The Oakwood Centre, Headley Road, Woodley, Berkshire, RG5 4JZ
www.woodley.gov.uk

To: **Members of the Strategy & Resources Committee**

Councillors K. Baker (Chairman) J. Anderson; G. Bello; A. Chadwick; K. Gilder; R. Horskins; M. Kennedy; M. Nagra; B. Rowland; A. Swaddle

NOTICE IS HEREBY GIVEN that a meeting of the Strategy & Resources Committee will be held at the Oakwood Centre at 8:00 pm on Tuesday 21 January 2025, at which your attendance is requested.

The Town Council reserves the right to record and broadcast this meeting. Anybody attending the meeting will, by virtue, consent to having their image and audio recorded for this purpose.

Kevin Murray
Town Clerk

AGENDA

1. **APOLOGIES**

2. **DECLARATIONS OF INTEREST**
   To receive any declarations of interest from Members relating to the business of the meeting.

3. **MINUTES OF THE MEETING HELD ON 26 NOVEMBER 2024**
   To approve the minutes of the Strategy and Resources Committee held on 26 November 2024 and that they be signed by the Chairman as a correct record. ***(These minutes were provided in the Full Council agenda of 3 December 2024)***

4. **ACTIONS / FOLLOW UPS**
   To review the actions / follow ups arising from previous meetings of the committee. **(Appendix 4)** Page 5

5. **FINANCE**

a) Budgetary Control

To receive **Report No. SR 1/25**. Page 8

b) Payments

To note the payments as set out in ***Appendix 5b***: Page 10

	Current account	Imprest account
November 2024	£141,371.50	£88,038.50
December 2024	£101,893.74	£63,252.03

c) CCLA PSDF Funds

To note the updated position with regards to the Council's funds within the CCLA Public Sector Deposit Fund (PSDF), as shown at ***Appendix 5c.*** Page 15

6. **OAKWOOD CENTRE INCOME UPDATE**

To note the following Oakwood Centre Income update:

Bookings and Room Hire

Room hire income for April 2024 to December 2024 was £72,329 against the budget target of £55,125. Income against budget is shown at ***Appendix 6.*** Page 16

7. **INVESTMENTS SUB COMMITTEE**

To note **Report No. SR 2/25** of the Investments Sub Committee meeting held on 7 January 2025. Page 17

Members are asked to consider the following recommendations made at this meeting:

i. That the updated **Treasury Management Strategy** for 2025/26 be approved by the Strategy and Resources Committee and presented to Council for adoption. Page 19

8. **RISK MANAGEMENT SUB COMMITTEE**

To note **Report No. SR 3/25** of the Risk Management Sub Committee meeting held on 14 January 2025. Page 26

Members are asked to consider the following recommendations made at this meeting:

i. That the amended **Risk Management Strategy for 2025/26 (Report No. SR 3/25 Appendix A)** be approved by the Strategy and Resources Committee and presented to Council for adoption. Page 27

ii. That the amended **Risk Register for 2025/26 (Report No. SR 3/25 Appendix B)** be approved by the Strategy and Resources Committee, and the summary pages (1 to 3) be presented to Council for adoption. Page 34

iii. That the updated **Disaster Recovery Plan for 2025/26 (Report No. SR 3/25 Appendix C)** be approved by the Strategy and Resources Committee and presented to Council for adoption. Page 57

9. **CAPITAL PROJECTS SCHEDULE**

To note the update on Council projects, as given in ***Appendix 9***. Page 81

10. **CHARGES 2025/26**

a) To consider the proposed 2025/26 charges at the Oakwood Centre and recommend the 2025/26 charges for the Oakwood Centre be approved. ***(Proposed Charges 2025/26 Appendix pages 1-2, enclosed)*** Separate Appendix

b) To consider the recommendation from the Leisure Services Committee and to recommend the 2025/26 charges for Town Council leisure facilities be approved. ***(Proposed Charges 2025/26 Appendix pages 3-6, enclosed)*** Separate Appendix

11. **REVISED ESTIMATES 2024/25**

a) **Strategy and Resources Committee**
To consider **Report No. SR 4/25**. ***(Budget Appendix – blue pages, enclosed)*** Page 82 & Separate Appendix

b) **Recommendations from other committees**
To consider recommendations from the Leisure Services and Planning and Community Committees to approve the Revised Estimates for 2024/25. ***(Budget Appendix - green and cream pages, enclosed)*** Separate Appendix

12. **BUDGET ESTIMATES 2025/26**

a) **Strategy and Resources Committee**
To consider **Report No. SR 5/25**. ***(Budget Appendix – blue pages, enclosed)*** Page 83 & Separate Appendix

b) **Recommendations from other committees**
To consider the 2025/26 Budget estimates recommended by the Leisure Services and Planning and Community Committees ***(Budget Appendix – green and cream pages, enclosed)*** and that these be approved. Separate Appendix

c) **Budget and Precept 2025/26**
To consider **Report No. SR 6/25**. Page 84

13. **COMMUNITY GRANTS**

a) To consider **Report No. SR 7/25**. The guidelines for awarding Community Grants to groups and organisations and to individuals are attached to the report. Page 87

b) To consider increasing the maximum grant sum which can be awarded to individual grant applicants.

The current guidelines limit the maximum grant award to individuals at £100. In April 2024, the Committee approved an increase to the limit applied to community grants awarded to organisations from £250 to £350.

Appendix 13 provides data regarding the last 10 years' of Community Grant awards to both organisations and individuals for Members information. Page 89

14. **THEATRE REFURBISHMENT**

To note the interim report provided from Blue Horizon regarding the Alan Cornish Theatre refurbishment project, provided at **Appendix 14**. Page 90

15. **SAFEGUARDING POLICY**
To approve the safeguarding policy, attached at **Appendix 15**. Page 130

16. **CLIMATE EMERGENCY ACTION PLAN UPDATE**
To note the following updated actions regarding the Council's Climate Emergency Action Plan (CEAP):

W1 – Reduce waste sent to landfill
Council have now rolled out segregated mixed recycling bins throughout Woodford Park.

S1 – Introduce appropriate policies & strategies to support the climate emergency declaration
The Cycling & Walking task & finish working group met on 6 January 2025 and have made progress towards developing a cycling and walking route network across Woodley, connecting and linking to other modes of public transport. The group plan to review the proposed routes by March 2025, after which they aim to consult with Wokingham Borough Council and the wider public before progressing to submit recommendations to the Leisure Services Committee later in 2025.

S2 – Provide suitable training & encourage a green mindset
Both the Town Clerk and Deputy Town Clerk have now undertaken Carbon Literacy training.

The Council's 2024-25 CEAP is available on the Council's website, for Members information. An updated CEAP for 2025/26 will be presented at the next Strategy & Resources Committee meeting for approval.

17. **FUTURE AGENDA ITEMS**
To consider any future agenda items for the committee to consider.

18. **PUBLICITY AND WEBSITE**
To consider items to be publicised.

ACTIONS & FOLLOW UPS FROM PREVIOUS MEETINGS

Meeting Date:	13 June 2023		
Minute	**Action**	**Progress Update**	**Last Updated**
7	The Leisure Services Committee to revisit, review and establish an appropriate SLA for the provision of Youth Services in Woodley by November 2023.	Following work by the YSS working group, the Leisure Services Committee have approved a recommended youth service provision approach (19/11/24). They also extended the end date of the group until 26 March to consider how this approach can be achieved. An updated Strategy for Youth reflecting the work of the group will be considered by LS before coming to S&R for consideration; ultimate approval lies with Full Council.	21/11/24

Meeting Date:	12 September 2023		
Minute	**Action**	**Progress Update**	**Last Updated**
26	To reclaim incorrectly charged VAT from HMRC, and reimburse invoiced customers incorrectly charged VAT during the claimable period.	The Council has received £133,690 from HMRC in respect of VAT charged on sports provision over a 4-year period. This sum has been placed in an earmarked reserve. Reimbursement of invoiced customers is in progress.	21/11/24

Meeting Date:	21 November 2023		
Minute	**Action**	**Progress Update**	**Last Updated**
44	Town Clerk to look at Oakwood Centre Income information provided, in order to show usage in relation to capacity in addition to income, and the conversion rate of enquiries into bookings.	**RECOMMEND REMOVAL** Council's current booking system not setup to report on usage vs capacity, nor are enquiries captured in a sufficient way to report conversion rates. New system due to be implemented for 2025-26 – reporting capabilities will be reviewed, with the aim to provide greater analysis of Council's revenue streams across the whole business.	16/01/25

Meeting Date:	21 November 2023		
Minute	**Action**	**Progress Update**	**Last Updated**
48	Potential for water bottle filling stations in town centre, with Rotary having offered funding, being explored with Wokingham Borough Council.	At mtg (10/9/24) Town Clerk confirmed Rotary Club approval to fund purchase and installation of unit. S171 licence being sought to permit works to take place. WBC advised that Town Council team do not hold appropriate certificate to install. Volker Highways requested to price for the installation.	18/11/24
57	Poor sound quality in Carnival Hall to be investigated to improve Full Council meeting recordings.	Acoustic panelling project approved at S&R (16 Apr). Awaiting available Amenities Team resource to fit. S&R (26/11) approved funding for improved delegate microphone system for meetings – due for tender.	16/01/25

Meeting Date:	23 January 2024		
Minute	**Action**	**Progress Update**	**Last Updated**
67	Town Clerk to provide IT Manual & IT Risk Assessment to Members	IT infrastructure upgraded in July 2024 – documents due to be updated in light of this.	05/09/24
67	IT Hack to be added to Disaster Recovery Plan as a possible disaster.	**COMPLETE** Added – Plan presented to this meeting for approval	16/01/25
73	Consider the installation of a borehole at the allotments.	At mtg (11/6/24) Town Clerk confirmed information now gathered, including information relating to the design of a similar project. Next step - Amenities Team to investigate in more detail.	11/06/24

Meeting Date:	16 April 2024		
Minute	**Action**	**Progress Update**	**Last Updated**
91.1	To undertake Carbon Footprint Assessment of Council's activities	Data worksheet provided prior to Christmas – organisation requires energy bills, which are being collated - report will take 2-4 weeks after submission of information.	16/01/25

Meeting Date:	10 September 2024		
Minute	**Action**	**Progress Update**	**Last Updated**
32	Council to look into introduction of hearing loops in Council buildings	S&R (26 Nov 2024) approved funding for audio solution for Council meetings which includes hearing loop. Awaiting tender. Town Clerk seeking alternatives for the community halls.	21/11/24

Meeting Date:	26 November 2024		
Minute	**Action**	**Progress Update**	**Last Updated**
41	Town Clerk to pursue the extension of the current lease of Wheble Park with Reading Borough Council, and to then pull together a fully costed proposal for improvements, including a long-term financial plan for maintaining and potential renewal of equipment at the end of its lifespan, to be presented to a future Strategy & Resources Committee meeting	Town Clerk currently in discussion with Estates Manager at RBC to negotiate new lease.	16/01/25
45	Officers to confirm the names of the WBC representatives on the Woodley Town Centre Partnership.	**COMPLETED** Borough Reps are confirmed as Cllr Majid Nagra and Cllr Carol Jewell; Cllr Yusra Salman is a named reserve	16/01/25

Once reported as complete, actions / follow ups will be removed from future reports.

STRATEGY AND RESOURCES COMMITTEE

BUDGETARY CONTROL

Month 9 75.00%

2024/25 Report No. SR 1/25

Expenditure	Budget 2024/25	Actual Exp as at 31/12/2023	Actual Exp as at 31/12/2024	Actual Exp as % of Budget
Description				
Central Costs	363,190	245,781	246,280	67.81%
Democratic Costs	67,494	60,566	27,720	41.07%
Corporate Management	479,121	319,087	322,419	67.29%
Capital Projects	45,000	45,000	45,001	100.00%
Grants -Section 137	0	3,000	2,810	0.00%
Grants -WTCP	15,000	11,250	0	0.00%
Oakwood Centre	203,038	128,963	163,581	80.57%
Woodley Town Centre Ptshp	89,975	59,149	52,565	58.42%
Capital and Projects	184,978	109,805	123,274	66.64%
	1,447,796	982,601	983,650	67.94%

STRATEGY AND RESOURCES COMMITTEE

BUDGETARY CONTROL

Month 9 75.00%

2024/25

Income	Budget 2024/25	Actual Inc as at 31/12/2023	Actual Inc as at 31/12/2024	Actual Inc as % of Budget
Description				
Central Costs	8,960	6,591	4,019	44.85%
Democratic Costs	0	0	0	0.00%
Corporate Management	0	0	0	0.00%
Capital Projects	0	0	0	0.00%
Grants -Section 137	0	0	0	0.00%
Oakwood Centre	136,122	115,898	111,008	81.55%
Woodley Town Centre Ptshp	89,975	50,175	35,966	39.97%
Capital and Projects	0	0	0	0.00%
CCLA Investment	141,750	116,864	128,945	90.97%
Total	376,807	289,528	279,938	74.29%
Net	1,070,989	693,073	703,712	65.71%

Woodley Town Council
Current Account
List of Payments made between 01/11/2024 and 30/11/2024

Date Paid	Payee Name	Amount Paid	Transaction Detail
14-Nov-24	(Personal Information)	300.00	Routine pest control
14-Nov-24	(Personal Information)	440.00	Monthly WTCP Mkt Mgr
28-Nov-24	(Personal Information)	400.00	Provision PA system
14-Nov-24	AGA Print Ltd	999.22	Poster/Banner
28-Nov-24	AGA Print Ltd	50.70	Poster/Banner
14-Nov-24	Alan Hadley Ltd	462.00	Refuse collection
20-Nov-24	BNP Paribas Leasing Solutions	367.20	Qtrly rental photocopier
21-Nov-24	Bowak Ltd	441.28	Cleaning supplies
08-Nov-24	Brake Bros Foodservice Ltd	278.91	Vending supplies
14-Nov-24	Brake Bros Foodservice Ltd	629.91	Vending supplies
28-Nov-24	Brake Bros Foodservice Ltd	305.15	Vending supplies
08-Nov-24	Business Stream	46.84	Water rates
21-Nov-24	Castle Water	2,670.38	Water rates- Oct24
19-Nov-24	Castle Water Ltd	15.45	Water rates-TC Oct24
14-Nov-24	CDK Casting Ltd	121.80	Bronze plaque
28-Nov-24	Churchill Contract Services Ltd	1,884.67	Contract cleaning
08-Nov-24	Circus Scene	5,500.00	Xmas Extravaganza
14-Nov-24	Circus Scene	175.00	Xmas Extravaganza
14-Nov-24	Cloudy Group Ltd	192.00	Domain Mge fee
21-Nov-24	Cloudy Group Ltd	1,154.45	IT support
01-Nov-24	Club Manager Ltd	106.80	Gym monthly fee-software
21-Nov-24	Co-Cre8 Systems Limited	450.00	500 ml Honest bottles
28-Nov-24	CoolerAid Ltd	55.52	Bottled water
15-Nov-24	Crown Gas & Power	1,678.67	Gas supply-WPLC Oct24
29-Nov-24	Crown Gas & Power	277.04	Gas supply-Chapel H Oct24
29-Nov-24	Crown Gas & Power	253.64	Gas supply-Coro H Oct24
29-Nov-24	Crown Gas & Power	1,844.76	Gas supply-OC Oct24
14-Nov-24	Ecotricity	41.27	Electric supp-OC Oct24
20-Nov-24	Ecotricity	2,990.05	Electric supp-OC Oct24
20-Nov-24	Ecotricity	1,706.65	Elec supp-Oct24 WPLC
20-Nov-24	Ecotricity	689.59	Elec supp-Depot Oct24
20-Nov-24	Ecotricity	128.11	Elec supp-Coro H Oct24
20-Nov-24	Ecotricity	69.16	Elec supp-Chapel H Oct24
14-Nov-24	EDF Energy 1 Ltd	232.25	Electric supp - Clock
12-Nov-24	Epos Now Ltd D/D	30.00	Monthly WPLC till support
28-Nov-24	Eventu	50.00	Monthly projecter hire
21-Nov-24	Fiddes & Son Ltd - Bowcom	918.00	Bowcom ATOM Machine
14-Nov-24	Fraser Office Supplies Ltd	330.00	High back chair
14-Nov-24	Fresh Berkshire Ltd	276.00	Catering service
21-Nov-24	Fresh Berkshire Ltd	570.00	Catering service
11-Nov-24	Global 4 Communications	1,248.35	Phone/Moblie Oct24
14-Nov-24	Grabloader Ltd	691.20	16 Tonne MOT limestone
29-Nov-24	HMRC Cumbernauld	26,636.35	Employee & 'er deducted from pay
08-Nov-24	Impress Print Services Ltd	2,314.00	Mailing leaflets
27-Nov-24	Les Mills Fitness UK Ltd	224.57	Gym live program
14-Nov-24	Lloyds Bank D/D	385.41	Cardnet service charge
21-Nov-24	Lyreco UK Ltd	72.38	Stationery supplies
15-Nov-24	Merchant Rentals Ltd	19.50	Cardnet Mach rental-Nov24
15-Nov-24	Merchant Rentals Ltd	19.50	Cardnet Mach rental-Nov24
08-Nov-24	Pat Pals Ltd	652.47	Electrical PAT testing
21-Nov-24	Proludic Ltd	9,448.88	Retention release/grass mats

29-Nov-24	Prudential	300.00	AVC deducted from pay
08-Nov-24	R.I.D. Ltd	1,454.40	Repair tractor shed
06-Nov-24	SecureHeat	250.20	Electric service-Monthly Nov24
21-Nov-24	Select Environmental Services Ltd	1,071.90	Refuse collection
28-Nov-24	Select Environmental Services Ltd	159.67	Refuse collection
06-Nov-24	SGW Payroll Ltd	145.58	Monthly payroll fee-Oct24
28-Nov-24	Siemens Financial Services	1,236.62	Monthly gym equip hire
14-Nov-24	SLCC Enterprises Ltd	78.00	Youth engagement summit
21-Nov-24	SLCC Enterprises Ltd	420.00	Membershipr fee
21-Nov-24	Spot on Fitness Ltd	240.00	WPLC pilates class
14-Nov-24	SSE Energy Supply Ltd	242.23	Electric supply-Sep24 Street lights
14-Nov-24	Suregreen Ltd	696.96	Green timber sleepers
14-Nov-24	Thames Valley Water Services Ltd	264.00	Monthly water temp checks
29-Nov-24	The Berkshire Pension Fund	30,934.11	Employee & 'er deducted from pay
14-Nov-24	The Crown Estate Commissoners	756.00	Christmas Tree
08-Nov-24	Total Door Services Ltd	174.00	Call out-WPLC doors
14-Nov-24	Total Door Services Ltd	456.00	Maintenance door service
21-Nov-24	Total Door Services Ltd	3,423.34	Call out-WPLC/Oakwood doors
21-Nov-24	Trade UK - Screwfix	78.84	Building supplies
21-Nov-24	Tudor Environmental	707.92	Garden supplies
28-Nov-24	Ultima Furniture Systems Ltd	8,432.08	Kitchen units supplied
28-Nov-24	Windowflowers Ltd	835.20	Large square planters
01-Nov-24	Wokingham BC - Rates	2,812.00	Rates-WPLC Nov24
01-Nov-24	Wokingham BC - Rates	421.00	Rates-Coro H Nov24
01-Nov-24	Wokingham BC - Rates	190.00	Rates-Chapel H Nov24
01-Nov-24	Wokingham BC - Rates	1,291.00	Rates-OC Nov24
21-Nov-24	Wokingham Borough Council	295.00	Annual Licence
21-Nov-24	Workwear Express Ltd	207.14	Staff uniform
08-Nov-24	Wybone Ltd	12,498.00	224 ltr Recyling bins
08-Nov-24	Zoo Signs & Design Ltd	455.23	WTC office sign
	Total Payments	**141,371.50**	

CLERKS IMPREST A/C
List of Payments made between 01/11/2024 and 30/11/2024

Date Paid	Payee Name	Amount Paid	Transaction Detail
06-Nov-24	(Personal Information)	73.85	Staff uniform-Boots
06-Nov-24	(Personal Information)	15.00	Refund key deposit
13-Nov-24	(Personal Information)	200.00	Refund deposit
13-Nov-24	(Personal Information)	50.00	Refund deposit
13-Nov-24	(Personal Information)	75.00	Refund deposit
19-Nov-24	(Personal Information)	30.00	Refund key deposit
20-Nov-24	(Personal Information)	75.00	Refund deposit
25-Nov-24	(Personal Information)	190.00	Refund deposit
25-Nov-24	(Personal Information)	200.00	Refund deposit
25-Nov-24	(Personal Information)	200.00	Refund deposit
26-Nov-24	(Personal Information)	15.00	Refund key deposit
26-Nov-24	(Personal Information)	206.00	Refund deposit
11-Nov-24	Adobe Systems Software Ireland	198.96	Acrobat Pro Nov24-Nov25
01-Nov-24	Amazon Business Account	45.36	Frosted window film
01-Nov-24	Amazon Business Account	43.98	Duracell AAA/AA batteries
01-Nov-24	Amazon Business Account	190.88	Wireless security camera
01-Nov-24	Amazon Business Account	17.80	Masterplug 4x socket

