

The Diss Heritage Triangle Trust C I O

A charitable incorporated organisation, number 1168235

Annual Report & Accounts

For the year ended 31st December 2024

The Diss Heritage Triangle Trust CIO

Trustees	Alan Franks (Chairman)
	Peter Hyde (Deputy Chairman)
	Dr. Gary Alexander
	Ray Bryant
	David Case
	Robert Court
	Mrs. Suzanne Kayne
	Glynne Lloyd-Davis
	Miranda Moore
	Jane Rands
#	Caitlin Seale
	Hannah Sidgwick
Joint	Mrs. Suzanne Kayne
Secretaries	Glynne Lloyd-Davis
Honorary Treasurer	David Case
Principal Office	11-12 Market Hill, Diss, Norfolk IP22 4JZ
Registered charity	1168235

13 October 2025

The Diss Heritage Triangle Trust CIO

Chairman's Statement 2025.

The Trust was established as part of the Heritage Triangle project, to ensure that the work to enhance the historic town centre (and in particular the Corn Hall) was not lost following completion of the project. We continue to monitor progress around the town centre, maintaining the wildlife garden to ensure that the charm of old Diss is not lost for present and future generations, and in the same spirit we continue to review proposals for development that could impinge on the town centre.

Much of the original planned workload was completed by the Trust by the end of 2023 and we met other organisations working for the benefit of the town to see if we could work together. In 2024 we moved forward with our policy to enhance the historic town centre by merging our operations with those of Diss Community Team CIC who had reopened one of the largest retail sites in Diss and using it to house some community activities and a number of smaller businesses to enliven the town centre and reduce the number of closed premises; this policy has proved popular with the local population.

Our overall policy remains the enhancement of the historic town centre for the pleasure and enjoyment of residents and visitors alike for future generations. We remain in regular contact with both the Diss Town Council and the traders group to carry this forward and preserve our lovely town.

Signed - Alan Franks – Chairman -13 October 2024

The Diss Heritage Triangle Trust CIO

Report of the Trustees, 2024

The trustees present their report for the year ended 31st December, 2024.

Charitable objectives

The Trust was formed to preserve and enhance the ancient centre of Diss, Norfolk and its historic fabric for the benefit, education and enjoyment of the public, ensuring that those improvements undertaken in the historic centre especially those through the medium of the Heritage Triangle project are managed, maintained and developed and developed for future generations.

Establishment

The Trust was incorporated as a CIO (charitable incorporated organisation) on 15th July 2016 on its registration with the Charity Commission.

Review of Developments

Much of the work originally planned for the town centre had been carried out by 2024 and so the trustees commenced discussions with the Diss Community Team CIC as our interests in promoting the wellbeing of Diss (especially the historic town centre) are complementary. The Community Team had taken on a short-term lease of the (closed) former Beales store in August 2023 with a view to providing space for community use and possibly a covered market. In spring 2024 the Trust took over the monthly lease of the premises and we continue to work it up into a community space. Our calculations showed this was expected to yield a surplus for the first year. Late in 2023, the Trust acquired the entire issued capital of Bees of Diss Limited to become its trading subsidiary.

A ukulele day was organised in early summer, and a transport fair in September; both events were very successful. Such events are encouraged as they attract many visitors to the town thus making for a lively and vibrant community.

We continue to maintain the community wildlife garden.

The Trust enjoys a good relationship with and support from the Town Council, and liaises with the businesses in the Triangle and their Traders' Group in order to encourage (partly through events) a lively future for the Town centre

Public Benefit

The creation of a community wildlife garden and a boardwalk over part of the Mere have provided for residents and visitors alike a peaceful contemplative area to sit awhile in the centre of Diss. The streets that define the historic town centre have been made more welcoming to pedestrians and accessible with a view to encouraging more people to visit and spend some time in the area, to enjoy its charming old buildings or visit the Town's Museum (free) and the various shops and cafes and see for themselves what makes this so special a place.

Management and Organisation

The Trust's constitution is its governing document; it is based significantly on the Charity Commission's standard association model. As a charitable incorporated organisation the trustees are subject to charity law, the principal legislation being the Charities Acts of 2011 and 2022..

Membership

Membership is open to any person or organisation interested in supporting the objectives of the Trust and whose name is recorded in the register of members. The trustees may set a range of subscription rates payable for membership but decided that for January 2021 onwards membership would be free. Membership is not transferable. Trustees may decide that it is in the best interests of the Trust that a member should be removed from membership, but only after notifying the member concerned in writing and considering the matter in the light of any representations made by the member within 21 days of such a notice.

