 Resident replied to on Social Media issue.
- 6.6 Resident replied to events in the High Street.
- 6.7 Jobs Fair planning started.
- 6.8 Youth Club ongoing.
- 6.9 Waiting on NNDC toilet feasibility study.
- 6.10 CCTV at Town Hall fitted
- 6.11 AGAR sent to PKF Littlejohn.
- 6.12 Internal auditors action plan on next Finance Meeting.
- 6.13 Councillors training ongoing.

07 Amenities

- 7.1 Update on Millside's weekly playground inspections and to consider and agree any actions.

No action required.

- 7.2 Update on the High Street Victorian lights and to consider and agree any actions.

The motion was proposed,

Members **AGREED** the new quote of £19,075.00 due to 2 lanterns being missed off the initial survey.

- 7.3 To consider and agree Councils recommendations on a future development on Yarmouth Road.

No action required.

- 7.4 To consider and agree if to respond to a resident's request regarding Post Boxes.

The motion was proposed,

Members **AGREED** to write to the Post office to locate the removed box and get it re-installed.

- 7.5 Update on the new High Street bus shelter and to consider and agree any actions.

The motion was proposed,

Members **AGREED** to cover the £3,898.80 needed to complete the project, due to Norfolk County Council stopping the funding from the Local Members Fund.

08 Finance & General Purposes Committee

8.1 To consider and agree May's reconciliations of accounts.

The motion was proposed,

Members **AGREED** to amend the resolution to say:

"To consider and agree June's reconciliations of accounts."

The motion was proposed,

Members **AGREED** June's reconciliation of accounts.

8.2 To consider and agree June's payments.

The motion was proposed,

Members **AGREED** to amend the resolution to say:

"To consider and agree July's payments."

The motion was proposed,

Members **AGREED** July's payments.

8.3 Update on the Youth Club accounts and to consider and agree any actions.

The motion was proposed,

Members **AGREED** to pay the Stalham and Brumstead Recreation Ground Charity the £6714.74 for expense incurred as this building was now found to belong to Council and not the Charity.

09 Training

None

10 Policies, Documents and Communications.

10.1 Update on NALC membership and to consider and agree any actions.

The motion was proposed,

Members **AGREED** not to rescind their decision not to join NALC.

10.2 To consider and agree Councils Flag Installation Risk Assessment.

The motion was proposed,

Members **AGREED** Councils Flag Installation Risk Assessment, and to send a copy of this to Councils Insurance and the Business Forum for their records.

10.3 Update on Councils Neighbourhood Plan and to consider and agree any actions.

The motion was proposed,

Members **AGREED** the following:

To pay the £750.00 to have the final parts of the plan updated.

For Cllr Bayes to approach NNDC regarding the re-imbursement of costs to Council Neighbourhood plan due to NNDC not reviewing plans until they had updated theirs.

10.4 Update on SABF Meeting and to consider and agree any actions.

The motion was proposed,

Members **AGREED** to reply to the Business Forum queries:

Development of a joint Emergency Evacuation Plan. – Guidance for Martyns Law is not released yet.

Provision of a privacy screen for events. – SABF have already agreed to purchase this. Working jointly with SABF on Health & Safety arrangements for events.- SABF to clarify this point in more detail.

Consideration of whether the Council would contribute 50% of the annual costs associated with the flags. – SABF to follow the grants process that everyone must adhere to.

Seek advice from the Health & Safety adviser regarding the suitability and safety of the flag holders – This does not fall in Councils purview, and these are not Councils assets. Contact the Council's insurers to confirm any health and safety procedures required for the installation, maintenance, and removal of the flags. - This does not fall in Councils purview, and these are not Councils assets.

- 10.5 To consider and agree the Council's Data Protection Policy.
The motion was proposed,
Members **AGREED** to amend the resolution to say:
"To consider and agree Council's Subject Access Form."
The motion was proposed,
Members **AGREED** Council's Subject Access Form
- 10.6 To consider and agree if to move meetings to the 3rd Monday in the month.
The motion was proposed,
Members **AGREED** to move meetings to the 3rd Monday in the month.

Cllr Taylor left the meeting.

- 10.7 Update on SLCC Membership and to consider and agree any actions.
No action taken.

11 Events

- 11.1 To consider and agree the final risk assessment for the Artisan Market.
The motion was proposed,
Members **AGREED** the following:
1st Aid Cllrs Green and Taylor and volunteers A Hood and P Moore.
Event Organiser = Cllr Bayes
- 11.2 To consider and agree if to do a Summer Activity sheet.
The motion was proposed,
Members **AGREED** the Summer Activity sheet with the following amendments:
To place Councils logo on the sheet.
To review the word search and spot the difference.
- 11.3 To consider and agree the risk assessment for the Remembrance Sunday Parade.
The motion was proposed,
Members **AGREED** the risk assessment for the Remembrance Sunday Parade.
- 11.4 To consider and agree if to give a donation to volunteer groups who help at Councils events.
The motion was proposed,
Members **AGREED** to give a donation of £200.00 to volunteer groups who help at Councils events.
- 11.5 Update on Events for 2027 and to consider and agree any actions.
The motion was proposed,
Members **AGREED** to amend the resolution to say:
"Update on Events for 2026 and 2027 and to consider and agree any actions."
The motion was proposed,
Members **AGREED** the following:
Festival of Stalham - For the Clerk to put together a budget of this event and bring back to the next meeting.
Epic 10k run – To support this event.
Christmas Lights – the agreement is subject to answers on:
Warranty
Life of the lights
Electricity costs
Do they flash or static.

12 To Report any other business.

Note that this is to report matters for inclusion in a future agenda or matters which require no decision to be made by the Council.

12.1. Delegation of Powers for:

AI Training

Town Signage and funding

Fees for Artisan Market

12.2 Thank you from East of England Ambulance Services Charity for Councils grant to the Broadland First Responders.

12.3 Thank you from a resident regarding the pontoon.

13 Exclusion of the Press and Public

To resolve under the Public Bodies (Admission to Meetings) Act 1960 that the Press and Public be excluded due items pertaining to employment and legal issues.

13.1 Update on the Youth Club and lease and to consider and agree any actions.

The motion was proposed,

Members **AGREED** how to move forward on the lease.

13 Date of Next Meeting

13.1 To confirm that the date of the next Meeting of the Town Council 21th September 2026.

MEETING CLOSED: 9:51PM

CHAIR:_____

DATE:_____

June's Payments										
NO	A/C Code	Cost Code	Payable to	Payment Method	Description	Invoice No	Net	VAT	Gross Amount	R
83	4015	200	Engie	D/D	Street Lights April 2026	6052873	£619.70	£123.94	£743.64	2.6.26
84	4251	700	EON	D/D	Town Hall Electric May 2026	N/A	£143.86	£7.19	£151.05	2.7.26
85	4221	100	EE	D/D	Mobiles - 28.4.26-28.5.26	N/A	£50.00	£10.00	£60.00	2.7.26
86	4221	100	BT	D/D	Phone & Internet June	N/A	£66.95	£13.39	£80.34	2.7.26
87	4010	200	Cozens	ONLINE	Street Lights June25	10784	£150.00	£30.00	£180.00	2.7.26
88	4120	600	Wave	D/D	Water 1.3.26 - 31.5.26	16624156	£136.15	£12.69	£148.85	2.7.26
89	4201	100	Unity Bank	D/D	Bank Charges May	N/A	£0.00	£0.00	£17.50	2.7.26
90	4300	500	Doreen Joy	ONLINE	Employment Costs	N/A	£5,081.61			2.6.26
91	4300	500	Julie Hodds	ONLINE						2.6.26
	4300	500								
92	4400	500	Norfolk Pension Fund	D/D		N/A				2.7.26
93	4301	500	Sage	ONLINE	Payroll 16/5/26-15/6/26	2006920	£11.00	£2.20	£13.20	2.6.26
94	4025	300	NNDC	ONLINE	Bin & Dog Bins 2026/2027	1020432	£2,574.00	£514.80	£3,088.80	2.7.26
95	4025	400	NNDC	ONLINE	Campingfield Bins 2026/2027	1020727	£460.20	£0.00	£460.20	2.7.26
96	4440	700	Hall Booking Online	D/D	Subscription for online booking system	stalham-04	£120.00	£24.00	£144.00	2.7.26
97	4250	400	Nick Hindle	ONLINE	Make safe headstone	2577	£48.00	£9.60	£57.60	2.7.26
98	4461	201	The Galley	ONLINE	Duplicate stall payment - Artisan Fayre	N/A	£0.00	£0.00	£27.00	
99	4215	201	Stalham WI	ONLINE	Buffett for ATM	3	£0.00	£0.00	£200.00	2.7.26
100	4032	300	Kevin Bayes	ONLINE	Flowers and soil for planters	N/A	£0.00	£0.00	£195.84	2.7.26
101	4310	100	SLCC	ONLINE	Julie Hodds GDPR course	QL208985-1	£38.50	£7.70	£46.20	2.7.26

Signatories :

S.Toone

K. Bayes

Agreed Full Council :13.4.2026

Chair

RFO

June's Payments										
NO	A/C Code	Cost Code	Payable to	Payment Method	Description	Invoice No	Net	VAT	Gross Amount	R
102	4220	100	Norwich Office Supplies	ONLINE	Stationery	34328	£26.65	£5.33	£31.98	2.7.26
103	4220	100	Norwich Office Supplies	ONLINE	Stationery	34262	£59.87	£11.97	£71.84	2.7.26
104	4032	300	Century Printing	ONLINE	Bus Stop planter signs	11182	£62.25	£12.45	£74.70	2.7.26
	4461	201			Artisan Banner updates		£85.00	£17.00	£102.00	2.7.26
105	4200	100	Clear Councils	ONLINE	Insurance Renewal	LC002144			£4,850.46	2.6.26
	4201	100	Lloyds Credit Card	ONLINE	Charges	N/A	£0.00	£0.00	£6.00	2.6.26
106	4440	802	Land Registry	ONLINE	Property Search High Street	N/A	£0.00	£0.00	£42.00	2.6.26
	4220	201	Rajapack	ONLINE	Stationery	N/A	£7.81	£1.56	£9.37	2.6.26
107	4250	700	Paul Wilmshurst	ONLINE	Amazon - Oven Element	GB600B7G5 T3H51	£9.57	£1.92	£11.49	2.7.26

Signatories :

S.Toone

K. Bayes

Agreed Full Council :13.4.2026

Chair

RFO



MINUTES OF THE AMENITIES COMMITTEE MEETING HELD ON
MONDAY 7th SEPTEMBER 2026 AT 7PM THE TOWN HALL

Present: Cllrs: S Toone (Chair), M Willoughby, R Hood, S Maisey and P Wilmshurst

Clerk: Ms D. Joy

Public: 1

MINUTES

01 APOLOGIES FOR ABSENCE

None

02 DECLARATION OF INTEREST AND REQUESTS FOR DISPENSATION

If a member is not given a dispensation, they must withdraw from the meeting while the item is discussed. (Standing Orders Section 13)

None

03 MINUTES FROM PREVIOUS MEETINGS.

3.1 To agree and sign the minutes of the Amenities Committee held on the 2nd March 2026 and ADOPTED by Full Council on the 9th March 2026.

These minutes were agreed in June.

04 PUBLIC PARTICIPATION TIME

The meeting will be adjourned for a period specified in the Resolution (no longer than 15 minutes) to allow Members of the Public, and any Councillors with prejudicial interests to speak.

Note that only items on this Agenda are to be discussed – for any other item/ subject please contact the Clerk in writing for submission at a future meeting.

The motion was proposed,

Members **AGREED** to adjourn the meeting.

No members of the public wished to speak.

The motion was proposed,

Members **AGREED** to resume the meeting

05 MATTERS FROM PREVIOUS MEETINGS

To report on progress on items from previous meetings. No decisions may be taken.

5.1 Minutes filed.

5.2 Resident informed of Council decision regarding St Mary's Churchyard.

5.3 Allotment gate fixed.

5.4 Plots reorganised at the allotment.

5.5 Allotment plots offered to residents outside Stalham.

5.6 Waiting on Cozens re SAM2 on Yarmouth Road.

5.7 High Street bus stop being installed in October.

5.8 Fixing streetlight at Town Hall in progress.

5.9 Installing Tommy in progress.

5.10 Anti-social behaviour in the High Street reported to the police.

06 TOWN HALL

- 6.1 To consider and agree the quote to place protective wall panels.
The motion was proposed,
Members **AGREED** to go with the quote from JJ Property.

BURIAL GROUNDS

- 7.1 To consider and agree a resident's proposal for St Mary's Churchyard.
The motion was proposed,
Members **AGREED** to grant the resident permission to cut back the overhanging branches to the boundary line.
- 7.2 Update on flint walls at St Mary's burial ground and to consider and agree any actions.
The motion was proposed,
Members **AGREED** to inspect the walls annually.

08 ALLOTMENTS

- 8.1 Update on hosepipes at the allotments and to consider and agree any actions.
The motion was proposed,
Members **AGREED** to monitor the water bills and compare them with the previous year's charges. If there has been a significant increase in water costs, the additional cost will be passed on to the allotment holders.

HIGHWAYS

- 9.1 Update on planting around the Town and to consider and agree any actions.
Members **AGREED** to undertake an initial planting scheme alongside the old railway line and monitor its success before considering planting larger areas elsewhere in the town.
- 9.2 To consider and agree if to apply for the Parish Partnership Scheme 2027/2028.
Members **AGREED** to investigate the installation of a speed hump on the road near the High School to help reduce vehicle speeds.

10 STREET FURNITURE

- 10.1 Update on the bus stop at the top of the High Street and to consider and agree any actions.
The Clerk informed the meeting that the new bus shelter was scheduled to be installed in mid-October, with the work expected to take approximately five days.
Sponsors were still being sought for the new planters to be placed near the bus shelter.
- 10.2 To consider and agree if to place a dog bin at the back of Allen Meale Way.
Members **AGREED** to pass this on to the District Councillor, Matthew Taylor, as Norfolk County Council had advised that NNDC would be responsible for installing the dog-waste bin at this location.
- 10.3 To consider and agree the quote for the village sign repairs.
Members **AGREED** to try and secure at least two additional quotes, including one through the Repair Café and one from another source.

11 STREET LIGHTS

12 PROCEDURAL

13 STAITHE

14 LAND

15 TO REPORT ANY OTHER BUSINESS

Note that this is to report matters for inclusion in a future agenda or matters which require no decision to be made by the Council.

None

16 DATE OF NEXT MEETING

16.1 To confirm the next meeting of this Committee is 2nd November 2026

MEETING CLOSED: 7:35pm

CHAIR: _____

DATE: _____

Millside Playground						
	Name - Julie Hodds					Month - July
	Date	03-Jul	10-Jul	24-Jul		Comments
	General					
	gates	✓	✓	✓		
	fences	✓	✓	✓		
	signage	✓	✓	✓		
	grass	✓	✓	✓		
	bins	✓	✓	✓		
	Swings					
	chains	✓	✓	✓		
	seats	✓	✓	✓		
	matting	✓	✓	✓		
	fixings	✓	✓	✓		
	Slide					
	slide	✓	✓	✓		
	frame	✓	✓	✓		
	steps	✓	✓	✓		
	matting	✓	✓	✓		
	3 low-level activity trail					
	structure	✓	✓	✓		
	fixings	✓	✓	✓		
	Activity trail walk					
	structure	✓	✓	✓		
	chains	✓	✓	✓		
	fixings	✓	✓	✓		

Millside Playground						
	Name - Julie Hodds					Month - August
	Date	14/08/26	20/08/26			Comments
	General					Bin does not lock shut
	gates	☒	☒			
	fences	☒	☒			
	signage	☒	☒			
	grass	☒	☒			
	bins	☐	☐			
	Swings					Slight moss at back of mat
	chains	☒	☒			
	seats	☒	☒			
	matting	☒	☒			
	fixings	☒	☒			
	Slide					
	slide	☒	☒			
	frame	☒	☒			
	steps	☒	☒			
	matting	☒	☒			
	3 low-level activity trail					
	structure	☒	☒			
	fixings	☒	☒			
	Activity trail walk					
	structure	☒	☒			
	chains	☒	☒			
	fixings	☒	☒			

**Bank Reconciliation Statement as at 31/07/2026
for Cashbook 4 - Unity Bank**

<u>Bank Statement Account Name (s)</u>	<u>Statement Date</u>	<u>Page</u>	<u>Balances</u>
Unity Bank	31/07/2026	4	78,635.46
			78,635.46
<u>Unpresented Payments (Minus)</u>		<u>Amount</u>	
		0.00	
			0.00
			78,635.46
<u>Unpresented Receipts (Plus)</u>			
		0.00	
			0.00
			78,635.46
		Balance per Cash Book is :-	78,635.46
		Difference is :-	0.00

Signatory 1:

Name Signed Date

Signatory 2:

Name Signed Date

Ms Doreen Joy
Stalham Town Hall
74 High Street
Stalham Norwich
NR12 9AS

✉ Unity Trust Bank plc
PO Box 7193
Planetary Road
Willenhall
WV1 9DG

☎ Call **0345 140 1000***

✉ Email **us@unity.co.uk**

🌐 Visit **www.unity.co.uk**

Account Statement

01 July 2026 to 31 July 2026

Account Name: Stalham Town Council
Sort Code: 608301
Account Number: 20439693
Swift Code (BIC): NWBKGB2L
IBAN: GB93NWBK60023571418024

Summary**

Start balance	Paid out	Paid in	End balance
£97,511.32	£20,334.07	£1,458.21	£78,635.46

Your arranged overdraft limit is £0.00



Go Paperless!

You can choose to receive online statements and we'll notify you by email when they're available. Contact us to switch to paperless statements.

Accessibility

Unity can offer statements in alternative formats such as statements in braille, large print or audio. Please contact us for more information.

*Our call centre opening hours are 9:00am to 5:00pm, Monday to Friday, excluding bank and public holidays in England and Wales. Calls are recorded and may be monitored for security, training and quality purposes.

**Please note it is your responsibility to check all statement entries and period end dates when reconciling your accounts for your own official accounting purposes.