01-Nov-24	Amazon Business Account	109.40	Floor cable covers
05-Nov-24	Amazon Business Account	84.55	Master plug reel
05-Nov-24	Amazon Business Account	33.44	Vending supplies
06-Nov-24	Amazon Business Account	74.98	Hot water urn
07-Nov-24	Amazon Business Account	108.01	Tulip flower bulbs
07-Nov-24	Amazon Business Account	66.98	Hot water urn
08-Nov-24	Amazon Business Account	55.96	Allium flower bulbs
08-Nov-24	Amazon Business Account	69.12	Spring flower bulbs
11-Nov-24	Amazon Business Account	114.00	Business preime memeber fee
14-Nov-24	Amazon Business Account	11.00	Cables ties
14-Nov-24	Amazon Business Account	49.60	Manhole cover
15-Nov-24	Amazon Business Account	86.40	Spring flower bulbs
20-Nov-24	Amazon Business Account	5.89	Gorilla tape black
21-Nov-24	Amazon Business Account	-17.28	Mixed bulb pack
22-Nov-24	Amazon Business Account	83.47	Spring flower bulbs
22-Nov-24	Amazon Business Account	21.95	Mixed bulbs
25-Nov-24	Amazon Business Account	12.98	Spring bulbs
25-Nov-24	Amazon Business Account	69.94	Dutch mixed bulbs
25-Nov-24	Amazon Business Account	85.98	Round fence posts
26-Nov-24	Amazon Business Account	20.89	Duracell AA batteries
26-Nov-24	Amazon Business Account	19.89	Self adhesive hooks
27-Nov-24	Amazon Business Account	17.95	Plant pot saucers
27-Nov-24	Amazon Business Account	151.99	Projector
27-Nov-24	Amazon Business Account	12.22	LED transformer
28-Nov-24	Amazon Business Account	15.12	HDMI Ultra cable
25-Nov-24	Assisting Berkshire	1,000.00	Youth Grant-Assisting Berkshir
08-Nov-24	Fridge Seals Direct Ltd	48.60	Fridge seal
12-Nov-24	Fuel/Petrol Petty cash	117.30	Topup petrol petty cash
20-Nov-24	JJ Martin (Catering Appliance	1,473.59	Upright Fridge
22-Nov-24	JJ Martin (Catering Appliance	1,700.39	Upright steel freezer
26-Nov-24	Keswick Flooring Ltd	611.60	Vinyl flooring
27-Nov-24	Lloyds Bank	75,888.00	Net Nov 2024-Payroll
08-Nov-24	Lloyds Bank D/D	13.37	Imprest 10Sep-9Oct24 fee
28-Nov-24	Parker Products Limited	35.24	Exhust for blower
15-Nov-24	Pat Pals Ltd	652.47	Error a/c inv 2811-Pat Pals
21-Nov-24	PETTY CASH A/C	249.17	Topup petty cash
08-Nov-24	Ransome Spares	60.45	Freezer seals
01-Nov-24	Stage Depot Ltd.	230.40	Stage floor paint
15-Nov-24	Wokingham BC	2,766.66	Error paid WTC refund
	Total Payments	**88,038.50**	

Woodley Town Council
Current Account
List of Payments made between 01/12/2024 and 31/12/2024

Date Paid	Payee Name	Amount Paid	Transaction Detail
12-Dec-24	(Personal Information)	550.00	WTCP-Sat Mkt Mgr
19-Dec-24	(Personal Information)	450.00	Routine pest control
19-Dec-24	Alan Hadley Ltd	462.00	Refuse collection
19-Dec-24	Alarm Response	660.00	Key holding service
05-Dec-24	Bowak Ltd	97.22	Cleaning supplies
19-Dec-24	Bowak Ltd	297.61	Cleaning supplies
12-Dec-24	Brake Bros Foodservice Ltd	301.45	Vending supplies
19-Dec-24	Brake Bros Foodservice Ltd	337.81	Vending supplies
12-Dec-24	Castle Water	3,893.69	Water rates
17-Dec-24	Castle Water Ltd	13.45	Water rate-Town Ctr Nov24
12-Dec-24	CDK Casting Ltd	121.80	Bronze plaque
12-Dec-24	Charis Luke	100.00	Extragavanza singing
19-Dec-24	Churchill Contract Services Ltd	1884.67	Contract cleaning
12-Dec-24	Cloudy Group Ltd	168.00	Domain name migration
19-Dec-24	Cloudy Group Ltd	1154.45	IT support
02-Dec-24	Club Manager Ltd	106.80	Monthly Gym support
19-Dec-24	CoolerAid Ltd	18.50	Bottled water
17-Dec-24	Crown Gas & Power	2,009.19	Gas supply-OC Nov24
17-Dec-24	Crown Gas & Power	465.83	Gas supply-Coro H Nov24
17-Dec-24	Crown Gas & Power	588.76	Gas supply-Chapel H Nov24
17-Dec-24	Crown Gas & Power	1,853.71	Gas supply-WPLC Nov24
19-Dec-24	Drain Surgeons UK Ltd	276.00	Empty cesspit-Depot
20-Dec-24	Ecotricity	3,128.62	Electric Supp-OC Nov24
20-Dec-24	Ecotricity	949.79	Electric supp-Depot Nov24
23-Dec-24	Ecotricity	2,030.10	Electric WPLC Nov24
23-Dec-24	Ecotricity	48.73	Electric Chapel H Nov24
23-Dec-24	Ecotricity	93.56	Elec CoroH Nov24
12-Dec-24	EDF Energy 1 Ltd	104.01	Electric supp - Clock
12-Dec-24	Epos Now Ltd D/D	30.00	Monthly-WPLC Till support
19-Dec-24	Ethos Communications Solutions Ltd	89.96	Copy/printing WPLC
19-Dec-24	Eventu	38.00	2hrs Technical support
19-Dec-24	Eventu	50.00	Monthly projecter hire
12-Dec-24	Fresh Berkshire Ltd	750.00	Catering service
19-Dec-24	Fresh Berkshire Ltd	534.00	Catering service
10-Dec-24	Global 4 Communications	1,199.56	Phone/Moblies
05-Dec-24	Hallas and Co West Ltd	960.00	WPLC Structural survey
12-Dec-24	Henry Street Garden Centre	387.97	Garden supplies
12-Dec-24	HMRC Cumbernauld	18,020.63	Employee & 'er deducted from pay
19-Dec-24	IBS Office Solutions Ltd	242.28	Copy/printing WTC
12-Dec-24	LAX Events Ltd	825.00	Rememberance service
27-Dec-24	Les Mills Fitness UK Ltd	224.57	Individual live program-WPLC
12-Dec-24	Lift and Transport Services	600.00	Christmas Tree installation
03-Dec-24	Lloyds Bank D/D	76.15	Current ac fees 10Oct-9Nov24
09-Dec-24	Lloyds Bank D/D	-26.39	Cr current discount
13-Dec-24	Lloyds Bank D/D	326.81	Cardnet service fee-Nov24
31-Dec-24	Lloyds Bank D/D	51.65	Current a/c 10Nov-9Dec24
19-Dec-24	Lyreco UK Ltd	135.41	Stationery supplies
16-Dec-24	Merchant Rentals Ltd	19.50	Cardnet Mach rental
16-Dec-24	Merchant Rentals Ltd	19.50	Cardnet Mach rental
06-Dec-24	Pitney Bowes Ltd	350.00	Postage top up
27-Dec-24	Pitney Bowes Ltd	250.00	Postage top up
12-Dec-24	Prudential	300.00	AVC deducted from pay
27-Dec-24	Public Works Loan Board	10,640.58	Public Works Loan
05-Dec-24	R.E.S. Systems Ltd	2,230.24	Fire Extinguisher checks
05-Dec-24	RBL Poppy Appeal	165.00	Wreaths-Poppy appeal
05-Dec-24	SAS Land Services Ltd	1,116.00	Excavator hire
05-Dec-24	SecureHeat	250.20	Electric service Monthly
12-Dec-24	SecureHeat Ltd	5,049.21	Rinnal Water heater

19-Dec-24	SecureHeat Ltd	352.49	Leak repair OC
19-Dec-24	Select Environmental Services Ltd	1019.16	Refuse collection
11-Dec-24	SGW Payroll Ltd	149.66	Monthly-Nov 24 payroll fees
30-Dec-24	Siemens Financial Services	1,236.62	Gym equip monthly hire fee
05-Dec-24	SLCC Enterprises Ltd	1,016.00	Staff training
19-Dec-24	Spot on Fitness Ltd	240.00	Pilates cover
19-Dec-24	SSE Energy Supply Ltd	234.44	Street lighting
05-Dec-24	Technical Surfaces Ltd	399.00	3G Match fit plus
19-Dec-24	Technical Surfaces Ltd	534.00	3G rubber crumbs
19-Dec-24	Thames Valley Water Services Ltd	350.40	Monthly water checks
12-Dec-24	The Berkshire Pension Fund	23,710.66	Employee & 'er deducted from pay
19-Dec-24	Total Door Services Ltd	174.00	Call out-Door service
19-Dec-24	Trade UK - Screwfix	42.73	Building supplies
12-Dec-24	VideoCentric Ltd	474.00	VideoCentric support
02-Dec-24	Wokingham BC - Rates	2,812.00	Rates-WPLC Dec24
02-Dec-24	Wokingham BC - Rates	421.00	Rates-Coro H Dec24
02-Dec-24	Wokingham BC - Rates	190.00	Rates-Chapel H Dec24
02-Dec-24	Wokingham BC - Rates	1,291.00	Rates-OC Dec24
19-Dec-24	Woodley Concert Band	175.00	Carol/Christmas linghting
	Total Payments	**101,893.74**	

CLERKS IMPREST A/C
List of Payments made between 01/12/2024 and 31/12/2024

Date Paid	Payee Name	Amount Paid	Transaction Detail
02-Dec-24	(Personal Information)	15.00	Refund key deposit
02-Dec-24	(Personal Information)	15.00	Refund key deposit
04-Dec-24	(Personal Information)	200.00	Refund deposit
06-Dec-24	(Personal Information)	15.00	Refund key deposit
09-Dec-24	(Personal Information)	200.00	Refund deposit
09-Dec-24	(Personal Information)	100.00	Grant - Dec 24
09-Dec-24	(Personal Information)	100.00	Grant - Dec 24
16-Dec-24	(Personal Information)	15.00	Refund key deposit
18-Dec-24	(Personal Information)	200.00	Refund deposit
20-Dec-24	(Personal Information)	15.00	Refund key deposit
20-Dec-24	(Personal Information)	75.00	Refund deposit
04-Dec-24	Amazon Business Account	139.88	Garden supplies
04-Dec-24	Amazon Business Account	11.75	Hoover vaccum bags
04-Dec-24	Amazon Business Account	44.98	Garden supplies
05-Dec-24	Amazon Business Account	152.99	Keystone Projector
05-Dec-24	Amazon Business Account	109.38	Garden supplies
06-Dec-24	Amazon Business Account	30.00	Frameless mirroe fittings
06-Dec-24	Amazon Business Account	20.08	Double-sided mounting tape
06-Dec-24	Amazon Business Account	8.10	Double-sided mounting tape
09-Dec-24	Amazon Business Account	215.99	Keystone Projector
10-Dec-24	Amazon Business Account	29.90	Mail/Letter box metal
13-Dec-24	Amazon Business Account	42.98	Flat pack boxes
23-Dec-24	April Skies Accounting Ltd	399.30	Internal Audit 2024/2025
09-Dec-24	CHF Solutions ltd T/A Store Fi	569.90	Pedestrian Guardrails
18-Dec-24	Lloyds Bank	58,579.17	Dec 2024 - Net payroll
13-Dec-24	Lloyds Bank D/D	17.92	Imprest ac fees 10Oct-9 Nov24
13-Dec-24	Lloyds Bank D/D	-3.68	Cr-Imprest discount
23-Dec-24	Safe Guard	73.39	Monthly-People Safe
23-Dec-24	True Ford	710.00	Vehicle repair-MW65EHN
09-Dec-24	Woodley Adopt a Tree	350.00	Grant-Dec 24
23-Dec-24	Woodley Light Opera	100.00	Refund deposit
09-Dec-24	Woodley School CL	350.00	Grant - Dec 24
09-Dec-24	Woodley United FC	350.00	Grant-Dec 24
	Total Payments	**63,252.03**	

APPENDIX 5c

THE PUBLIC SECTOR DEPOSIT FUND 2024-2025

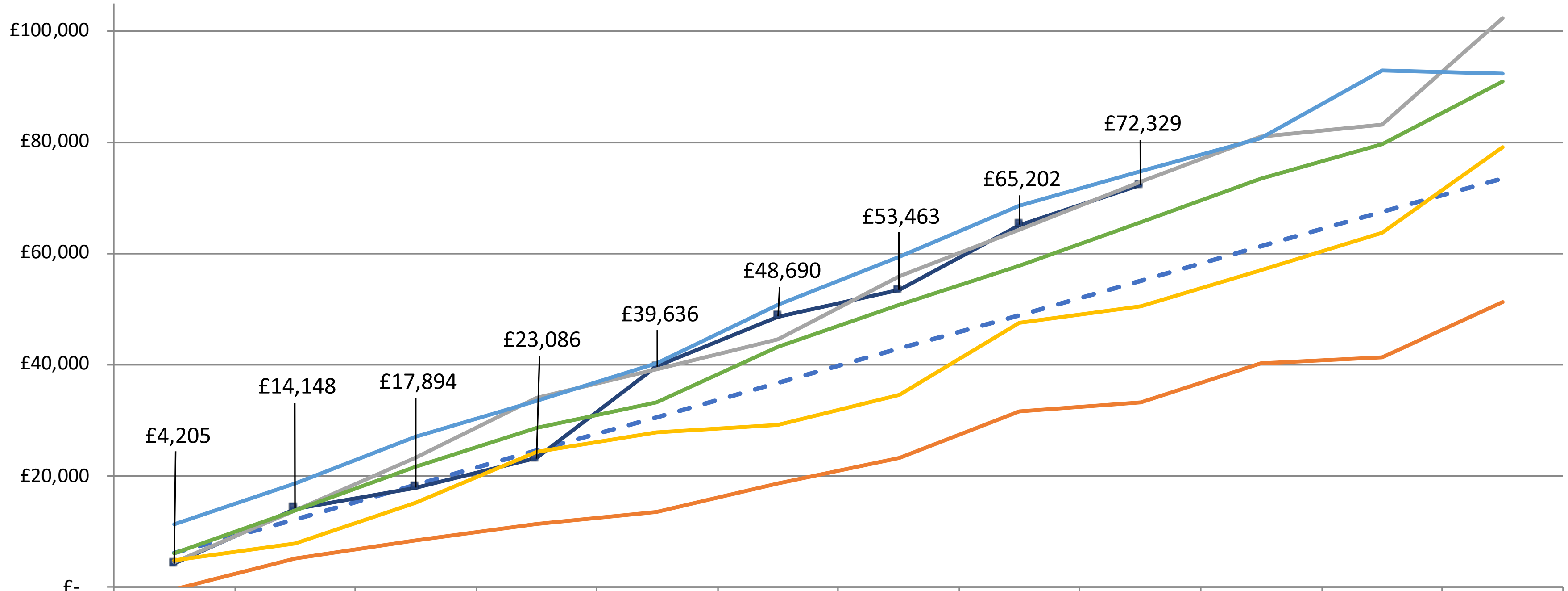
INTEREST CARRIED FORWARD	£223,390.29	
INTEREST CURRENT YEAR	£128,944.80	
TOTAL INVEST INCOME	£352,335.09	Re-invested

Woodley TC - PWLB	A/C 0144630002PC		CB6	1096/702
Date	A/C PS3078896	Dividend	Investment	Balance
Balanace Brought Forward				2,143,355.98
Tuesday 30 April 2024	1 Apr to 30 Apr 24	£9,186.96		2,152,542.94
Friday 31 May 2024	1 May to 31 May 24	£9,526.57		2,162,069.51
Friday 30 June 2023	1 June to 30 June 24	£9,241.75		2,171,311.26
Monday 31 July 2023	1 July to 31 July 24	£9,550.04		2,180,861.30
Saturday 31 August 2024	1 Aug to 31 Aug 24	£9,328.95		2,190,190.25
Monday 30 September 2024	1 Sept to 30 Sept 24	£8,989.50		2,199,179.75
Thursday 31 October 2024	1 Oct to 31 Oct 24	£9,226.48		2,208,406.23
Saturday 30 November 2024	1 Nov to 30 Nov 24	£8,717.29		2,217,123.52
Tuesday 31 December 2024	1 Dec to 31 Dec 24	£8,944.96		2,226,068.48
Friday 31 January 2025	1 Jan to 31 Jan 25			2,226,068.48
Friday 28 February 2025	1 Feb to 28 Feb 25			2,226,068.48
Monday 31 March 2025	1 Mar to 31 Mar 25			2,226,068.48
	Total	82,712.50	0.00	82,712.50
Total re-investment to date		£226,068.48		
Orginal Investment		£2,000,000.00		
Percentage increase on orginal investment		11.3034%		
Payment of Loan	Monday 31 March 2025	275,000		
Payment of Loan	Tuesday 30 September 2025	500,000	2,000,000	
Payment of Loan	Tuesday 31 March 2026	1,225,000		

Woodley TC - INVEST	A/C 0144630001PC		CB7	1097/702
Date	A/C PS3078895	Dividend	Investment	Balance
Balanace Brought Forward				1,198,034.31
Tuesday 30 April 2024	1 Apr to 30 Apr 24	£5,135.01		1,203,169.32
Friday 31 May 2024	1 May to 31 May 24	£5,324.91		1,208,494.23
Friday 30 June 2023	1 June to 30 June 24	£5,165.69		1,213,659.92
Monday 31 July 2023	1 July to 31 July 24	£5,338.02		1,218,997.94
Saturday 31 August 2024	1 Aug to 31 Aug 24	£5,214.44		1,224,212.38
Monday 30 September 2024	1 Sept to 30 Sept 24	£5,024.71		1,229,237.09
Thursday 31 October 2024	1 Oct to 31 Oct 24	£5,157.16		1,234,394.25
Saturday 30 November 2024	1 Nov to 30 Nov 24	£4,872.55		1,239,266.80
Tuesday 31 December 2024	1 Dec to 31 Dec 24	£4,999.81		1,244,266.61
Friday 31 January 2025	1 Jan to 31 Jan 25			1,244,266.61
Friday 28 February 2025	1 Feb to 28 Feb 25			1,244,266.61
Monday 31 March 2025	1 Mar to 31 Mar 25			1,244,266.61
	Total	46,232.30	0.00	46,232.30
Total re-investment to date		£126,266.61		
Orginal Investment		£1,083,000.00		
Percentage increase on orginal investment		11.66%		

APPENDIX 6

Oakwood Centre Room Hire Income



	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Budget 2024/25	£6,125	£12,250	£18,375	£24,500	£30,625	£36,750	£42,875	£49,000	£55,125	£61,250	£67,375	£73,500
Actual 2024/25	£4,205	£14,148	£17,894	£23,086	£39,636	£48,690	£53,463	£65,202	£72,329			
Actual 2023/24	£4,433	£13,710	£23,278	£33,919	£39,263	£44,506	£55,994	£64,168	£73,043	£81,146	£83,132	£102,342
Actual 2022/23	£4,780	£7,749	£15,194	£24,273	£27,701	£29,122	£34,443	£47,602	£50,362	£56,876	£63,697	£79,126
Actual 2021/22	-£438	£5,064	£8,434	£11,396	£13,554	£18,507	£23,296	£31,547	£33,169	£40,140	£41,206	£51,263
Actual 2019/20	£11,270	£18,607	£26,919	£33,393	£40,261	£50,855	£59,307	£68,517	£74,873	£80,742	£92,925	£92,283
Actual 2018/19	£6,055	£13,774	£21,505	£28,500	£33,248	£43,186	£50,813	£57,777	£65,549	£73,347	£79,773	£90,945

Woodley Town Council

Report of a virtual Meeting of the Investments Sub Committee held virtually on Tuesday 7 January 2025 at 10am

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Present: *Councillors J. Anderson, , K. Baker, D. Bragg (Chairman)*

Officers present: *K. Murray - Town Clerk*
A. Basra – Finance Manager (Responsible Financial Officer - RFO)
M. Filmore – Deputy town Clerk

1. **APPOINTMENT OF CHAIRMAN**
Councillor Baker proposed, seconded by Councillor Anderson, and following a vote it was;

RESOLVED:
- To appoint Councillor Bragg as Chairman of the Sub Committee for the remainder of the municipal year.

2. **APOLOGIES**
No apologies had been received. It was noted that no response had been received from Cllr Bello.

3. **DECLARATIONS OF INTEREST**
There were no declarations of interest made by Members.

4. **TERMS OF REFERENCE**
The Terms of Reference were noted.

5. **TREASURY MANAGEMENT STRATEGY 2024/25**
Members considered the draft Treasury Management Strategy. The Town Clerk explained the terminology regarding specified and non-specified investments.

It was noted that the reference to the single transfer cap on the Imprest account was not correct and would be removed.

It was agreed that point 7.2 be reworded so as not to preclude any option to consider making long-term investments at any point during the year.

It was noted that the interest received from the funds invested in the CCLA had been beneficial to the Council and that this had been possible due to the now liquidated investment portfolio reaching its target early. It was also noted that although the benefit of this interest will be lost when the Oakwood Centre loan capital is repaid, this would be offset by the reduction in loan payments, and that this had been allowed for in the budget.

It was agreed that a section should be included to state the principal in relation to the level of general reserve and earmarked reserves that the Council aims to hold.

RECOMMENDED:
- **that the updated Treasury Management Strategy for 2025/26, enclosed (Appendix A), be approved by the Strategy and Resources Committee and presented to Council for adoption.**

8. **LOAN REPAYMENTS**

Members noted the loan repayment schedule. **(APPENDIX B)**

It was noted that the Council may wish to consider future borrowing to fund significant projects e.g. redevelopment of Woodford Park Leisure Centre, and potentially a future investments portfolio to support repayment in the same way as for the Oakwood Centre loans. It was noted that this would be considered by the sub committee, Strategy and resources Committee and Full Council as and when projects developed to a costing and feasibility stage.

The Town Clerk advised that the intention going forwards was to develop a budgeted 3-year strategic plan that would form the basis for budget and precept considerations going forwards.

It was agreed that a breakdown of capital and interest repayments be included in the loan repayments schedule.

Meeting closed at 11am

Annual Treasury Management Strategy 2025/26

Version	1.2 - DRAFT
Created by	Kevin Murray – Town Clerk
Date approved	

1. Background

Under section 15(1)(a) of the Local Government Act 2003 the Council is required to "have regard" to the Statutory Guidance on Local Government Investments which was issued in February 2018 for accounting periods starting on or after 1 April 2018. This Strategy also complies with the revised requirements set out in the Department of Communities and Local Government Investments and guidance within Governance and Accountability for Local Councils Practitioner's Guide 2022.

In addition there are two codes of practice issued by the Chartered Institute of Public Finance and Accountability (CIPFA) to which the Council should have regard and which contain investment guidance that complements the statutory guidance.

These are;

- Treasury Management in the Public Services: Code of Practice and Cross-Sectoral Guidance Notes, 2017 Edition
- The Prudential Code for Capital Finance in Local Authorities, 2017 Edition

Woodley Town Council (the Council) acknowledges the importance of prudently investing the temporary surplus funds held on behalf of the community as part of its fiduciary duty. The definition of an investment covers all of the financial assets of a local authority as well as other non-financial assets that the Council holds primarily or partially to generate a profit.