Trustees

The trustees manage and control the Trust and its assets. The Trust board must comprise at least three trustees; there is no maximum number. They may appoint from amongst themselves such officers (including a chairman, secretary and such committees and working groups) as they deem fit; they may also recruit volunteers to assist in this.

All the trustees are subject to reappointment by the members. One third of those in office retire by rotation each year, and in addition those trustees co-opted onto the board since the previous annual general meeting stand down; all may stand for election or re-election by the members. David Case, Dr. Gary Alexander, Alan Franks and Mrs. Suzanne Kayne were co-opted onto the Trust board during 2023 and accordingly they will stand down at the AGM but offer themselves for election. Peter Hyde and Glynne Lloyd-Davis retire by rotation and are standing for re-election.

The trustees in office throughout the year covered by this report are listed below:

Dr. Gary Alexander (appointed 5 September 2023)
Ray Bryant (appointed 7 March 2023)
David Case (appointed 28 July 2023)
Robert Court
Dave Down (resigned 9 January 2024)
Alan Franks (appointed 5 September 2023)
Peter Hyde
Mrs. Suzanne Kayne (appointed 5 September 2023)
Glynne Lloyd-Davis
Graham Minshull (resigned 5 March 2024)
Miranda Moore
Jane Rands (appointed 12 May 2025)
Caitlin Seale (appointed 12 May 2025)
Hannah Sidgwick (appointed 12 May 2025)

Governance

The trustees met every two months in 2024; as the Trust's activities are settling into a pattern the trustees will consider meeting quarterly in future to consider progress, the risks and opportunities presented and the financial situation; additional meetings may be convened should any trustee consider this appropriate. This change is being considered following the allocation of certain portfolios to trustees: David Case (finance), Glynne Lloyd-Davis (governance), Ray Bryant (planning and development) and Dr. Gary Alexander (community involvement). Other roles may be added in the future. The trustees are grateful for David Case's work as the Trust's honorary Treasurer.

A policy on reserves has been adopted.

The Responsibilities of the Trustees

The trustees are effectively stewards responsible for safeguarding the assets of the Trust and for taking reasonable steps for the prevention and detection of fraud and any other irregularities. They are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the Trust and to enable them to ensure that the financial statements comply with the Charities Act 2011.

Accounts and Audit/Independent Examination

The attached accounts show the financial state of the Trust as at 31st December, 2024.

As the Trust's income for the year exceeds £25,000, the trustees have appointed an independent examiners in accordance with section 145 of the Charities Act 2011.

Approved by the trustees on 13th October 2025 and signed on their behalf by:

Alan Franks - Chairman

Diss Heritage Triangle Trust

Income and expenditure

2024

Draft v9.10.25

Income	49744.62
Expenses	
Rent	18000.00
Rates	1857.01
Gas	1748.52
Electricity	4012.09
Telephone	350.28
Consultancy	2400.00
Maintenance	2741.90
Insurance	3123.20
Consumables	344.75
Events	327.34
Ballroom	154.44
Garden	37.19
Display	482.65
Professional services	300.00
Cleaning	231.32
	<hr/> 36110.69
Trading Surplus	<hr/> 13633.93 <hr/>
Donation by subsidiary	1502.00
Surplus	<hr/> 15135.93 <hr/>

Diss Heritage Triangle Trust CIO

**Balance Sheet
2024 v4 9.10.25**

Assets

Cash **12747.71**

Debtors

Owed by subsidiary	14152.00	
Prepayment - Rent	1800.00	
Prepayment - Building Insurance	2448.68	
Trade debtor	1580.00	19980.68

Current Assets **32728.39**

Investment in subsidiary **100.00**

Creditors **950.00**

Reserves **31878.39**

Reserves b/f 9492.47

Asset transfer from Diss Community

Team 7250.00

Surplus 12 months 15135.93

Reserves c/f **31878.40**

The Diss Heritage Triangle Trust C I O

A charitable incorporated organisation, number 1168235

Annual Report & Accounts

For the year ended 31st December 2024

The Diss Heritage Triangle Trust CIO

Trustees	Alan Franks (Chairman) Peter Hyde (Deputy Chairman) Dr. Gary Alexander Ray Bryant David Case Robert Court Mrs. Suzanne Kayne Glynne Lloyd-Davis Miranda Moore Jane Rands
#	Caitlin Seale Hannah Sidgwick
Joint	Mrs. Suzanne Kayne
Secretaries	Glynne Lloyd-Davis
Honorary Treasurer	David Case
Principal Office	11-12 Market Hill, Diss, Norfolk IP22 4JZ
Registered charity	1168235

13 October 2025

The Diss Heritage Triangle Trust CIO

Chairman's Statement 2025.