Transactions for Current T2 account 20439693

Date	Type	Details	Paid Out £	Paid In £	Balance £
30/06/2026		Balance brought forward	£0.00	£0.00	£97,511.32
01/07/2026	Credit	T Fuller	£0.00	£40.00	£97,551.32
01/07/2026	Credit	FLAME K	£0.00	£15.00	£97,566.32
02/07/2026	Credit	CCLA Investment Management Limited	£0.00	£324.21	£97,890.53
06/07/2026	Standing Order	S/O to: Cozens (UK) Ltd	£180.00	£0.00	£97,710.53
07/07/2026	Direct Debit	Direct Debit (EE LIMITED)	£60.00	£0.00	£97,650.53
07/07/2026	Credit	Deena Ball	£0.00	£300.00	£97,950.53
07/07/2026	Credit	Deena Ball	£0.00	£300.00	£98,250.53
08/07/2026	Credit	N Burdett	£0.00	£30.00	£98,280.53
09/07/2026	Credit	UJLAKIBORBA	£0.00	£30.00	£98,310.53
10/07/2026	Direct Debit	Direct Debit (NORTH NORFOLK DC)	£265.00	£0.00	£98,045.53
10/07/2026	Credit	SLUGGISH	£0.00	£30.00	£98,075.53
14/07/2026	Faster Payment Debit	B/P to: NNDC	£937.30	£0.00	£97,138.23
14/07/2026	Faster Payment Debit	B/P to: BBT Construction	£307.86	£0.00	£96,830.37
14/07/2026	Faster Payment Debit	B/P to: RedCat	£834.00	£0.00	£95,996.37
14/07/2026	Faster Payment Debit	B/P to: C HOWLETT	£15.00	£0.00	£95,981.37
14/07/2026	Faster Payment Debit	B/P to: Bowers and Barr	£149.06	£0.00	£95,832.31
14/07/2026	Faster Payment Debit	B/P to: Norfolk Office	£451.08	£0.00	£95,381.23
14/07/2026	Faster Payment Debit	B/P to: LJ Tree Services	£640.00	£0.00	£94,741.23
14/07/2026	Faster Payment Debit	B/P to: LJ Tree Services	£1,240.00	£0.00	£93,501.23
14/07/2026	Faster Payment Debit	B/P to: C T Baker	£13.14	£0.00	£93,488.09
14/07/2026	Faster Payment Debit	B/P to: Stalham DIY and Ha	£69.10	£0.00	£93,418.99
14/07/2026	Faster Payment Debit	B/P to: darren boden	£663.42	£0.00	£92,755.57
14/07/2026	Faster Payment Debit	B/P to: S Ayling	£406.25	£0.00	£92,349.32
14/07/2026	Faster Payment Debit	B/P to: North Walsham Fire	£93.84	£0.00	£92,255.48
14/07/2026	Faster Payment Debit	B/P to: Macys Perm Jewelle	£30.00	£0.00	£92,225.48
14/07/2026	Transfer	B/P to: SLCC	£140.40	£0.00	£92,085.08

Transactions for Current T2 account 20439693

Date	Type	Details	Paid Out £	Paid In £	Balance £
14/07/2026	Faster Payment Debit	B/P to: Jaydee Living	£44.16	£0.00	£92,040.92
14/07/2026	Faster Payment Debit	B/P to: BBT Construction	£85.00	£0.00	£91,955.92
15/07/2026	Direct Debit	Direct Debit (BT GROUP PLC)	£80.34	£0.00	£91,875.58
15/07/2026	Credit	Nicholas Ball	£0.00	£15.00	£91,890.58
15/07/2026	Credit	Firman Daniel Bu	£0.00	£30.00	£91,920.58
16/07/2026	Direct Debit	Direct Debit (E.ON NEXT LTD)	£52.92	£0.00	£91,867.66
16/07/2026	Direct Debit	Direct Debit (LLOYDS BANK PLC)	£278.70	£0.00	£91,588.96
21/07/2026	Direct Debit	Direct Debit (SAGE UK LTD)	£16.80	£0.00	£91,572.16
21/07/2026	Credit	Rachel Brown	£0.00	£27.00	£91,599.16
21/07/2026	Credit	SIMONS G	£0.00	£27.00	£91,626.16
21/07/2026	Credit	NICKNAME CRAFTS	£0.00	£27.00	£91,653.16
21/07/2026	Credit	Helene Baker	£0.00	£27.00	£91,680.16
22/07/2026	Faster Payment Debit	B/P to: The Law Firm Group	£800.00	£0.00	£90,880.16
22/07/2026	Faster Payment Debit	B/P to: Kevin Bayes	£13.75	£0.00	£90,866.41
22/07/2026	Faster Payment Debit	B/P to: Norfolk Pension Fu	£1,237.56	£0.00	£89,628.85
22/07/2026	Credit	Bethany CanhamBiggs	£0.00	£27.00	£89,655.85
23/07/2026	Direct Debit	Direct Debit (HMRC SDDS)	£3,884.76	£0.00	£85,771.09
27/07/2026	Credit	THE TIP BEE T/AS	£0.00	£27.00	£85,798.09
28/07/2026	Direct Debit	Direct Debit (ENGIE POWER)	£567.38	£0.00	£85,230.71
28/07/2026	Standing Order	S/O to: Julie Hodds	£1,481.04	£0.00	£83,749.67
28/07/2026	Standing Order	S/O to: D E JOY	£2,327.01	£0.00	£81,422.66
28/07/2026	Faster Payment Debit	B/P to: The Lively Crew	£2,160.00	£0.00	£79,262.66
28/07/2026	Faster Payment Debit	B/P to: Holt Ridge Morris	£200.00	£0.00	£79,062.66
28/07/2026	Faster Payment Debit	B/P to: Spangle Steel Pan	£350.00	£0.00	£78,712.66
28/07/2026	Faster Payment Debit	B/P to: P DANN	£245.00	£0.00	£78,467.66
29/07/2026	Credit	J Keir	£0.00	£85.00	£78,552.66
31/07/2026	Credit	The galley	£0.00	£27.00	£78,579.66

Transactions for Current T2 account 20439693

Date	Type	Details	Paid Out £	Paid In £	Balance £
31/07/2026	Credit	WAGHORN M J	£0.00	£30.00	£78,609.66
31/07/2026	Credit	Your Health Norfolk And Suffolk Lim	£0.00	£40.00	£78,649.66
31/07/2026	Fee	Service Charge	£14.20	£0.00	£78,635.46

Financial Services Compensation Scheme

For eligible organisations, your deposits held with Unity Trust Bank are protected up to £120,000 under the Financial Services Compensation Scheme (FSCS). For more information about eligibility and compensation provided by the FSCS, please visit: **FSCS.org.uk** or refer to our FSCS Information Sheet and Exclusions List at **www.unity.co.uk/fscs**

Sending or Receiving Currency

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When receiving currency into your Unity account, you must inform us of the transaction. The SWIFTBIC number relates to a central Unity account. We use this account to receive international currency before allocating the payment to your account. Please call us on **0345 140 1000*** for more information.

Fraud Concerns

If you have any concerns regarding fraud on your account, then please call the freephone number **0800 652 3839**.

What happens when something goes wrong?

If you have a problem with your Unity account or our service, please get in touch with us on **0345 140 1000***. We aim to resolve any issues as soon as possible.

Additional Information

A copy of our interest rates can be found on our website **www.unity.co.uk/interest-rates**

A copy of our fees and charges can be found on our website **www.unity.co.uk/terms-and-conditions**

This information is also available by calling **0345 140 1000***. To help us improve our service and maintain security, we may monitor and/or record your telephone calls with us.

Unity Trust Bank plc is authorised by the Prudential Regulation Authority and regulated by the Financial Conduct Authority and the Prudential Regulation Authority. Unity Trust Bank is entered in the Financial Services Register under number 204570. Registered office: Four Brindleyplace, Birmingham, B1 2JB. Registered in England and Wales no. 1713124.

*Our call centre opening hours are 9:00am to 5:00pm, Monday to Friday, excluding bank and public holidays in England and Wales. Calls are charged at local rate. Calls are recorded and may be monitored for security, training and quality purposes.
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Ms Doreen Joy
Stalham Town Hall
74 High Street
Stalham Norwich
United Kingdom
NR12 9AS

✉ Unity Trust Bank plc
PO Box 7193
Planetary Road
Willenhall
WV1 9DG

☎ Call **0345 140 1000***

✉ Email **us@unity.co.uk**

🌐 Visit **www.unity.co.uk**

Pre-notification statement

01 July 2026 to 31 July 2026

Account Name: Stalham Town Council

Sort Code: 608301

Account Number: 20439693

Dear Ms Doreen Joy,

This letter outlines charges relating to the transactions and debit interest on your account between 01/07/2026 and 31/07/2026.

You can find full details of our fees and charges within the Standard Service Tariff on our website **www.unity.co.uk/terms-and-conditions**

The charges for this billing period are:**

Total charges	£15.10
Total debit interest	£0.00
To be debited from your account on	31/08/2026



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Accessibility

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Pre-notification of account charges

Type	Count	Charge
Automated Payments	31	£4.65
Faster Payments	23	£3.45
Manual	—	£0.00
Account Fee	—	£7.00

Additional information

The combined account charge includes the following transaction types:

Automated Payments	Bacs Credit (in)	Direct Debit (out)	Faster Payment Credit (in)
Faster Payments	Standing Orders (out)	Bill Payments (out)	
Manual	Cheques	Credits	
Account Fee	This is the standard charge for maintaining your account regardless of any transactions.		
Total charge	These charges do not include cash or cheques paid in through the Post Office, Bank Counter or via our Freepost service.		

Interest and Charges

Our General Terms & Conditions state when we may apply charges or interest. Further information about debit interest and other fees or charges can be found in our Standard Service Tariff.

Credit interest – AER stands for Annual Equivalent Rate and describes what the interest rate would be if interest was paid and compounded annually.

Debit interest – ABR stands for Above Base Rate and describes the rate charged annually above the Bank of England Base Rate.

Sending or Receiving Currency

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**Bank Reconciliation Statement as at 31/07/2026
for Cashbook 6 - CCLA**

<u>Bank Statement Account Name (s)</u>	<u>Statement Date</u>	<u>Page</u>	<u>Balances</u>
CCLA	31/07/2026	4	103,000.00
			<u>103,000.00</u>
<u>Unpresented Payments (Minus)</u>		<u>Amount</u>	
		0.00	
			<u>0.00</u>
			103,000.00
<u>Unpresented Receipts (Plus)</u>			
		0.00	
			<u>0.00</u>
			103,000.00
		Balance per Cash Book is :-	103,000.00
		Difference is :-	0.00

Signatory 1:

Name Signed Date

Signatory 2:

Name Signed Date

Statement of Account

Mrs Doreen E Joy
Stalham Town Council
74 High Street
Stalham
Norfolk
NR12 9AS

2 August 2026

Account name: **STALHAM TOWN COUNCIL**
Account number: **PS1007149-001**
Statement period: **01/07/2026 to 31/07/2026**

Account summary

Total valuation as at 31 July 2026 **£103,000.00**
Total valuation as at last statement at 1 July 2026 **£103,000.00**

Holdings as at 31 July 2026

Fund name	Unit/share holdings	Price per unit/share	Value
Public Sector Deposit Fund SC4 - Public Sector GB00B3LDFH01	103,000.0000	£1.00	£103,000.00
			Total value
			£103,000.00

The average Fund yield for this period was 3.83% p.a.

Income for the period is as follows:

Month	Date paid	Fund name	Method	Amount (£)	Destination
Jul 2026	04/08/2026	Public Sector Deposit Fund SC4 - Public Sector	Paid to Nominated Bank Details	£335.19	

Correspondence address: PO Box 12892, Dunmow, Essex CM6 9DL

clientservices@ccla.co.uk

Freephone 0800 022 3505

www.ccla.co.uk

Fund documentation is available at www.ccla.co.uk/investments, or may be requested from our Client Services team. Telephone calls are recorded.
CCLA Investment Management Limited (registered in England & Wales, No. 2183088), part of the Jupiter Group, is authorised and regulated by the Financial Conduct Authority. Registered address: The Zig Zag Building, 70 Victoria Street, London, SW1E 6SQ.

All CCLA forms are available on our website: **www.ccla.co.uk/resources/client-documentation**. Please ensure that you download and use the latest available form to make any transaction or amendment. Using an old form will result in the instruction being rejected.

Before making any additional investments into CCLA funds, please read the most recent version of the relevant fund's key information document (KID). KIDs can help investors understand the nature, risks, costs, potential gains and potential losses of fund, and compare the fund with other products. The KIDs for our funds are available in the investments section of our website at, www.ccla.co.uk. Or, you can ask us to send you copies, free of charge, by emailing our Client Services team at clientservices@ccla.co.uk.

Please keep all documents (including this statement) safe as you may need to refer to the information in the future.

If you would like to discuss any of the information on your statement please contact Client Services.

A glossary of terms used in this communication is available on **www.ccla.co.uk/glossary**. If you would like the information in an alternative format or have any queries, please call us on **0800 022 3505** or email us at **clientservices@ccla.co.uk**.

Ms Doreen Joy
Stalham Town Hall
74 High Street
Stalham Norwich
NR12 9AS

✉ Unity Trust Bank plc
PO Box 7193
Planetary Road
Willenhall
WV1 9DG

☎ Call **0345 140 1000***

✉ Email **us@unity.co.uk**

🌐 Visit **www.unity.co.uk**

Account Statement

01 August 2026 to 31 August 2026

Account Name: Stalham Town Council
Sort Code: 608301
Account Number: 20439693
Swift Code (BIC): NWBKGB2L
IBAN: GB93NWBK60023571418024

Summary**

Start balance	Paid out	Paid in	End balance
£78,635.46	£9,436.54	£23,903.33	£93,102.25

Your arranged overdraft limit is £0.00



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Transactions for Current T2 account 20439693

Date	Type	Details	Paid Out £	Paid In £	Balance £
31/07/2026		Balance brought forward	£0.00	£0.00	£78,635.46
03/08/2026	Credit	T Fuller	£0.00	£40.00	£78,675.46
04/08/2026	Credit	CCLA Investment Management Limited	£0.00	£335.19	£79,010.65
06/08/2026	Direct Debit	Direct Debit (EE LIMITED)	£55.20	£0.00	£78,955.45
06/08/2026	Standing Order	S/O to: Cozens (UK) Ltd	£180.00	£0.00	£78,775.45
07/08/2026	Credit	HMRC VAT	£0.00	£7,018.94	£85,794.39
10/08/2026	Direct Debit	Direct Debit (NORTH NORFOLK DC)	£265.00	£0.00	£85,529.39
11/08/2026	Faster Payment Debit	B/P to: Cozens (UK) Ltd	£360.00	£0.00	£85,169.39
11/08/2026	Faster Payment Debit	B/P to: APC Pest Control	£216.00	£0.00	£84,953.39
11/08/2026	Faster Payment Debit	B/P to: Norfolk Pension Fu	£1,237.56	£0.00	£83,715.83
11/08/2026	Faster Payment Debit	B/P to: S Ayling	£178.25	£0.00	£83,537.58
11/08/2026	Faster Payment Debit	B/P to: APC Pest Control	£204.00	£0.00	£83,333.58
11/08/2026	Faster Payment Debit	B/P to: Avena	£246.00	£0.00	£83,087.58
11/08/2026	Faster Payment Debit	B/P to: The Galley	£27.00	£0.00	£83,060.58
11/08/2026	Faster Payment Debit	B/P to: E Brown	£100.00	£0.00	£82,960.58
11/08/2026	Faster Payment Debit	B/P to: darren boden	£663.42	£0.00	£82,297.16
11/08/2026	Faster Payment Debit	B/P to: Anglian Internet	£96.00	£0.00	£82,201.16
11/08/2026	Faster Payment Debit	B/P to: Stalham DIY and Ha	£44.30	£0.00	£82,156.86
11/08/2026	Faster Payment Debit	B/P to: century printing	£129.90	£0.00	£82,026.96
11/08/2026	Faster Payment Debit	B/P to: SR PRINT	£153.60	£0.00	£81,873.36
11/08/2026	Faster Payment Debit	B/P to: Broadland Model Ra	£15.00	£0.00	£81,858.36
11/08/2026	Faster Payment Debit	B/P to: KNIGHTS TROPHIES	£18.00	£0.00	£81,840.36
11/08/2026	Credit	The Stalham Broads	£0.00	£30.00	£81,870.36
11/08/2026	Credit	The Stalham Broads	£0.00	£30.00	£81,900.36
14/08/2026	Credit	NNDC	£0.00	£165.00	£82,065.36
17/08/2026	Direct Debit	Direct Debit (BT GROUP PLC)	£80.34	£0.00	£81,985.02
17/08/2026	Direct Debit	Direct Debit (LLOYDS BANK PLC)	£209.94	£0.00	£81,775.08

Transactions for Current T2 account 20439693

Date	Type	Details	Paid Out £	Paid In £	Balance £
17/08/2026	Faster Payment Debit	B/P to: Norfolk Office	£110.25	£0.00	£81,664.83
17/08/2026	Credit	Candlbykelly	£0.00	£27.00	£81,691.83
17/08/2026	Credit	Credit 000069	£0.00	£171.00	£81,862.83
18/08/2026	Direct Debit	Direct Debit (E.ON NEXT LTD)	£86.70	£0.00	£81,776.13
18/08/2026	Faster Payment Debit	B/P to: Stalham DIY and Ha	£271.70	£0.00	£81,504.43
18/08/2026	Credit	Nick Hindle Stonem	£0.00	£90.00	£81,594.43
18/08/2026	Credit	BOGSTRUP PR+VF	£0.00	£171.00	£81,765.43
20/08/2026	Direct Debit	Direct Debit (SAGE UK LTD)	£16.80	£0.00	£81,748.63
21/08/2026	Direct Debit	Direct Debit (E.ON NEXT LTD)	£32.76	£0.00	£81,715.87
21/08/2026	Credit	Your Health Norfolk And Suffolk Lim	£0.00	£20.00	£81,735.87
24/08/2026	Credit	STALHAM AREA BUS	£0.00	£90.00	£81,825.87
25/08/2026	Credit	T Fuller	£0.00	£40.00	£81,865.87
25/08/2026	Credit	THE ANTIQUES COLLE	£0.00	£80.00	£81,945.87
27/08/2026	Direct Debit	Direct Debit (ENGIE POWER)	£615.67	£0.00	£81,330.20
28/08/2026	Standing Order	S/O to: Julie Hodds	£1,481.04	£0.00	£79,849.16
28/08/2026	Standing Order	S/O to: D E JOY	£2,327.01	£0.00	£77,522.15
28/08/2026	Credit	NCC BACS A/P	£0.00	£15,595.20	£93,117.35
31/08/2026	Fee	Service Charge	£15.10	£0.00	£93,102.25

Financial Services Compensation Scheme

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Ms Doreen Joy
Stalham Town Hall
74 High Street
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PO Box 7193
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WV1 9DG

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✉ Email **us@unity.co.uk**

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Pre-notification statement

01 August 2026 to 31 August 2026

Account Name: Stalham Town Council

Sort Code: 608301

Account Number: 20439693

Dear Ms Doreen Joy,

This letter outlines charges relating to the transactions and debit interest on your account between 01/08/2026 and 31/08/2026.

You can find full details of our fees and charges within the Standard Service Tariff on our website **www.unity.co.uk/terms-and-conditions**

The charges for this billing period are:**

Total charges	£13.45
Total debit interest	£0.00
To be debited from your account on	30/09/2026



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Pre-notification of account charges

Type	Count	Charge
Automated Payments	25	£3.75
Faster Payments	17	£2.55
Manual	1	£0.15
Account Fee	—	£7.00

Additional information

The combined account charge includes the following transaction types:

Automated Payments	Bacs Credit (in)	Direct Debit (out)	Faster Payment Credit (in)
Faster Payments	Standing Orders (out)	Bill Payments (out)	
Manual	Cheques	Credits	
Account Fee	This is the standard charge for maintaining your account regardless of any transactions.		
Total charge	These charges do not include cash or cheques paid in through the Post Office, Bank Counter or via our Freepost service.		

Interest and Charges

Our General Terms & Conditions state when we may apply charges or interest. Further information about debit interest and other fees or charges can be found in our Standard Service Tariff.