Woodley Town Council defines its treasury management activities as "the management of the Council's cash flows, its banking and money market transactions, the effective control of the risks associated with those activities, and the pursuit of best value performance consistent with those risks."

The guidance from DLUHC applies to Woodley Town Council because its investments at any time in the year (temporary and long term) are likely to exceed £100,000.

The guidance recommends that for each financial year a council should prepare at least one investment strategy that is prepared and approved by Council before the start of the year. The strategy may be revised during the year, depending on circumstances.

The investment strategy should set out the council's policies for the prudent management of its investments and for giving priority, firstly, to the security of those investments and, secondly, to their liquidity.

The strategy should identify the procedures for monitoring, assessing and mitigating the risk of loss of investment sums and for ensuring that those sums are readily accessible for expenditure whenever needed.

2. Strategy

2.1 This strategy establishes formal objectives, policies and practices and reporting arrangements for the effective management and control of the Council's treasury management activities and the associated risks and should be read in conjunction with the Council's Standard Financial Regulations.

2.2 In addition to its treasury management and investment activities, the Council will maintain an appropriate level of funds in general reserve, along with appropriate earmarked reserves for specific projects and investment in facilities. The level of general reserve will be considered in the context of the Councils total expenditure, precept income and the level of earmarked reserves also held. Given the Councils current level of expenditure and earmarked reserves it is recommended that the Councils minimum general reserve funds at year end do not fall below £500,000. This will be reviewed annually in the context of the Councils overall financial position.

3. Investment Objectives

3.1 The Council's investment priorities are: - the security of its reserves, the adequate liquidity of its investments, the return on investment – the Council will aim to achieve the optimum return on its investments commensurate with proper levels of security and liquidity.

3.2 All investments will be made in sterling.

3.3 The Department of Communities and Local Government maintains the borrowing of money purely to invest or to lend and make a return is unlawful and the Council will not engage in such activity.

3.4 The Council will monitor the risk of loss on investments by review of credit ratings on a regular basis. The Council will only invest in institutions of high credit quality – based on information from credit rating agencies.

4. Specified Investments

4.1 Specified investments are those offering high security and high liquidity, made in sterling and with a maturity of no more than a year. Such short term investments made with the UK Government or a local authority or town or parish council will automatically be Specified Investments.

4.2 For the prudent management of its treasury balances, maintaining sufficient levels of security and liquidity, Woodley Town Council will use:

a) Deposits with banks, building societies, (currently **Lloyds Bank** for day to day banking)
b) Other approved public sector investment funds (currently **CCLA Public Sector Deposit Fund**)

4.3 The choice of institution and length of deposit will be at the approval of the Strategy & Resources Committee.

4.4 The Council will aim to achieve the optimum return on its investments commensurate with the proper levels of security and liquidity.

5. Non-specified investments

5.1 These investments have greater potential risk – examples include investment in the money market, stocks and shares. The Council currently has no funds in non-specified investments. Given the potential unpredictability surrounding such investments the Council will seek professional advice before considering such investments and give due consideration to the proper levels of risk, security and liquidity.

6. Liquidity of Investments

6.1 The Strategy & Resources Committee in consultation with the Town Clerk and Responsible Finance Officer will determine the maximum periods for which funds may prudently be committed so as not to compromise liquidity.

6.2 Investments will be regarded as commencing on the date the commitment to invest is entered into rather than the date on which the funds are paid over to the counterparty.

7. Long Term Investments

7.1 Long term investments are defined in the Guidance as greater than 12 months.

7.2 At the time of the review of this strategy the Council ~~currently~~ has no long-term investments and non are envisaged as being taken out in the year. This does not prevent consideration by the Council of making long term investments in the year and updating this strategy accordingly.

7.3 Funds invested in the CCLA PSDF are considered short term (specified) investments as they offer instant access to funds.

8. Investment Reporting

8.1 Regular monitoring of the Council's investments are reported to each meeting of the Strategy & Resources Committee. They also form part of note seven of the Council's Financial Statements.

9. Review and Amendments

9.1 Each financial year Woodley Town Council will review this strategy which should be approved by Full Council before the start of the financial year. Any material change during the year would also require approval at Full Council. This is in accordance with the Local Authorities (Functions and Responsibilities) (England) Regulations 2000 (regulation 4(1)(b) and Schedule 4) (SI 2000/2853, as amended by SI 2004/1158).

9.2 The Council reserves the right to make variations to the Investment Strategy at any time subject to the approval of Full Council. Any variations will be made available to the public.

9.3 This Strategy will be published on the Town Council's website www.woodley.gov.uk

Woodley Town Council
Investment Strategy 2025/26

The Council will invest its surplus funds in low risk products (i.e. Lloyds bank accounts and CCLA PSDF) in order to achieve its investment objectives.

Investments shall be split between;

Lloyds Bank

Account	**Purpose**
Deposit Account	Precept income. Account used to fund Imprest account as required and authorised by Councillor signatories.
Current Account	Day to day operational income and expenditure Current account funds sweep automatically into deposit account on a daily basis to keep a current account balance of around £5,000.
Clerks Imprest Account	Payment of salaries, deposit refunds, grants, debit card purchases ~~Maximum single transfer cap - £65,000~~

CCLA
Public Sector Deposit Fund

The CCLA is rated as an AAAmmf (money market fund) financial institution by Fitch Ratings, London, and is covered by the Financial Conduct Authority and Bank of England Prudential Regulation Authority. The Local Authorities Mutual Investment Trust (LAMIT) is a body controlled by members, appointed by the Local Government Association, which oversees the funds. There are two Local Authority funds managed by CCLA; the PSDF and the Property Fund.

The PSDF has strong governance, with an Advisory Board made up of representatives of the Local Government Association, CIPFA and treasury specialists from the sector. The fund is managed on a very conservative basis, beyond the requirements of the AAAmmf rating, and only uses plain cash products and instruments with well rated (minimum F1 short term) banks. There is no exposure to the stock market, derivatives or asset backed securities. The fund is a low risk option for investments, the funds are invested across a portfolio of approximately 30 organisations which are monitored daily. Most importantly, the PSDF's top priority is the security of the funds invested because the PSDF is not covered by the Financial Services Compensation Scheme. If one or more of the funds invested in the PSDF fails the risk monitoring profile of that organisation (or organisations) it would be removed from the portfolio.

Access to funds is available on business days with a cut off time of 11.30am for instructions for withdrawal.

At the Full Council meeting on 10 May 2022 it was agreed that the Town Council would invest funds released from the liquidation of the investment portfolio previously managed by Rathbones, into an account with the PSDF, pending repayment of the PWLB loans in respect of the construction of the Oakwood Centre. In addition, going forwards, the Council would invest other surplus sums in another PSDF account, for example the general reserve and precept receipts.

APPENDIX A
Statement of CCLA funds

CCLA funds as at 30 Nov 2024.

THE PUBLIC SECTOR DEPOSIT FUND			2024-2025
INTEREST CARRIED FORWARD		£223,390.29	
INTEREST CURRENT YEAR		£115,000.03	
TOTAL INVEST INCOME		£338,390.32	Re-invested

Woodley TC - PWLB	A/C 0144630002PC		CB6	1096/702
Date	A/C PS3078896	Dividend	Investment	Balance
Balanace Brought Forward				2,143,355.98
Tuesday 30 April 2024	1 Apr to 30 Apr 24	£9,186.96		2,152,542.94
Friday 31 May 2024	1 May to 31 May 24	£9,526.57		2,162,069.51
Friday 30 June 2023	1 June to 30 June 24	£9,241.75		2,171,311.26
Monday 31 July 2023	1 July to 31 July 24	£9,550.04		2,180,861.30
Saturday 31 August 2024	1 Aug to 31 Aug 24	£9,328.95		2,190,190.25
Monday 30 September 2024	1 Sept to 30 Sept 24	£8,989.50		2,199,179.75
Thursday 31 October 2024	1 Oct to 31 Oct 24	£9,226.48		2,208,406.23
Saturday 30 November 2024	1 Nov to 30 Nov 24	£8,717.29		2,217,123.52
Tuesday 31 December 2024	1 Dec to 31 Dec 24			2,217,123.52
Friday 31 January 2025	1 Jan to 31 Jan 25			2,217,123.52
Friday 28 February 2025	1 Feb to 28 Feb 25			2,217,123.52
Monday 31 March 2025	1 Mar to 31 Mar 25			2,217,123.52
	Total	73,767.54	0.00	73,767.54
Total re-investment to date		£217,123.52		
Orginal Investment		£2,000,000.00		
Percentage increase on orginal investment		10.8562%		
Payment of Loan	Monday 31 March 2025	275,000		
Payment of Loan	Tuesday 30 September 2025	500,000	2,000,000	
Payment of Loan	Tuesday 31 March 2026	1,225,000		

Woodley TC - INVEST	A/C 0144630001PC		CB7	1097/702
Date	A/C PS3078895	Dividend	Investment	Balance
Balanace Brought Forward				1,198,034.31
Tuesday 30 April 2024	1 Apr to 30 Apr 24	£5,135.01		1,203,169.32
Friday 31 May 2024	1 May to 31 May 24	£5,324.91		1,208,494.23
Friday 30 June 2023	1 June to 30 June 24	£5,165.69		1,213,659.92
Monday 31 July 2023	1 July to 31 July 24	£5,338.02		1,218,997.94
Saturday 31 August 2024	1 Aug to 31 Aug 24	£5,214.44		1,224,212.38
Monday 30 September 2024	1 Sept to 30 Sept 24	£5,024.71		1,229,237.09
Thursday 31 October 2024	1 Oct to 31 Oct 24	£5,157.16		1,234,394.25
Saturday 30 November 2024	1 Nov to 30 Nov 24	£4,872.55		1,239,266.80
Tuesday 31 December 2024	1 Dec to 31 Dec 24			1,239,266.80
Friday 31 January 2025	1 Jan to 31 Jan 25			1,239,266.80
Friday 28 February 2025	1 Feb to 28 Feb 25			1,239,266.80
Monday 31 March 2025	1 Mar to 31 Mar 25			1,239,266.80
	Total	41,232.49	0.00	41,232.49
Total re-investment to date		£121,266.80		
Orginal Investment		£1,083,000.00		
Percentage increase on orginal investment		11.20%		

Woodley Town Council

APPENDIX B

Loan Schedule

Loan No.	Purpose	Principal	Start Date	Term	Ends	Repayment Costs			Outstanding as at 31-3-24
						Capital	Interest	**Annual**	
467556	Airfield Centre	85,000	02/10/1989	40 yrs	02/10/2029	4,676.15	3,799.41	**8,475.56**	35,433.34
454569	Chapel Hall	43,000	18/07/1984	60 yrs	18/07/2044	480.00	4,524.42	**5,004.42**	38,556.38
460907	WPLC	200,000	16/09/1986	40 yrs	16/09/2026	15,483.24	4,693.66	**20,176.90**	35,825.04
484069	Oakwood Centre	275,000	31/03/2000	25 yrs	31/03/2025			**13,750.00**	Funds in CCLA to pay off prinicipal
484459	Oakwood Centre	500,000	07/07/2000	25 yrs	07/07/2025			**25,000.00**	Funds in CCLA to pay off prinicipal
485429	Oakwood Centre	1,225,000	31/03/2001	25 yrs	31/03/2026			**58,187.50**	Funds in CCLA to pay off prinicipal
489575	Oakwood Centre	120,000	17/01/2005	26 yrs	17/01/2031	5,734.29	2,267.49	**8,001.80**	44,446.04
504186	3G Pitch	255,000	26/06/2015	15 yrs	26/06/2030	17,112.73	4,168.43	**21,281.16**	124,705.24
505314	Gym	110,000	31/08/2016	10 yrs	31/08/2026	11,274.61	473.50	**11,748.12**	28,819.01
507873	Woodford Park Lake/Depot	240,000	30/03/2019	25 yrs	30/03/2044	7,561.07	5,792.37	**13,353.44**	200,325.55
							Total	**184,978.90**	

 Report No. SR 3/25

Woodley Town Council

Report of a virtual Meeting of the Risk Management Sub Committee held on Tuesday 14 January 2024 at 10am

---

Present: *Councillors - G. Bello, D. Bragg (Chairman), R.Horskins*

Officers present: *K. Murray - Town Clerk; M Filmore – Deputy town Clerk*

1. **APPOINTMENT OF CHAIRMAN**
Councillor Horskins proposed, seconded by Councillor Bello, and following a vote it was;

RESOLVED:
- To appoint Councillor Bragg as Chairman of the Sub Committee for the remainder of the municipal year.

2. **APOLOGIES**
There were no apologies received.

3. **DECLARATIONS OF INTEREST**
There were no declarations of interest made by Members.

4. **TERMS OF REFERENCE**
The Terms of Reference were noted.

5. **RISK MANAGEMENT STATEGY 2024/25**
Members considered the proposed Risk Management Strategy 2025/26 and

RECOMMENDED:
- **that the amended Risk Management Strategy for 2025/26 (APPENDIX A) be approved by the Strategy and Resources Committee and presented to Council for adoption.**

6. **RISK REGISTER 2025/26**
Members considered the Risk Register, agreeing a number of changes to individual risks where circumstances had changed and

RESOLVED:

RECOMMENDED:
- **that the amended Risk Register for 2025/26 (APPENDIX B) be approved by the Strategy and Resources Committee, and the summary pages (1 to 3) be presented to Council for adoption.**

7. **DISASTER RECOVERY PLAN 2025/26**
Members considered the updated Disaster Recovery Plan and

RECOMMENDED:
- **that the updated Disaster Recovery Plan for 2025/26 (APPENDIX C) be approved by the Strategy and Resources Committee and presented to Council for adoption.**

Meeting closed at 11am

APPENDIX A

Risk Management Strategy 2025/26

Version	1.1 - DRAFT
Created by	Kevin Murray – Town Clerk
Date approved	6 February 2024 – Full Council

Risk Management Strategy

Risk is the threat of an event or action that will adversely affect an organisation's ability to achieve its objectives and to successfully execute its strategies. Risk management is the process by which risks are identified, evaluated and controlled. Risk management is an essential feature of good governance. An organisation that manages risk well is more likely to achieve its objectives.

The effective management and mitigation of risk is a key issue for the success of any organisation or activity and it is important to understand the risks inherent in any decision. A structured approach to risk management can achieve this by enabling the decision to be made within a framework of better information about the potential outcome of a particular course of action. The Town Council has adopted a structured approach to risk management.

This strategy is intended as guidance to the Council and its management team and will be made available to all staff.

Aims and benefits

The aim of this strategy is to develop an awareness of the benefits of risk management within the Council. It also encourages everyone involved to adopt an open and structured approach to risk management. The Council intends that effective risk management will help to deliver -

- Increased certainty and fewer surprises.
- Better management of threats to cost, time and performance.
- Better grasping of opportunities to improve services.
- More effective management of change.
- Better management at all levels through improved decision making.
- Clear ownership and accountability for risk and its management.
- Better value for money for the council tax payer.

Process

The overall process for the management of risk is set out at **Appendix 1**.

Ownership

The Risk Strategy is owned by the Council and implemented through the offices of the Town Clerk.

Assessment of risk

Each risk will be assessed in terms of its probability of occurrence and the potential impact on the Council. The following are the criteria by which each risk will be assessed:

Probability of Occurrence:

Category	Probability	Possible Indicators
Almost Certain (4)	>90%[1]	Frequent occurrence
Likely (3)	>60%	Regular occurrence
Possible (2)	>10%	Occasional occurrence
Unlikely (1)	<10%	Has never occurred

1. Any risk assessed as greater than 90% is almost certain to happen and should be addressed.

Evaluation of Impact:

Impact on Performance	Risk Threat
Major (4)	Financial Impact >£25,000 Fatality / disabling injuries to public or staff / adverse national media attention / external intervention / total service disruption / extensive legal action against the Council
Serious (3)	Financial Impact >£15,000 Adverse local media attention / extensive public complaints / adverse comments by regulators or auditors / significant service disruption / failure to deliver projects or targets / service disruptions / injuries to public or staff / legal action against the Council
Significant (2)	Financial Impact >£5,000 Adverse service user complaints / service disruption / minor injuries and near misses to staff and public
Minor (1)	Financial impact less than £5,000 / isolated complaints / minor service disruption

Priority Ranking:
The ranking of an individual risk is calculated by multiplying its probability by its impact.

Risk Matrix:
The risk, using the above impact and likelihood ratings, can then be plotted onto the risk matrix and its classification identified:

Probability

4	4	8	12	16
3	3	6	9	12
2	2	4	6	8
1	1	2	3	4
	1	2	3	4

Impact

Red = High Risk, Yellow = Medium Risk, Green = Low Risk

Roles and responsibilities

Risk management is only considered to be truly embedded when it functions as part of the Council's day to day operations. In order for this to be achieved it is vital that clarity exists to determine the various roles and responsibilities of individuals involved throughout the Council in the risk management process.

To ensure that this level of clarity exists, the Council has established a structure that shows how Members, Officers, Committees, Working Parties and individuals contribute to the overall risk management process.

Organisational Structure and Summary of Key Roles

Council	• Monitor risk management activity (via Strategy and Resources Committee) • Adopts the Annual Risk Management Strategy • Certification of the Council's Annual Statement on Internal Control

Strategy and Resources Committee	• Considers risk management policy and strategy and related documents and recommends adoption of the strategy to Full Council • Approve content of risk registers and proposed risk mitigation plans and monitor implementation from reports from the Risk Management Working Party
Risk Management Sub Committee	• General oversight of the Council's risk management process • Receive regular reports to review/scrutinise/challenge current and proposed risk management procedures and processes • To recommend any amendments to the risk management framework, strategy and process • Identify, analyse and prioritise risks • Determine responsibilities and actions to control risks • Monitor progress on managing risks against action plans/projects • Review implementation of the risk management framework, strategy and process
Town Clerk	• Report to Members on the framework, strategy and process • Provide advice and support on risk management matters • Maintain the risk management policy, strategy and framework through review with management team (at regular team meetings and individually) • Identify, analyse and prioritise risks • Determine risk management action plans and delegate responsibility for control • Monitor progress on the management of risks
Staff and other stakeholders	• Maintain awareness of risks, their impact and costs and feed these into the formal risk management process • Control risks in their everyday work • Monitor progress in managing job related risks

Risk registers

The Council will maintain computer based Strategic and Operational Risk Registers.

APPENDIX 1

RISK MANAGEMENT PROCESS

Identifying risks

Risks and opportunities may be identified at any stage and should be included in the Risk Register. In order to capture as many of the risks and opportunities facing an activity or project methods used for identification could include:

- Reviews initiated by individuals, committees or panels and managers.
- Checklists.
- Questionnaires.
- Learning from other projects, councils and auditors.

As risks are identified they will be recorded in the Risk Register. Each risk must be described in terms of the source of the risk, the consequences if it happens and the effect it would have on the Council's activities or project as the case may be.

Risk ownership

Once a risk has been identified, it will be given an owner who is the person best able to manage the risk. The owner will be responsible for all aspects relating to the management of the risk or opportunity.

Risk evaluation

Each risk will be evaluated in accordance with the evaluation process set out in this strategy. This information will be entered in the Risk Register and will enable prioritisation of the risks within a certain area.

Risk planning

Once each risk has been identified and evaluated actions for dealing with it will be developed. These are known as risk responses and fall into one of four areas:

Terminate:	An action that allows the risk to be avoided.
Treat/Monitor:	An action that will reduce the impact and/or the probability of a risk.
Transfer:	Is there a stakeholder or another organisation better able to manage the risk?
Bear/Tolerate:	Accept the consequences if the risk occurs.

The Risk Register will identify the option selected to deal with each risk together with any actions that might be required.

Once the risk responses have been developed the risk owner must then decide which option to adopt. In reaching decisions as to which response should be used, a cost/benefit comparison should be made. For mitigation activities attracting significant cost (> £5,000) results will need to be recorded. It may be that external help is required to help decide the appropriate course of action, in which case the risk owner should record the date by which a decision must be made and the potential consequences if the decision is not taken by that date.

Following the decision to adopt a particular risk response, the owner must ensure that:

- The secondary risks associated with implementing the risk response are assessed and recorded.
- Where one exists the project plan is updated to include the activities associated with the risk response.
- Entries are made in the fields on the risk register detailing the predicted probability and impact evaluation, once the response activities are completed.
- A fallback/contingency plan is developed to address the consequences of the risk happening despite the response activities.

Risk owners must monitor the progress and success of their chosen response to risk on a regular basis. They should review all their risks and provide an evaluation of probability and impact on a regular basis.

Review
A report from each meeting of the Risk Management Sub Committee shall be presented to the following Strategy and Resources Committee meeting.

The process may be reviewed at any time and changes recommended to the Strategy and Resources Committee for consideration.

Woodley Town Council - Risk Register DRAFT JAN 2025 APPENDIX B

SUMMARY OF RISK AREAS

Risk area	High			Medium			Low			
				Borderline						
	16	12	9	8	6	4	3	2	1	
Strategic Register	0	0	0	4	1	7	1	0	0	13
										0
Operational Registers										0
Allotments	0	0	0	0	1	7	1	8	0	17
Play Areas	0	0	0	0	2	4	0	3	0	9
Municipal Buildings	0	0	0	2	2	5	3	3	3	18
Open Spaces	0	0	0	1	2	3	1	2	1	10
Outdoor sport and recreation	0	0	0	1	1	6	3	3	3	17
Indoor sports	0	0	0	1	0	2	3	3	0	9
Resource management	0	0	0	0	14	5	2	3	0	24
Totals	0	0	0	9	23	39	14	25	7	117

Responsible officer initials:

Town Clerk	TC
Deputy Town Clerk	DTC
Leisure Services Manager	LSM
Amenities Manager	AM
Communications Manager	CM
New risks identified	

Note: The previous score column in the attached tables only show the risk score from the previous year, if it has changed. If the column is empty the risk score hasn't changed.

Actions / Comments included are reviewed annually and should be up to date as of the last update (the date for which is provided at the top of this page).

