The Diss Heritage Triangle Trust C I O

A charitable incorporated organisation, number 1168235

Annual Report & Accounts

For the year ended 31st December 2025

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
Independent examiner	Anne Hyde, Grove Farm, Burston IP22 5TH
Principal Office	8 Marketplace, Diss, Norfolk IP22 4AB
Registered charity	1168235

2 March 2026

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.

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, using it to house community activities and a number of smaller businesses to enliven the town centre and reduce the number of closed premises. Trading as No 8 Marketplace, it focuses on the work of young and established craftspeople. It has proved to popular and successful. The offer of a 3 year lease from the beginning of 2026 instead of a pop-up lease without tenure will make the business more sustainable,

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 – 2 March 2026

The Diss Heritage Triangle Trust CIO

Report of the Trustees, 2025

The trustees present their report for the year ended 31st December, 2025.

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

The focus of the Trust in 2025 was to build on the previous year's work creating a sustainable business at No 8 Marketplace.

We continue to maintain the community wildlife garden.

We supported the Diss Organ Festival in the spring which is now probably the largest of its kind in Europe and is truly international. A Ukulele Day again took place in collaboration with the Corn Hall. The Transport Fayre did not take place this year following the retirement of the organisers but we are actively exploring bringing it back in 2026.

The Trust, in co-operation with the Town Council, is taking part in the Norfolk County Council's 'Love your Market Town' project to improve the streetscape of Diss and has won a grant to support this work which will be carried out in 2026.

The Trust enjoys a good relationship with and support from the Town, District and County Councils, and liaises with the businesses in the Triangle and their Traders' Group in order to encourage 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. By re-opening the most important commercial building in Diss, which had been closed for 3 years, as a centre for crafts and young entrepreneurs, we have helped sustain the commercial centre of the town.

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 but will not stand for re-election.

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

Dr. Gary Alexander
Ray Bryant
David Case
Robert Court
Alan Franks
Peter Hyde
Mrs. Suzanne Kayne
Glynne Lloyd-Davis
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 2025; 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 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, 2025.

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

Approved by the trustees on 2 March 2026 and signed on their behalf by:

Alan Franks - Chairman

Diss Heritage Triangle Trust CIO - charity no 1168235			
Profit & loss account			
for year ending 31 December2025			
	Year ending		**Year ending**
	31.12.2015		**31.12.2024**
Income	53,468		49,744
Donation from subsidiary company	3,411		1,502
	56,879		51,246
Costs			
Rent	21,600		18,000
Rates	2,414		1,857
Electricity	5,083		4,012
Gas	1,950		1,749
Telephone	536		350
Insurance	4,234		3,123
Consultancy	4,949		2,400
Consumables	146		345
Marketing/ display	1,511		483
Maintenance and cleaning	5,471		2,973
Ballroom	904		154
Events	60		327
Garden	330		37
Professional service/ license	409		300
	49,597		36,110
Surplus	**7,282**		15,136

Diss Heritage Triangle Trust CIO - charity no 1168235			
Balance sheet			
for year ending 31 December2025	**Year end**		**Year end**
	31.12.25		**31.12.24**
Current assets			
Cash	31,162		12,748
Debtors			
Trade debtors inc rent from Bees	4,575		14,229
Prepayments	4,562		4,249
Donation by subsidiary	3,411		1,502
Total debtors	12,548		19,980
Net current assets	43,710		32,728
Liabilities			
Trade creditors	1,086		950
Total liabilities	1,086		950
Investment in subsidiary	100		100
Net assets	**42,724**		**31,878**
Capital and reserves			
Reserves brought forward	31,878		9,492
Surplus for year	7,282		15,136
Asset transfer from Diss Community Team	469		7,250
Exceptional item	3,095		-
Reserves carried forward	**42,724**		**31,878**
Exceptional item refers to settlement by EDF over an electricity dispute			
resolved by the ombudsman			

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resolved by the ombudsman			

(if any):	
Address:	GROVE FARM
	BURSTON
	IP22 4AB

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).

Give here brief details of any items that the examiner wishes to disclose.

NONE

CHARITY COMMISSION FOR ENGLAND AND WALES

Independent examiner's report on the accounts

Section A Independent Examiner's Report

Report to the trustees THE DISS AGGREGATE TRIANGLE TRUST CIO

On accounts for the year ended 31.12.2025 **Charity no (if any)** 1168235

Set out on pages 7 - 8

I report to the trustees on my examination of the accounts of the above charity ("the Trust") for the year ended

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: [signature] **Date:** 16.9.2026

Name: ANNE HYDE

Relevant professional qualification(s) or body BARCLAYS BANK - RETIRED