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Sending or Receiving Currency

You may be asked for your SWIFTBIC (Bank Identification Code) and IBAN (International Bank Account Number). These can be found at the top of this statement and are required to ensure that international banks can find the correct account to credit or debit funds.

When receiving currency into your Unity account, you must inform us of the transaction. The SWIFTBIC number relates to a central Unity account. We use this account to receive international currency before allocating the payment to your account. Please call us on **0345 140 1000*** for more information.

Fraud Concerns

If you have any concerns regarding fraud on your account, then please call the freephone number **0800 652 3839**.

What happens when something goes wrong?

If you have a problem with your Unity account or our service, please get in touch with us on **0345 140 1000***. We aim to resolve any issues as soon as possible.

Additional Information

A copy of our interest rates can be found on our website
www.unity.co.uk/interest-rates

A copy of our fees and charges can be found on our website
www.unity.co.uk/terms-and-conditions

This information is also available by calling **0345 140 1000***. To help us improve our service and maintain security, we may monitor and/or record your telephone calls with us.

Unity Trust Bank plc is authorised by the Prudential Regulation Authority and regulated by the Financial Conduct Authority and the Prudential Regulation Authority. Unity Trust Bank is entered in the Financial Services Register under number 204570. Registered office: Four Brindleyplace, Birmingham, B1 2JB. Registered in England and Wales no. 1713124.

*Our call centre opening hours are 9:00am to 5:00pm, Monday to Friday, excluding bank and public holidays in England and Wales. Calls are charged at local rate. Calls are recorded and may be monitored for security, training and quality purposes.

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www.unity.co.uk

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**Bank Reconciliation Statement as at 31/08/2026
for Cashbook 4 - Unity Bank**

<u>Bank Statement Account Name (s)</u>	<u>Statement Date</u>	<u>Page</u>	<u>Balances</u>
Unity Bank	31/08/2026	5	93,102.25
			93,102.25
<u>Unpresented Payments (Minus)</u>		<u>Amount</u>	
		0.00	
			0.00
			93,102.25
<u>Unpresented Receipts (Plus)</u>			
		0.00	
			0.00
			93,102.25
		Balance per Cash Book is :-	93,102.25
		Difference is :-	0.00

Signatory 1:

Name Signed Date

Signatory 2:

Name Signed Date

Statement of Account

Mrs Doreen E Joy
Stalham Town Council
74 High Street
Stalham
Norfolk
NR12 9AS

1 September 2026

Account name: **STALHAM TOWN COUNCIL**
Account number: **PS1007149-001**
Statement period: **01/08/2026 to 31/08/2026**

Account summary

Total valuation as at 31 August 2026 **£103,000.00**
Total valuation as at last statement at 1 August 2026 **£103,000.00**

Holdings as at 31 August 2026

Fund name	Unit/share holdings	Price per unit/share	Value
Public Sector Deposit Fund SC4 - Public Sector GB00B3LDFH01	103,000.0000	£1.00	£103,000.00
			Total value
			£103,000.00

The average Fund yield for this period was 3.85% p.a.

Income for the period is as follows:

Month	Date paid	Fund name	Method	Amount (£)	Destination
Aug 2026	02/09/2026	Public Sector Deposit Fund SC4 - Public Sector	Paid to Nominated Bank Details	£336.79	

Correspondence address: PO Box 12892, Dunmow, Essex CM6 9DL

clientservices@ccla.co.uk

Freephone 0800 022 3505

www.ccla.co.uk

Fund documentation is available at www.ccla.co.uk/investments, or may be requested from our Client Services team. Telephone calls are recorded.
CCLA Investment Management Limited (registered in England & Wales, No. 2183088), part of the Jupiter Group, is authorised and regulated by the Financial Conduct Authority. Registered address: The Zig Zag Building, 70 Victoria Street, London, SW1E 6SQ.

All CCLA forms are available on our website: **www.ccla.co.uk/resources/client-documentation**. Please ensure that you download and use the latest available form to make any transaction or amendment. Using an old form will result in the instruction being rejected.

Before making any additional investments into CCLA funds, please read the most recent version of the relevant fund's key information document (KID). KIDs can help investors understand the nature, risks, costs, potential gains and potential losses of fund, and compare the fund with other products. The KIDs for our funds are available in the investments section of our website at, www.ccla.co.uk. Or, you can ask us to send you copies, free of charge, by emailing our Client Services team at clientservices@ccla.co.uk.

Please keep all documents (including this statement) safe as you may need to refer to the information in the future.

If you would like to discuss any of the information on your statement please contact Client Services.

A glossary of terms used in this communication is available on **www.ccla.co.uk/glossary**. If you would like the information in an alternative format or have any queries, please call us on **0800 022 3505** or email us at **clientservices@ccla.co.uk**.

**Bank Reconciliation Statement as at 31/08/2026
for Cashbook 6 - CCLA**

<u>Bank Statement Account Name (s)</u>	<u>Statement Date</u>	<u>Page</u>	<u>Balances</u>
CCLA	31/08/2026	5	103,000.00
			<u>103,000.00</u>
<u>Unpresented Payments (Minus)</u>		<u>Amount</u>	
		0.00	
			<u>0.00</u>
			103,000.00
<u>Unpresented Receipts (Plus)</u>			
		0.00	
			<u>0.00</u>
			103,000.00
		Balance per Cash Book is :-	103,000.00
		Difference is :-	0.00

Signatory 1:

Name Signed Date

Signatory 2:

Name Signed Date

September's Payments										
NO	A/C Code	Cost Code	Payable to	Payment Method	Description	Invoice No	Net	VAT	Gross Amount	R
177	4015	200	Engie	D/D	Street Lights July 2026	2-06269702	£513.06	£102.62	£615.67	3.9.26
178	4251	700	EON	D/D	Town Hall Electric August 2026	N/A	£65.89	£3.29	£69.18	
179	4221	100	EE	D/D	Mobiles - 28.7.26-28.8.26	N/A	£46.00	£9.20	£55.20	
180	4221	100	BT	D/D	Phone & Internet July	N/A	£66.95	£13.39	£80.34	3.9.26
181	4010	200	Cozens	STO	Street Lights August	10969	£150.00	£30.00	£180.00	2.9.26
182			Lloyds	D/D	Credit Card for July	N/A	£0.00	£0.00	£209.94	3.9.26
	4201	100	CC Monthly Charges	D/D	Charges July	N/A	£0.00	£0.00	£6.00	
	4255	801	Amazon	CC	Hooks for curtains	6-0376031-79059	£3.32	£0.68	£3.99	
	4105	100	Solopress	CC	Town Survey	5006284	£19.09	£3.82	£22.91	
	4210	100	Open AI	CC	Aug 14–Sep 14, 2026	G49YOUA4-0005	£36.00	£7.20	£43.20	
	4410	201	Solopress	CC	Summer Activity Sheets	5013730	£0.00	£0.00	£27.19	
	4210	100	Amazon	CC	Prime Subscription	N/A	£0.00	£0.00	£8.99	
	4410	201	Solopress	CC	Summer Activity Sheets	5016084	£0.00	£0.00	£31.48	
	4226	802	Solopress	CC	Skate Park Survey	4995538	£0.00	£0.00	£66.18	
183	4251	703	EON	D/D	Youth Club Electric July	C78951D-0016	£31.20	£1.56	£32.76	3.9.26
184	4300	500	Doreen Joy	ONLINE	Employment Costs August	N/A	£5,045.54			3.9.26
185	4300	500	Julie Hodds	ONLINE						3.9.26
186	4300	500	Norfolk Pension Fund	D/D						
	4400	500								
187	4251	703	EON	D/D	Electric Youth Club	78951D-0017	£14.89	£0.74	£15.63	
188	4301	500	Sage	ONLINE	Payroll 16/08/2026 - 15/09/2026	2377171	£14.00	£2.80	£16.80	3.9.26
189	4101	400	D Boden	ONLINE	Grass Cutting Cemeteries - July & August	N/A	£1,105.70	£221.14	£1,326.84	2.9.26
190	4201	100	Unity Bank	ONLINE	Julys charges	N/A	£0.00	£0.00	£15.10	3.9.26
191	4227	100	Anglian Internet	ONLINE	Website Edit	158878	£150.00	£30.00	£180.00	
192	4404	600	APC Pest Control	ONLINE	1st September 2026 to 30th November 2026	SI-50934	£180.00	£36.00	£216.00	
193	4998	700	S Ayling	ONLINE	Town Hall Cleaning August	2486	£0.00	£0.00	£225.50	
194	4161	703	NNDC	ONLINE	Youth Club Rates - August	N/A	£0.00	£0.00	£265.00	3.9.26

[illegible]

Section 3 – External Auditor’s Report and Certificate 2025/26

In respect of **Stalham Town Council – NO0419**

1 Respective responsibilities of the auditor and the authority

Our responsibility as auditors to complete a **limited assurance review** is set out by the National Audit Office (NAO). A limited assurance review is **not a full statutory audit**, it does not constitute an audit carried out in accordance with International Standards on Auditing (UK & Ireland) and hence it **does not** provide the same level of assurance that such an audit would. The UK Government has determined that a lower level of assurance than that provided by a full statutory audit is appropriate for those local public bodies with the lowest levels of spending.

Under a limited assurance review, the auditor is responsible for reviewing Sections 1 and 2 of the Annual Governance and Accountability Return in accordance with NAO Auditor Guidance Note 02 (AGN 02) as issued by the NAO on behalf of the Comptroller and Auditor General. AGN 02 is available from the NAO website – <https://www.nao.org.uk/code-audit-practice/guidance-and-information-for-auditors/>

This authority is responsible for ensuring that its financial management is adequate and effective and that it has a sound system of internal control. The authority prepares an Annual Governance and Accountability Return in accordance with *Proper Practices* which:

- summarises the accounting records for the year ended 31 March 2026; and
- confirms and provides assurance on those matters that are relevant to our duties and responsibilities as external auditors.

2 External auditor’s limited assurance opinion 2025/26

On the basis of our review of Sections 1 and 2 of the Annual Governance and Accountability Return (AGAR), in our opinion the information in Sections 1 and 2 of the AGAR is in accordance with Proper Practices and no other matters have come to our attention giving cause for concern that relevant legislation and regulatory requirements have not been met.

Other matters not affecting our opinion which we draw to the attention of the authority:

The smaller authority has confirmed that while the independence of the internal auditor was considered upon appointment, this consideration was not minuted. We have therefore not been able to verify this to documentary evidence. This documentation was requested as part of our intermediate review procedures. The smaller authority should ensure that in future the resolution to reappoint the internal auditor will reflect that it has considered both the independence and competence of the internal auditor.

In the completion of their detailed report, the internal auditor has drawn attention to weaknesses in relation to the review of procurement arrangements and contract of employment. The smaller authority must ensure that action is taken to address these areas of weakness in a timely manner.

3 External auditor certificate 2025/26

We certify that we have completed our review of Sections 1 and 2 of the Annual Governance and Accountability Return, and discharged our responsibilities under the Local Audit and Accountability Act 2014, for the year ended 31 March 2026.

External Auditor Name

PKF LITTLEJOHN LLP

External Auditor Signature

PKF Littlejohn LLP

Date

03/09/2026



Financial Risk Management Policy

About the Council

Stalham Town Council is a Medium council as defined by the Local Audit and Accountability Act 2014. The Council has varying activities and functions and is currently insured through BHIB. The Insurance Policy is for a term of 1 years and is due for renewal 1st June 2027.

The contact details for the insurers are:

Clear Councils Tele: DD: 0330 0130036

The Clerk retains the insurance file and will deal with all matters relating to risk and insurance. This is detailed in the Clerk's Job Description and supported by 'Governance and Accountability 2016'. The Council supports the Clerk in this role by providing training opportunities. The Council agrees the Risk Management Policy which is reviewed every year.

Main Actions in relation to risk management

- ✓ The Asset Register is updated during the year by the Clerk.
- ✓ Risk assessments (Health and Safety) are written and updated by the Proper Officer and Councillors and agreed by Full Council. Copies of risk assessments are retained and sent to the Insurance company.
- ✓ Sites are inspected at least annually, and records are retained.
- ✓ Play Areas are inspected weekly, and an annual inspection must be carried out by an external qualified inspector. All inspections must be retained for at least 22 years.
- ✓ The Council reviews the Insurance Policy prior to renewal.
- ✓ Financial Risk Assessments are carried out by the Clerk / Responsible Financial Officer, as required.
- ✓ Documentation is kept safely and securely.
- ✓ The Council reviews its systems of Internal Control at least monthly.

FINANCIAL RISK ASSESSMENT

Risk Ratings: L = Low
M = Medium
H = High

Financial Hazard	Risk	Level of Risk	Control Measures to Manage Risk	Review / Assess / Revise
Employee and Public Liability	Accidents and associated legal claims.	M	Risk assessments carried out by the Proper Officer and Councillors.	Reviewed annually in unless legislation changes.
	Unfounded legal claims	M	- Full previous history and reference on employees, at employment. - Public Liability insurance is held in the sum of £10 million to protect the Council from claims by third parties due to accident or damage resulting from negligence. - Employer's Liability insurance is held in the sum of £5 million. This covers the legal liability of the Parish for negligence following death or bodily injury or disease sustained by employees during and arising out of or in the course of their employment. - Lone Workers Policy	Taken up by the Employment Committee Reviewed annually in April when renewal is put to Full Council Reviewed annually in April when renewal is put to Full Council
	Sickness		Adequate work/life balance	Reviewed annually in March
				Review at appraisal in February.

Financial Hazard	Risk	Level of Risk	Control Measures to Manage Risk	Review / Assess / Revise
Fraud and / or theft by officers / employees, third parties, Members	Loss of cash, funds or assets	H	- Reconciliation of the cashbook against the bank statement is done on a monthly basis by the RFO - Bank reconciliation, bank and credit card statements are agreed at Full Council and signed off by the Chairman. - A list of payments are prepared for the Full Council. Councillors discuss and 2 Councillors authorise these payments. - Approval of accounts for payment is recorded in the minutes. - Internal audit carried out at least once a year by a competent person and appointment agreed by Full Council. - The cashbook is maintained using a recognised accounting package, updated as necessary, and is backed up on a monthly basis. - Financial Regulations have been adopted which set out procedures. - Asset insurance and Fidelity insurance well in excess of perceived risk in place. - Key holders kept to a minimum as agreed at Full Council.	In line with the Financial Regulations (FR) In line with FR and Financial Standing Orders Ongoing Ongoing Consideration to be given to doing twice a year Regular backups should be held outside of the office Reviewed every two years, however need to be made Stalham specific Review annually

Financial Hazard	Risk	Level of Risk	Control Measures to Manage Risk	Review / Assess / Revise
Premature replacement of equipment	Costly equipment in need of replacement	L	- All new assets come with a statutory warranty - Adequate general reserves to fund other contingencies are included in the budget	On going Reviewed annually
Vandalism / fire	Loss of amenities / revenue Cost of repair / making good	M	- Assets insured against incidents - Fire alarm systems are in place and regularly monitored and maintained - Inspections of fire extinguishers carried out	Limited key holders Carried out annually
Disaster	Inability to function due to death / illness / departure of key personnel or destruction of property and / or records. Loss of revenue	L	- Risk insured as far as possible - Risks to be reassessed annually - Adequate reserves in place to fund all contingencies - Computer records backed up weekly	Reviewed annually Reviewed annually On-going Back-ups to be stored in the cloud
Failure of major projects	Supplier failure leaving incomplete works	M	STC does not have any major projects planned. If a major project is to be planned then this item will be reviewed.	None
Contractors	Injury to self or public		- Public Liability Insurance - Contractor must have own Public Liability insurance and provide RAMS in advance of any works.	Reviewed annually

Financial Hazard	Risk	Level of Risk	Control Measures to Manage Risk	Review / Assess / Revise
Inadequate internal systems and controls	Failure to comply with legislation, Standing Orders and / or Financial Regulations	L	• Clerk / RFO to gain CiLCA qualification • Review of systems and internal controls • Membership of NALC, and the SLCC	CiLCA passed by Clerk Monthly by a Councillor Reviewed annually
Councillors	Losing Councillor membership or having more than 8 vacancies at any one time	M	• Correct legal process followed when vacancies arise. • Appropriate action taken to try and co-opt Members onto the Council	Existing procedure adequate and in line with legislation Inform NNDC
Precept	Adequacy of precept Requirement not submitted to NNDC in time.	M	• Precept request supported by budget and agreed at Full Council • RFO to expedite NNDC for deadline date	
Salaries	Salaries paid incorrectly Wrong hours paid False employee Wrong rate of pay Wrong deductions of NI or Tax Unpaid Tax & NI contribution to the Inland Revenue	L	• The Council authorises the appointment of all employees through an Employment Committee and ratified at Full Council • All employees have a contract of employment and job description. • Salary rates are assessed annually by Full Council • Salary analysis and slips are produced by the RFO monthly together with a schedule of payments to the Inland Revenue for Tax and NI • The Tax and NI are worked out using an Inland Revenue computer programme updated annually. • Employer's Annual Return is completed and submitted online to the Inland Revenue within the prescribed time frame by the RFO.	Employment Committee Terms of Reference reviewed annually Updated as required by HMRC

Financial Hazard	Risk	Level of Risk	Control Measures to Manage Risk	Review / Assess / Revise
VAT	Loss of income	L	Vat is reclaimed quarterly by the RFO.	Annually
Council acts ultra vires	Minutes or agendas are not correctly issued. Council spends outside its legal powers	L	- Council relies on a Competent/Experience and Qualified (CiLCA) Clerk in post. - Minutes and agendas are produced in the prescribed method by the Clerk and adhered to the legal requirements and best practice guidelines. - Minutes are approved at Full Council Meetings and signed at the appropriate meeting. - Minutes and agendas are displayed according to the legal requirements. - Council and Clerk seek guidance from professional bodies where necessary. - Business conducted at Council meetings is managed by the Chair. - Training in place	Existing procedures in place adequate Ongoing Ongoing Ongoing Subscriptions reviewed annually Members to adhere to Code of Conduct. Reviewed Annually
Election costs	Risk of an election cost	H	The Clerk to obtain an estimate of costs from NNDC for a full election and an uncontested election prior to the event.	The Council needs to budget a cost in an election year.
Annual return	Completion / submission within time limits	L	Annual Return is completed and signed by the Council, submitted to the internal auditor for completion and signing then checked and sent to the external auditor within the time limit.	Existing procedure adequate.