	Risk	Risk No	Responsible Officer	Impact and effect on deliverables	Probability	Impact	Total	Previous Score	Controls in place	Actions/Comments
HIGH RISK	NONE									
BORDER LINE HIGH RISK (Score of 8)	Financial impact of competition from new leisure centre in the town and restrictions on indoor sports in relation to pandemic.	IS 12	TC/LSM	Anticipated loss of gym members and clubs hiring Sports Hall.	2	4	8	9	LSM identifying additional activities and offers to existing members, as well as either new income streams or increase in capacity. Gym membership has returned well following Covid. Potential remains for future lockdowns/restrictions affecting income generation and potential for multiple staff members self isolating due to Pandemic	
	Income from outside sports impacted by pandemic and resulting restrictions	OS 15	AM/LSM	Severe reduction in income from leisure activities	2	4	8	9	Staff on furlough during lockdowns, compliance with government rules regarding outdoor sport	
	Impact of Pandemic on WTC workforce & Council so severe that the work and meeting arrangements of the Council and committees are seriously impacted.	SR 13	TC/DTC	Potential for legal requirements not being met - eg year end accounts not prepared before due date, Annual Meeting and committee and working party meetings not able to take place on dates set -possible meetings inquorate due to illness or other reasons connected with the coronavirus (e.g. self isolating, high levels of illness)	2	4	8	9	Risk assessments carried out in all areas of the Council's business and actions taken to protect staff when in the workplace and customers/clients. Staff working at home and in office/leisure centre as required by legislation /govt /guidance. Covid Safe meeting protocol in place for Council, committee and working party meetings.	
	Increased competition/economic downturn/pandemic	MB 09	TC	Reduced bookings resulting in reduced income.	2	4	8	12	Charges set for different types of organisation. Charges reviewed yearly to ensure they are competitive. Facilities updated to ensure we provide what the customer wants/needs. Publicity - leaflets, newsletter noticeboards and E-marketing/social media. Covid-19 guidelines adhered to.	Updated Marketing Plan required to manage business going forwards. New software management system being implemented in 2025 to assist with this.
	Impact of pandemic on level of income from services so severe that it impacts on the Council's finances.	SR 14	TC/DTC	Severely reduced income from Leisure Services and community halls/Oakwood Centre room hire. Covid regulations preventing ability to hire out spaces.	2	4	8	12	Controls in place to enable use of facilities where permitted under covid rules. Strategy and Resources Committee to oversee required actions re finances.	Update marketing plan for the venues.
	Failure to respond to legislation/comply with regulations and censure from external bodies	SR 01	TC	Possible legal action, possible adjustments to systems, resource costs.	2	4	8	8	Access to legal and update advice and information through NALC/SLCC (Town Clerk is a member) BALC, Council's solicitors and HR service. Insurance cover gives some protection. New procedures re employment and taxable benefits. Initial GDPR policies in place. GDPR compliance reviewed and documents published. Town Clerk and Deputy Town Clerk have SLCC membership. Staff training ongoing. Members provided with online training.	
	Taking legal action/ legal action being brought	SR 09	TC	Cost and time resource, uncertain outcome	2	4	8	8	Insurance cover gives some protection, access to legal advice, maintaining sufficient reserves. HR support/indemnity re employment matters.	
	Significant damage to building	MB 16	DTC/AM	Interruption of service, reduced income, transfer of work to other buildings, disruption for customers and staff	2	4	8	8	Electrical tests carried out as required, building problems reported to DTC/MM, buildings staffed every day of the week, apart from Christmas closure and some Bank Holidays.	
	Illegal encampment	OS 06	DTC/AM	Unsightly, unable to gain access for maintenance, health and safety issue resulting in complaints and poor image.	2	4	8	8	Access restricted to most open spaces and parks/play areas by gates and fences. Install bollards where appropriate/consider height restrictions at some car parks/open spaces/parks. Police to be informed as soon as illegal encampment is identified and dealt with by them. Bollards installed at Malone Park. Additional security bollards installed at key access points in Woodford Park.	

RISK SCORE REDUCED (Previously High or Bordeline)

Risk	Risk No	Responsible Officer	Impact and effect on deliverables	Probability	Impact	Total	Previous Score	Controls in place	Actions/Comments
Project and non deadline driven work not achieved	RM 20	TC	Potential for funding opportunities being missed, increase in cost, projects delayed or not achieved. Strategic work not able to be prioritised - training plans, service planning,	2	3	6	9	New management structure in place - change in service provision and new staff roles (Communications Manager and Admin Asst) have increased ability to address non urgent and project plans. Council has several projects underway or planned. New Town Clerk and Deputy Clerk appointed. Staff structure changes implemented.	Potential staff changes/structure being considered given current capacity and projects coming online.
High levels of sickness/stress	RM 13	TC/DTC	Loss of skills during absence resulting in a reduced quality of service. Impact on staff providing cover to roles where little overlap of responsibilities and impact on own work responsibilities.	2	3	6	9	Managers follow up on absence, Sickness policy in place, including Fit for Work referral. Performance Appraisal system in process of being introduced following training for managers. New sickness policy includes referral and formal meeting.	Employee Assistance Programme available to all staff providing 24/7 advice and support on work or any other matters.
Booking errors	OS 02	TC	Bookings missed resulting in reduced income, poor public image and time consuming to resolve	2	2	4	8	Computer booking system in place.	
Vandalism	OS 04	AM	Additional expenditure, reduced income and poor image.	2	2	4	8	Football nets removed when not in use. Goals removed during the summer. Cricket square roped off in summer. Bowling green fenced off and locked when not in use. 3G pitch to be locked when not in use - WPLC CCTV has been extended to cover 3G pitch. Outdoor sports items are not insured for vandalism (apart from tournament goals, artificial wicket and 3G pitch) - excess and cost considered too high given cost of items and low number of incidents of vandalism to equipment. Vandalism to cricket square and bowling green repaired by Grounds Maintenance team.	
Dog mess	OS 09	AM	Unsightly, health and safety issue resulting in complaints and poor image. Time consuming to remove.	2	2	4	8	Sports pitches inspected by groundsman. Dog mess bins and signs provided. 'We're watching you' signs on display in park. One voluntary park warden in place at Woodford Park.	
Contamination of water systems	OS 14	LSM/AM	Closure of paddling pool ~~other areas~~ and additional cost to eradicate as well as dissatisfaction from users	2	2	4	8	Contract for regular testing in place, paddling pool water tested 3 times daily when open to public. All water systems have regime for running off standing water and testing. Maintenance Manager and all sports team have Pool Plant Operators qualification.	
Pollution of paddling pool	OS 15	LSM/AM	Contamination of system leading to closure of pool and additional cost to eradicate as well as dissatisfaction from users	2	2	4	8	Contract for regular testing in place, water tested 3 times daily when pool open to public. All water systems have regime for running off standing water and testing. Requirement that small children wear special nappies in the pool.	

Woodley Town Council **Strategic Register**

Risk	Risk No	Responsible Officer	Impact and effect on deliverables	Probability	Impact	Total	Previous Score	Controls in place	Actions/Comments
Strategic Risks									
Failure to respond to legislation/comply with regulations and censure from external bodies	SR 01	TC	Possible legal action, possible adjustments to systems, resource costs.	2	4	8	8	Access to legal and update advice and information through NALC/SLCC (Town Clerk is a member) BALC, Council's solicitors and HR service. Insurance cover gives some protection. New procedures re employment and taxable benefits. Initial GDPR policies in place. GDPR compliance reviewed and documents published. Town Clerk and Deputy Town Clerk have SLCC membership. Staff training ongoing. Members provided with online training.	
Failure to maintain a robust/legal decision making process	SR 02	TC	Challenge to decisions, possible legal challenge	1	4	4	4	Access to legal and update advice and information through NALC/SLCC (Town Clerk and Deputy Town Clerk are members) BALC, Council's solicitors and HR and Health and Safety services.	
Failure of financial planning, processes and reporting	SR 03	TC	Decisions taken without full information, Members and officers not properly informed on financial resource matters, potential threat to council resources/reserves	1	4	4	4	Annual financial statements prepared in house, checks by internal and external auditors. Budget Monitoring reports provided to each spending cttee meeting with requirement that predicted high overspends be reported. Budget consideration annually with info on reserves.	Develop longer term strategic plan for adoption and review by Council. 3 year plan being developed - 2025/26 onwards. Reviewed annually.
Failure of internal controls	SR 04	TC	Potential for fraud/theft, procedures not followed leading to possibility of higher costs /need for additional other resources	1	3	3	3	Insurance cover - subject to certain requirements being met, internal audit focus on controls and proper application, regular staff training and systems, splitting of responsibilities. Insurance values included on asset register (wef 2015/16 register) and visual check of assets annually.	
Inadequate insurance cover	SR 06	TC	Claims against the Council which are not covered resulting in additional expenditure not budgeted for.	1	4	4	4	Insurance reviewed with broker on a yearly basis in February/March	

Woodley Town Council **Strategic Register**

Risk	Risk No	Responsible Officer	Impact and effect on deliverables	Probability	Impact	Total	Previous Score	Controls in place	Actions/Comments
Serious injury or death of customer using facilities, member of staff at work or councillor carrying out duties as a member of council.	SR 07	TC	Corporate manslaughter charge/civil action/cost of any claims/insurance premiums increased	1	4	4	4	Appropriate insurances in place for staff and councillors. Buildings/equipment serviced and maintained. Open spaces maintained. Risk Assessments on tasks completed. Health and Safety policy in place. Regular inspection regime both internal and external. Appropriate staff training/policies in place. Fire risk/risk assessments reviewed at all sites . New fire procedures and on going training programme in place. Online H & S training modules undertaken by all staff. Regular Health and Safety managers meetings take place. Worknest provide professional H & S advice, updates and training on a 5 year contract. Risk assessment of council's facilities and activities undertaken by consultant and all matters addressed . Worknest act as the Council's 'Competent Person' in law. Revised First Aid training programme and Employee Assistance Programme in place.	
Failure to safeguard children and vulnerable adults	SR 08	TC/LSM	Customer complaints and loss of reputation, possibility of more formal action being taken against the council	1	4	4	4	Staff training on child protection procedures carried out and DBS checks on staff and self employed coaches, as assessed and required. Safeguarding children and vulnerable adults policy adopted at S and R Cttee 26/4/16. Online safeuguarding traning module undertaken by relevant staff as appropriate.	Safeguarding Lead' should be identified. Safeguarding Policy to be reviewed.
Taking legal action/ legal action being brought	SR 09	TC	Cost and time resource, uncertain outcome	2	4	8	8	Insurance cover gives some protection, access to legal advice, maintaining sufficient reserves. HR support/indemnity re employment matters.	
Failure of partnership working	SR 10	TC/DTC	Potential for loss of business, reduction in income, need to seek new partner, service interruption, negative impact on customers	2	3	6	6	Objectives and terms of partnership agreed by both parties. Responsible officers understand importance of effective partnership working and conduct themselves accordingly and in a professional manner.	
Failure to achieve target of Town Council being carbon neutral by 2030.	SR 11	TC/DTC	Not contributing to actions sufficiently to reduce Council's carbon footprint	2	2	4	4	Reporting progress to Council (Strategy and Resources Cttee), staff awareness of issues. Climate Emergency Action Plan in place. Ongoing training and information to all staff on targets and actions to be taken to be carried out.	Carbon Footprint Assessment to be carried out and to tform part of the CEAP. Completion by 1 September 2025.
Negative impact of not giving approriate consideration to environmental impact of services	SR 12	TC/DTC	Bad publicity, negative reputational impact	2	2	4	4	Communications Manager to publicise Council's actions and plans. Item on environmental imapct in reports where appropriate. Climate Emergency update to each Strategy & Resources Committee meeting.	

Woodley Town Council **Strategic Register**

Risk	Risk No	Responsible Officer	Impact and effect on deliverables	Probability	Impact	Total	Previous Score	Controls in place	Actions/Comments
Impact of Pandemic on WTC workforce & Council so severe that the work and meeting arrangements of the Council and committees are seriously impacted.	SR 13	TC/DTC	Potential for legal requirements not being met - eg year end accounts not prepared before due date, Annual Meeting and committee and working party meetings not able to take place on dates set -possible meetings inquorate due to illness or other reasons connected with the coronavirus (e.g. self isolating, high levels of illness)	2	4	8	8	Risk assessments carried out in all areas of the Council's business and actions taken to protect staff when in the workplace and customers/clients. Staff working at home and in office/leisure centre as required by legislation /govt /guidance. Covid Safe meeting protocol in place for Council, committee and working party meetings.	
Impact of pandemic on level of income from services so severe that it impacts on the Council's finances.	SR 14	TC/DTC	Severely reduced income from Leisure Services and community halls/Oakwood Centre room hire. Covid regulations preventing ability to hire out spaces.	2	4	8	8	Controls in place to enable use of facilities where permitted under covid rules. Strategy and Resources Committee to oversee required actions re finances.	Update marketing plan for the venues. 2026/27 Financial Year. New finance software being implemented in 2025/26.

Woodley Town Council **Operational Register - Allotments**

Risk	Risk No	Responsible Officer	Impact and effect on deliverables	Probability	Impact	Total	Previous Score	Controls in place	Actions/Comments
Allotments									
Tenancy agreements not in place	A 01	TC	Lack of control of tenancies and income - tenants not clear on the terms of their tenancy	1	2	2	2	Tenancy agreements to be signed before taking up plot, Agreements in line with various Allotment Acts and local requirements are renewed every year - signed by Admin Officer and witnessed.	
Adequate insurance cover	A 02	TC	Claims against the council for items not covered could result in additional expenditure	1	2	2	2	Insurance cover reviewed annually and listings in asset register to include present purchase price to ensure cover level is relevant.	
Contamination of 'spring clean' skips	A 03	TC	High increased costs if skips contaminated with dangerous waste (eg Asbestos)	2	2	4	4	Skips are provided once a year- lockable with allotment committee reps overseeing the depositing of rubbish into the skip where possible.	
Vermin infestation	A 04	TC	Risk of inundation, disease possible claims against the Council by tenants and local residents who live near allotments. Poor public image.	2	2	4	4	Regular meetings (formal and informal) with representatives from the tenants association. Inspections in spring/autumn raise any concerns about untidy plots, potential for vermin etc. Vermin control carried out by the Town Council when required. System in place for tenants to manage bait box placement in line with procedure agreed with Allotments Committee.	Process to be implemented to manage chickens kept on side - as permitted under the Allotments Act.
Dumping/fly tipping	A 05	TC	Cost of removal - possible hazardous waste dumped - increased costs	1	2	2	2	Sites secured with locked gates - all tenants have a key - requirement that the gates be locked on entering and leaving the site. Allotment representatives notify the Council should any dumping/fly tipping occur.	Waste management at the site to be reviewed.
Untidy/unworked plots	A 06	TC	Poor image resulting in annoyance to neighbouring allotment holders and those on the waiting list.	2	1	2	2	Regular meetings (formal and informal) with representatives from the tenants association - Arrangements for inspection and procedure to deal with unworked plots are working well. Tenancy Agreement was reviewed, amended and approved by the Leisure Services Committee.	
Loss/damage to water supply	A 08	TC	Watering not being able to be undertaken resulting in poor crops and complaints.	2	2	4	4	Water tanks maintained, liaison with tenants association. In house expertise enables problems to be rectified quickly. Water turned off in winter months. Regular water meter readings undertaken.	

Woodley Town Council **Operational Register - Allotments**

Risk	Risk No	Responsible Officer	Impact and effect on deliverables	Probability	Impact	Total	Previous Score	Controls in place	Actions/Comments
Pollution and fire hazard from bonfires	A 09	TC	Public complaints/damage to nearby plots	2	1	2	2	Enforce conditions of tenancy agreement (after 6 pm [from 1 April to 30 September] and after 4 pm [from 1 October to 31 March]) and liaise with tenants association.	Prohibition of bonfires consiedered and deceiion postponed while waste issues are reviewed.
Failure to collect rents	A 10	TC	Reduced income to the Council.	1	2	2	2	Procedure in place for reminders and to evict non paying tenants - this is set out in the tenancy agreement.	
Breach of security/access issues	A11	TC	Possibility of vandalism/damage to plots and tenants' property or theft of property and crops	3	2	6	6	Repairs to fencing carried out as required, gates locked by tenants on entering and leaving. Liaison with tenants association. New locks with restricted keys purchased and will be installed in 2022. Security contribution paid at start of tenancy - fund for repair/security improvements.	
Double allocation of plots	A12	TC	New tenants unhappy, extra time to sort double booking out with tenants	2	2	4	4	Allotments booking package records tenants. Formal system for allocation established.	
Contaminated material on plots	A13	TC	Danger to health, cost of removal high	2	2	4	4	Procedures for correct removal. Tenancy agreement states hazardous material not to be brought on site.	Waste management at the site to be reviewed.
Lack of effective partnership working with the Tenants Association	A14	TC	Poor communication, misunderstandings/adverse publicity disruption to arrangements in place to maintain plot standards	2	2	4	4	Regular communication between allotment reps/committee and officers and councillors. Officers and councillors attend Allotment AGM.	
Incorrect use of bait box procedure by tenants	A15	TC	Inappropriate and possible dangerous placing of poison on site.	1	3	3	3	Risk assessment for bait placement and training for named individuals carried out. List kept up to date of where bait places. Bait stored in secure storage.	
CCTV and Data Protection policy and procedure requirements of Information Commissioners Office not complied with	A16	TC	Non compliance with regulations	1	2	2	2	Policy and procedure in line with Information Commissioners Office agreed - The Information Commissioners Office checklist for the operation of the camera is reviewed annually by the tenants association and a signed copy provided to the Council. Tenants Committee registered with ICO. Checked annually.	
Deer coming into the site	A17	TC	Damage to and loss of plants	2	1	2	2	Tenants to report any occurrences to Council officers - who will work with tenants to move deer off site.	

Woodley Town Council **Operational Register - Allotments**

Risk	Risk No	Responsible Officer	Impact and effect on deliverables	Probability	Impact	Total	Previous Score	Controls in place	Actions/Comments
Personal injury	A18	TC	Injuries to public resulting in claims against the Council, legal proceedings, loss of reputation.	1	4	4	4	Tenancy agreement requirements - hazardous items not allowed on site, fencing monitored and repaired, improved access for vehicles with quarterly road condition checks. H & S meetings include allotments. Annual site clear up carried out - council provides skips.	

Woodley Town Council **Operational Register - Play Areas**

Risk	Risk No	Responsible Officer	Impact and effect on deliverables	Probability	Impact	Total	Previous Score	Controls in place	Actions/comments
Play Areas									
Inadequate inspection/maintenance records	PA 01	AM	Cannot be sure and prove that equipment has been checked/is safe or have early identification of future repairs/renewals resulting in accidents, possible claims against the Council and unable to plan for expenditure.	1	4	4	4	Recorded inspection of play areas carried out weekly. Annual independent play area inspection carried out.	
Inadequate insurances	PA 02	TC	Required to protect the Council against significant claims.	1	4	4	4	Appropriate insurances in place. Equipment regularly inspected, serviced and maintained. Annual ROSPA inspection carried out. Manager is ROSPA qualified play inspector.	
Vandalism/damaged equipment/theft	PA 03	TC	Facilities unable to be used or equipment used resulting in an injury, additional expenditure and poor image. Possible compensation claim.	3	2	6	6	Weekly recorded inspections, annual written inspection and report from insurers. Equipment made safe/removed as soon as possible after notification. See PA 02 re insurances in place. Police informed of all acts of vandalism. Amenities Manager and Maintenance Officer undertook ROSPA inspection training Feb 2024.	
Inadequate budget provision	PA 04	TC	Routine and essential maintenance not undertaken resulting in reduced use and health and safety issues. Equipment not replaced and new equipment not purchased.	2	3	6	6	Repairs and Maintenance budgets reviewed annually.	
Personal injury	PA 05	AM	Injuries to public resulting in claims against the Council, legal proceedings, loss of reputation.	1	4	4	4	Written inspections and risk assessments undertaken & ROSPA annual inspection. Equipment purchased from established play providers with latest safety standards. Public liability cover in place. Play areas that are not compliant with the Equality Act 2010 to be replaced as and when funds allow.Maintenance Manager is ROSPA qualified play inspector.	
Litter/Dog mess	PA 06	TC/AM	Unsightly, health and safety issue resulting in complaints and poor image, time consuming to check and remove	1	2	2	2	Staff Teams clear as required. Play areas have self closing gates to keep dogs out. New signage installed in 2023.	

Risk	Risk No	Responsible Officer	Impact and effect on deliverables	Probability	Impact	Total	Previous Score	Controls in place	Actions/comments
Play areas not inclusive	PA 07	TC	Lack of inclusive facilities resulting in possible contravention of The Equality Act 2010 and criticism from residents.	2	2	4	4	The requirement to include accessible play equipment is part of tenders for new play equipment.	
Pandemic impact on use of play areas - 1st lockdown play areas closed completely	PA 08	AM/TC	Potential spread of infection. Enforcement action if governement guidelines not adhered to.	1	2	2	2	Signage in accordance with government guidelines plus closure management where required. Weekly recorded inspections plus annual inspections carried out.	
Conflict of use along pathway through new play area site in Woodford Park	PA 09	AM/TC	Injuries to public resulting in claims against the Council, legal proceedings, loss of reputation. Complaints about use by others.	1	2	2		Pathway was widened as part of project. Younger childrens area is be fully enclosed with railings & gates. Monitored and no issues reported.	