The Trust was established as part of the Heritage Triangle project, to ensure that the work to enhance the historic town centre (and in particular the Corn Hall) was not lost following completion of the project. We continue to monitor progress around the town centre, maintaining the wildlife garden to ensure that the charm of old Diss is not lost for present and future generations, and in the same spirit we continue to review proposals for development that could impinge on the town centre.

Much of the original planned workload was completed by the Trust by the end of 2023 and we met other organisations working for the benefit of the town to see if we could work together. In 2024 we moved forward with our policy to enhance the historic town centre by merging our operations with those of Diss Community Team CIC who had reopened one of the largest retail sites in Diss and using it to house some community activities and a number of smaller businesses to enliven the town centre and reduce the number of closed premises; this policy has proved popular with the local population.

Our overall policy remains the enhancement of the historic town centre for the pleasure and enjoyment of residents and visitors alike for future generations. We remain in regular contact with both the Diss Town Council and the traders group to carry this forward and preserve our lovely town.

Signed - Alan Franks – Chairman -13 October 2024

The Diss Heritage Triangle Trust CIO

Report of the Trustees, 2024

The trustees present their report for the year ended 31st December, 2024.

Charitable objectives

The Trust was formed to preserve and enhance the ancient centre of Diss, Norfolk and its historic fabric for the benefit, education and enjoyment of the public, ensuring that those improvements undertaken in the historic centre especially those through the medium of the Heritage Triangle project are managed, maintained and developed and developed for future generations.

Establishment

The Trust was incorporated as a CIO (charitable incorporated organisation) on 15th July 2016 on its registration with the Charity Commission.

Review of Developments

Much of the work originally planned for the town centre had been carried out by 2024 and so the trustees commenced discussions with the Diss Community Team CIC as our interests in promoting the wellbeing of Diss (especially the historic town centre) are complementary. The Community Team had taken on a short-term lease of the (closed) former Beales store in August 2023 with a view to providing space for community use and possibly a covered market. In spring 2024 the Trust took over the monthly lease of the premises and we continue to work it up into a community space. Our calculations showed this was expected to yield a surplus for the first year. Late in 2023, the Trust acquired the entire issued capital of Bees of Diss Limited to become its trading subsidiary.

A ukulele day was organised in early summer, and a transport fair in September; both events were very successful. Such events are encouraged as they attract many visitors to the town thus making for a lively and vibrant community.

We continue to maintain the community wildlife garden.

The Trust enjoys a good relationship with and support from the Town Council, and liaises with the businesses in the Triangle and their Traders' Group in order to encourage (partly through events) a lively future for the Town centre

Public Benefit

The creation of a community wildlife garden and a boardwalk over part of the Mere have provided for residents and visitors alike a peaceful contemplative area to sit awhile in the centre of Diss. The streets that define the historic town centre have been made more welcoming to pedestrians and accessible with a view to encouraging more people to visit and spend some time in the area, to enjoy its charming old buildings or visit the Town's Museum (free) and the various shops and cafes and see for themselves what makes this so special a place.

Management and Organisation

The Trust's constitution is its governing document; it is based significantly on the Charity Commission's standard association model. As a charitable incorporated organisation the trustees are subject to charity law, the principal legislation being the Charities Acts of 2011 and 2022..

Membership

Membership is open to any person or organisation interested in supporting the objectives of the Trust and whose name is recorded in the register of members. The trustees may set a range of subscription rates payable for membership but decided that for January 2021 onwards membership would be free. Membership is not transferable. Trustees may decide that it is in the best interests of the Trust that a member should be removed from membership, but only after notifying the member concerned in writing and considering the matter in the light of any representations made by the member within 21 days of such a notice.

Trustees

The trustees manage and control the Trust and its assets. The Trust board must comprise at least three trustees; there is no maximum number. They may appoint from amongst themselves such officers (including a chairman, secretary and such committees and working groups) as they deem fit; they may also recruit volunteers to assist in this.

All the trustees are subject to reappointment by the members. One third of those in office retire by rotation each year, and in addition those trustees co-opted onto the board since the previous annual general meeting stand down; all may stand for election or re-election by the members. David Case, Dr. Gary Alexander, Alan Franks and Mrs. Suzanne Kayne were co-opted onto the Trust board during 2023 and accordingly they will stand down at the AGM but offer themselves for election. Peter Hyde and Glynne Lloyd-Davis retire by rotation and are standing for re-election.