Financial Hazard	Risk	Level of Risk	Control Measures to Manage Risk	Review / Assess / Revise
Members Interests	Conflict of interest. Register of Members interests	M	- Declaration of interests by Members at a meeting is a standard agenda item. - Register of Members Interests forms should be reviewed regularly by Councillors.	Existing procedures adequate Members to take responsibility to update their Register Reviewed annually
Data protection	Policy provision	M	A Data Protection Policy to be written; approved and adopted.	Review policy annually
Freedom of Information Act	Policy provision	M	- STC has a Freedom of Information (FOI) Policy in place. - STC can request a fee if the work takes a long time in line with the FOI Policy.	Reviewed annually Clerk to monitor and report any impacts of requests made under the FOI Act.
Play Area	Risk / damage / injury to third parties	H	- Weekly inspections carried out by an internal competent / trained person. - Annual inspections carried out by an external competent / trained person. - All reports of damage or faults are reported to Council and a decision made regarding the action to be taken. - Public Liability Insurance in place	Weekly Annually Risk assessments of play areas to be carried out Reviewed annually

Financial Hazard	Risk	Level of Risk	Control Measures to Manage Risk	Review / Assess / Revise
Street furniture	Risk / damage / injury to third parties	H	- All faulty street lighting reported to STC's authorised contractor. - Contractor has Public Liability in place. - Benches, waste bins, dog bins, signs and planters, replaced as necessary.	Formalised programme of inspections to be put in place.
Meetings location	Inadequate facilities Health & Safety	M	- The Council meetings are held at the Town Hall or the Poppy Centre - The premises and facilities are adequate for the Clerk, Councillors and Public who attend from Health & Safety and comfort aspects. - Public Liability Insurance - Standing orders in place	Existing location adequate.
Grants and support – payable	Power to pay Authorisation of Council to pay	L	- Grants Policy in place - All such expenditure goes through the required Council process of approval, minuted and listed accordingly if a payment is made using the S137 power of expenditure.	Reviewed annually
Grants – receivable	Receipts of grants	L	STC does not presently receive any regular grants. One of grants would come with terms and conditions to be satisfied.	Procedure would need to be formed if required.
Assets	Risk / damage / injury to third parties	M	- Covered on Councils insurance - Asset register to be updated and agreed at Full Council - Inspection and Maintenance programme in place.	Reviewed annually.

Financial Hazard	Risk	Level of Risk	Control Measures to Manage Risk	Review / Assess / Revise
Income	Cash Rental and general income	M	- Cash handling is avoided, but where necessary controls are in place, two Councillors to count and sign for cash received. - Councillors to see list of income - Tenancy/Hire Agreements signed by all parties - Burial register checked to ensure all fees and burial fees are paid and up to date. - Allotment fee to be paid annually - Investment income to be noted and review levels annually.	Adequate procedure Monthly at Full Council Ongoing Review annually Review policy Annually



Records Retention & Disposal Schedule

The schedule sets minimum periods. A record must be kept longer where it is subject to a legal hold, active audit, complaint, insurance claim, safeguarding concern, information request, investigation, litigation, grant condition or continuing operational need.

Contents

1	Purpose and status
2	Responsibilities and core rules
3	Retention schedule — governance and democracy
4	Retention schedule — finance, audit and taxation
5	Retention schedule — employment and pensions
6	Retention schedule — contracts, property, assets and insurance
7	Retention schedule — Council services and facilities
8	Retention schedule — information rights and personal data
9	Retention schedule — health, safety and safeguarding
10	Retention schedule — communications and publications
11	Review, disposal and transfer process
Appendix A	Disposal log template
Appendix B	Sources and statutory framework

1. Purpose and status

This policy explains how Stalham Town Council will retain, review, archive and securely dispose of the records it creates or receives. It applies to councillors, employees, volunteers and contractors handling Council information, regardless of whether the record is held on paper, in email, on a shared drive, in a line-of-business system, on a mobile device, in cloud storage or by a service provider.

The schedule supports the Council's duties under UK data protection law, the Freedom of Information Act 2000, the Environmental Information Regulations 2004 and the statutory Code of Practice on records management issued under section 46 of the Freedom of Information Act. It also helps preserve evidence of decisions, public accountability and Stalham's historical record.

2. Responsibilities and core rules

2.1 Responsibility

- Full Council approves this policy and any material amendments.
- The Town Clerk is the policy owner and authorises routine destruction or archival transfer.
- The Responsible Financial Officer ensures financial, payroll, audit and tax records are retained for the stated periods.
- All councillors, staff and authorised users must save official Council records in approved systems and must not rely on personal inboxes, devices or social-media accounts as the sole record.
- Contractors and cloud service providers must return, securely delete or preserve Council records in accordance with contract terms and this schedule.

2.2 Core retention rules

1. Keep the authoritative or signed version. Convenience copies and duplicates may be deleted when no longer needed.
2. Calculate the period from the end of the financial year, tax year, employment, contract, tenancy, project or case to which the record relates, unless the table says otherwise.
3. Pause all destruction immediately if a record may be relevant to a legal claim, audit, police matter, complaint, insurance matter, data breach, safeguarding concern, FOI/EIR request or subject access request.
4. Before destruction, check whether the record has enduring historical value. Permanent records should be preserved in stable formats and considered for deposit with Norfolk Record Office.
5. Dispose of confidential paper by cross-cut shredding or an accredited confidential-waste service. Securely delete electronic records, including relevant synchronised copies and managed backups where practicable.
6. Record every organised disposal or archival transfer in the disposal log. Routine deletion of transitory duplicates need not be individually logged.
7. Review high-risk personal data and CCTV more frequently than the annual schedule review.

3. Governance

Keep the definitive evidence of decisions permanently. Working material should be retained only while it remains operationally, legally or historically valuable.

Record		Minimum retention	Final action and rationale
Signed minutes and minute books	Full Council, committee, sub-committee and annual parish/town meeting signed minutes; sealed decisions	Permanent	Archive. Core evidence of Council decisions and historical record.
Agendas and public reports	Final agendas, reports, appendices and public meeting packs	6 years; permanent if policy/historical significance	Review, archive significant material; otherwise securely destroy.
Draft minutes and working notes	Unapproved drafts, Clerk's notes and duplicated annotations	Until minutes approved + 1 year	Destroy unless needed for complaint, audit or legal hold.
Meeting audio/video recordings	Recordings made solely to assist minute preparation or public broadcast	Until minutes produced	Securely delete; retain longer only under published purpose/legal hold.
Standing orders, financial regulations and policies	Adopted versions and material superseded versions	Current + 6 years; key constitutional versions permanent	Archive constitutionally significant versions; destroy routine superseded copies.
Registers of interests/public office records	Published register links/copies, gifts and hospitality, member training and allowances	Current + 6 years	Review and securely destroy; retain allowances evidence with finance records.
Elections and co-option	Results, casual vacancy notices, co-option applications, eligibility and correspondence	Results/notices permanent; unsuccessful applications 6 months; successful member records term + 6 years	Archive results; securely destroy personal data at end of period. Returning Officer rules override.
Council seals and formal instruments	Sealed documents register, deeds register and executed resolutions	Permanent	Archive securely.
Strategic plans and major project records	Five-year plan, major consultations, business cases, project closure and evaluation	Final versions permanent; working records 6 years after closure	Archive records evidencing significant civic development.
General governance correspondence	Official correspondence evidencing decisions, advice or commitments	6 years after closure	File with relevant subject; securely destroy routine transitory messages sooner.

4. Finance

Six years is used as a practical baseline for most financial evidence, subject to longer tax, grant, capital scheme, audit or contractual requirements.

Record series		Minimum retention	Final action and rationale
Annual Governance and Accountability Return	AGAR, annual return, audited accounts, external auditor reports and notices	Permanent	Archive the signed/final record.
Accounting records	Cashbook, general ledger, receipts and payments account, journals and year-end working papers	Permanent for principal summary records; supporting ledgers 6 years	Archive principal records; securely destroy supporting data after audit/retention period.
Invoices and credit notes	Supplier invoices, sales invoices, expenses and supporting evidence	6 years after financial year end	Securely destroy. Longer period may apply to capital/VAT schemes.
Banking records	Bank statements, paying-in records, reconciliations, mandates and cheque records	6 years after financial year end; mandates while current + 6 years	Securely destroy.
VAT records	VAT returns, calculations, invoices and partial exemption/capital goods records	6 years normally; 20 years where Capital Goods Scheme applies	Securely destroy after applicable HMRC period.
Budgets and precept	Approved budgets, precept calculations, tax-base correspondence and medium-term forecasts	Approved budget/precept permanent; working papers 6 years	Archive approved records; destroy working copies.
Internal and external audit	Reports, correspondence, evidence supplied and action plans	6 years; final annual reports permanent	Archive final reports; destroy supporting duplicates.
Procurement quotations and tenders	Requests, bids, scoring, declarations, award and unsuccessful submissions	6 years after contract end; 12 years if executed as deed	Securely destroy; preserve award decision in minutes/contracts register.
Grants made by Council	Applications, assessments, award letters, monitoring and evidence of use	6 years after closure	Securely destroy; retain permanent summary for significant community grants.
External grants and funding	Funding applications, agreements, claims, outputs and monitoring	Funder's requirement or 6 years after closure, whichever is longer	Archive significant final outcomes; securely destroy personal/supporting data.

Record series		Minimum retention	Final action and rationale
Community Infrastructure Levy	Receipts, expenditure evidence, reports and project records	6 years after final expenditure; published annual reports permanent	Archive reports; destroy supporting records after audit period.
Asset and investment records	Asset register, investment register, valuations and disposals	Current register permanent; transaction evidence 6 years after disposal	Archive registers; destroy supporting records when no longer needed.
Members' allowances and expenses	Claims, approvals, register and payment records	6 years after financial year end	Securely destroy.
Fees, charges and bookings income	Adopted fees, till records, receipt books, ticket records and reconciliation	Adopted scales 6 years; transaction evidence 6 years	Securely destroy after audit and tax periods.

5. Employment

Employment records contain high-risk personal data. Access must be restricted, and unnecessary information should be removed at the end of employment even where a limited core file is retained.

Record series	Examples / scope	Minimum retention	Final action and rationale
Personnel file	Contract, variations, role history, appraisals, disciplinary/grievance outcomes and key correspondence	Employment + 6 years	Securely destroy; preserve only essential pension/reference record where justified.
Recruitment — unsuccessful	Applications, CVs, interview notes, scoring, equality monitoring and references	6 months after appointment; up to 12 months where justified and stated	Securely destroy or anonymise.
Recruitment — successful	Application, checks and appointment evidence	Transfer relevant records to personnel file; then employment + 6 years	Securely destroy duplicates.
Right to work checks	Prescribed identity and status evidence	Employment + 2 years	Securely destroy.
Payroll and PAYE	Pay records, deductions, RTI reports, tax codes, leave/sickness payroll evidence and HMRC payments	At least 3 years after end of tax year; Council standard 6 years	Securely destroy after longer Council period.
Wages books and superannuation history	Historic wages books and pensionable service/pay records	12 years; consider permanent archive for historic volumes	Review for pension and historical value before destruction.
Pension automatic enrolment	Membership, contributions, joining and scheme records	6 years; opt-out/leave requests 4 years	Securely destroy.
Working time and timesheets	Hours, overtime, flexi-time and working-time evidence	2 years statutory baseline; Council standard 6 years where linked to payroll	Securely destroy.
Maternity and family leave	Leave dates, payments and statutory calculations	3 years after end of tax year; Council standard 6 years	Securely destroy.

Record series	Examples / scope	Minimum retention	Final action and rationale
Sickness and medical information	Fit notes, occupational health, adjustments and sensitive absence details	Employment + 6 years, with annual necessity review	Restrict access; securely destroy. Separate from routine personnel access.
Training and qualifications	Mandatory training, certificates and continuing professional development	Employment + 6 years; H&S competence records may follow risk life	Securely destroy; retain anonymised organisational training statistics if useful.
Employee emergency contacts	Contact and next-of-kin details	While employed/current only	Delete promptly when employment ends or details are replaced.

6. Contracts, Property, Assets and Insurance

Property records must remain available for as long as the Council owns, occupies or has continuing rights in an asset. Limitation periods and long-tail insurance claims may require extended retention.

Record series	Examples / scope	Minimum retention	Final action and rationale
Title deeds and ownership	Conveyances, transfers, covenants, easements, land registry evidence and boundary agreements	Permanent	Secure archival custody; retain originals.
Leases and licences	Council as landlord or tenant; licences to occupy and wayleaves	Life of interest + 12 years	Archive significant property instruments; securely destroy duplicates.
Contracts under hand	Executed agreements, specifications, variations, performance and termination	6 years after completion/termination	Securely destroy unless continuing rights/claims remain.
Contracts executed as deeds	Building, land or other deed contracts	12 years after completion/termination	Securely destroy only after confirming no continuing rights.
Property and capital works	Plans, completion certificates, building regulations, warranties, O&M manuals and major works files	Life of asset + 12 years; key plans/certificates permanent	Transfer key documents into property record; destroy superseded working copies.
Maintenance and inspection	Routine servicing, checks, repairs, contractor reports and work orders	6 years; longer for safety-critical plant/assets	Securely destroy after risk and claim period.
Insurance policies	Policies, schedules, renewals and claims correspondence	Policy life + 6 years; claims until finally settled + 6 years	Retain longer where latent/personal injury claims may arise.
Employers' liability certificates	Certificates and policy evidence	Permanent Council standard	Archive securely for potential long-tail claims.
Insurance claims	Incident evidence, correspondence, expert reports and settlement	Closure + 6 years; personal injury/minor claims: until age 21 or closure + 6 years, whichever later	Legal hold applies; secure destruction when limitation risk ends.

Record series	Examples / scope	Minimum retention	Final action and rationale
Asset disposal	Authorisation, valuation, sale, transfer and write-off evidence	6 years after disposal; permanent summary in asset register/minutes	Securely destroy supporting material.
Keys, alarms and access	Keyholder lists, access codes, fob logs and alarm contacts	While current; access logs 12 months unless incident	Destroy immediately on replacement where no evidential need.

7. Council Services and Facilities

This section is tailored to services and projects undertaken by Stalham Town Council. Where another authority is the statutory record-holder, retain only the Council's own evidence for the stated business purpose.

Record series	Examples / scope	Minimum retention	Final action and rationale
Burial registers and plans	Registers of burials, purchased graves, grave-space plans, memorial registers and fees	Permanent	Archive under the Local Authorities' Cemeteries Order 1977; preserve originals and reliable backups.
Burial applications and rights	Interment applications, disposal/copy certificates, memorial applications and grants of exclusive rights	Permanent	Archive securely; access restricted where records contain living-person data.
Allotment register and plans	Plot register, statutory/management plans and site history	Permanent	Archive principal register and plans.
Allotment tenancies	Applications, tenancy agreements, inspections, notices, complaints and termination	Tenancy + 6 years	Securely destroy personal records; preserve material site-history evidence.
Allotment waiting list	Applicant and contact details	While active + 1 year	Delete when no longer active unless dispute/legal hold.
Town Hall	Applications, agreements, diaries, invoices, tickets and incident records	6 years after booking; routine enquiry data 1 year	Securely destroy; incident/legal hold may extend.
Staithe, pontoon and moorings	Licences, inspections, maintenance, safety records, incidents and major project files	Operational records 6 years; capital/safety documents life of asset + 12 years	Archive significant project and ownership records.
Street lighting	Inventory, electrical certificates, inspections, faults, repairs and replacement programme	Asset register permanent; safety/maintenance 6 years or life of asset where needed	Archive register; securely destroy routine closed work orders.
Play areas and recreation facilities	Inspection logs, risk assessments, repairs, manufacturer information and incidents	Life of equipment + 6 years; incident files per insurance rule	Retain safety-critical history; securely destroy at end.
Events and markets	Applications, trader details, licences, risk assessments, road/highway liaison, bookings and evaluation	6 years after event; unsuccessful enquiries 1 year	Archive historically significant final programme/photos; destroy personal/admin data.

Record series	Examples / scope	Minimum retention	Final action and rationale
Major community projects	Skate park/Wild Park, Christmas lights, town map and other funded projects	Final business case, approvals and evaluation permanent; working records 6 years after closure	Archive key civic record; follow grant/funder periods where longer.
Highways and public-realm cases	Requests, reports, correspondence, photographs and outcome	6 years after closure	Securely destroy personal data; archive major scheme records.
Complaints about services	Case file, investigation, decision and remedy	Closure + 6 years	Securely destroy; retain anonymised learning where useful.
Public consultations and surveys	Responses, consent, analysis, final report and raw data	Raw identifiable data: report publication + 1 year; anonymised analysis/final report permanent for major projects	Delete or anonymise raw personal data; archive final evidence.

8. Information Rights and Personal Data

Personal data must not be kept longer than necessary. The periods below are standard starting points and must be shortened where the Council's purpose ends earlier.

Record series	Examples / scope	Minimum retention	Final action and rationale
General enquiries	Routine resident enquiries and replies not forming part of another case	Closure + 2 years	Delete unless continuing issue, complaint or legal hold.
Casework and substantive correspondence	Correspondence evidencing Council action, advice, commitments or decisions	Closure + 6 years	File by subject; securely destroy when period ends.
FOI/EIR requests	Request, searches, response, review and related correspondence	Closure + 3 years	Securely destroy; retain longer for appeal, ICO case or recurring precedent.
Subject access and rights requests	Identity checks, searches, disclosure, erasure/objection decisions and correspondence	Closure + 3 years	Securely destroy; retain minimal suppression record where needed.
Data breaches	Incident report, assessment, notification, remedial action and correspondence	Closure + 6 years	Securely destroy; retain longer for ICO action or litigation.
Data-sharing agreements	Controller/processor arrangements, information sharing and DPIAs	Agreement/processing + 6 years	Securely destroy; archive key accountability evidence if significant.
Privacy notices and consent wording	Published versions and evidence of changes	Current + 6 years	Retain version history to evidence transparency.
Consent records	Photo, marketing, consultation or other consent and withdrawals	Duration of processing + 2 years	Delete after use ends; retain minimal withdrawal/suppression evidence where needed.
CCTV recordings	Routine footage from Council-controlled cameras	Normally 31 days	Automatically overwrite; isolate incident footage and retain only until case/claim concludes.
CCTV incident exports	Footage preserved for police, insurance, complaint or legal case	Until case concludes + applicable appeal/claim period	Securely delete and log release/handling.
Mailing lists/newsletters	Subscriber name, email and preferences	Until unsubscribe/inactivity + 30 days; suppression record as necessary	Delete from active list; retain minimal do-not-contact record.
Contact directories	Councillor, staff, contractor and stakeholder contact details	While current; review at least annually	Update or delete promptly.
Backups	Managed system backups and disaster-recovery copies	According to documented backup cycle, normally 3–12 months	Securely expire. Backups are not an archive and remain subject to legal hold.

9. Health, Safety and Safeguarding

These records may be needed to demonstrate safe systems of work or respond to long-tail claims. Sensitive health and safeguarding records require strict access controls.

Record series	Examples / scope	Minimum retention	Final action and rationale
Risk assessments	General, fire, event, lone working, display screen, play area and activity assessments	Current + 6 years	Keep superseded versions where needed to show controls at a past date.
Accident book and incident reports	Employee, volunteer, councillor and public accidents/near misses	At least 3 years from entry; Council standard 6 years	Restrict access and securely destroy; insurance/legal hold may extend.
RIDDOR records	Reportable injuries, diseases and dangerous occurrences	At least 3 years; Council standard 6 years	Securely destroy after confirming no continuing claim/investigation.
Health surveillance	Statutory health records under COSHH or other exposure regimes	40 years from last entry where required	Confidential secure retention; obtain specialist advice before destruction.
Asbestos management	Surveys, register, management plan, works and exposure information	Life of premises/asset; exposure health records 40 years	Transfer to new dutyholder where applicable; archive key records.
Fire safety	Fire risk assessments, alarm/emergency-light tests, drills and servicing	Current assessment plus 6 years of superseded/inspection records	Retain longer where incident, enforcement or insurance matter.
Equipment inspection	LOLER, PUWER, electrical, gas, playground and other statutory/safety checks	Life of equipment + 6 years, or statutory period if longer	Securely destroy only after disposal and claim period.
Emergency and business continuity	Plans, contacts, tests, incident logs and recovery actions	Current plan + 6 years; major incident final report permanent	Destroy obsolete contact data promptly; archive significant incident reports.