Woodley Town Council **Operational Register - Municipal buildings**

Risk	Risk No	Responsible Officer	Impact and effect on deliverables	Probability	Impact	Total	Previous Score	Controls in place	Actions/Comments
Municipal buildings									
Income lower than budget estimates	MB 01	TC	Below target income possibly resulting in higher than anticipated expenditure if savings unable to be made.	1	1	1	1	Budget monitoring reports to each spending committee meeting, Town Clerk reviews and monitors income and expenditure monthly, Chair of S and R Cttee receives monthly I and E reports, by committee. Audit trail booking systems in place. Where possible action taken to reduce other expenditure/raise income.	
Lack of adequate insurances	MB 02	TC	Claims against the Council which are not covered resulting in additional expenditure not budgeted for.	1	3	3	3	Insurance reviewed with broker on a yearly basis in February. Valuation of buildings reinstatement /insurance costs established in 2016 and will be increased annually	
Vandalism	MB 03	TC	Loss of bookings, additional expenditure, poor image.	2	2	4	4	OC and WPLC alarmed. OC external CCTV. WPLC internal and external CCTV updated. Insurance reviewed annually with broker. Repair damage/remove graffiti as quickly as possible.	
Inadequate budget provision	MB 04	TC	Routine and essential maintenance not undertaken resulting in reduced bookings and health and safety issues.	2	2	4	4	Repairs and Maintenance budgets and new equipment budget reviewed yearly. Costly specific items included in capital programme.	
Personal injury	MB 05	TC	Significant claims resulting in higher insurance premiums and loss of reputation.	1	2	2	2	Staff undertake frequent visual inspections, report problems to Maintenance team. Equipment maintained PAT tested etc. Fire risk assessments carried out - WPLC and OC new evacuation in place. Room capacity upstairs at WPLC lowered. Ice and snow clearance undertaken at all buildings.Regular PAT testing schedule in place.	
Inappropriate old equipment/furniture or fittings	MB 06	TC	Hirers deterred from using the buildings resulting in reduced income.	1	2	2	2	Regular inspections and risk assessments in place.Repairs & Renewals budget for replacement equipment. Theatre seating reupholstered in 2020.	Budget allocated for theatre upgrade feasibility report - contractor appointed.
Double bookings	MB 07	TC	Disappointment for customers, time and financial resources to make redress	1	2	2	2	Bookings of 4 centres covered by RBS booking system.	
Failure to obtain necessary licences	MB 08	TC	Unable to provide services including liquor sales resulting in reduced bookings.	1	4	4	4	Premises and alcohol licences already held in the name of the Town Council and do not expire. DTC is the Personal Licence holder at OC. WPLC premises licvence surrendered as no longer required.	

Woodley Town Council **Operational Register - Municipal buildings**

Risk	Risk No	Responsible Officer	Impact and effect on deliverables	Probability	Impact	Total	Previous Score	Controls in place	Actions/Comments
Increased competition/economic downturn/pandemic	MB 09	TC	Reduced bookings resulting in reduced income.	2	4	8	12	Charges set for different types of organisation. Charges reviewed yearly to ensure they are competitive. Facilities updated to ensure we provide what the customer wants/needs. Publicity - leaflets, newsletter noticeboards and E-marketing/social media. Covid-19 guidelines adhered to.	Updated Marketing Plan required to manage business going forwards. New software management system being implemented in 2025 to assist with this. Pplan to be in place from 2026/27 financial year.
Buildings not maintained	MB 10	TC/AM	Fabric of the Buildings deteriorates resulting in reduced bookings, complaints and reduced image.	1	3	3	3	Buildings maintenance schedule. Repairs database up and running-to be linked to asset management system. Earmarked reserve for building and facilities maintenance set up.Legionella control being undertaken by qualified contractor.	
Lack of security	MB 11	TC	Theft and damage resulting in possible cancelled bookings and reduced income and higher insurance premiums.	1	1	1	1	Regular banking, cash in safe, insured to specific levels. WPLC, OC alarmed. Staff on duty when OC, and WPLC open. Set keyholders. Keyholding service for out of hours alarm/incidents - local company and reduced costs. No access by tenant to building out of hours	
Failure to review and collect charges	MB 13	TC	Reduced income to the Council and non competitive charges.	1	1	1	1	Charges reviewed yearly by Committee. Comparison exercise undertaken each year. Invoices to be paid by hirer prior to their booking. Internal audit checks to ensure income is being collected. Marketing plan for Oakwood Centre in place.	
Licences revoked by the Licensing Authority	MB 14	TC	Unable to provide service. Poor public image. Criticism from licensing authorities. Possible legal action and fines against the Council.	1	3	3	3	Liaison with Trading Standards service regarding liquor licence. Liquor licence only held in respect of Oakwood Centre. Wedding licence at Oakwood Centre not renewed since 2015.	
Cleaning contracts not operating to satisfaction	MB 15	TC/LSM	Poor service to customers, customer dissatisfaction reduced bookings and income, staff having to cover cleaning as a priority	3	2	6	6	Regular checks on cleaning standard and reports to managers where problems.	
Significant damage to building	MB 16	TC/AM	Interruption of service, reduced income, transfer of work to other buildings, disruption for customers and staff	2	4	8	8	Electrical tests carried out as required, building problems reported to DTC/MM, buildings staffed every day of the week, apart from Christmas closure and some Bank Holidays.	

Woodley Town Council **Operational Register - Municipal buildings**

Risk	Risk No	Responsible Officer	Impact and effect on deliverables	Probability	Impact	Total	Previous Score	Controls in place	Actions/Comments
Loss of income/no income from tenancy arrangements relating to the flat at WPLC (former bar manager's flat)	MB 19	TC	Loss of budgeted income, possible repairs costs/legal action and staff time. Potential negative impact on the leisure centre.	2	2	4	4	Rental agency used for advertising, references and agreement. Council managing the rental going forward - will include regular inspections. Staff on site for any problems. Arrangements are monitored.	
Withdrawal of catering partner at the Oakwood Centre	MB 20	TC	Potential for loss of business, reduction in income, need to seek new partner, service interruption, negative impact on customers	2	3	6	6	Clear objectives and terms of partnership agreed by both parties. Responsible officer understand importance of effective partnership working. Panel established for regular meetings with contractor to review/refine service.	
Covid 19	MB 21	TC	Possibility of spread of virus, impact on staff and members of the public.	2	2	4	4	Covid secure workplaces. Working practices enabling social distancing. Government rules and guidelines are being followed.	

Woodley Town Council **Operational Register - Open Spaces**

Risk	Risk No	Responsible Officer	Impact and effect on deliverables	Probability	Impact	Total	Previous Score	Controls in place	Action/Comments
Open Spaces									
Lack of adequate insurances	OS 01	TC	Claims against the Council which are not covered resulting in additional expenditure not budgeted for.	1	3	3	3	Insurance reviewed with broker annually.	
Vandalism	OS 02	TC	Additional expenditure and poor image.	1	2	2	2	Difficult to control in this area, no real controls. Remove/clear up immediately	
Inadequate budget provision	OS 03	TC	Routine and essential maintenance not undertaken resulting in poor open spaces which might become hazardous and increased complaints.	2	2	4	4	Budget reviewed and allocated each year by committee	
Personal injury	OS 04	TC	Significant claims resulting in higher insurance premiums and loss of reputation.	1	2	2	2	Routine maintenance schedule established.	
Fly tipping	OS 05	TC	Unsightly and possibly hazardous resulting in increased expenditure to remove and dispose of, and possible claims against the Council. Cost of removal and disposal.	3	2	6	6	Access by vehicle to areas difficult, some areas locked - rubbish removed as and when required. Some bins removed/resited or collection arrangements changed. New system for bins at WPLC - locked and in store.	
Illegal encampment	OS 06	TC	Unsightly, unable to gain access for maintenance, health and safety issue resulting in complaints and poor image.	2	4	8	8	Access restricted to most open spaces and parks/play areas by gates and fences. Install bollards where appropriate/consider height restrictions at some car parks/open spaces/parks. Police to be informed as soon as illegal encampment is identified and dealt with by them. Bollards installed at Malone Park. Additional security bollards installed at key access points in Woodford Park.	
Litter/dog mess	OS 07	AM	Unsightly, health and safety issue resulting in complaints and poor image.	2	2	4	4	Dog bins provided, areas litter picked when grass cutting, making play ground checks and in response to residents' complaints. We're watching you signs on display in park.	

Woodley Town Council **Operational Register - Open Spaces**

Risk	Risk No	Responsible Officer	Impact and effect on deliverables	Probability	Impact	Total	Previous Score	Controls in place	Action/Comments
Falling/damaged trees	OS 08	TC/AM	Disruption to services, highway, damage to property and personal injury resulting in legal claims etc.	2	2	4	4	Database record of works/complaints /inspections. Documented visual inspection of trees near pathways/buildings etc following high winds. All work carried out by licensed / approved contractor. Annual budget allocation for tree works and emergency repairs budget also in place. Tree inspection and maintenance programme has been implemented in 2022. Ongoing monitoring	
Dissatisfaction with maintenance regime in parks	OS 09	AM	Negative image, complaints,	1	1	1	1	Grass cut when required rather than set number of cuts per year. Litter picking daily and following reports of problems - GM and Maint Teams	
Injury/damage claims - paths/roadways	OS 10	TC/AM	Cost of successful claim - increase in insurance costs, poor image and impact on council's reputation	2	3	6	6	Bi-weekly pathways check carried out by Maintenance team. Repairs to roadway/car parks undertaken by Maintenance team when reported by officers at WPLC. Access road and car park at WPLC have now been resurfaced. Capital programme allocation for pathway repairs.	

Woodley Town Council **Operational Register - Outdoor sports and recreation**

Risk	Risk No	Responsible Officer	Impact and effect on deliverables	Probability	Impact	Total	Previous Score	Controls in place	Actions/Comments
Outdoor sports and recreation									
Failure to collect income/review charges	OS 01	TC	Below target income resulting in higher than anticipated expenditure.	2	1	2	2	Hirers pay prior to playing. Internal audit checks invoicing and income. Booking and invoicing system in place. Charges reviewed annually.	
Booking errors	OS 02	TC	Bookings missed resulting in reduced income, poor public image and time consuming to resolve	2	2	4	8	Computer booking system in place.	
Lack of adequate insurances	OS 03	TC	Claims against the Council which are not covered resulting in additional expenditure not budgeted for.	1	3	3	3	Insurance reviewed with broker on an annual basis	
Vandalism	OS 04	AM	Additional expenditure, reduced income and poor image.	2	2	4	8	Football nets removed when not in use. Goals removed during the summer. Cricket square roped off in summer. Bowling green fenced off and locked when not in use. 3G pitch to be locked when not in use - WPLC CCTV has been extended to cover 3G pitch. Outdoor sports items are not insured for vandalism (apart from tournament goals, artificial wicket and 3G pitch) - excess and cost considered too high given cost of items and low number of incidents of vandalism to equipment. Vandalism to cricket square and bowling green repaired by Grounds Maintenance team.	
Inadequate budget provision	OS 05	TC	Routine and essential maintenance not undertaken resulting in poor recreational facilities which might become hazardous and increased complaints.	1	3	3	3	Budget considered by Committee annually. Regular maintenance costs established and estimated, capital programme covers larger maintenance projects. Sinking fund in place for replacing 3G carpet.	
Personal injury to the public	OS 06	TC/AM/LSM	Significant claims resulting in higher insurance premiums and loss of reputation.	2	3	6	6	Grounds Maintenance team employed to keep sports pitches in good order. WPLC and Maintenance teams oversee the 3G pitch.	
Not providing facilities required by national league regulations	OS 07	LSM/AM	Teams unable to use facilities resulting in reduced income and complaints.	1	1	1	1	Liaison with teams and organisations to ensure facilities meet requirements. Assistance where appropriate to seek grant funding.	
Litter	OS 08	AM	Health & Safety, complaints, poor image, time consuming to remove.	3	1	3	3	Regular litter picks and emptying of bins by Grounds Maintenance & Maintenance teams. Respond to public reports of litter on premises. Grounds Maintenance team check pitches before matches, remove mess.	

Risk	Risk No	Responsible Officer	Impact and effect on deliverables	Probability	Impact	Total	Previous Score	Controls in place	Actions/Comments
Dog mess	OS 09	AM	Unsightly, health and safety issue resulting in complaints and poor image. Time consuming to remove.	2	2	4	8	Sports pitches inspected by groundsman. Dog mess bins and signs provided. 'We're watching you' signs on display in park. One voluntary park warden in place at Woodford Park.	
Poor maintenance regime	OS 10	TC/AM	Unsightly, health and safety issue resulting in complaints, possible insurance claims and a negative image.	1	2	2	2	Grounds Maintenance team qualified in sports pitch management. Liaison with clubs. Day to day 3G pitch maintenance of carpet jointly by Grounds Maintenance and Sports teams. Maintenance contract with specialists to correct maintenance of carpet. Fixtures and fittings to be maintained and checked by Maintenance team.	
Inappropriate staff working practices	OS 11	TC/AM	Work not completed to appropriate standard, unsafe working resulting in possible injury to staff or public leaving the Council vulnerable to claim.	1	2	2	2	Grounds Maintenance team qualified in sports pitch management. Hazardous chemicals training provided and risk assessments completed and reviewed. Work monitored and risk assessments undertaken by Head Groundsman. Pallet trolley and front bucket loader purchased to address manual handling issues. ride on mower and chipper machines now in use, safe working tilt system now fitted to tractor and ride on mower when cutting on hills.	
Failure to mark out pitches/courts appropriately	OS 12	AM	Teams unable to use facilities resulting in reduced income and complaints.	1	1	1	1	System in place to ensure Grounds Maintenance team is aware of matches being played at weekends/evenings.	
Unable to meet requirements for sports area treatments (cricket/bowls) and marking (football, cricket, running)	OS 13	AM	Diseases not immediately treated affecting surface and playing quality and could get worse if not quickly treated. Unable to provide service to hirers leading to dissatisfaction.	1	1	1	1	Keep small stocks of range of treatments for immediate use. Order stocks well in advance.	

Woodley Town Council **Operational Register - Outdoor sports and recreation**

Risk	Risk No	Responsible Officer	Impact and effect on deliverables	Probability	Impact	Total	Previous Score	Controls in place	Actions/Comments
Contamination of water systems	OS 14	LSM/AM	Closure of paddling pool ~~other areas~~ and additional cost to eradicate as well as dissatisfaction from users	2	2	4	8	Contract for regular testing in place, paddling pool water tested 3 times daily when open to public. All water systems have regime for running off standing water and testing. Maintenance Manager and all sports team have Pool Plant Operators qualification.	
Income from outside sports impacted by pandemic and resulting restrictions	OS 15	AM/LSM	Severe reduction in income from leisure activities	2	4	8	9	Staff on furlough during lockdowns, compliance with government rules regarding outdoor sport. Potential for multiple staff members self isolating due to Pandemic	
Pollution of paddling pool	OS 16	LSM/AM	Contamination of system leading to closure of pool and additional cost to eradicate as well as dissatisfaction from users	2	2	4	8	Contract for regular testing in place, water tested 3 times daily when pool open to public. All water systems have regime for running off standing water and testing. Requirement that small children wear special nappies in the pool.	
Insufficient car parking at WPLC for popular events/at certain times	OS 17	LSM/TC	Neighbours impacted by parking in streets - access and traffic flow problems	2	2	4	4	New car parking increased spaces by 59 - WPLC review bookings requests for parking impact before accepting. Additional double yellow lines opposite entrance not agreed by WBC. Weekends are busy in football season - footballers advised to share lifts/walk. There is still some congestion at Haddon Drive on Saturdays. WBC proposals for restricted parking not supported by residents.	Parking issues to be considered in the delopment plans for WPLC.

Woodley Town Council **Operational Register - Indoor Sports**

Risk	Risk No	Responsible Officer	Impact and effect on deliverables	Probability	Impact	Total	Previous Score	Controls in place	Actions/Comments
Indoor sports									
Double bookings	IS 02	LSM	Bookings missed etc resulting in reduced income, poor public image and time consuming to resolve.	1	3	3	3	Bookings programme at WPLC for multiple and social bookings, daily paper diary for turn up sports sessions.	
Lack of adequate insurances	IS 03	TC	Claims against the Council which are not covered resulting in additional expenditure not budgeted for.	1	4	4	4	Insurance reviewed with broker annually. Conditions on insurance in relation to the sports equipment and insurances to be held by martial arts instructors adhered to.	
Vandalism	IS 04	TC/LSM	Additional expenditure, reduced income and poor image.	2	2	4	4	WPLC staffed 7 days a week. Staff do outside checks for damage daily.	
Inadequate budget provision	IS 05	TC	Routine and essential maintenance, replacements not undertaken resulting in poor facilities and reduction in income.	2	1	2	2	Budget considered by Committee annually. Regular maintenance costs established by Deputy Town Clerk and Maintenance Manager	
Personal injury	IS 06	TC	Significant claims resulting in higher insurance premiums and loss of reputation.	1	2	2	2	Staff undertake frequent visual inspections, report problems to Maintenance team. Equipment maintained PAT tested etc.	
Lack of compliance with safeguarding children and vulnerable adults working practices where required	IS 09	TC/LSM	Customer complaints and loss of reputation, possibility of more formal action being taken against the council	1	3	3	3	Safeguarding children and vulnerable adults policy agreed at S and R Cttee 26/4/16. Documentation to be obtained from hirers running activities in our halls, where required.	
Poor maintenance regime	IS 10	LSM/AM	Unsightly, health and safety issue resulting in complaints, possible insurance claims and a negative image.	1	3	3	3	Cleaning contract at WPLC - regular monitoring and reporting of any problems at monthly meetings with contractors. Maintenance problems reported to Maintenance team. Staff cleaning plan for certain areas also in place.	
Inappropriate staff working practices	IS 11	LSM	Work not completed to appropriate standard, unsafe working resulting in possible injury to staff or public leaving the Council vulnerable to claim.	1	2	2	2	Training specific to responsibilities given. Risk assessments in place and reviewed annually.	
Financial impact of competition from new leisure centre in the town and restrictions on indoor sports in relation to pandemic.	IS 12	TC/LSM	Anticipated loss of gym members and clubs hiring Sports Hall.	2	4	8	9	LSM identifying additional activities and offers to existing members, as well as either new income streams or increase in capacity. Gym membership has returned well following Covid. Potential remains for future lockdowns/restrictions affecting income generation and potential for multiple staff members self isolating due to Pandemic	

Woodley Town Council **Operational Register - Resource Management**

Risk	Risk No	Responsible Officer	Impact and effect on deliverables	Probability	Impact	Total	Previous Score	Controls in place	Actions/Comments
Resource Management									
Planning applications and other consultations not responded to within timescale	RM 01	CO	Views of the Council not taken into consideration resulting in developments/ projects etc not being amended/refused as requested for the benefit of residents.	1	2	2	2	Plans Committee meets every 3/4 weeks extensions agreed with WBC and noted/kept to. Consultations considered by other committees/council as appropriate.	
Breach of confidentiality	RM 02	TC	Confidential documents in the public domain possible third party claims/loss of public faith in the Council.	1	3	3	3	Registered under the Data Protection Act. Confidentiality clause in contracts. Officers and Members Code of Conduct.	
Legal proceedings against the council	RM 03	TC	Reputation of the Council put at risk, officers / Members personally accountable, possible significant resource implication.	2	3	6	6	Access to legal advice through NALC/SLCC/BALC and independent solicitor/Shared Legal Services. Insurance cover gives some financial protection and HR advice line and cover. Risk Assessments carried out on processes and projects.	
Financial resources not able to meet Council priorities/needs	RM 04	TC	Aims and objectives not able to be met	2	3	6	6	Planned budget - includes allocations for plans for the year ahead, regular monitoring by officers and cllrs, reserves at reasonable level	
Major budget overspend/variation	RM 05	TC	Interruption/termination of projects services	2	2	4	4	Earmarked and general reserves. Financial management monitoring reports. Treasury Management Strategy in place.	
Income targets not met	RM 06	TC	Increase in net costs	2	2	4	4	Planned budget, prudent estimates for income, regular monitoring by officers and cllrs allow review of costs to reduce impact where possible.	
Ineffective management and utilisation of assets	RM 07	DTC	Assets not used to their full potential resulting in unnecessary additional costs with resources being diverted from other priorities. Projects costing more than they should.	1	2	2	2	Asset management system to be developed. Regular maintenance and review system in operation. Asset disposal forms and procedure in place	Asset manangement system yet to be implemented. Target date - from 2027/27 financial year
Failure of IT systems	RM 08	DTC	Interruption of services - impact dependent on which programmes/computers affected. Cost of repairs.	2	3	6	6	Contracts in place to support systems and programmes with call out times. All computers backed up. Council office network isolated from the public and catering WiFi network.	New IT provider and support in place. Realtime cloud storage of documentation. Cloud based secure server. Budget in place for replacing hardware and upgrading software as required. IT risk assessment being drafted.
Serious breach of IT security	RM 09	DTC	Possibility of viruses affecting computers and systems.	2	3	6	6	Computers firewall and password protected. Protections reviewed and updated in conjunction with IT contractors.	

Woodley Town Council **Operational Register - Resource Management**

Risk	Risk No	Responsible Officer	Impact and effect on deliverables	Probability	Impact	Total	Previous Score	Controls in place	Actions/Comments
Loss/disclosure of personal data	RM 10	TC	Potential fines by Information Commissioner.	2	3	6	6	Data protection, induction training, Firewall IT security. New contracts to include confidentiality clause.	
Interruption of power supply	RM 11	TC	IT systems failure, service impact	2	3	6	6	Computer data backed up daily (cloud storage), copies of day/week held off site	
Loss of key skills for significant period (illness, resignation)	RM 12	TC	Service impact	2	3	6	6	Some posts within the organisation can be covered to provide basic service continuation but due mainly to the small size it is not possible for full cross over of skills and knowledge. A small staff base also means there is not the capacity to significantly increase workload without increasing the staff base. Staff contingencies budget for cover where possible.	
High levels of sickness/stress	RM 13	TC/DTC	Loss of skills during absence resulting in a reduced quality of service. Impact on staff providing cover to roles where little overlap of responsibilities and impact on own work responsibilities.	2	3	6	9	Managers follow up on absence, Sickness policy in place, including Fit for Work referral. Performance Appraisal system in process of being introduced following training for managers. New sickness policy includes referral and formal meeting.	Employee Assistance Programme available to all staff providing 24/7 advice and support on work or any other matters.
Not meeting safeguarding children and vulnerable adults protection regulations in respect of checks on staff	RM 15	TC/LSM	Customer complaints and loss of reputation, possibility of more formal action being taken against the council	1	3	3	3	Staff training on child protection procedures carried out, DBS checks on staff and self employed coaches, as assessed and required. Safeguarding children and vulnerable adults policy approved at S and R Cttee 26/4/16	
Industrial tribunal	RM 16	TC	Resource implications, poor press, impact on workforce and council during tribunal	2	2	4	4	Council supported by HR consultant with indemnity in respect of Ind Tribunals, subject to advice being given and followed.	
Fraud/theft	RM 17	TC/DTC	Loss of funds, resources required to investigate	2	2	4	4	Fidelity insurance cover & requirement adhered to, anti fraud training and internal auditor checks cash income process.	
Failure of equipment	RM 18	TC	Service interruption	1	2	2	2	Contracts, regular maintenance and planned renewals	
Major emergencies/situations	RM 19	TC/DTC	Potential for insufficient assistance to the public/staff, inappropriate and uncoordinated actions that have negative impact	2	3	6	6	Disaster Recovery Plan in place and reviewed annually.	