The trustees in office throughout the year covered by this report are listed below:

Dr. Gary Alexander (appointed 5 September 2023)
Ray Bryant (appointed 7 March 2023)
David Case (appointed 28 July 2023)
Robert Court
Dave Down (resigned 9 January 2024)
Alan Franks (appointed 5 September 2023)
Peter Hyde
Mrs. Suzanne Kayne (appointed 5 September 2023)
Glynne Lloyd-Davis
Graham Minshull (resigned 5 March 2024)
Miranda Moore
Jane Rands (appointed 12 May 2025)
Caitlin Seale (appointed 12 May 2025)
Hannah Sidgwick (appointed 12 May 2025)

Governance

The trustees met every two months in 2024; as the Trust's activities are settling into a pattern the trustees will consider meeting quarterly in future to consider progress, the risks and opportunities presented and the financial situation; additional meetings may be convened should any trustee consider this appropriate. This change is being considered following the allocation of certain portfolios to trustees: David Case (finance), Glynne Lloyd-Davis (governance), Ray Bryant (planning and development) and Dr. Gary Alexander (community involvement). Other roles may be added in the future. The trustees are grateful for David Case's work as the Trust's honorary Treasurer.

A policy on reserves has been adopted.

The Responsibilities of the Trustees

The trustees are effectively stewards responsible for safeguarding the assets of the Trust and for taking reasonable steps for the prevention and detection of fraud and any other irregularities. They are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the Trust and to enable them to ensure that the financial statements comply with the Charities Act 2011.

Accounts and Audit/Independent Examination

The attached accounts show the financial state of the Trust as at 31st December, 2024.

As the Trust's income for the year exceeds £25,000, the trustees have appointed an independent examiners in accordance with section 145 of the Charities Act 2011.

Approved by the trustees on 13th October 2025 and signed on their behalf by:

Alan Franks - Chairman

Diss Heritage Triangle Trust

Income and expenditure

2024

Draft v9.10.25

Income	49744.62
Expenses	
Rent	18000.00
Rates	1857.01
Gas	1748.52
Electricity	4012.09
Telephone	350.28
Consultancy	2400.00
Maintenance	2741.90
Insurance	3123.20
Consumables	344.75
Events	327.34
Ballroom	154.44
Garden	37.19
Display	482.65
Professional services	300.00
Cleaning	231.32
	<hr/> 36110.69
Trading Surplus	<hr/> 13633.93 <hr/>
Donation by subsidiary	1502.00
Surplus	<hr/> 15135.93 <hr/>

Diss Heritage Triangle Trust CIO

**Balance Sheet
2024 v4 9.10.25**

Assets

Cash **12747.71**

Debtors

Owed by subsidiary	14152.00	
Prepayment - Rent	1800.00	
Prepayment - Building Insurance	2448.68	
Trade debtor	1580.00	19980.68

Current Assets **32728.39**

Investment in subsidiary **100.00**

Creditors **950.00**

Reserves **31878.39**

Reserves b/f 9492.47

**Asset transfer from Diss Community
Team**

7250.00

Surplus 12 months 15135.93

Reserves c/f **31878.40**



Section A

Independent Examiner's Report

Report to the trustees

Charity Name
THE DISS HERITAGE TRIANGLE TRUST LTD

On accounts for the year
ended

31 - 12 - 2024

Charity no
(if any)

1168235

Set out on pages

708

(remember to include the page numbers of additional sheets)

I report to the trustees on my examination of the accounts of the above charity ("the Trust") for the year ended DD / MM / YYYY.

Responsibilities and
basis of report

As the charity's trustees, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ("the Act").

I report in respect of my examination of the Trust's accounts carried out under section 145 of the 2011 Act and in carrying out my examination, I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

Independent
examiner's statement

~~The charity's gross income exceeded £250,000 and I am qualified to undertake the examination by being a qualified member of [insert name of applicable listed body]]. Delete [] if not applicable.~~

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination (~~other than that disclosed below~~*) which gives me cause to believe that in, any material respect:

- the accounting records were not kept in accordance with section 130 of the Charities Act; or
- the accounts did not accord with the accounting records; or
- the accounts did not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

* Please delete the words in the brackets if they do not apply.

Signed:

Aune Hyde

Date:

14.10.25

Name:

AUNE HYDE

Relevant professional
qualification(s) or body

RETIRED BANKER

Address:

GROVE FARM BRIDGE ROAD
BURSTON DISS
NORFOLK IP22 5TH

Section B

Disclosure

Only complete if the examiner needs to highlight material matters of concern (see CC32, Independent examination of charity accounts: directions and guidance for examiners).