10. Communications and publications

Public availability does not remove the need for retention control. The authoritative source record follows its own category even if a web copy is removed.

Record series	Examples / scope	Minimum retention	Final action and rationale
Website content	Pages, notices, news, accessibility statements and downloadable publications	Published while current; preserve master under underlying category; annual snapshot where historically useful	Remove outdated personal data promptly; archive significant snapshots.
Transparency publications	Payments, procurement, staffing, land/assets and other published datasets	Keep online for required publication period; source records follow finance/governance periods	Archive annual final datasets where they evidence accountability.
Social media	Official posts, direct messages, comments and moderation evidence	Routine posts 2 years; significant campaigns/decisions permanent; case messages follow case period	Export/archive selected civic record; securely delete personal case material.
Press releases and newsletters	Final issued copy, artwork and distribution	Permanent for final public editions	Archive as a record of Council activity.
Photographs and video	Events, projects, civic occasions and promotional media	Review every 3 years; significant civic archive permanent; identifiable promotional media while consent/public-task purpose remains	Delete duplicates and expired consent-based material; record archival basis.
Media enquiries	Request, approved response and coverage	3 years; significant/reputational matters 6 years	Archive historically significant coverage/responses.
Public notices	Statutory notices, consultations and certificates of posting	6 years; constitutional/property notices permanent where significant	Archive proof of publication where legal rights may depend on it.

11. Review, disposal and transfer process

11.1 Annual review

The Town Clerk should coordinate a documented review at least annually. A sensible cycle is shortly after completion of the annual audit, with higher-risk systems such as CCTV, recruitment folders, shared inboxes and mailing lists checked more frequently.

- Identify records that have reached the end of their retention period.
- Check for any legal hold, continuing operational need, statutory requirement, unresolved complaint, audit, insurance, safeguarding or historical value.
- Select the outcome: securely destroy, anonymise, retain for a documented extended period, or transfer to archive.
- Obtain the Town Clerk's authorisation, and specialist/legal advice for unusual or high-risk records.
- Complete the disposal log with enough detail to explain what was disposed of without reproducing personal information.
- Confirm destruction by the contractor/system owner and retain the disposal log permanently.

11.2 Email, messaging and personal devices

An email or message is retained according to its content, not its format. Official records must be moved to the relevant Council folder or case file. Transitory arrangements, alerts, duplicated attachments and informal messages may be deleted when no longer useful. Councillors and staff must return Council information and remove authorised local copies when their role ends, subject to legal hold.

11.3 Archival transfer

Before destroying a permanent or potentially historic record, the Clerk should consult Norfolk Record Office about transfer, format, cataloguing and access restrictions. Digitisation does not automatically justify destroying an original signed, sealed or otherwise evidential document.

11.4 Suspension of disposal

Legal hold — stop destruction immediately

If litigation, audit, an ombudsman/ICO matter, police enquiry, insurance claim, safeguarding issue, FOI/EIR request, subject access request or complaint is anticipated or underway, all potentially relevant records must be preserved until the Town Clerk formally lifts the hold.

11.5 Review of this policy

This schedule should be reviewed annually and whenever legislation, regulatory guidance, Council functions, systems or contractual requirements materially change. The Town Clerk may issue temporary operational instructions between formal reviews, but any material change to retention periods should be reported to Full Council.

Appendix A — Disposal log template

Keep the completed disposal log permanently. Do not include unnecessary personal details.

Date	Record series / date range	Outcome	Method / destination	Authority / reason	Approved by

Appendix B — Sources and statutory framework

This schedule was prepared with reference to the following sources current at 28 July 2026. Links should be checked when the policy is reviewed.

National Association of Local Councils. Local council documents and records, Advice Note, 2 April 2026.

<https://www.nalc.gov.uk/resource/local-council-documents-and-records.html>

Information Commissioner's Office. UK GDPR storage limitation principle: standard periods, regular review and deletion/anonymisation.

<https://ico.org.uk/for-organisations/uk-gdpr-guidance-and-resources/data-protection-principles/a-guide-to-the-data-protection-principles/storage-limitation/>

HM Government / The National Archives. Code of Practice on records management issued under section 46 Freedom of Information Act 2000 (2021).

<https://www.gov.uk/government/publications/code-of-practice-on-the-management-of-records-issued-under-section-46-the-freedom-of-information-act-2000>

HM Revenue & Customs. PAYE and payroll records: minimum three years from the end of the relevant tax year.

<https://www.gov.uk/payee-for-employers/keeping-records>

The Pensions Regulator. Automatic enrolment records: six years, with opt-out/leave requests kept four years.

<https://www.thepensionsregulator.gov.uk/en/ae-questions-and-answers/general/what-records-do-i-have-to-keep>

Health and Safety Executive. RIDDOR record requirements and health and safety guidance.

<https://www.hse.gov.uk/riddor/what-must-i-keep.htm>

Legislation.gov.uk. Local Authorities' Cemeteries Order 1977 (SI 1977/204).

<https://www.legislation.gov.uk/ukxi/1977/204/contents>

Legislation.gov.uk. Limitation Act 1980.

<https://www.legislation.gov.uk/ukpga/1980/58/contents>

Legislation.gov.uk. Freedom of Information Act 2000 and Environmental Information Regulations 2004.

<https://www.legislation.gov.uk/ukpga/2000/36/contents>

Legislation.gov.uk. UK GDPR and Data Protection Act 2018 framework.

<https://www.legislation.gov.uk/ukpga/2018/12/contents>

Use of the schedule

This is a governance template, not case-specific legal advice. Where a statutory officer, Returning Officer, insurer, auditor, funder, pension administrator or legal adviser specifies a longer period, their requirement takes priority.

STALHAM
TOWN COUNCIL
MEETING DATES 2027

Any items for the agendas, correspondence or invoices for payment must be sent to the Clerk, in writing before midday on the cut-off date for inclusion in the meeting.

COMMITTEE	DATE OF MEETING	CUT OFF DATE
Full Council	18 th January 2027	11 th January 2027
Events	25 th January 2027	18 th January 2027
Finance & Data Protection	1 st February 2027	25 th January 2027
Full Council	15 th February 2027	8 th February 2027
Amenities and Planning	1 st March 2027	22 nd February 2027
Full Council	15 th March 2027	8 th March 2027
Finance & Data Protection	12 th April 2027	5 th April 2027
Full Council	19 th April 2027	12 th April 2027
Employment (6.30pm – 7pm)	26 th April 2027	19 th April 2027
Events (7pm onwards)	26 th April 2027	19 th April 2027
Annual Town Meeting	4 th May 2027	N/A
Annual Meeting	17 th May 2027	N/A
Amenities and Planning	7 th June 2027	31 st May 2027
Full Council	21 st June 2027	14 th June 2027
Finance & Data Protection	5 th July 2027	28 th June 2027
Events	12 th July 2027	5 th July 2027
Full Council	19 th July 2027	12 th July 2027
Amenities and Planning	6 th September 2027	30 th August 2027
Strategic Plan Working Group	13 th September 2027	6 th September 2027
Full Council	20 th September 2027	13 th September 2027
Finance & Data Protection	4 th October 2027	27 th September 2027
Events	11 th October 2027	4 th October 2027
Full Council	18 th October 2027	11 th October 2027
Amenities and Planning	1 st November 2027	25 th October 2027
Full Council	15 th November 2027	8 th November 2027
Employment	6 th December 2027	29 th November 2027

All Council meetings are held at 7pm in the Town Hall
please check the agenda for details.
Members of the public are very welcome to attend.

The Clerk
74 High Street, Stalham, NR12 9AS
Tele: Telephone: 07881 638145
Email: clerk@stalham-tc.gov.uk

PG	Description	Notes	Action	Update	Done
1	Front Cover				X
2	Children's#Love Stalham comp.				
3	Index				
4	Chair's Message	Kevin to write	KB		X
5	Town Council Info	Inc Town Hall bookings			X
6	Councillor promotion/STAG	Councillor info how to join/photos of last years winners			
7	Adverts				
8	SABRG Promotion	Organisations events			X
9	Recreation Ground Info and Trustees/Poppy Centre and Whats On (regular hirers)	Regular hirer info and email info on how to book			X
10	Academy and High School	Information	school to supply		
11	Advert				
12	Advert				
13	Advert				
14					
15	Bus Information	Timetable	Sanders / First Connect		
16	Food Larder/Water Safety	28/7 emaild Sara	Ask them to supply		
17	Advert				
18	Community Gym				
19	Gardening	Practical info	Stalham In Bloom		
20	Volunteer here	All community Groups			
21					
22	Baking	Recipe / recipes	Bake a Wish		
23					
24	Health Info.	Dr's/Dentist/Ear Man/NHS/Boots			
25	Commercial Health Outlets Ad	All business in Stalham			
26	Map (must stay on these pages)	Defibs/ Jan Mark walk/Nature boards, historical boards/ churches/ schools/ Dr's/ Staithe area/toilets/ Town Hall/High St/ Rec ground/ Millside/ Tesco/allotments/Bus stops/Post Office/			
27					
28	Youth Club	28/7 email'd Youth Club			
29	Library	Opening times and whats on			
30	Jan Mark walk	See leaflet			
31	Jan Mark Walk	see leaflet			
32	Churches	Email to provide info			

33	Churches	Email to provide info			
34	Activities in the Summer				
35	Childrens Groups	Guides/scouts/theatre school/kickboxing			
36	Wild About Stalham fun sheet				
37					
38	Colouring Pages				
39					
40	Draw fave thing / High Street Quiz				
41	Wellness Walks	Footpaths			
42	Report It!	inc level of government roles			
43	Advert				
44	Boatyards	Richardsons/Simpsons/Broads Edge Marina (Dave)			
45	STFC				
46	High Street Promotion				
47	Voucher				
48	Back Cover				



COMPLIMENTS AND COMPLAINTS POLICY

Stalham Town Council (STC) is committed to providing its services efficiently and to as high a standard as possible. However, we do encourage individuals to bring shortcomings to our notice so that we may:

- Have the opportunity to resolve any issues efficiently.
- Learn from our mistakes in order to prevent them occurring in future
- Review policies and procedures where necessary
- Encourage Good Practice

The Council views the use of the Complaints Policy as an efficient way of dealing with contact from the public about the Council's procedures and administration and as a means of preserving the good reputation of the Council through a transparent process.

How to contact us with your compliment or complaint

You can contact the Council by telephone, in writing, or over the internet. A form is included with this leaflet which you can fill in and send back to us. This leaflet explains the procedure which will be followed once your complaint has been received. A list of contact details is also included on this leaflet.

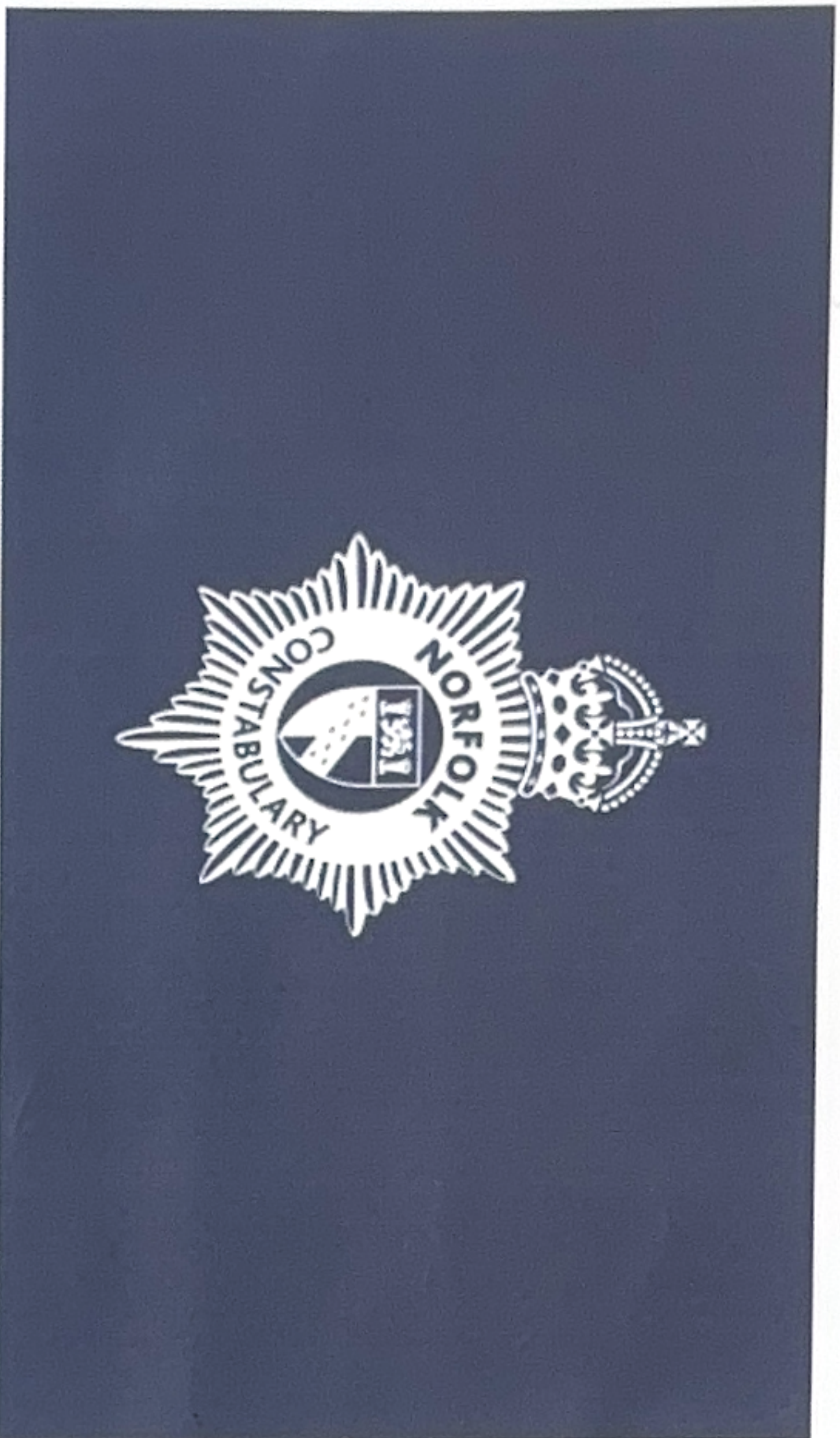
What we will do when we hear from you

We aim deal with any comments about the Council as quickly as possible. We will investigate the complaint fully. We may be able to give you an answer straight away, or we may need more time to investigate what you have told us. We will contact you within 15 working days of us hearing from you and either give you a full answer, or give you a progress report and explain why we need more time to investigate further. We will also tell you when you can expect a full answer. Your complaint will in the first instance be investigated by an officer of the Council. If you remain dissatisfied then your complaint will be dealt with by a Committee of the Council. If you have a complaint, we hope we will be able to find out what went wrong and take steps to make sure it won't happen again. It will not be appropriate to deal with all complaints from members of the public under a complaint's procedure. Below are examples of complaints which will require special consideration and where we may engage other procedures or bodies. If this is the case then we will advise you of this.

Serial Facetious, Vexatious or Malicious Complaints

In the event of serial facetious, vexatious or malicious complaints from a member of the public, the Council should consider taking legal advice before writing any letters to the complainant.

Type of conduct	Refer to
Financial irregularity	Local elector's statutory right to object Council's audit of accounts pursuant to s.16 Audit Commission Act 1998. On other matters, councils may need to consult their auditor / Audit Commission
Criminal activity	The Police
Member conduct	In England if the complaint relates to a failure to comply with the Code of Conduct, this must be submitted to the Monitoring Officer of the relevant principal authority (NNDC).
Employee conduct	To the Chair or Clerk Councils' Internal disciplinary procedure
Council Administration	Contact the Clerk to the Council
DP Breach	Information Commissioner's Officer
Highways	Norfolk County Council
Broads	Broads Authority



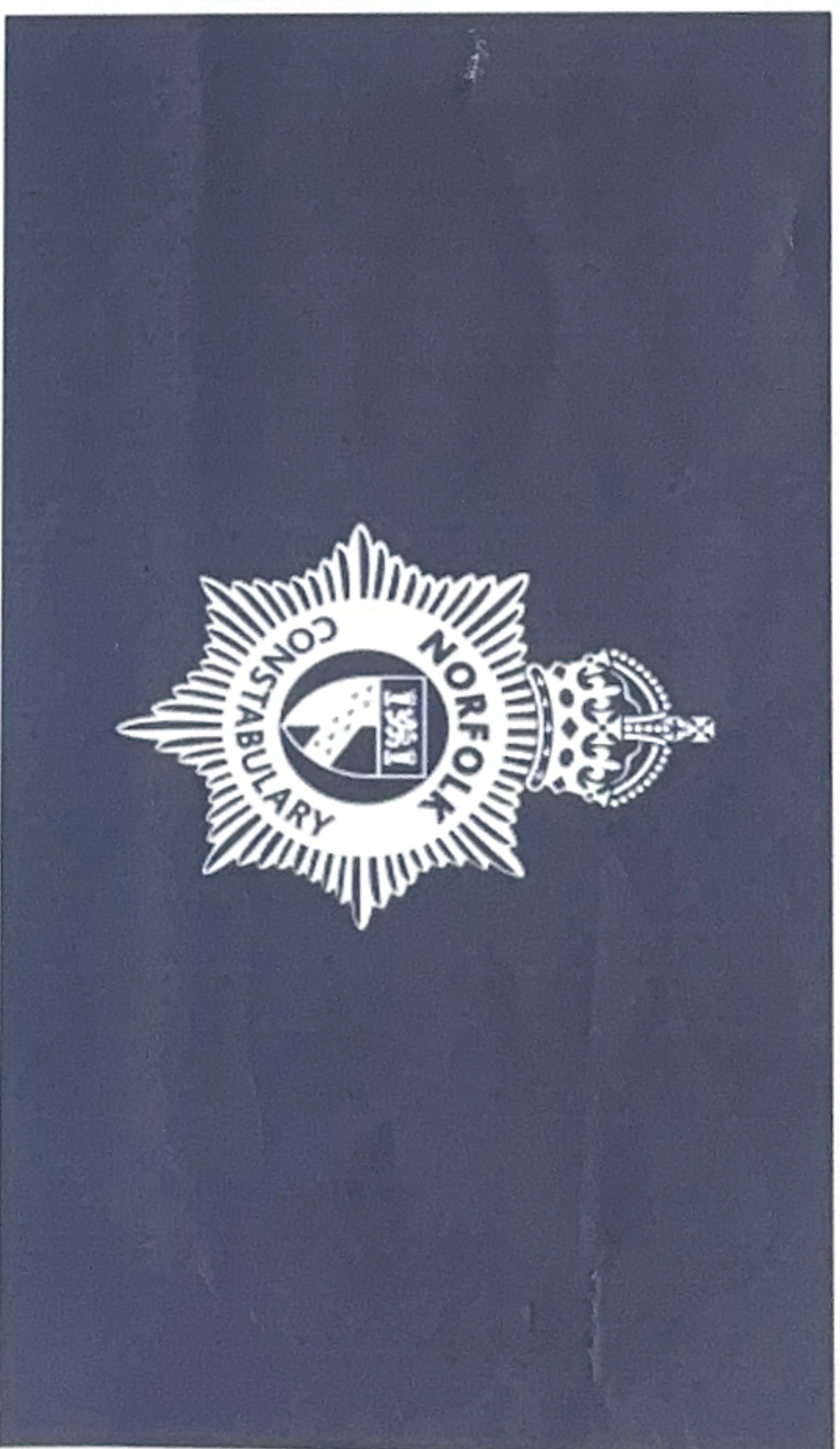
If you witness anti social behaviour please report it
by scanning the QR code Below, To help keep our

Town safe

SEE IT ! REPORT IT !