Woodley Town Council **Operational Register - Resource Management**

Risk	Risk No	Responsible Officer	Impact and effect on deliverables	Probability	Impact	Total	Previous Score	Controls in place	Actions/Comments
Project and non deadline driven work not achieved	RM 20	TC	Potential for funding opportunities being missed, increase in cost, projects delayed or not achieved. Strategic work not able to be prioritised - training plans, service planning,	2	3	6	9	New management structure in place - change in service provision and new staff roles (Communications Manager and Admin Asst) have increased ability to address non urgent and project plans. Council has several projects underway or planned. New Town Clerk and Deputy Clerk appointed. Staff structure changes implemented.	Potential staff changes/structure being considered given current capacity and projects coming online.
Personnel issues/grievances	RM 21	TC	Additional resources to address issues. Potential negative effect on staff morale and increased sickness. Direct impact on service delivery.	2	3	6	6	HR support Ellis Whittam indemnity on tribunal costs. Policies in place. Performance Appraisal system introduced after training for managers and staff. All staff have received a copy of the new employee handbook. New staff receive on starting in post.	Employee handbook updated 2024. The Council is looking at prooviders of HR Management software to maintain staff records re holidays/sickness/ other absences.
Attacks on staff	RM 22	TC	Long term sickness. Claims against the Council. Unhappy staff teams	1	4	4	4	Lone working procedure in place. Access to telephones. Good relationship with and access to the Police. Insurances in place.	
Property/facilities declared unsafe	RM 23	TC	Potential danger to the public and staff.	2	3	6	6	Funding for emergency repairs plus procedures for higher levels of funding to be approved by Town Clerk in cases of emergency.	
Illegal activities on Council property	RM 24	TC, AM, LSM, DTC (depending on site)	Potential impact on reputation, potential danger to public and staff.	2	3	6	6	CCTV coverage of some internal areas at WPLC and OC. Staff checks/presence, access to agencies for support/information and preventative actions.	
Projects not completed to planned timescale	RM 25	TC/DTC	Potential loss of income/project overspend/ public concern and disappointment	2	3	6	6	Project lead manager identified for each project. Regular reviews and contact with contractors. Public consultation undertaken. Project management training to be arranged for managers as required.	

Woodley Town Council

Disaster Recovery Plan

Version 4 - Jan 2024

Revision History

Current version of document stored on office server and available to all staff.

REVISION	DATE	NAME	DESCRIPTION
Original 1.0			
Version 2	1/12/20	K Murray	Updated in regard to pandemic and established home working practices.
Version 3	6/01/22	K Murray	Updated in regard to staff contacts and utility suppliers. Reviewed Jan2023
Version 4	6/01/22	K Murray	Updated in regard to staff contacts/job roles
Version 5 DRAFT	Jan 2025	K Murray	Updated in regard to staff contacts and utility suppliers.

Contents

Statement of Intent

This document details our policies and procedures for technology disaster recovery, as well as our process-level plans for recovering critical technology platforms and the telecommunications infrastructure. This document summarizes our recommended procedures. In the event of an actual emergency situation, modifications to these procedures are likely to be required dependent on the nature and scale of the incident.

Our mission is to ensure information system uptime, data integrity and availability, and business continuity.

Policy Statement

- The Council shall develop and maintain an IT / disaster recovery plan.
- A risk assessment shall be undertaken to determine the requirements for the disaster recovery plan.
- The disaster recovery plan should cover all essential and critical infrastructure elements, systems and networks, in accordance with key business activities.
- All staff must be made aware of the disaster recovery plan and their own respective roles.
- The disaster recovery plan is to be kept up to date to take into account changing circumstances.
- The disaster recovery plan will be reviewed annually.

Objectives

The principal objective of the disaster recovery programme is to develop, maintain and review a well-structured and easily understood plan which will help the Council recover as quickly and effectively as possible from an unforeseen disaster or emergency which interrupts information systems and business operations. Additional objectives include the following:

- The need to ensure that all employees fully understand their duties in implementing such a plan
- The need to ensure that operational policies are adhered to within all planned activities
- The need to ensure that proposed contingency arrangements are cost-effective
- The need to consider implications on other Council sites
- Disaster recovery capabilities as applicable to key customers and services

This Plan should be used in conjunction with the **IT Manual** and **IT Risk Assessment**.

Key Functions

The following key functions are identified as priorities to be recovered as soon possible and maintained;

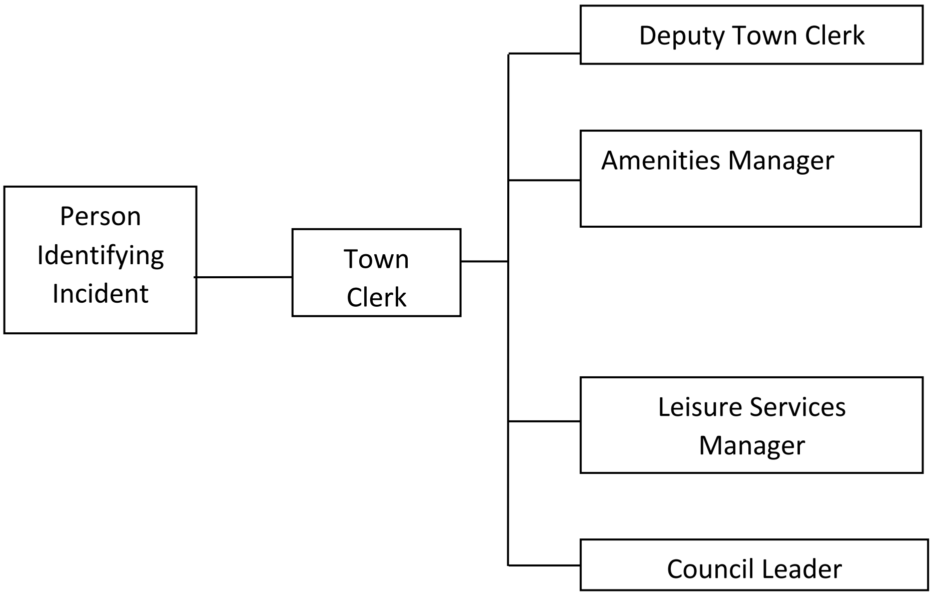
- Payroll
- Invoicing
- Banking
- Bookings
- Planning
- Allotments
- Council / Committee Meetings

Key Personnel Contact Info

Name	Contact Option	
Kevin Murray	Work	0118 969 0356
	Mobile	REDACTED
	Home	
	Email Address	Kevin.murray@woodley.gov.uk
	Alternative Email	townclerk@woodley.gov.uk
Matthew Filmore	Work	0118 969 0356
	Mobile	REDACTED
	Home	
	Email Address	Matthew.filmore@woodley.gov.uk
	Alternative Email	
Colin Holland	Work	0118 969 0356
	Mobile (work)	REDACTED
	Home	
	Email Address	Colin.holland@woodley.gov.uk
	Alternative Email	
Ed Whitesmith	Work	0118 921 6969
	Mobile	
	Home	
	Email Address	Ed.whitesmith@woodley.gov.uk
	Alternative Email	

Name	Contact Option	
Nikki Syers	Work	0118 969 0356
	Mobile	REDACTED
	Home	
	Email Address	bookings@woodley.gov.uk
	Alternative Email	
Brian Fennelly	Work	0118 969 0356
	Mobile	0750 674 1591
	Home	
	Email Address	tcm@woodley.gov.uk
	Alternative Email	

Notification Calling Tree



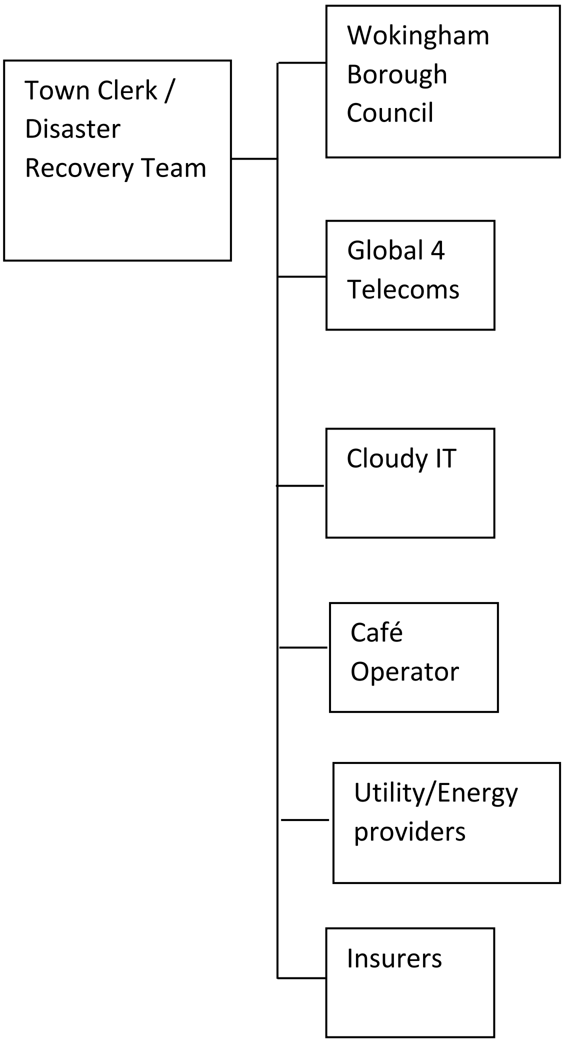
External Contacts

Name, Title	Contact Option	Contact Number
Electricity Supplier	Ecotricity	01453 373033
	Email Address	business@ecotricity.co.uk
Water Supplier	Thames Water (leaks/supply)	0800 714 614
	Castle Water (billing/account)	0333 300 5763
Gas Supplier	Crown Energy	0161 762 1883
	Email Address	salessupport@crowngas.co.uk
	National Gas Emergency Line (gas leaks)	0800 111 999
Electricity – contracted works/cable faults etc	SSE	0118 912 6681
Broker – All energy contracts	Inspired Energy	01772 689 250

Telecom Supplier – (VOIP office phones and mobiles – all sites)	Global 4	01403 272910
	Email Address	G4customer.services@global4.co.uk
IT Support Contractor (Apple Macs – Oakwood Centre & mail server)	Cloudy IT	01280 814684
	Email Address	hello@cloudyit.co.uk
IT Support Contractor (PCs – Woodford Park Leisure Centre)	Cloudy IT	01280 814684
	Email Address	hello@cloudyit.co.uk

Office Supplies 1	Frasers	0118 931 0310
	Email Address	sales@fraseroffice.co.uk
Building Supplies	Bowak	0118 941 5511
	Email Address	info@bowak.co.uk
Insurance	Came & Co / Gallagher Insurance	01483 407481
	Email Address	Kevin_Millard@ajg.com
Site Security/ Key holding	Token Scurity	0118 979 8304 07990 828817
	Email Address	mail@token-security.com

External Contacts Calling Tree



1 Plan Overview

1.1 Plan Updating

It is necessary for any updates to this plan to be properly structured and controlled. The plan should be reviewed annually or following any significant changes e.g. personnel changes, supplier changes or building works affecting the plan.

1.2 Plan Documentation Storage

- Copies of this Plan will be stored in hard copy at the Oakwood Centre and Woodford Park Leisure Centre and in digital format on the fileserver (backed up off site).
- Copies of this plan will be issued to senior management to be filed at home.
- A master protected copy will be stored on the Cloud storage.

1.3 Emergency Scenario

Loss of use/access to the Oakwood Centre / Council Offices

In the event of loss of use or access to the Oakwood Centre the chosen strategy is to revert to a home working set up as successfully demonstrated during the pandemic lockdown/restrictions. Key staff have the means to operate effectively from home as required. Rooms at the Leisure Centre or community halls may be utilised as required for face-to-face public services.

If the Oakwood Centre is completely inaccessible or destroyed it will be necessary to set up a new server and remote network connections to this server along with installation of the Omega accounting package and retrieval of backup data.

1.4 Risk Management

There are many potential disruptive threats which can occur at any time and affect the normal business process. We have considered a wide range of potential threats and the results of our deliberations are included in this section. Each potential environmental disaster or emergency situation has been examined. The focus here is on the level of business disruption which could arise from each type of disaster.

Potential disasters have been assessed as follows:

<table>
<tr><td>Potential Disaster</td><td>Probability Rating</td><td>Impact Rating</td><td>Risk Rating</td><td>Brief Description Of Potential Consequences & Actions</td></tr>
<tr><td>Pandemic / epidemic</td><td>2</td><td>3</td><td>6
(Med)</td><td>Significant potential danger to employee and customer health.
Significant financial impact on venues and leisure services from lockdown and on-going social restrictions.</td></tr>
<tr><td colspan="5">ACTIONS
Appropriate working environments set up and maintained. Reduced office numbers, PPE, staggered working hours, home working, virtual meetings, single occupancy toilets, enhanced cleaning/sanitising regime, adherence to Government guidance and legislation.
Up to date information provided to staff and customers/public on current restrictions and guidelines.
risk assessments carried out for all work areas and communicated to staff.
IT systems configured to enable effective home working and data backup.
Processes put in place to enable virtual/electronic signing off of invoice and payments documentation while maintaining appropriate audit trail.
Explore and apply for available financial support – grants/furlough scheme.</td></tr>
<tr><td>Flood</td><td>1</td><td>3</td><td>3 (Low)</td><td>Damage to furniture/loss of use of building and offices. Loss of IT infrastructure/equipment.</td></tr>
<tr><td>Fire</td><td>1</td><td>4</td><td>4 (Med)</td><td>Loss of life, building, documents, IT infrastructure and income.</td></tr>
<tr><td colspan="5">ACTIONS
Fire evacuation procedures in place in all buildings
Fire detection and alert systems in place and maintained
Fire extinguishers in place and maintained under service agreement</td></tr>
<tr><td>Severe electrical storms</td><td>1</td><td>2</td><td>2 (Low)</td><td>Temporary loss of power, telephone and/or broadband & IT systems</td></tr>
</table>

Act of terrorism	1	4	**4 (Med)**	Loss of life, building, documents and IT infrastructure
Act of sabotage / hacking / virus	1	3	**3 (Low)**	Temporary loss of IT system functionality/website. IT system updated to MS Office /Teams with full support and cloud based server. All machine software kept up to date. Machines password protected and two factor authentication where appropriate.
Extended electrical power failure	2	3	**6 (Med)**	Temporary loss of telephone and/or broadband. Server protected by UPS.
Major gas leak or explosion	1	4	**4 (Med)**	Loss of life, building, documents and IT infrastructure
Loss of communications network services	2	2	**4 (Med)**	VOIP phone system implemented – all calls can be diverted to alternative landline or mobile numbers as required. This can be configured immediately by the telecoms provider or web browser.

Probability: 1=Very Low, 4=Very High

Impact: 1= Minor disruption 4=Total destruction/loss of life

Risk Rating: 1-3 = Low, 4-6 = Medium, 7+ = High

IT systems have been configured to enable staff to work from home or from the office with a secure, remote link between certain machines. This link enables continuity of documentation and storage on the server while maintaining an effective backup process.

~~During the pandemic situation new processes were put in place to enable virtual signing off of invoice and payment batches while maintain the required audit trail.~~

Processes ~~were put~~ are in place to ensure that all essential Council functions ~~were~~ are able to continue, including financial, audit, democratic, contractual, information provision and operational functions.

2 Emergency Response

2.1 Plan Triggering Events

Key trigger issues at the Council Offices that would lead to activation of the DRP are:

- Total loss of all communications
- Total loss of power
- Flooding of the premises
- Loss of the building or access to the building

2.2 Assembly Points

Where the premises need to be evacuated the procedures laid down in the Council's Evacuation Plan shall be followed.

2.3 Activation of the Disaster Recovery Plan

When an incident occurs the Town Clerk will decide the extent to which the DRP must be invoked and will:

- Assess the extent of the disaster and its impact on the business;
- Decide which elements of the DRP should be activated;
- Establish and manage the Disaster Recovery Team (DRT) to maintain vital services and return to normal operation;
- Ensure employees are notified and allocate responsibilities and activities as required.

2.4 Disaster Recovery Team

The Disaster Recovery Team (DRT) will be contacted and assembled by the Town Clerk. The team's responsibilities include:

- Establish facilities for an emergency level of service
- Restore key services
- Recover to business as usual as soon as possible
- Report progress and issues to the Town Clerk

This policy and procedure has been established to ensure that in the event of a disaster or crisis, personnel will have a clear understanding of who should be contacted. Procedures have been addressed to ensure that communications can be quickly established while activating disaster recovery.

The DRP will rely principally on key members of management and staff who will provide the technical and management skills necessary to achieve a smooth technology and business recovery. Suppliers of critical goods and services will continue to support recovery of business operations as the Council returns to normal operation.

2.5 Emergency Alert

The person discovering the incident calls a member of the DRT in the order listed:

- **Kevin Murray –Town Clerk**
- **Matthew Filmore – Deputy Town Clerk**
- **Colin Holland – Maintenance Manager - 07984979375**

The DRT is responsible for activating the DRP for disasters identified in this plan, as well as in the event of any other occurrence that affects the Council's capability to perform normally.

In the event of an emergency the DRT will be led by the Town Clerk, who will be responsible for taking overall charge of the process and ensuring that the Council returns to normal working operations as early as possible.

Members of the DRT will keep a hard copy of the names and contact numbers of each employee in their departments. In addition, team members will have a hard copy of the Council's disaster recovery / business continuity plans on file in their homes in the event that the Oakwood Centre is inaccessible, unusable, or destroyed.

Emergency services will be contacted as required and the DRT will liaise directly with them.

2.6 Contact with Employees

Managers will serve as the focal points for their departments, while designated employees will call other employees as directed to explain the crisis/disaster and the Council's immediate plans.

2.7 Personnel and Family Notification

If the incident has resulted in a situation which would cause concern to an employee's immediate family such as hospitalization of injured persons, it will be necessary to notify their immediate family members as soon as possible.

3 Media

3.1 Media Contact

Assigned staff will coordinate with the media, working according to guidelines that have been previously approved and issued for dealing with post-disaster communications.

3.2 Media Strategies

1. Avoiding adverse publicity
2. Take advantage of opportunities for useful publicity
3. Have answers to the following basic questions:
    - What happened?
    - How did it happen?
    - What are you going to do about it?

3.3 Media Team

- Town Clerk
- Deputy Town Clerk
- Communications Manager
- Leader of the Council

3.4 Rules for Dealing with Media

Only members of the Media Team are permitted direct contact with the media; anyone else contacted should refer callers or in-person media representatives to the Town Clerk.

4 Insurance

As part of the Council's disaster recovery and business continuity strategies an insurance policy has been put in place. This covers errors and omissions, staff and officers' liability, general liability, and business interruption insurance.

The Council's insurance is arranged through;

- **Came & Company (Galaghers) - 01483 462860**
- **Out of hours emergency/claim - Hiscox Insurance – 0330 828 6193**
- **Policy number (to be quoted) – 8308184**

5 Financial and Legal Issues

5.1 Financial Assessment

The DRT shall prepare an initial assessment of the impact of the incident on the financial affairs of the Council. The assessment should include an appraisal of the loss of:

- Financial documents
- Revenue
- Assets
- Cash

5.2 Financial Requirements

The immediate financial needs of the Council must be addressed. These can include:

- Cash flow position
- Temporary borrowing capability
- Upcoming payments for invoices, payroll, taxes etc.
- Availability of replacement Council debit card to pay for supplies and services required post-disaster

5.3 Legal Actions

The Council's solicitors and DRT will jointly review the aftermath of the incident and decide whether there may be legal actions resulting from the event; in particular, the possibility of claims by or against the Council for regulatory violations, etc.

6. Disaster Recovery Report

- On completion of the disaster recovery response the DRT leader should prepare a report on the activities undertaken.
- The report should contain information on the emergency, who was notified and when, action taken by members of the DRT together with outcomes arising from those actions.
- The report will also contain an assessment of the impact to normal business operations.

The report will include:

- A description of the emergency or incident
- Those people notified of the emergency (including dates)
- Action taken by members of the DRT
- Outcomes arising from actions taken
- An assessment of the impact to normal business operations
- Problems identified
- Assessment of the effectiveness of the DRP
- Suggestions for enhancing the disaster recovery plan

Appendix A – Disaster Recovery Plan

Scenario A: Loss of use / access to Council Offices

In the event of the loss of use or access to the Council Offices and associated documents, IT network etc. the Disaster Recovery Plan may be implemented at the instruction of the Town Clerk. This plan will involve a combination of home working and set up / relocation of some facilities to a temporary location in order to maintain core Council functions until longer-term plans are established.

The nature, extent and duration of the emergency situation may require variations to this procedure – as directed by the Town Clerk.

TEMPORARY LOCATION	• HOME WORKING • WOODFORD PARK LEISURE CENTRE ~~*Committee Rooms, Function Room/office space may be utilised for networked server installation for accounts software package. Finance Officer to work from WPLC or remotely.*~~ Key staff are equipped to work remotely. Data backups and server are cloud based. Alternative buildings may be used as an information centre or Council Office reception functions.
IT REQUIREMENTS Cloudy IT 01280 814684 hello@cloudyit.co.uk	EQUIPMENT • Mac/PC Rialtus Buseiness Suite • Essential Application Software: Rialtus Suite • RBS OMEGA • RBS BOOKINGS • RBS ALLOTMENTS • RBS PLANNING • Printer/copier CLOUDY IT will; • provide and install ~~Mac~~ computers, network/backup drives, cabling etc to enable office network to be established. • Recover backed up data from ~~mirrored drive at WPLC and/or~~ cloud storage as required. • Install and configure Rialtus Suite on specified machines

RBS 01793 731 296 info@rbssoftware.co.uk	Refer to the IT Manual for information regarding the IT set up. RIALTUS BUSINESS SOLUTIONS (RBS) will; Provide access to / install Rialtus Suite on selected machines and assist with recovery of data.
COMMUNICATIONS Global 4 01403 272910 G4customer.services@global4.co.uk	• Dedicated broadband line. • Divert 01189 69 0356 calls to 0118 921 6969 or mobiles as required. • **Update websites & social media with current information on the situation and contact details.**
OFFICE EQUIPMENT Frasers 0118 931 0310 sales@fraseroffice.co.uk	• Chairs & desks – use Committee Room furniture • Purchase office equipment as required from credit account supplier.
FINANCES / PURCHASING Lloyds Bank	• Contact Lloyds bank and arrange for replacement debit card. • Where purchase required goods from suppliers where we hold a credit account.