Scan Me



If you witness anti social behaviour please report it
by scanning the QR code Below, To help keep our

Town safe

SEE IT ! REPORT IT !



Scan Me

COUNCIL NAME	
DATE OF APPLICATION	
AWARD LEVEL	

Please read through the scheme guide before completing this form as it includes essential information in support of the evidence required. If you are unsure of the criteria requirements or need further information, then please check with your local county association or contact NALC at LocalCouncilAwardScheme@nalc.gov.uk

Completed sections required for each award level:

- If you are applying for Bronze level complete the Bronze criteria section
- If you are applying for Silver complete the Bronze and Silver criteria sections
- If you are applying for Gold complete the Bronze, Silver and Gold criteria sections

The exception to the above is if you have achieved an award within the last 12 months, then the section for that level award (and the preceding one) need not be completed.

All relevant sections of the form must be completed with evidence provided for the level that you are applying for. Otherwise, this could result in a delay to your application.

Application Tips

- Check all relevant documents are attached with your submission and hyperlinks provided are working correctly.
- Hyperlinks to the council's website must be to the exact evidence required. If this is not possible then include details of how the evidence can be found (i.e. menu, sub-menu etc).
- All published policies and documents must be tailored/personalised to the council.
- Check policies and procedures are not overdue for review. It is best practice to include a review date on all relevant documents and for Silver/Gold award levels the next review date must be included.
- If you are providing minutes as evidence, it is important you include the specific minute reference.
- For the Silver and Gold award levels, a more in-depth assessment will be undertaken of the evidence provided for the preceding award levels. For Gold in particular, the assessment panel will be looking for evidence of best practise throughout the application.
- A column has been provided on this form for any supporting comments you may have.

Local Council Award Scheme Application Form



BRONZE RESOLUTION

Please provide hyperlink to minutes:

The Council must confirm by resolution that all documentation and information is in place for the Bronze award (See Guide for wording)

Please provide a direct hyperlink for evidence that is published on the council's website. For all other evidence please specify attachment provided.

Criteria	Hyperlink or Attachment	Supporting Comments (if any)
1. Standing Orders		
2. Financial Regulations		
3. Code of Conduct and a link to councillors' registers of interests		
4. Accessibility statement		
5. Publication scheme		
6. Complaints procedure		
7. Privacy notice		
8. Last annual return		
9. Transparent information about council payments		
10. Calendar of all meetings including the next annual meeting of electors		
11. Minutes for at least <u>one year</u> of full council meetings and (if relevant) all committee/sub-committee meetings		
12. Current agendas		
13. The Budget and Precept information for the current or next financial year		
14. Biodiversity policy		
15. Council contact details and councillor information in line with the Transparency Code		
16. Action plan for the current year		
17. Evidence of consulting the community		
18. Publicity advertising council activities		
19. Evidence of participating in town and country planning		
20. Evidence of publicising elections and		

Local Council Award Scheme Application Form

vacancies on the council		
21. Risk management policy		
22. Register of assets		
23. Up-to-date insurance policies that mitigate risks to public money		
24. Evidence of considering the impact of the council's functions and decisions on crime and disorder in local area		
25. Disciplinary and Grievance procedures		
26. A policy for training and development of staff and councillors		
27. A record of all training undertaken by staff and councillors in the last year		
28. A current clerk who has achieved 12 CPD points in the last year		
29. Signed up to the Civility & Respect Pledge and a Dignity at Work policy		

Local Council Award Scheme Application Form



SILVER RESOLUTION

Please provide hyperlink to minutes:

The Council must confirm by resolution that all documentation and information is in place for the Silver award (See Guide for wording)

Please provide a direct hyperlink for evidence that is published on the council's website. For all other evidence please specify attachment provided.

Criteria	Hyperlink or Attachment	Supporting Comments (if any)
1. Health and Safety policy		
2. Policy on Equality		
3. Co-option policy		
4. Community engagement policy involving two-way communication between council and community		
5. Councillor profiles		
6. Grant awarding policy		
7. Evidence showing how electors contribute to the Annual Parish or Town Meeting		
8. Action plan and related Budget responding to community engagement and setting out a timetable for action and review		
9. Evidence of community engagement, council activities and the promotion of democratic processes in an annual report, online material and regular news bulletins		
10. Evidence of helping the community plan for its future		
11. Evidence of encouraging public engagement in local democracy		
12. Scheme of Delegation (where relevant)		
13. At least two-thirds of its councillors who stood for election, <u>or</u> significant evidence		

Local Council Award Scheme Application Form

of the council advertising vacancies		
14. Evidence of customer service with examples of managing/handling correspondence with the public		
15. A current qualified clerk		
16. A formal appraisal process for all staff		

Local Council Award Scheme Application Form



GOLD RESOLUTION

Please provide hyperlink to minutes:

The Council must confirm by resolution that all documentation and information is in place for the Gold award (See Guide for wording)

Please provide a direct hyperlink for evidence that is published on the council's website. For all other evidence please specify attachment provided.

Criteria	Hyperlink or Attachment	Supporting Comments (if any)
1. A business plan covering a financial forecast for at least <u>three</u> years linked to revenue and capital plans for the council and its community		
2. An annual report, online material, news bulletins and other council communications with evidence of:		
a) engaging with diverse groups in the community using a variety of methods		
b) community engagement influencing council activity and priorities		
c) A wide range of council activities, including innovative projects, that produce positive outcomes for the community		
d) co-operating constructively with other organisations		
e) Active promotion of elections, including that at least two-thirds of its councillors stood for election		

The following criteria require statements only (of no more than 1 page). Statements must include a narrative and where applicable, contain document references or hyperlinks as evidence to support the narrative.

Local Council Award Scheme Application Form

3. Ensures that the council delivers value for money		
4. Provides leadership in planning for the future of the community		
5. Engages with the community on issues related to the environment and climate change		
6. Manages the performance of staff and the council as a corporate body to achieve its business plan		
7. Supports a culture of civility and respect in the council		



HOW TO APPLY

The first step is to **register** online. We will then charge a small registration fee. You do not need to have all the criteria in place at this stage. You are simply registering your interest in taking part in the scheme. You can apply for any award level (i.e. you don't need to start with the Bronze Award). Once your criteria are prepared and in order, you confirm this in a public meeting. You then notify your local accreditation panel coordinator (either us or your local county association) and provide the **application form**, including relevant documents and online links. An accreditation fee will be payable once an award has been achieved. County associations that manage their local panels may have differing fee timelines, so please check with your local accreditation panel coordinator.

Fees

There are two fees:

- A registration fee is paid to the National Association of Local Councils
- An accreditation fee is paid to the organisation responsible for administering the local or regional accreditation process.

Registration fee:

The registration fee (£50 excluding VAT) is paid to the National Association of Local Councils by all councils for each level regardless of size.

Accreditation fee:

The accreditation fee varies according to the award applied for, the council's income and the council's accreditation history. The accreditation fee covers the cost of the accreditation panel decision-making process only. County associations may charge additional advice, training, or application support costs. Those services and fees will be determined locally. The Improvement and Development Board will review fee levels annually. The fee is reduced by 20% if the council sought accreditation at a lower level within the previous 12 months, as the checking process covering criteria in the prior award requires less work.

Bronze Award:

- Annual income under £25,000 — £50
- Annual income over £25,000 — £80

Silver Award:

- Annual income under £25,000 — £80
- Annual income over £25,000 — £100

Gold Award:

- Annual income under £25,000 — £100
- Annual income over £25,000 — £200

The figures quoted are the discounted rates for NALC members. Both the registration fee and accreditation fee are reduced by 50% for member councils. Non-member councils must pay the full fee, i.e. double the figures quoted above.

National panel dates

The national panel has dates for three different rounds throughout the year.

September 2026

—

Deadline for applications — 4 September 2026

Deadline for NALC to provide triage feedback to parish or town councils — 25 September 2026

Deadline for parish or town councils to respond to triage feedback — 9 October 2026

Deadline for applications to be sent to panel — 16 October 2026

Deadline for panel results — 11 December 2026

January 2027	+
May 2027	+
September 2027	+

A GUIDE TO THE LOCAL COUNCIL AWARD SCHEME

The Local Council Award Scheme guide provides an overview of the scheme, which aims to celebrate and promote the achievements of local councils and ensure they meet high standards of governance, community engagement, and development. It outlines the criteria for different award levels, the benefits of participating, and the process for councils to apply and be assessed.

READ MORE

NATIONAL ASSOCIATION OF LOCAL COUNCILS

We are the only recognised national membership organisation for community, neighbourhood, parish, and town councils. We believe these vibrant and dynamic councils are at the centre of community effort, delivering services and giving their communities a democratic voice.



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Health, Safety & Welfare Policy

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Health, Safety and Wellbeing Policy Statement

1. Introduction

This Policy provides a business framework for the implementation and development of an effective Health & Safety management system for Stalham Town Council that facilitates a high standard of employee care and wellbeing together with compliance to the Health & Safety at Work etc. Act 1974 and other legislation. It has an overriding purpose to reduce, as far as reasonably practicable, the risk of injuries, ill health, and other losses. This applies to the employees of the Town Council, elected members, other volunteers, the public and other organisations that may be affected by our actions.

2. Purpose

- ☐ To promote a positive Health, Safety and Welfare culture throughout the organisation.
- ☐ To provide adequate control of the health and safety risks arising from our work activities as far as reasonably practicable.
- ☐ To consult with our employees on matters affecting their health and safety;
- ☐ To promote clear channels of communication for Health, Safety and Welfare between all services;
- ☐ To provide information, instruction and supervision for employees;
- ☐ To provide and maintain safe plant and equipment;
- ☐ To ensure safe handling and use of substances (COSHH);
- ☐ To ensure all employees are competent to do their tasks and to give them adequate training;
- ☐ To prevent accidents and cases of work-related ill health;
- ☐ To maintain safe and healthy working conditions;
- ☐ To initiate continuous improvement of Health and Safety through regular reviews and auditing both internally and externally;
- ☐ To make Health and Safety integral to all business processes, planning and decisions.

3. General statement

The health and safety of our employees is of paramount importance. We aim to provide and maintain safe and healthy working conditions, equipment, and systems of work for all our employees and to provide them with the necessary information, instruction and training to achieve this aim.

Appropriate preventive and protective measures are and will continue to be, implemented following the identification of work-related hazards and assessment of the risks associated with them.

We recognise the importance of employer/employee consultation on matters of health and safety and the value of individual consultation prior to allocating specific health and safety functions.

We also accept our responsibility for the health and safety of other persons who may be affected by our activities.

The allocation of duties for safety matters, the identity of competent persons appointed with responsibilities and the arrangements made to implement this policy are set out in this policy and in associated risk assessments and safety documents and records.

Expert advice will be sought as necessary when determining health and safety risks and the measures required to guard against them.

The objectives of this policy statement can only be achieved through the support and co-operation of employees and all other persons who use our premises, e.g. members of the public (hirers, customers, users), Councillors, contractors, and visitors.

The contents of this policy statement is informed by statutory guidance and good practice issued by the Health & Safety Executive (HSE) or industry recognised bodies.

The Policy will be reviewed for its effectiveness on a regular basis with a formal review undertaken every three years.

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4. Roles and Responsibilities

Full Council has the overall responsibility for the Town Council's Health, Safety and Welfare policy, who review and consider this policy at the agreed intervals. The Council's Finance Committee will have general oversight of the Policy, make recommended amendments to Full Council and consider the health, safety and welfare systems, processes, procedures, risk assessments or similar as required to ensure the Council undertakes its responsibilities in accordance with the law.

[I would suggest that the Plan do check act cycle is added here, with a narrative on each.](#)

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Stalham Town Council Policy Structure – PLAN, DO, CHECK, ACT

This policy document outlines how STC will use the Health and Safety Executive's Plan, Do Check, Act approach, which aims to achieve a balance between the systems and behavioural aspects of Health and Safety management. The standard approach has been tailored to fit with STC's operations and resources.



Plan

- STC aims to be an exemplar organisation with regards to Health, Safety and Wellbeing.
- The Council is committed to providing the resources necessary to protect all persons who are part of or impacted by our organisation and its activities, particularly those managed by STC.
- STC has developed a comprehensive Health and Safety Policy, and the means to deliver the stated goals.
- There is a set of Key Performance Indicators relating to Health and Safety that are formally reviewed on a regular basis at council meetings, and we actively seek to prevent or reduce harm and ill health to all concerned.
- STC will co-operate with all relevant stakeholders to ensure that the Health and Safety policy objectives are met.
- STC will keep abreast of any changes to specific legal and regulatory requirements including best practice which applies to the organisation.

Do

- STC will assess the risks to Health, Safety and Wellbeing, identify what could cause harm or ill-health in our premises and activities, and will proactively manage those risks so far as is reasonably practicable. The key hazard areas are detailed in the policy. The Organisational Risk Assessments are reviewed on a frequency based on their risk.
- To deliver our policy we will engage with our employees, and stakeholders, and communicate, so that everyone is clear on what is needed and can develop positive attitudes and behaviours.
- STC will employ preventive and protective measures as needed to prevent or reduce injury, harm or ill health.
- STC will provide all the right tools and equipment to do the job and keep them maintained, including training, instruction and coaching, to ensure everyone is competent to carry out their duties and responsibilities.

Check

- STC will measure and verify performance on a regular basis via our Key Performance Indicators which are regularly reported to the Health and Safety Committee and the Executive.
- The Council and its committees receive regular assurance reports on Health and Safety performance relating to our employees and activities under our control
- STC will actively assess how well the risks are being controlled and if the organisation is achieving our aims. Regular reviews and internal audits are undertaken, to provide additional assurance
- STC via the Health and Safety Committee will robustly investigate the causes of accidents, incidents, near misses or work-related absences from work.

Act

- STC will regularly review our Health, Safety and Welfare performance, to ensure continuous improvement; the organisation will implement learning from near misses, accidents and incidents, but also from positive initiatives as determined in consultation with the team.
- The Councillors and the Health and Safety Committee will revisit and revise plans, the Health and Safety Policy and the risk assessments to ensure they are kept up to date.
- STC will act on lessons learned, including from audit and inspection reports.

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The responsibility for ensuring the application of this policy is delegated to the Town Clerk. Head of Service will have overarching responsibility for health and safety standards for their respective service areas:

The Council will designate the Town Clerk to act as its **Health and Safety Officer**. The Health and safety officer's main aim is to prevent injuries, accidents and work-related illnesses in the workplace. Their role is to assist in creation and implementation of health and safety policies in accordance with the legislation and to ensure that these policies are implemented by management and employees.

All employees are expected to:

- ☐ Co-operate with managers on all health, safety, welfare/ wellbeing matters;
- ☐ Actively consider their safety and the safety of others and help develop and maintain a good safety culture with a low level of risk. All employees are encouraged to make suggestions to improve health, safety and welfare in their workplace;
- ☐ Correctly use work items, including personal protective equipment as instructed;
- ☐ Not misuse or interfere with anything provided in the interests of health and safety;
- ☐ Read all relevant risk assessments and comply with the control measures;
- ☐ Report all accidents, incidents, near misses and dangerous occurrences, whether there is injury/damage or not, and complete a form provided for the purpose;
- ☐ Promptly report foreseeable hazards (or situations considered to be potentially hazardous);
- ☐ Report all property and equipment defects;
- ☐ Use any machinery, equipment, substance, transport or safety device provided in accordance with training and instructions, in compliance with regulations;
- ☐ Inform their Manager of any work situation or shortcomings in protective arrangements which he/she considers represents a significant risk to health, safety and welfare, or a risk to other persons (i.e. contractors, visitors, customers, the general public and members); and
- ☐ Take reasonable care of their own health and safety.

Supervision of **trainees/work experience** will be arranged, undertaken and monitored by Head of Services if necessary.

MANAGING HEALTH AND SAFETY

5. Accidents

Health and Safety at Work etc Act 1974

Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR)

Reporting and Recording Accidents

There is a legal duty placed upon the Council to report and record all accidents at work.

Details of all accidents involving employees or members of the public shall be recorded on an **Accident Report Form** and submitted to their Line Manager.

Individual employees are responsible for reporting accidents and potential accidents/near misses that occur at work on the mandatory Accident Report Form, which is available in the Town Hall or from the Town Clerk.

The Health and Safety Officer will record all accidents/near misses in an **Accident Book** and will be responsible for reporting 'Lost Time' accidents. All accidents and cases of ill health as a result of an accident at work are to be recorded in the accident book. The book is kept by the Town Clerk.

Town Clerk will ensure that **accidents and work-related causes of sickness absences are investigated** and that the causes are analysed to assist in formulating preventative measures and will report to the Staffing Committee.

The Town Clerk is responsible, where required by law, for reporting accidents, diseases and dangerous occurrences to the enforcing authority.

6. Employee Consultation

Health and Safety (Consultation with Employees) Regulations 1996

Safety Representatives and Safety Committees Regulations 1977

Consultation with employees will be undertaken at:

- ☐ One to one meetings with individual staff members.

7. I would suggest that each of the significant topic areas of the RA are included here or the Risks to Health and Safety section below.

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7.8. Fire & Evacuation Procedures

Dangerous Substances and Explosive Atmospheres Regulations 2002

Regulatory Reform (Fire Safety) Order 2015

UK fire regulations require a fire risk assessment for all workplaces. Town Clerk is responsible for ensuring a **fire risk assessment** is undertaken and implemented, including appropriate provision of fire exits, signs, alarms and extinguishers at all properties under the management of the Town Council.

Fire evacuation procedures are to be provided at each property.

8.9. First Aid

The Health and Safety (First Aid) Regulations 1981

First aid means treating minor injuries at work and giving immediate attention to more serious casualties until medical help is available. Through this initial management of injury or illness suffered at work, lives can be saved and minor injuries prevented from becoming major ones.

Nominated staff are required to attend a "First Aid at Work Appointed Person Course". First aid equipment is readily accessible at each premises and is kept stocked, clean and ready for use.

A list of First aid trained personnel is available from the Town Clerk.

9.10. Contractors & Visitors

Fire & Evacuation Procedures

Fire action notices are positioned around all the Council's premises to inform visitors of the action to be taken in an emergency.

Contractors

Contractors shall, at all times, comply with the requirements of the Health and Safety at Work Act and the Management of Health & Safety at Work Regulations 1992 and of any other Acts Regulations or Orders pertaining to the health and safety of employees.

The Contractor shall identify risks to the health and safety of employees and others and provide the applicable Manager with Risk Assessments, method statements or other depending on the type of work being undertaken.

The Contractor shall have regard to the Council's Safety Policy. Whilst on premises owned by the Council the Contractor shall ensure that his employees comply with the Council's Health & Safety Policy.

10.11. Personal Protective Equipment

Town Clerk will be responsible for ensuring that a Personal Protective Equipment Assessment is

completed for each task to ensure that appropriate information, equipment, instruction, and training is issued.

~~11~~**12.** **Risk Assessments**

Risk assessments will be undertaken by the Town Clerk for all activities carried out. Where technical expertise is required and/or there are serious/significant risks being assessed, the Town Clerk will commission qualified experts to advise and undertake the assessment. Employees will also help to inform the assessments.

Action required to remove/control risks will be approved by the Town Clerk.

The Clerk or other delegated person will be **responsible for ensuring the action required is implemented** and will check that the implemented actions have removed/reduced the risks.

Employees will be made aware and a copy of the risk assessment/s applicable to their area of work will be made available to them.

A Risk based approach will inform the frequency of inspections for the Town Council's open space areas and the measures to be implemented to mitigate against the hazard /risk.

Risk Assessments will be reviewed annually.

~~12~~**13.** **Training**

Induction training

Induction training will be provided for all employees by their Line Manager who will ensure that all new employees complete an Induction Checklist.

Where specific jobs require special training, the Manager will make arrangements for this to be undertaken, which can be by a work colleague, attendance on a training course or similar.

Ongoing Training

Training will be identified, arranged and monitored by the employees Line Manager who will also make arrangements for refresher training to be completed on an annual basis or such approved frequency determined by the service area risk assessment.

Centralised training records are kept by the Health and Safety Officer, who is also responsible for ensuring that any changes to the Council's Health and Safety Procedures are made to the 'Master File' and copies distributed to all relevant members of staff.

~~13~~**14.** **Workplaces (Health, Safety & Welfare)**

The Town Clerk is responsible for ensuring that a periodic review is undertaken in their service/s area/s to check working conditions and ensure safe working practices are being followed.

The Council will keep the Council's Risk Assessments under review to reflect changes in activities, etc.

All Employees have a duty to familiarise themselves with the Risk Assessments relevant to their work and adopt the procedures and working practices contained within them.

RISKS TO HEALTH AND SAFETY- the topic areas could go here. So it is more comprehensive.

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14.15. Asbestos

The Control of Asbestos Regulations 2012

Asbestos is the largest single cause of work-related fatal disease and ill health in Great Britain. Almost all asbestos related deaths and ill health are from exposures several decades ago, but where people work with asbestos or encounter it during repair and maintenance work, they are at risk. Working with asbestos should be avoided if possible but, if not, it must be done safely.

Asbestos can be found in buildings from 1950 to 1999 in many forms. It may also be found in some vehicle brake pads and clutch linings.

The Control of Asbestos at Work Regulations 2002 (CAWR) introduces an explicit duty to manage asbestos in non-domestic premises, to manage the risk of exposure to asbestos or asbestos containing material (ACM). The duty to manage requires those in control of premises to:

- Take reasonable steps to determine the location and condition of materials likely to contain asbestos;
- Presume materials contain asbestos unless there is strong evidence that they do not;
- Make and keep an up to date record of the location and condition of the ACMs or presumed ACMs in the premises;
- Assess the risk of the likelihood of anyone being exposed to fibres from these materials;
- Prepare a plan setting out how the risks from the materials are to be managed;
- Take the necessary steps to put the plan into action;
- Review and monitor the plan periodically; and
- Provide information on the location and condition of the materials to anyone who is liable to work on or disturb them.

The Town Clerk is responsible for ensuring that a copy of the applicable Council's 'Asbestos survey' is issued to Employees/Contractors who carry out any type of maintenance, repair or refurbishment work.

15.16. Display Screen Equipment

Health and Safety (Display Screen Equipment) Regulations 1992

Using a computer or other kinds of display screen equipment (visual display units) can give rise to back problems, repetitive strain injury or other musculoskeletal disorders. These health problems may become serious if no action is taken. They can be caused by poor design of work stations (and associated equipment such as chairs), insufficient space, lack of training or not taking breaks from display screen work. Work with a screen does not cause eye damage, but many users experience temporary eye strain or stress. This can lead to reduced work efficiency or taking time off work.

Managers are responsible for ensuring that all relevant employees:

- ☐ are given the necessary training;
- ☐ complete a display screen risk assessment;
- ☐ implement any necessary control measures to eliminate or reduce the identified risks.

Where applicable, staff will be able to arrange eye tests at appropriate intervals, for which reimbursement of the cost can be claimed from Stalham Town Council.

16.17. Hazardous Substances

Control of Substances Hazardous to Health Regulations 2002 (COSHH)
Classification, Labelling and Packaging Regulations 2008 (CLP)
Control of Lead at Work Regulations 2002

COSHH

COSHH safety notices and Guidance Procedures are to be displayed on the applicable storage cupboards.

The Town Clerk is responsible for **identifying substances** which need a COSHH assessment. **Employees who use hazardous substances** will be responsible for undertaking the COSHH assessments.

Employees are responsible for notifying the Town Clerk of any hazardous substances for use in order that the Product Data Sheets can be obtained and Risk Assessments including appropriate control measures can be identified and implemented.

The Town Clerk and relevant employees will be responsible for ensuring that all **actions identified** in the assessments are implemented.

The Town Clerk will be responsible for ensuring that all of their relevant employees are informed about the COSHH assessments.

The Town Clerk will check that new substances can be used safely before they are purchased. Assessments will be reviewed every 3 years or when the work activity changes, whichever is soonest.

Safety Data Sheets from suppliers are to be maintained at the appropriate properties.

Spill Control

Managers are responsible for ensuring that all staff are aware of procedures in the event of a spillage of hazardous substances and for ensuring that stocks of spill control equipment are maintained.

17.18. Working at Heights

Provision and Use of Work Equipment Regulations 1998 Lifting Operations and Lifting Equipment Regulations 1998 Construction (Design & Management) Regulations 2015

A fall from height has sudden and irreversible consequences and can only be prevented by ensuring that each task associated with working at height is carefully planned before deciding if the method of gaining access is appropriate. The overriding principle is to do all that is practicable to prevent anyone falling. Strict adherence to the principles and practices within the Work at Height Regulations 2005, and its Schedules, is the only acceptable solution.

Separate guidance is available from the Councils Town Clerk.

18.19. Lone Working

A Lone Working Policy & Procedure, which is designed to raise awareness of the risks presented by lone working, to identify the responsibilities each person has in this situation, and to give guidance on how to manage such risks has been produced by the Town Council. This is available from the Council's designated Health and Safety Officer.

19.20. Machinery

Management of Health and Safety at Work Regulations 1999 Provision and Use of Work Equipment Regulations 1998

Vibration from work with powered hand held tools, equipment or processes can damage the hands and arms of users causing 'hand-arm vibration syndrome'. This is a painful, irreversible condition which includes 'vibration white finger' and the effects can be impaired blood circulation, damage to the nerves and muscles, and loss of ability to grip properly.

Back damage can be caused by vibration from a vehicle or machine passing through the seat into the driver's body through the buttocks – known as whole body vibration. Whole body vibration can also be caused by standing on the platform of a vehicle or machine, so vibration passes into the operator through their feet.

The Town Clerk is responsible for ensuring that an assessment is carried out in respect of all new machinery and equipment.

Staff & volunteers are advised to report any faults immediately.

The use of the Council's equipment is restricted to only the trained operatives and staff.

20.21. Maintenance & Building Work

*Construction (Design & Management) Regulations 2015
Construction (Design and Management) Regulations 1994 Lifting Operations and Lifting Equipment Regulations 1998 Provision and Use of Work Equipment Regulations 1998 Confined Spaces*

Regulations 1997

All contractors should be qualified and competent for the work to be carried out. The Contractor shall provide the Service Manager with a Risk Assessment/s, method statements or other depending on the type of work being undertaken.

The Contractor shall have regard to the Council's Safety Policy. Whilst on premises owned by the Council the Contractor shall ensure that his employees comply with the Council's Health & Safety Policy.

22.22. Manual Handling

Manual Handling Operations Regulations 1992
Management of Health and Safety at Work Regulations 1999

A manual handling policy and procedure designed to raise awareness of the risks, to identify responsibilities, and to give guidance on how to manage such risks has been produced by the Town Council. A copy is available from the Council's Health and Safety Officer.

22.23. Noise at Work

The Control of Noise at Work Regulations 2005
Noise at Work Regulations 1989

High levels of noise at work can cause hearing loss. This can take many years to become serious. Young people can be damaged as easily as the old and premature deafness is even worse. Sufferers often first start to notice hearing loss when they cannot keep up with conversations in a group or when the rest of their family complains they have the television on too loud. Deafness can make people feel isolated from their family, friends and colleagues.

A preliminary decision on whether an assessment is needed can usually be reached without making detailed noise measurements.

As a rough guide, an assessment of daily personal exposure will usually be needed wherever people have to shout or have difficulty being heard clearly by someone about 2 metres away or they find it difficult to talk to each other.

Whenever it is decided that a more detailed assessment is needed the Town Clerk will complete the assessment.

23.24. Plant, Mechanical and Electrical Equipment

Provision and Use of Work Equipment Regulations 1998 Lifting Operations and Lifting Equipment Regulations 1998 Supply of Machinery (Safety) (Amendment) Regulations 2011

Work equipment covers an enormous range spanning process machinery, machine tools, office machines, lifting equipment, hand tools, ladders and pressure washers. Important points include: selecting the right equipment for the job, making sure equipment is safe to use and keeping it safe through regular maintenance, inspection and if, appropriate, thorough examination, training employees to use equipment safely and following manufacturers' or suppliers' instructions.

Accidents involving work equipment happen all the time – many serious, some fatal.

The Town Council is committed to ensuring that all equipment is suitable for its intended use. Employee Safety Representatives will be consulted in connection with the use of new machinery and equipment.

The Town Clerk will:

- ☐ Be responsible for ensuring effective maintenance procedures are drawn up;
- ☐ Be responsible for ensuring that all identified maintenance is implemented;
- ☐ Will check that new plant and equipment meets health and safety standards before it is purchased;
- ☐ Maintain the register of all plant, mechanical and electrical items and ensuring that all inspection and maintenance regimes are complied with, to include:
 - Description of Equipment
 - Location
 - Restricted Users Supervisor
 - Responsible
 - Inspection Maintenance Regime Service
 - Engineers
- ☐ Arrange for periodic inspections of portable items;
- ☐ Ensure all persons are adequately trained in using electrical equipment; and
- ☐ Ensure the use of residual current devices especially if equipment is used outside;

Electrical Equipment

Electricity at Work Regulations 1989

Electricity can kill. Most deaths are caused by contact with overhead or underground power cables. Even non-fatal shocks can cause severe and permanent injury. Shocks from faulty equipment may lead to falls from ladders, scaffolds or other work platforms. Those using electricity may not be the only ones at risk. Poor electrical installations and faulty electrical appliances can lead to fires which can also result in death or injury to others.

User checks on **electrical equipment** can be made by the person using the equipment. Aspects to look for should include damage to the plug, cable or equipment casing, use of tape to join wiring, overheating, and whether the item has been exposed to conditions for which it is not suitable, e.g. a wet environment. Formal visual inspections and changing plugs or altering electrical equipment must be completed by a qualified electrician.

Any items that have not been registered in the inventory and checked (PAT TESTED) must not be connected to the Council's electricity supply.

Any faults should be reported immediately to the person responsible for the maintenance and the equipment taken out of use immediately.

24.25. Play Equipment

All play equipment is subject to a detailed inspection by independent specialists at least annually.

These detailed inspections should be supplemented with more frequent inspections by the Council's own staff, a visual inspection is carried out on a weekly basis to check for any obvious vandalism, wear and tear, broken glass, dog fouling, etc. A more detailed inspection is carried out monthly. All inspections should be formally recorded.

Any equipment found to be unsafe should be immobilised and taken out of use. In some cases, it may be sufficient to cordon off the area, in others it may be necessary to remove the item completely to ensure the safety of users. DIY repairs should not be carried out unless they are endorsed by the original manufacturer or installer. All repairs shall be carried out by a competent person.

25.26. Radiation

Ionising Radiation Regulations 2017

Management of Health and Safety at Work Regulations 1999

Various kinds of radiation, both ionising and non-ionising, may affect us.

1) Non-ionising radiation:

- UV radiation (e.g. from the sun) can damage the skin and lead to skin cancer; and
- Lasers can cause burns and damage the eye.

2) Ionising radiation:

- Naturally occurring radon gas from the ground; and
- Radiography or thickness measuring gauges.

Excess doses of ionising radiation can cause burns, sickness and can have other adverse health effects.

The Town Clerk will be responsible for ensuring that jobs at risk of the effects of radiation are **risk assessed** and all **actions identified** in the assessments are implemented.

26-27. Stress at Work

Management of Health and Safety at Work Regulations 1999

Many people argue about the definition and sometimes even the existence of 'stress'. However, research has shown that whatever you choose to call it, there is a clear link between poor work organisation and subsequent ill health. The Health & Safety Executive defines stress as "*the adverse reaction people have to excessive pressure or other types of demand placed on them*". Stress at work can be tackled in the same way as any other risk to health – by identifying the hazards, assessing who is at risk and the level of risk, deciding how to manage the risk and putting the plans into action.

To reduce stress in the organisation, Managers and the staff they are responsible for should keep in regular contact. Managers should ensure they hold regular team meetings and one to one meeting with individual members of staff, providing for an opportunity for all to raise any issues of concern and explore a way to resolve them.

The Town Council has an approved Absence Policy, which is designed to reduce sickness absence by addressing the causes. Any member of staff who is absent from work, even for one day, should complete a return-to-work form and have a conversation with their Manager about the reasons for absence and whether any support or action can be taken to prevent future reoccurrences.

27-28. Trip & other Dangerous Hazards

Workplace (Health, Safety and Welfare) Regulations 1992

The most common cause of injuries at work is the slip or trip, resulting in falls which can be serious. It's a particularly important subject since members of the public use our premises. Measures to prevent such injuries are often simple, cheap and lead to other benefits.

Parks & Open spaces grounds staff are responsible for regular visual checks of their respective premises to ensure there are no trip hazards, sharp objects or obstructions.

Where any member of staff discovers spillages, wet surfaces, broken objects, damaged furniture or equipment, they must take every step to initially make the area safe and where the member of staff can deal with the danger safely, they must do so. Otherwise it should be immediately reported to the appropriate responsible officer.

28-29. Vehicles

Workplace (Health, Safety and Welfare) Regulations 1992

Provision and Use of Work Equipment Regulations 1998

Construction (Design & Management) Regulations 2015

Every year about 70 people are killed and about 2500 seriously injured in accidents involving vehicles at the workplace. Being struck or run over by moving vehicles, items falling from vehicles, or vehicles over turning are the most common causes. Stalham Town Council uses vehicles in its public places, which includes the workplace, and examples include vans, tractors and mowers. Often there is significantly more danger from vehicles on parks and open spaces and at depots than on the public highway since the operating conditions are different.

All staff using vehicles should have the relevant licence and receive appropriate training and must operate and use the vehicle in accordance with the manufacturer's instructions and solely for the purpose intended by Stalham Town Council.



Data Protection Complaints Policy

1. Purpose

This policy explains how Stalham Town Council (the Council) receives, investigates and responds to complaints concerning its handling of personal data. It is intended to ensure that individuals can raise concerns easily and that complaints are handled fairly, proportionately, transparently and without undue delay.

The policy supports the Council's compliance with the UK General Data Protection Regulation (UK GDPR), the Data Protection Act 2018, as amended by the Data (Use and Access) Act 2025, and relevant guidance issued by the Information Commissioner's Office (ICO).

2. Scope

This policy applies to complaints that the Council may have infringed data protection legislation in connection with personal data relating to the complainant or to a person whom the complainant is authorised to represent. This includes concerns about:

- how the Council has collected, used, shared, disclosed, stored, retained, secured, corrected or deleted personal data;
- the fairness, lawfulness or transparency of the Council's processing;
- the accuracy or security of personal data, including concerns arising from a personal data breach;
- the Council's handling of a subject access request or another individual-rights request; and
- direct marketing, photographs, CCTV, website services or other Council activities involving personal data.

Freedom of Information Act 2000 requests, Environmental Information Regulations 2004 requests and general service complaints are normally handled under the Council's relevant procedures. However, where a complaint contains both data protection and other issues, each part will be handled under the appropriate procedure. A data protection concern will not be disregarded merely because it forms part of a wider complaint.

Important: A complaint about the handling of an information-rights request does not pause, extend or restart the statutory deadline for responding to that request.

3. What is a data protection complaint?

A data protection complaint is an expression of dissatisfaction by a person who considers that the Council may have infringed data protection legislation in the way it has handled their personal data, or the personal data of someone they are authorised to represent.

A person does not need to describe their concern as a “complaint”, use legal terminology, quote legislation or complete a particular form. If the Council is unsure whether a person intends to make a data protection complaint, it will ask for clarification promptly.

4. How to make a complaint

The Council’s preferred contact methods are:

Email	clerk@stalham-tc.gov.uk
Post	Data Protection Complaints Stalham Town Council 74 High Street Stalham Norfolk NR12 9AS
Telephone	07881 638145
In person	By arrangement with the Council office

These are preferred routes only. The Council will recognise and accept data protection complaints made verbally, in writing, electronically, through social media or through any other reasonable channel, including complaints received by any member of staff. Where a complaint is made through an insecure public channel, the Council may ask the complainant to continue through a more secure contact method.

To help the Council investigate, complainants are encouraged to provide, where possible:

- their name and preferred contact details;
- a clear description of the concern, including relevant dates, people or Council services;
- copies of relevant correspondence or supporting information; and
- the outcome they would like the Council to consider.

A complaint will not be rejected solely because the person has not provided every item listed above. The Council will help identify what further information, if any, is reasonably needed.

4.1 Complaints concerning the Proper Officer or Data Protection Lead

A complaint concerning the conduct of the Proper Officer or Data Protection Lead may be addressed to the Chair of the Council, marked “Private and Confidential”, at the postal address above. It will be handled by a person who is appropriately senior or independent and, wherever practicable, was not involved in the matter complained about.

4.2 Identity and representatives

Where the Council has reasonable doubts about identity, it may request proportionate evidence before disclosing personal information or completing its response. It will ask promptly and will not request identification where identity has already been established. Any evidence collected for this purpose will be handled securely and kept only for as long as necessary.

A person may complain through an authorised representative, such as a family member, solicitor or advocate. The Council may request appropriate evidence that the representative is authorised to act. It will not disclose personal data to an unauthorised third party.

4.3 Accessibility and children

The Council will make reasonable adjustments and provide information in an accessible form where required. It will communicate with children in clear, age-appropriate language, assess their ability to understand and exercise their rights where necessary, and act promptly if a complaint indicates an urgent safeguarding concern.