Scenario B: Loss of use / access to Woodford Park Leisure Centre

In the event of the loss of use or access to Woodford Park leisure Centre the Disaster Recovery Plan may be implemented at the instruction of the Town Clerk.

The nature, extent and duration of the emergency situation may require variations to this procedure – as directed by the Town Clerk.

In the event that the leisure centre building is lost or not accessible it may be possible to continue to operate some income generating functions from elsewhere e.g. relocating gym equipment or fitness classes to the Oakwood Centre or community halls.

TEMPORARY LOCATION	• THE OAKWOOD CENTRE • COMMUNITY HALLS • OUTSIDE SPACES *Alternative locations may be used where income generating activities are to continue to operate. This will depend on the nature of the activity and the priority in terms of income over other bookings in the Council's venues.* *Outside spaces may also be utilised as they were during the Coronavirus lockdown – where the car park was used to provide outdoor classes within the permitted activities under Government rules.*
IT REQUIREMENTS Cloudy IT 01280 814684 hello@cloudyit.co.uk	EQUIPMENT • PC to access and operate/provide access to gym membership suite (cloud based) • Additional PCs as may be required info@asapcomputers.co.uk / 0118 984 5005 Refer to the IT Manual for information regarding the IT set up.
COMMUNICATIONS Global 4 01403 272910 G4customer.services@global4.co.uk	• Dedicated broadband line. • Divert calls to mobiles as required. • **Update websites & social media with current information on the situation and contact details.**

Scenario C: Business interruption due to IT failure

In the event of a partial or total failure of IT systems due to malware/virus/hack it may be necessary to set up a new network depending on the scale and nature of the failure.

The nature, extent and duration of the emergency situation may require variations to this procedure – as directed by the Town Clerk. Security software is installed, monitored and updated as part of the maintenance contract.

Cloudy IT 01280 814684 hello@cloudyit.co.uk	• Contact ~~Dejac Associates~~ Cloudy IT to establish the nature/extent of the issue. • Arrange and set up replacement loan or purchased computers if required • Obtain backup information as required • Refer to the IT Manual for information regarding the IT set up. ~~DEJAC ASSOCIATES~~ CLOUDY IT will; • provide and install ~~Mac~~ computers, network/backup drives, cabling etc to enable office network to be established. • Recover backed up data from ~~mirrored drive at WPLC and/or~~ cloud storage as required. • Install and configure Rialtus Suite on specified
RBS 01793 731 296 info@rbssoftware.co.uk	RIALTUS BUSINESS SOLUTIONS (RBS) will; Provide access to / install Rialtus Suite on selected machines and assist with recovery of data.

APPENDIX 9

CURRENT CAPITAL PROJECTS SCHEDULE Jan 25

PROJECT	ALLOCATION	FUNDED	STATUS	EXPECTED COMPLETION	COMMENT
Coronation Hall Kitchen	3,000	Capital Programme		January 2025	Awaiting Amenities Team availability
Chapel Hall Kitchen	3,000	Capital Programme		January 2025	Awaiting Amenities Team availability
Replace Notice Boards	5,600	Capital Programme		TBC	Assessing locations and unit design
Kings Orchard Garden	6,500	Capital Programme		Spring 2025	Design approved by Leisure Services Committee. Ground works commenced – tree planting and construction over Autumn/Winter
Recycling Bins – Woodford Park	8,000	Capital Programme		**COMPLETE**	Bins purchased and being installed on concrete bases over the winter.
3G pitch Netting & pitch improvements	4,500	Capital Programme		**COMPLETE**	
Replace Theatre winches	23,000	CIL		May/June 2025	Order placed – delivery 12-16 weeks – installation needs to be fitted around existing bookings, with 5 clear working days required

 Report No SR 4/25

Woodley Town Council

REVISED BUDGET ESTIMATES 2024/25

REPORT OF THE TOWN CLERK

Purpose of Report
To advise Members of the Revised Budget Estimates for 2024/25.

Information and context
The Revised Estimates for 2024/25 are set out in the **Budget Appendix**.

These estimates have been considered in detail by the appropriate service manager across each budget cost code. Estimates take into account expenditure to date and anticipated expenditure to the end of the financial year.

Income
Overall, income across Strategy & Resources is expected to be £520,055. This is £143,078 higher than the original budget estimate. This income includes £70k received in respect of land at Silver Fox Crescent. The Council has also benefitted from interest received on funds invested in the CCLA.

The budget for the Woodley Town Centre Partnership is shown differently from previous years; there is no longer an 'allocation' from the Town Council displayed, which is reflective of the fact that the Cost Centre is an income and expenditure budget line in the same way as all other budget lines.

Expenditure
Expenditure is expected to be £1,629,037. This is £184,240 higher than the original budget estimate. This has been impacted by increased staff costs following the national pay award and in-year allocations to earmarked reserves for specific projects including;

- Allotment roadways
- Christmas Lighting
- Climate Emergency
- IT infrastructure
- Council meeting AV equipment
- History Timeline
- Theatre consultant report

Net Expenditure
This equates to an anticipated Net Expenditure of £1,108,982. This is £41,162 over the original budgeted net expenditure for 2024/25.

Recommendations
- **That Members note the contents of the report.**

- **That the Revised Budget Estimates for 2024/25, as set out in the Budget Appendix, be approved.**

BUDGET ESTIMATES 2025/26

REPORT OF THE TOWN CLERK

Purpose of Report
To advise Members of the recommendations for the Strategy and Resources Committee Budget Estimates for 2025/26.

Information and context
The Budget Estimates for 2025/26 are set out in the **Budget Appendix**.

These estimates have been considered in detail by the appropriate service manager across each budget cost code. Estimates take into account expenditure to date and anticipated expenditure in the following financial year.

Income
The Committee's income in 2025/26 is expected to be £369,325. This is a decrease from the current financial year due mainly to the release of earmarked reserve funds and income relating to land at Silver Fox Crescent received in 2024/25.

We are also anticipating higher Community Infrastructure Levy income of £26,127 in the 2025/26 financial year.

Expenditure
The Committee's overall expenditure is expected to be £1,233,568 for the year. This is £395,469 lower than the revised budget estimates for 2024/25 and is impacted by the re-apportionment of Employers National Insurance and Pension contributions to the appropriate cost centres, some of which come under the Leisure Services Committee. This reapportionment makes comparison with the current financial year more difficult but will provide for more accurate assessment of actual costs and expenditure associated with specific services and facilities going forwards. Both income and expenditure are affected by the repayment of loans in 2025/26 – with reduced expenditure once those loans are repaid and a corresponding reduction in income from interest received on funds held for the purpose of repaying those loans.

Net Expenditure
This equates to an anticipated Net Expenditure of £864,243. This is £244,739 lower than the revised budget net expenditure for 2024/25.

Recommendations
- **That Members note the contents of the report.**

- **That Members recommend the Budget Estimates for 2025/26, as set out in the Budget Appendix, be approved.**

BUDGET AND PRECEPT 2025/26

REPORT OF THE TOWN CLERK

Purpose of Report
To ask Members to consider and make a recommendation to Full Council on the proposed budget and precept charge for the 2025/26 financial year.

Information and context
The following provides an explanation of the processes, principles and terminology relating to the Council's budget setting and management.

Reserves
General Reserve
These are unallocated funds available to the Council and managed in order to fund projects and provide a contingency in the event of unexpected financial pressures. At the financial year end funds are either returned to, or taken from the General Reserve to balance the revenue budget and other income and expenditure in the year.

The Council's General Reserve at the 1st April 2024 was £789,060. The revised budget estimates anticipate that £106,292 will need to be taken from the General Reserve at the year end to fund expenditure in the year. This will leave an estimated reserve of £682,768.

The Joint Panel on Accountability and Governance (JPAG) provides guidance on the level of reserve that town and parish councils should maintain. This varies between 3 – 12 months net revenue expenditure, with larger councils nearer to the 3 months. This is a general guideline and should be considered in the context of the council's liabilities, income streams and earmarked reserves.

Following consultation with the internal auditor, and consideration of the Council's current earmarked reserves, income & expenditure and liabilities, **the Town Clerk recommends that the Council's general reserve should remain above £500,000 at the current time.** This figure is based on the Council's current financial position and must be considered and reviewed regularly as the Council's liabilities, income and earmarked reserves change. Councillors are advised they should consider this figures when judging the impact of expenditure levels on general reserves and precept decisions for future years. During the next year, it is intended that the Council will develop a 3-year strategic plan that will allow for better forward planning, particularly in respect of anticipated changes in income & expenditure and to inform decisions on precept setting, which will include Member and Public consultations prior to future budget setting.

Earmarked Reserves (EMR)
These are funds allocated from the General Reserve into a separate reserve for a specified purpose. The Council has a number of EMRs and these funds remain in the reserve from year to year until spent or released back into the General Reserve (by resolution of the Strategy and Resources Committee). EMRs are also used to place funding that may have specific restrictions on how they are spent e.g. Section 106 developers' and Community Infrastructure Levy (CIL) funds. EMRs make it easier to manage expenditure against specific projects and are essential for strategic financial planning. Some EMRs are added to each year in order to reach a target e.g. the replacement of the 3G pitch surface. Officers are forecasting that the Council's EMRs, including CIL funds, at the end of 2024-25 will total £2,611,175 – this includes £2m to repay the Oakwood Centre loan.

Revenue Budget
This is the Council's operational income and expenditure budget, approved each year at the February Full Council meeting, having been considered by the relevant standing committees.

Precept
Each year Wokingham Borough Council reviews and sets a tax base figure for each of the parishes. All domestic properties are placed within one of eight valuation bands (A-H), dependent upon their value as at 1 April 1991. For the purposes of setting council tax and precepts Band D is taken as the average band and the tax is set on the basis of 'Band D equivalent' properties. This means that all properties are given weightings in proportion to Band D to arrive at the Band equivalent.

The tax base for council tax and parish council precept purposes is calculated by:

- Converting the number of properties in each band into Band D equivalent.
- Allowing for the properties entitled to discounts, adjusted in line with the localisation of council tax regulations – Local Government Finance Act 2012.
- Allowing for properties entitled to exemptions.
- Allowing for further adjustments in the year e.g. new dwellings, properties to be demolished, exempt properties and band changes due to appeals.
- Allowing for non-collection.

Once the tax base is approved this figure is used to calculate the precept. The total precept to be raised is arrived at by multiplying the actual Band D charge by the tax base figure.
The tax base figure for 2025/26 is 10,926.

The Town Council should consider its precept level in the context of forecast income and expenditure for the year, and the level of reserves it wishes to maintain.

2025/26 Budget
The forecast budget for 2025/26 is shown the budget appendix. Overall, it shows the following anticipated income and expenditure;

2025/26	
Total expenditure:	£2,368,501
Total income (not including precept):	£1,064,190
Amount to be funded from precept and/or general reserve	£1,304,311

Precept setting
Higher levels of general reserve over the last few years have enabled the Council to maintain or lower the precept level, with the general reserve supporting the Council's expenditure.

It is anticipated that the general reserve will be reduced by £107,292 at the 2024/25 year end, to support expenditure. Scenarios are out in the Budget Appendix to indicate the impact on the general reserve of different precept increases (0% - 5%) in 2025/26.

The precept level must be considered in the context of the impact in 2026/27 and beyond, as the Council's current levels of expenditure will require support going forwards. The Council can manage this balance through the following;

<u>Increasing income from income generating activities</u>
Optimising income from the Council's income generating activities is a key focus for Officers going forwards and it is considered that there is scope for increasing income at the Oakwood Centre. Increase income at Woodford Park Leisure Centre is less likely as the centre is nearer to its capacity with limited scope for increasing income at this point. Future investment in the development of the leisure centre may provide more scope.

Reducing expenditure
Reducing expenditure significantly would require consideration of service levels and facilities provided to the public. The reapportionment of staff and other costs in the budget to more accurately reflect the cost of services provided will help with this analysis and with public consultation on the provision of those services. Expenditure has risen and is expected to continue to rise across the board.

Increasing income from the precept
The Council's current level of income and expenditure will require an increase in precept over the coming years in order to maintain a sufficient general reserve. The Budget Appendix includes a forecast for the 2026/27 financial year – showing the impact on general reserves of different precept increases, although the figures do not forecast the cost of larger scale projects, such as the refurbishment of the Oakwood Centre theatre nor the redevelopment of Woodford Park Leisure Centre, which are on the horizon. A zero or small precept increase for 2025/26 is forecast to necessitate a larger increase in 2026/27 in order maintain an appropriate level of general reserve, likely to be nearer or above 10%. A more modest increase in 2025/26 (3-5%), equating to an additional £3.20 to £5.33 per household per year, would help support the Council's future development ambitions and potentially lead to lower future increases.

Indicative precept scenarios

2025/26						
% increase	0%	1%	2%	3%	4%	5%
Band D £	£106.69	£107.76	£108.82	£109.89	£110.96	£112.02
Precept	£1,165,695	£1,177,352	£1,189,009	£1,200,666	£1,212,323	£1,223,980

Forward planning and borrowing
The Council is currently looking at potentially significant investment in the redevelopment of Woodford Park Leisure Centre and the Oakwood Centre theatre. These are likely to be large projects requiring significant borrowing and will be a key part of the strategic planning going forwards. The Council will pay off several loans in 2025/26 and these will reduce expenditure on repayments, but also reduce income from interest on the funds placed in the CCLA for this purpose. The Council has benefited significantly from the interest on these funds – made possible by the investments portfolio reaching its target early.

Consultation
It is recommended that public consultation form the basis of decisions on precept levels going forwards. Consultation with residents on potential increases in precept from 2026/27 will provide the Council with a sound and transparent basis for decision making on the provision of services and the way in which these are funded in the future.

Recommendations

- **That Members note the contents of the report.**
- **That the proposed budget for 2025/26 be presented to Full Council for approval.**
- **That Members consider the precept level for the 2025/26 financial year and make a recommendation to Full Council for approval.**

Woodley Town Council

Community & Individual Grants

Community & Individual Grant awards are usually considered twice a year, in April and November. The guidelines to qualify for a grant are attached. The total budget available in 2024/25 is £3,000. Following the awarding of grants in April and November, there is £190 left in the budget for the current financial year.

The committee is asked to consider the following grant application:

COMMUNITY GRANTS

Organisation	Usual source of funding	Grant Amount	Members / Staff / Volunteers	Purpose grant required	Additional information	Previous Grant Award Details (Last 10 years)
Me2 Club *(167 child members, 8 from Woodley)*	Local and national Trusts / Foundations, community fundraising events, corporate partnerships, Town / Parish Councils.	£250	9 paid staff 180 volunteers	To recruit and screen 5 new volunteers within Woodley who can be matched with 5 Woodley children waiting for support from the charity. In order to recruit volunteers, staff give regular talks at local schools, advertise using social media, and attend local community events.	The charity works to address the challenges of isolation and exclusion of children and young people with wide ranging additional needs and disabilities, regardless of a diagnosis, by enabling them to attend a weekly mainstream leisure activity of their choosing. The charity recruits, trains and supports volunteers who are then carefully matched to a child requiring dedicated help. The work also provides family members with regular weekly respite.	2015/16 - £210 2017/18 - £250 2018/19 - £250 2019/20 - £250 2020/21 - £250 2021/22 - £250 2022/23 - £250 2023/24 - £2,500* ** Youth Grant*

Woodley Town Council

COMMUNITY GRANTS TO COMMUNITY GROUPS AND ORGANISATIONS

Community grants are available to community organisations based in Woodley which act for the local good of the town or those that can demonstrate how they serve Woodley residents and whose membership is open to Woodley residents.

Grants of up to £250 are available for one-off costs such as equipment, materials or building alterations or a youth (under 21) team/group attendance at county, regional, national or international level primarily within a sporting or cultural activity.

In considering the applications preference will be given to:

- Locally organised organisations/groups, rather than national groups (local branches of national bodies will be counted as locally organised).
- Groups/organisations where Woodley residents are the primary beneficiaries of the group/organisation's activities.
- Requests for grant funding that identify specific items or projects, rather than request for a contribution to running costs.
- Requests where the Council's contribution would make a significant impact on the gross income of the organisation/group.

The Council will not normally award grants for costs:

- that could be reasonably be expected to be funded from other sources
- that could reasonably be expected to be funded from members' subscriptions
- that seek to promote or oppose a party-political viewpoint

Successful recipients will be expected to make their best efforts to attend the Full Council meeting at which the grants are presented by the Mayor, failure to attend may influence future awards.

Successful applicants will:

- be required keep an accurate record of the way in which the funds are spent
- provide proof of purchase of a specific item to be funded, if required to do so

Groups receiving a grant of more than £100 will be required to explain in their application how they will inform their group's membership about Woodley Town Council's contribution.

Applications can be made by filling in a Community Grants form which can be found on the Town Council's website: www.woodley.gov.uk. The form must be completed in black ink, written or typed.

A copy of the group's most recent statement of annual accounts, an up to date bank statement, a statement of income and expenditure for the current year and your group's constitution or set of rules signed by the chairman should accompany your application (if you are not able to do this please explain why in the form).

Community grants will be considered twice a year. Applications must be returned to the Town Clerk, Woodley Town Council, The Oakwood Centre, Headley Road, Woodley, Berkshire RG5 4JZ or by email to admin@woodley.gov.uk (by pressing the submit button if you are completing the form electronically) by either 31 March or 1 November.

Community grants will be considered and approved by the Strategy and Resources Committee at meetings held in April and November. The Council will not award community grants in excess of the annual budget allocated for this purpose.

All applicants will be informed of the outcome of their application once the Strategy and Resources Committee has made its decision. Unsuccessful applicants will be given the reason(s) for no grant being awarded. The payment of grants will be made electronically.

Approved 19/01/2021

APPENDIX 13

COMMUNITY GRANTS

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Award limit	*£ 250*	*£ 250*	*£ 250*	*£ 250*	*£ 250*	*£ 250*	*£ 250*	*£ 250*	*£ 250*	*£ 350*
Total No. of Community Grants Awarded	15	14	12	14	17	12	12	12	11	7
Total Community Grant Awards Value	£ 3,710.00	£ 3,450.00	£ 2,800.00	£ 3,440.00	£ 3,850.00	£ 3,000.00	£ 3,000.00	£ 2,850.00	£ 3,350.00	£ 2,410.00
Avg Value per Community Grant	£ 247.33	£ 246.43	£ 233.33	£ 245.71	£ 226.47	£ 250.00	£ 250.00	£ 237.50	£ 304.55	£ 344.29

10yr Average
£ 258.56

INDIVIDUAL GRANTS

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Award limit	*£ 100*	*£ 100*	*£ 100*	*£ 100*	*£ 100*	*£ 100*	*£ 100*	*£ 100*	*£ 100*	*£ 100*
Total No. of Individual Grants Awarded	3	4	6	5	6	0	1	0	0	4
Total Individual Grant Awards Value	£ 300.00	£ 400.00	£ 600.00	£ 500.00	£ 600.00	£ -	£ 100.00	£ -	£ -	£ 400.00
Avg Value per Community Grant	£ 100.00	£ 100.00	£ 100.00	£ 100.00	£ 100.00	£ -	£ 100.00	£ -	£ -	£ 100.00

10yr Average
£ 85.71

TOTAL COMM & IND GRANTS

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Total Overall Grant Spend	£ 4,010.00	£ 3,850.00	£ 3,400.00	£ 3,940.00	£ 4,450.00	£ 3,000.00	£ 3,100.00	£ 2,850.00	£ 3,350.00	£ 2,810.00
Budget	£ 4,000.00	£ 4,000.00	£ 4,000.00	£ 4,000.00	£ 4,000.00	£ 4,000.00	£ 4,000.00	£ 3,000.00	£ 3,000.00	£ 3,000.00
Total Budget Left Over / (Overspent)	£ (10.00)	£ 150.00	£ 600.00	£ 60.00	£ (450.00)	£ 1,000.00	£ 900.00	£ 150.00	£ (350.00)	£ 190.00

Community Grants - % of total budget	92.5%	89.6%	82.4%	87.3%	86.5%	100.0%	96.8%	100.0%	100.0%	85.8%
Individual Grants - % of total budget	7.5%	10.4%	17.6%	12.7%	13.5%	0.0%	3.2%	0.0%	0.0%	14.2%

APPENDIX 14

Blue Horizon Ventures

Alan Cornish Theatre
January 2025

Contents

Objectives and Outcomes

Core Project Objectives and Outcomes

- General overview of the market from a live performance & theatre product perspective.
- Review of the facilities description and technical specification.
- Review of the current FF&E schedule and building condition to advise on the production capability assessment, operational overview, and asset management appraisal.
- Feedback on the potential for the Alan Cornish Theatre to attract small scale touring live content and/or other art and event-based product.
- Propose business models to optimise commercial performance and long-term resilience.
- Provide design & spec of AV proposals for tender.

Venue Insight

100+ Seat Venues

South Street Arts Centre, Reading

South Street is situated just to the South of Reading's town centre, 5 minutes from the Oracle Riverside, and boasts two performance spaces.

The small-scale programme focuses on critically acclaimed touring theatre, music, comedy & spoken word.

SITELINES is a programme of off-site work curated by South Street, encompassing everything that doesn't fit a traditional theatre space.

South Street supports the development of new performance work for Reading audiences and beyond.

Main Theatre 140 seats and secondary studio space.

Reading Rep Theatre

This 158-seater theatre commission and produce bold and experimental work with many of the UK's leading creatives. Accessibility is central to Reading Rep's work, and 10% of all tickets are given away for free to those who can't afford them.

ENGAGE is Reading Rep Theatre's flagship outreach programme which exists to ensure that everyone in Reading, no matter their background, can access the work. ENGAGE enables 10,000 children, young people and vulnerable adults to access Reading Rep Theatre's work throughout their lives.

These award-winning programmes are delivered in partnership with community partners such as Reading Libraries, Reading Borough Council, Reading College, the University of Reading, and the NHS.