5. How the Council handles complaints

5.1 Recognition and referral

All staff and councillors should be able to recognise a potential data protection complaint and refer it promptly to the Proper Officer or Data Protection Lead. The statutory timescale begins when the complaint is first received by the Council, not when it reaches the person responsible for investigating it.

5.2 Acknowledgement

The Council aims to acknowledge a complaint within five working days and will always acknowledge it within 30 days of receipt. The 30-day period begins on the day after receipt. If the final day falls on a weekend or public holiday, acknowledgement may be given on the next working day.

The acknowledgement will normally confirm that the complaint has been received, identify a contact point, summarise the issues where helpful, and explain what will happen next. An acknowledgement may be combined with the final outcome where the complaint can be investigated and resolved promptly.

5.3 Investigation

The Council will begin appropriate enquiries without undue delay and will investigate the complaint fairly, accurately and proportionately. Depending on the circumstances, this may include:

- reviewing relevant records, systems, correspondence, policies and decisions;
- speaking with staff, councillors, processors or other people involved;
- checking whether the Council complied with data protection legislation and its own standards;
- considering the impact on the complainant, including any continuing harm or urgency; and
- obtaining specialist or legal advice where appropriate.

The investigator will be sufficiently impartial. Where the complaint concerns a person who would ordinarily investigate it, the Council will appoint another suitable person. The Council is not required to take steps that would be unreasonable or disproportionate, but it will record and be able to explain its approach.

5.4 Keeping the complainant informed

The Council will keep the complainant appropriately informed without undue delay. Where an investigation is likely to take longer than initially expected, the Council will explain the reason, provide an expected completion date and give further updates as appropriate. An internal target date will not justify delaying an outcome that could reasonably be provided sooner.

5.5 Response and outcome

The Council will communicate the outcome without undue delay. It aims to provide a full written response within one calendar month, but this is a service target rather than an automatic statutory extension period. If the complaint cannot reasonably be concluded within that period, the Council will explain why, state what remains to be done, provide an expected completion date and continue to keep the complainant informed.

The final response will normally:

- address each material part of the complaint;
- summarise the enquiries made and the evidence considered, so far as it is lawful and appropriate to do so;
- state whether the complaint is upheld, partially upheld or not upheld, with clear reasons;
- explain any remedial action taken or proposed;
- explain the available internal review; and
- explain that the complainant may contact the ICO at any time and provide the ICO's contact details.

5.6 Possible remedies

The appropriate outcome will depend on the circumstances. Remedies may include:

- an explanation or clarification;
- correction, restriction, deletion or recovery of personal data, where legally appropriate;
- an apology;
- a change to a decision, process, privacy notice, contract or security measure;
- staff or councillor training;
- action involving a processor or other organisation; or
- confirmation, with reasons, that the Council considers it acted appropriately.

Personal data breaches: If a complaint suggests that a personal data breach has occurred, the Council will also follow its breach-management procedure. Handling the complaint does not replace any duty to assess risk, document the breach, notify the ICO or inform affected individuals within the applicable legal timescales.

6. Internal review and the Information Commissioner

6.1 Internal review

If the complainant is dissatisfied with the Council's response, they may request an internal review. The request should identify the aspects of the decision they would like reviewed. Wherever practicable, the review will be undertaken by a senior officer, the Chair of the Council or another suitable person who was not involved in the original decision. The reviewer may uphold, vary or overturn the original outcome and will provide reasons.

6.2 Right to complain to the ICO

A complainant is not required to complete the Council's internal review process before contacting the ICO. They may complain to the ICO at any point.

Organisation	Information Commissioner's Office
Address	Wycliffe House, Water Lane, Wilmslow, Cheshire SK9 5AF
Telephone	0303 123 1113
Website	ico.org.uk/make-a-complaint

The Council's response will also explain any other relevant right or remedy where appropriate.

7. Record-keeping and retention

The Council will maintain a secure record of data protection complaints sufficient to demonstrate compliance and support learning. Records may include:

- the date and method of receipt;
- the nature of the complaint and any relevant risk or urgency;
- identity or authority checks, where required;
- the acknowledgement and progress updates;
- relevant enquiries, evidence and decisions;
- the outcome, remedial actions and any internal review; and
- lessons learned and recurring themes.

Records will be accurate, access-controlled and retained in accordance with the Council's retention schedule. Personal data will not be retained for longer than necessary and will be securely deleted or destroyed when the applicable retention period expires, unless continued retention is required by law or for the establishment, exercise or defence of legal claims.

8. Confidentiality and information sharing

Complaints will be handled as confidentially as reasonably possible. Personal information will be accessed, used or disclosed only where necessary to investigate and respond to the complaint, comply with the law, obtain professional advice, protect individuals, or establish, exercise or defend legal rights.

Information may need to be shared with relevant Council staff or councillors, processors, joint controllers, insurers, professional advisers, regulators or other authorities. Any sharing will be lawful, necessary, proportionate and appropriately secure.

9. Roles, training and accountability

- The Council is the data controller and remains responsible for complying with the statutory complaints duties.
- The Proper Officer / Data Protection Lead oversees this policy, coordinates investigations and advises the Council on compliance.
- All staff and councillors must recognise potential complaints, preserve relevant information and refer complaints promptly.
- Where the Council uses a processor or acts with a joint controller, relevant written arrangements should explain how complaints will be identified, referred and investigated. The Council remains accountable for its own legal obligations.
- Relevant staff and councillors will receive proportionate training on recognising, escalating and handling data protection complaints.

10. Monitoring, learning and reporting

The Proper Officer / Data Protection Lead will review complaints for recurring issues, risks and opportunities to improve services, policies, security and training. Anonymised or appropriately summarised information may be reported to the Finance and Data Protection Committee or Full Council. Reports must not disclose personal information unnecessarily.

Actions arising from complaints will be recorded, allocated and monitored to completion. Serious or systemic issues will be escalated promptly to the Council and, where required, to the ICO or another appropriate body.

11. Review of this policy

This policy will be reviewed by February 2028 and at least every two years thereafter. It will be reviewed sooner where there is a relevant change in legislation, ICO guidance, Council structure or practice, or where complaint monitoring identifies that amendment is required.

12. Legal framework and guidance

- UK General Data Protection Regulation
- Data Protection Act 2018, as amended
- Data (Use and Access) Act 2025
- ICO: How to deal with data protection complaints
- Equality Act 2010

Appendix A - Internal complaint-handling checklist

This checklist supports consistent administration. It does not replace consideration of the circumstances of each complaint or the obligation to act without undue delay.

Stage	Required action	Record / completion
Receive	Record the date, time, channel and substance of the complaint. Preserve relevant information.	Received: _____ Reference: _____
Recognise	Confirm whether it is a data protection complaint or contains a data protection element. Refer promptly.	Owner: _____
Risk check	Consider urgency, continuing harm, security incident, safeguarding and breach-notification duties.	Risk/actions: _____
Identity / authority	Request only proportionate evidence where needed. Record why it was necessary.	Checked: Yes / No / N/A
Acknowledge	Aim for five working days; always within 30 days of receipt.	Sent: _____
Plan	Define issues, enquiries, evidence, investigator and expected completion date.	Plan date: _____
Investigate	Make fair, accurate, proportionate enquiries without undue delay. Record decisions and evidence.	Notes held: Yes / No
Update	Keep the complainant informed and explain any delay or changed completion date.	Updates: _____
Outcome	Address each material point, give reasons, explain remedies, review route and ICO rights.	Sent: _____
Actions	Allocate, monitor and complete remedial actions. Consider wider learning and reporting.	Owner/date: _____
Close / retain	Update the complaints log and retain records under the Council's retention schedule.	Closed: _____

About Visit North Norfolk:

Visit North Norfolk is the official not-for-profit destination management organisation (DMO) and visitor guide for the area. Visit North Norfolk is North Norfolk District Council's commissioned partner to promote the north Norfolk coast and countryside, and the Deep History Coast, continuing to grow the number of people visiting the area.

Sitting within the Visit East of England Local Visitor Economy Partnership (LVEP) national structure of VisitEngland-accredited DMOs, Visit North Norfolk is the official tourist board for the area.

Visit North Norfolk's Role for Supporting Businesses:

As a marketing organisation, Visit North Norfolk is more than just a listings site, bringing many additional benefits to business members. Membership starts from £200+VAT per annum. The marketing campaigns raise the profile of north Norfolk to a national and international audience, driving traffic to the website and business listings.



Business members also benefit from working with a skilled team geared towards understanding business needs, challenges and opportunities. Insights and regular research results are provided to help business leaders make informed choices about their own marketing.

A [conference is held each autumn](#) where attendees have the chance to network and meet with other local businesses and service providers.

Marketing trends and data specific to north Norfolk is presented along with a talk from high profile keynote speaker; speakers have included national travel journalist Simon Calder and author of 'We Bought a Zoo' Benjamin Mee.

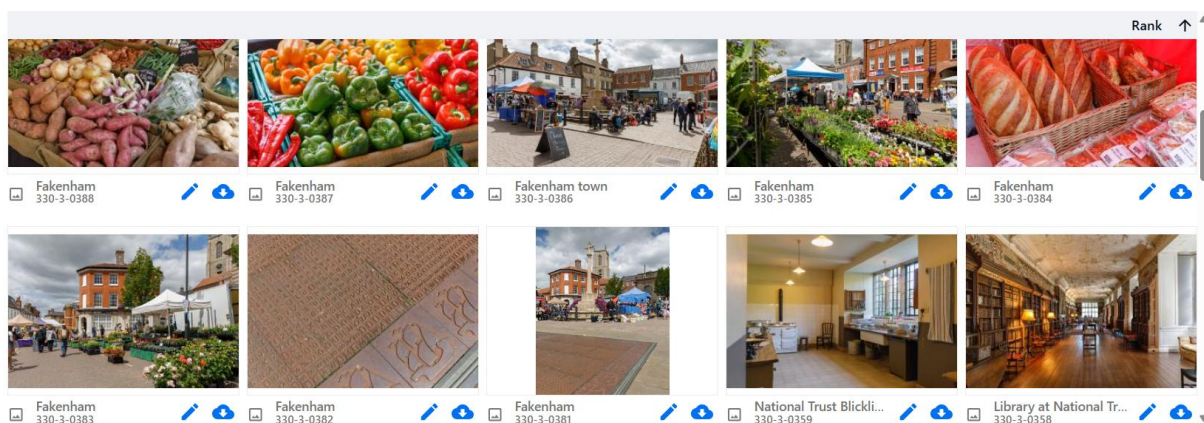
As well as supporting businesses through marketing the area to visitors, Visit North Norfolk offers additional benefits to its members.





Benefits of Business Membership:

Access to free images and videos for businesses to use on their own marketing platforms, via an online digital library.



Free attendance for VNN members to attend the [Visit North Norfolk annual conference](#) held each autumn.

The conference provides opportunities for networking with other local businesses and service providers.

Attendees hear the latest marketing trends and data specific to north Norfolk and a talk from high profile keynote speaker.



Visit North Norfolk operates a **Trusted Partner Directory** - a select list of tried and tested business partners who are able to supply relevant products and services to businesses in the visitor economy at a discounted rate.

Trusted Partners range from marketing and design agencies, social media and SEO, accountancy and laundry provision.



Free training workshops for businesses.

Workshops include: using GA4, making promotional videos, improving your businesses' SEO, employment law in the visitor economy, social media and how to use AI in your business.



Visit North Norfolk website:

Attracts over 5 million page views and 1 million users per year.

Over 40m organic search impressions annually.

8 in 10 people find visitnorthnorfolk.com through Google.

All-year round marketing campaigns drive traffic.

Comprehensive what's on listings.



UK-wide web traffic

Out of county, Visit North Norfolk web traffic is from all over the UK with top areas including: London, Birmingham, Milton Keynes, Wolverhampton, Edinburgh, Plymouth and Newcastle

Ranks first or second on Google for most used search terms: North Norfolk, North Norfolk Accommodation, Self-Catering North Norfolk, Things to Do in North Norfolk, North Norfolk Attractions, what's on in North Norfolk, Beaches in North Norfolk, Places to Visit in North Norfolk, What to Do in North Norfolk – as well as individual town searches.

VNN ranks first or second for searches about specific towns. Monthly town search volumes:

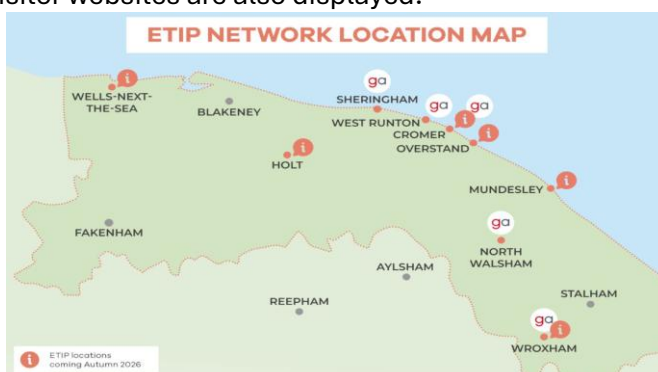
- | | |
|---------------------|-------------------------------|
| • Aylsham – 22,200 | • North Walsham – 27,100 |
| • Cromer – 74,000 | • Sheringham – 49,500 |
| • Fakenham – 33,100 | • Stalham – 18,000 |
| • Holt – 49,500 | • Wells-next-the-Sea – 74,000 |

There are specific web pages (easily signposted from the main navigation) on the Visit North Norfolk website for each town linking to business listings: places to stay, places to eat and things to do.

Electronic Tourist Information Points:

In 2026, Visit North Norfolk (working in partnership with North Norfolk District Council, Greater Anglia, Norfolk County Council, the Broads Authority, Coastwise and Bittern Line Railway), has launched a series of eleven digital information screens. Five screens are live in Greater Anglia stations and a further six screens will be live in autumn 2026. [Find out more here.](#)

The screens carry comprehensive interactive visitor information eg live bus times, town maps, information on beaches, the Broads and activities. Advertisements promoting local businesses, events and town council visitor websites are also displayed.





Town and Parish Councils and Visit North Norfolk Working Together:

Working in partnership, Visit North Norfolk and Town and Parish Councils can promote the individual towns to visitors and residents. Town and Parish Councils can utilise the platforms and promotional channels Visit North Norfolk provides, gaining access to millions of engaged consumers. Businesses within the towns can access benefits and business support offered by Visit North Norfolk (by becoming members) and join a network of engaged local businesses.

For an annual membership contribution, town and parish councils will receive the following benefits:

- A representative from the town / parish council can attend the Visit North Norfolk annual conference
 - Opportunity to include a flier in the goody bag
- Free space on Visit North Norfolk's training workshops
 - As well as discounted workshop entry tickets for businesses to attend the workshops (if not a Visit North Norfolk member)
- Town and parish councils can access the digital asset library and use the images and videos in their own materials
- Inclusion of events in what's on listings pages
- Link from the towns page on the Visit North Norfolk website to the councils' website
- Town to be featured in 'spotlight on' in a monthly ecomms newsletter to 80,000 consumers with event round up
- Inclusion of towns in relevant national media editorials and press trips
- Organic social media posts to support key events and initiatives

In addition to the partnership membership, town and parish councils will be able to work with Visit North Norfolk to create bespoke **marketing campaigns** to promote the towns. For an agreed budget, the activities could include:

- Creation of a promotional video about the town (can also use Visit North Norfolk's existing footage to keep video costs down)
 - The video can be featured on the town's pages on the Visit North Norfolk's website
- Paid-for digital campaigns to promote towns and events
- Featured in Visit North Norfolk's ecomms to 80,000 consumers
- Inclusion on Visit North Norfolk's marketing platforms (Facebook, Instagram, YouTube and Google Remarketing)
- Banner adverts on Visit North Norfolk's website and ecomms

Annual partnership membership fee: £995 +VAT

Contact:

Kayla Dunne, Brand Director, Visit North Norfolk |07496 049639 | kayla@visitnorthnorfolk.com

Risk Assessment: Remembrance Sunday Parade 8th November

Assessment Prepared By:	Clerk on behalf of the STC	Document Reference:	Remembrance Sunday Parade 8th November
Date of Assessment:		Document Status:	Public
Date of Review:	n/a	Scope:	Council-hosted event in various locations in Stalham

What are the Hazards	Who might be harmed	Controls	Residual Score	Risk Status	Further Actions Required?	Action by Whom?	Action by When?	Action Completed Date
Slips and trips	Anyone may suffer personal injury due to a slip or trip caused by uneven ground,	Mark obstructions that cannot be moved with hazard tape or protect them with a barrier.	L	Tolerate	Check area on the day	STC	During event	November 2026
Pedestrian/vehicle collisions: Staff, councillors, volunteers, participants & public	Pedestrian/vehicle collisions: staff, councillors, volunteers, participants & public	Warning can be given on event day regarding road safety and to crossroads safely.	L	Tolerate	Ensure guidance is on literature	STC	During event	November 2026
Crowd management e.g. avoiding overcrowding and pinch points. Staff, councillors, volunteers, participants & public	All participants	Members of the public generally gather at the war memorial to view the Parade where there is room to gather (and disperse). All stewards will be suitably trained and competent to carry out their duties effectively. Stewards to wear hi -vis jackets	L	Tolerate	Ensure guidance is on literature	STC	During event	November 2026

Inclement or Severe weather	Risk of personal injury from severe weather, e.g., high winds/severe flooding. Risk to buildings/equipment and belongings.	Warning can be given on event literature regarding safety in weather conditions.	L	Tolerate	Ensure guidance is on literature	STC	Before and during event	November 2026
Reputation	Risk to STC reputation if event is not adequately risk assessed or safe	Risk Assessment completed and circulated to all stakeholders. Dynamic monitoring during the event to deal with any issues which may arise.	L	Tolerate	Ensure guidance is in the literature	STC	Before event	November 2026
Domestic animals: Visitors Low	Bites and scratches, allergies	Dogs to be kept on leads if on the parade. Information added to event literature.	L	Tolerate	Ensure guidance is on literature	STC	During event	November 2026

Terrorism	All attendees, exhibitors and workers are at risk of a terrorist attack	All attendees familiarise themselves with emergency exits, which are clearly marked, and follow any instructions from the venue in the event of an attack. Personal Safety Tips and Awareness Stay Alert: Awareness is your best defence. Be aware of your surroundings, especially in crowded areas. Avoid Distractions: Avoid using headphones or staring at your phone whilst walking in public areas. Plan: Know your route, keep someone informed of your whereabouts, and ensure you have a plan for getting home. Trust Your Instincts: If a situation or place feels unsafe, leave immediately. Monitor Updates: Follow local news and safety alerts, and follow any guidance or advice provided. Identify Exits: Upon arriving at a venue, note the closest exits and the location of security personnel. Report Suspicious Items: Do not touch suspicious items; report them immediately to police or security. Avoid Demonstrations: If you find yourself in the vicinity of a protest, leave the area immediately. Core Safety Principles (Run, Hide, Tell) In the unlikely event of an attack or emergency, official guidance recommends: RUN: If there is a safe route, run. Escape if you can. HIDE: If you cannot run, hide. Barricade yourself in, turn your phone silent, and turn off lights. TELL: Call the emergency services when it is safe to do so.	L	Tolerate	Ensure this RA is sent to Parade participants.	STC	Before event	November 2026
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