Park Theatre, Finsbury Park

Park Theatre is a neighbourhood theatre with a global ambition. With a mixture of new writing and modern revivals, they deliver world class theatre, collaborating with the finest existing and emerging talent on stage and behind the scenes.

Accessible, real-to-life stories, whose content resonates and reflects the world around the neighbourhoods close by.

Park Theatre is accessible to its diverse community and beyond – through affordable ticket pricing and outreach programmes they engage those with little or no experience of theatre.

Both 200- and 100-seater auditoriums providing flexible performance spaces.

Bread and Roses Theatre, Clapham

40- to 60-seat fringe venue above The Bread & Roses Pub, the theatre programs a wide-spread variety of productions for local as well as far-reaching audiences. Artistic quality, equality and diversity are at the forefront of the theatre's programming, which features visiting companies as well as in-house productions, with a focus on new writing, underrepresented voices and distinctive work.

Frequently welcomes emerging companies taking their first steps and supports theatre-makers by providing box office split deals with no hidden fees. The programme includes new writing, contemporary revivals, reinvented classics and occasionally also devised work, improvisational theatre, comedy events, family shows and physical theatre.

Royal Court, Liverpool

An historic art deco building which has been modernised and refreshed.

The theatre produces eight long running plays every year, mostly comedies and musicals. The shows have a Liverpool theme with largely Liverpool cast and crew. Sets are built in the city; rehearsals take place on site and 95% of all money spent by the theatre goes back into the local economy.

The Studio at Liverpool's Royal Court Theatre has a seating capacity of 150 people. The Studio is a basement venue that's available for hire and is used for comedy, music, theatre, and rehearsal space. The Royal Court also has a main auditorium with a capacity of over 1,100 people

New Diorama Theatre, London

Based on the corner of Regent's Park, over the last 10 years New Diorama has been at the heart of a new movement in British theatre, dedicated to providing a home for the country's best independent theatre companies.

Since opening in 2010, New Diorama has received four prestigious Peter Brook Awards and ten Off West End Awards for their programme and been twice named Fringe Theatre of The Year at The Stage Awards 2017 & 2022.

Work commissioned and produced at New Diorama frequently tours nationally and internationally, including regular transfers Off-Broadway. The Stage 100, which charts power and influence across British Theatre, currently list New Diorama as the most influential studio theatre in the UK.

Offers 80 seats or 150 capacity standing.

Traverse Theatre, Edinburgh

As Scotland's new writing theatre, the Traverse Theatre is a dynamic centre for performance, experience and discovery. Enabling people across society to access and engage with theatre is their fundamental mission.

They work with the newest and rawest talent – with an emphasis on the Scottish-based with a variety of creative learning and literary programmes.

Two theatres with capacity of 214 and 115 plus significant hospitality space for functions/hire etc.

Key Insights

Smaller touring venues often have more than one auditorium with 100+ and 200+ seats such as the Edinburgh example.

Some venues are partnered with a hospitality venue/pub to provide the complete night out experience.

Giving back to the local economy is seen as a core focus for many smaller venues and some are registered charities.

Common themes include community focus, diversity and accessibility for all.

In many instances only local talent and local content is showcased such as The Royal Court in Liverpool.

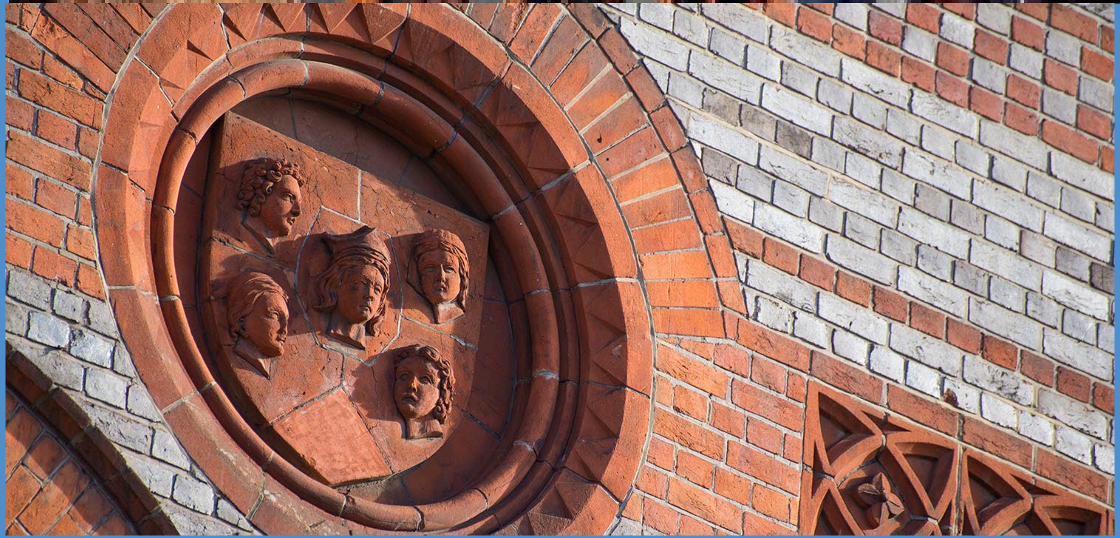
A good and diverse hospitality offering is also prevalent and important for an extended revenue stream.

Often Community Partnerships can be key such as the Reading Rep example.

Wider Cultural Ecology

The Hexagon, Reading

- **Distance:** Approx. 4 miles from Woodley
- **Overview:** A prominent venue in Reading, The Hexagon is a theatre that hosts a wide range of events.
- The Hexagon is a multi-purpose entertainment venue in the heart of Reading, hosting an eclectic mix of entertainers from big name Comedians, Spectacular Musicals, Children's Shows, Classical Concerts, Opera, Pantomime, Theatre, Dance and everything in between.
- It has a large auditorium of 1200 seats and is a key part of Reading's cultural scene.



Reading Museum and Riverside Museum

- **Distance:** Approx. 4 miles from Woodley
- **Overview:** The Reading Museum is in the historic Town Hall and features exhibitions about the town’s history, archaeology, and art.
- Open Tuesday to Saturday and admission is free.
- The museum also hosts events and performances, and the Town Hall is a venue for live music, theatre, and comedy.
- The smaller Riverside branch site tells the story of Reading's two rivers - the Kennet and the Thames. The Riverside Museum occupies two listed former waterworks buildings, the Screen House and the Turbine House.
- The site is open daily from April to September, admission is free.

Reading Abbey Ruins

- **Distance:** Approx. 4 miles from Woodley
- **Overview:** The Reading Abbey Ruins are a historical site that regularly hosts events such as outdoor performances, concerts, and festivals.
- The site offers a unique setting for cultural events and community gatherings.
- Includes 900 years of history including the burial place of King Henry I, Jane Austen's schoolroom and Oscar Wilde's Gaol.
- The Abbey Ruins and Gateway are both Grade I listed buildings and Scheduled Ancient Monuments.

The Mill at Sonning

- **Distance:** Approx.2.5 miles from Woodley
- **Overview:** A unique, riverside venue that combines an 18th century working mill with a 217-seat theatre.
- The Mill at Sonning hosts professional theatre productions, as well as special events like comedy and live music performances.
- Set on the banks of the River Thames, the Mill at Sonning Theatre now celebrates more than 40 years of entertainment.
- Uniquely, as the only dinner theatre in the United Kingdom, tickets include a 2-course meal in the restaurant.

Norden Farm Centre for the Arts

- **Distance:** Approx. 10 miles from Woodley
- **Overview:** Norden Farm is a leading cultural venue in Maidenhead, featuring theatre, cinema, dance, music, and art exhibitions.
- It's a vibrant centre that promotes cultural engagement through a diverse program of events.
- Deliver a regular programme of classes and activities for children, young people and adults together with special projects for the community, that they fundraise for.

Conclusions

Woodley and the surrounding area has a rich cultural ecology with a diverse range of venues and offerings.

Opportunity for partners to collaborate and forge strong commercial relationships.

Each partner to play to their strengths and not try to compete with each other.

Equally the region supports a breadth of content and demand from the wider community, which in turn provides opportunity for the Alan Cornish Theatre.

Stakeholder Feedback

Woodley Festival Feedback

- The organisation holds a festival every March at The Oakwood Centre and over the course of three weekends. The venue has been used successfully for many years to host the festival.
- Additionally, many of their Speech & Drama classes and most of their Vocal (singing) classes are held in the Theatre.
- The drama classes utilise a host of props along with additional tables and chairs which are easily accessible from the main stage - this is an important aspect for their usage of the space.
- The size of the performance space means they can easily locate an adjudicators table with two chairs set out at the front.
- The stage, the dressing rooms to the rear of the stage and the seating work well for their needs.

Mostly G&S Feedback

- Perform currently in April and November for 4 nights including dress rehearsal. Normally 25-30 performers, backstage, lighting and sound and front of house staff.
- The audience is family, friends and the general public. A good following having first performed at the theatre in 2010.
- Vital to draw in audiences in addition to the actual performance is a decent food and drink offering overall.
- Access to backstage whilst auditorium doors are open - there is an issue as there is usually a gap of just 6-9" that people can squeeze through without impeding the easy flow of the audience in and out of the theatre.
- Box Office – Whilst not within the physical theatre, ability to have an effective box office is crucial. Assuming the plan is to bring in more professional events, may mean investment in a bespoke booking system. The manning of the box office has been a significant issue recently.

Mostly G&S Feedback

Publicity Notice Boards - Again whilst not within the theatre but directly linked to choosing this as a venue, would like to see a notice board which hirers can put an A4 poster on, in the main reception area or have a dedicated Board outside. The existing rolling monitor is OK, but not many people can see what is going on from any of the café seats, if it was where the current monitor is that would be beneficial for better engagement.

- The 3 “dressing” rooms all have small sinks. The sink and “cupboards” in the dock are not conducive to making a coffee/snack and so an upgrade of the kitchen facilities would be hugely beneficial.
- Heating First Changing Room – Heating pipes go through the first changing room, even when opening fully the window above it can become unbearable when there are 10-15 of you in there. Question whether they could be re-routed or “turned down” or insulated so they don’t give off as much heat.
- Rostra – a benefit would be to have small trolleys with 360 wheels to transport Rostra from storage to the theatre floor as equipment is very heavy.
- SM area – there is a lectern usually stored there, but if used in a performance, which they often do, there is no shelf to house the SMs book or other items needed, so would like to see some sort of shelf.

Mostly G&S Feedback

Notice boards – there is a need to have notice boards in the corridor beside the dressing rooms and in the dressing rooms themselves.

- Audiovisual – A new up to date one is needed to be able to do more things with, in terms of not just single slides but background video as well.
- Monitors – Monitors in dressing rooms and in reception area, need upgrading, the sound and visual is not great. The one in the reception area is almost impossible to use, especially on Matinees. The music the café plays overrides any sound from the monitor, giving FOH a challenge sometimes to know where things are at in the show.
- Black back cloths – Opening and closing these to make use of the wall as a screen is not great, rods attached to top of curtains would be helpful to close easier and quicker.
- Enhanced lighting is needed with multi function movement and colour and technical provision on site would be invaluable.
- A video backdrop ability would enhance the audience experience and provide more premium performances. Plus, overall better equipment could mean an expansion in the number of G&S performances including 1 nighters.

Stageability Feedback

Current usage

Summer School with 4 shows, cast of 20 children and only parents in audience. Plus, a touch of class show with no need for auditions and supports special needs and elite group from the drama club in the evening show.

Positives

- Great and supportive reception desk.
- Parking and easy access.
- Great dressing room space for girls and boys.
- Loading space really accessible and easy.

Challenges

- No LEDs and coloured lighting.

Stageability Feedback

- No tech support on site and so need to hire in lighting and sound guys for the shows. This adds to overall cost usually reaching a £1,000 per day including hire fee. (£360 hire fee for the day good value though).
- No raised floor which would be a great asset.
- Projector not useable as would need own backdrop/scenery.
- Use Witty Theatre and used to use Bearwood College theatre.

What would like. ideally:

- Better lighting
- Tech support on site.
- A more plug and play model as short on time and no tech expertise themselves for setting up.
- Better screening/projector, this could then be used for possible children's trips and screenings of kids films/shows. This would provide an additional revenue opportunity.

Conclusions to date

- Positive feedback regarding the space provided and all feedback so far demonstrates the continued desire to use the venue.
- All feedback sites the need for better lighting and sound.
- Additionally, the need for tech support on site would be hugely beneficial.
- Current feedback also shows with a better tech set up this would open up the opportunity for more performances, one-night shows, trips for cinema screenings etc.
- In turn this would provide more space bookings and a better income stream for the Alan Cornish Theatre.

Community Survey Summary

Community Survey Feedback

Q1 Prior to this consultation, were you aware that there is a theatre /performance space at The Oakwood Centre?

Yes 86.21% No 13.79%

Q2 Have you previously attended a performance / production / event at the Alan Cornish Theatre, and if so, approximately how often do you attend each year?

Circa 45% surveyed had never attended the theatre and a further 40% had only attended once a year. This shows a significant untapped opportunity for the future.

Community Survey Feedback

Q3 Do you currently attend any other theatres and, if so, approximately how often do you attend each year?

Circa 86% surveyed attend other theatres and over 68% attend 2 plus times a year.

Q4 Please list the theatres you have attended in the last 12 months.

Very broad range of regional theatres cited including South Street Arts Centre, Mill at Sonning, Kenton Theatre, G Live Guildford, Wycombe Swan Theatre and the Hexagon, Reading.

Community Survey Feedback

Q5 How likely would you be to attend the following events / performances /productions, were the Council to programme these in the future?

So far data suggests significant demand for professional theatre, live music, cinema screenings and stand-up comedy.

Q6 Are there any other events / performances / productions you'd like to see taking place at the Alan Cornish Theatre?

A diverse and detailed response for new content options.

Conclusions to date

Awareness of the theatre is very high but current usage and frequency of use based on people surveyed is very low.

Theatre attendance in the region is quite high across a diverse range of venues.

A rich and diverse mix of content has been sited as in demand including live music, stand up comedy, professional theatre and cinema screenings.

Overall, the data suggests a significant opportunity for commercial growth with high audience demand for the right content.

Technical Review

Technical Overview

- General overview of the technical and production capability of the venue highlights that the current condition is out of date, lacks flexibility and offers a sub-optimal customer experience.
- The lack of dedicated on-site resources, specifically technical expertise, means that 'accountability' & knowledge is limited and reliant on casual resource that increases costs for hirers.
- Equipment is generally Halogen based and generic with majority of fixtures 30+yrs old.
- Sustainability credentials are poor due to the age of the kit.
- Masking and staging is limited and inhibits production value.
- Most community and commercial touring content look for simple 'plug & play' capability which increases viability and encourages frequent use and increased hires.
- Installation of digital projection will open up new content opportunities such as National Theatre Live and boutique cinema for family shows and older adult content such as dementia screenings.
- Improving the technical & production capabilities can be achieved within the potential budget and will significantly enhance the commercial viability of the venue and achieve a solid ROI.

Commercial Snapshot

Commercial Snapshot

- Technical capability is limited and inhibits revenue growth and delivers a sub-optimal customer experience.
- The Alan Cornish Theatre is integrated into the Oakwood Centre and therefore lacks an identity and overall visibility. A distinctive proposition or brand identity should be seriously considered.
- Defining & identifying theatre specific revenue and costs is challenging. This should be addressed going forward.
- No clear programme & content strategy, to identify and target audience types to complement the wider cultural ecology.
- Very limited visibility of the theatre means customers must hunt for what's on. Making the buying decision easy is business critical.
- No clear specialist theatre leadership structure (operational, programming, marketing, ticketing, technical etc.) which is contributing to the venue's underperformance.
- F&B contribution very limited due to minimum use of the theatre. This represents a significant growth opportunity.

Commercial Snapshot

- Consideration should be given to consolidating activity rooms/spaces with the theatre model creating One Business.
- The One Business model will provide:
    - Operational synergies – combined revenue and overheads.
    - Economies of scale in procurement and staffing resources.
    - Cross-selling opportunities.
    - Combined F&B promotional activity.
    - Transparent commercial performance.
    - Enhanced participation, community engagement and social value impact.
    - Enhanced utilisation of all spaces including external installations/events on the park.
    - Could provide outsourcing opportunities if the council wanted to consider this route.
- Demand from both producers/artists and customers alike is strong and so the opportunity is positive, once the technical capability is addressed, and ownership is defined.

In Summary

- Well run and highly animated smaller regional performance spaces can have a significant economic and social value impact. This is evidenced in the benchmark data.
- Awareness of the Alan Cornish Theatre is positive but current usage and frequency of use based on people surveyed is very low. Re-branding the theatre should be considered as part of Phase 2 of this project.
- Poor technical capability is inhibiting production use and delivering sub-optimal customer experiences.
- New tech specification will enhance use and drive revenue growth.
- Lack of on-site technical resources is problematic for hirers and creates a lack of ‘ownership’.
- Lack of visibility and access to ‘what's on’ is limiting audience engagement and use.
- Absence of transparent internal data relating to the theatre and additional spaces prohibits clarity of commercial performance and maybe masking under-performance.

Overall, the data suggests a significant opportunity for commercial growth with high audience demand for the right content.

Thank You.

Helping transform the commercial resilience of cultural assets.

Lisa@bluehorizon-ventures.com
07900 963124

Julian@bluehorizon-ventures.com
07584102287

Safeguarding Policy

Document type: NOP | Last Reviewed: 7th January 2025 (EW)

1. Objective / purpose of policy:

- To provide employees and appointed members with guidance and instruction to follow in relation to responding to safeguarding concerns and incidents across Woodley Town Council.
- To help protect children, young people and vulnerable persons who make use of Woodley Town Council services and facilities.
- To raise awareness of the varying forms of abuse and to promote the importance of responding to and reporting suspicions appropriately.

2. Commitments and responsibilities:

- Woodley Town Council is committed to taking all reasonable precautions to safeguard the welfare of all children, young people and vulnerable persons that use its services and facilities.
- All Woodley Town Council employees and appointed members are expected to accept and to recognise their responsibilities in relation to safeguarding. These include but are not limited to:

    - Being able to always act in good faith and to be able to recognise and challenge inappropriate behaviour in others.
    - Being able to recognise the varying forms of abuse and to know how to report these promptly and appropriately.
    - Being able to take all allegations and concerns seriously and to handle concerns with sensitivity and confidentiality in mind.
    - Being able to understand the importance of reporting all concerns.

- Woodley Town Council's services do not generally require the direct supervision of children, young people or vulnerable persons by employees or appointed members. Despite this, Woodley Town Council is committed to promoting an effective safeguarding culture throughout all its services.

3. Good practice and behaviours:

- Promoting good practice and positive behaviours can help to reduce the possibility of potentially abusive situations developing and help to protect both employees and appointed members whilst at work.
- The following are examples of good practice that employees and appointed members are expected to implement whilst carrying out their duties:

  - Always be publicly identifiable through use of Woodley Town Council branded uniform or official name badges.
  - Always endeavour to treat children, young people and vulnerable persons with equal value, dignity and respect.
  - Avoid situations where it is possible to be left alone and working unobserved with children, young people or vulnerable persons.
  - Avoid becoming directly involved in supervising children, young people or vulnerable persons; except in emergency situations.
  - Avoid offering physical manual support to children, young people or vulnerable adults; except in emergency situations.
  - Avoid spending excessive amounts of time alone with children, young people or vulnerable persons.
  - Never allow allegations or concerns raised by a child or vulnerable person to be ignored, go unrecorded or not acted upon.

- Where there is an unavoidable need for employees or appointed members to offer physical support to a child, young person or vulnerable individual this must only be done in full view of another non vulnerable adult.

4. Recognition of abuse, neglect and bullying:

- Recognising abuse is not always easy and it is not the responsibility of Woodley Town Council or its officials to decide if abuse has taken place.
- There is however a responsibility for employees and appointed members to act if there is a suspicion that abuse may be happening or is likely to happen.
- For this reason, it is important that employees and appointed members understand the different forms of abuse and can recognise them:

- **Physical abuse:** actual or likely physical injury to a child or vulnerable person. This includes hitting, shaking, burning, scalding and any other variation of physical harm; including failure to prevent injury.
- **Emotional abuse:** the persistent emotional ill treatment of a child or vulnerable person. This includes conveying to the victim that they are worthless and inadequate and any other variation of emotional harm.
- **Neglect:** the persistent failure to meet a child or vulnerable persons basic needs. This may include the failure to provide food, clothing, medical care and a general lack or protection from harm or danger.
- **Sexual abuse:** actual or likely sexual exploitation of a child or vulnerable person. This includes forcing or enticing an individual to take part in sexual activities without consent or understanding, encouraging a victim to behave in sexually inappropriate ways and the grooming of a child or vulnerable person in preparation for abuse.
- **Bullying:** can include a variety of behaviours from one individual or group to another, such as name calling, offensive language, coercion, hitting, pushing, theft and intentional damage to personal belongings.

- An online safeguarding children training module is available for all employees and appointed members to complete. The module educates in further detail on how to recognise the different forms of abuse.

5. Safeguarding officer roles and responsibilities:

- The Designated Safeguarding Lead (DSL) for Woodley Town Council is the Town Clerk. This person's responsibilities are to monitor, record and report actual or alleged incidents of abuse to the Local Authority or police:

  - **DSL:** K Murray, 0118 9690356, kevin.murray@woodley.gov.uk.

- The Designated Safeguarding Officers (DSO's) for Woodley Town Council are the Deputy Town Clerk and the Leisure Services Manager, who are responsible for acting as the DSL in the absence of the Town Clerk or if the Town Clerk is implicated in an allegation:

- **DSO:** M Filmore, 0118 9690356, matthew.filmore@woodley.gov.uk.
- **DSO:** E Whitesmith, 0118 9216969, ed.whitesmith@woodley.gov.uk.

6. Safeguarding incident reporting procedure:

- Where a Woodley Town Council employee or appointed member identifies suspicions of abuse the following step-by-step procedure is implemented:

  - **Step one (where a person discloses suspicions of abuse):**
    - Stay calm and handle the allegations and suspicions seriously.
    - Listen without interruption, accepting what is being said, whilst only asking questions for clarification and not to investigate further.
    - Alleviate feelings of guilt and isolation, whilst passing no judgement.
    - Reassure the individual that they did the right thing by reporting their concerns and be supportive.
    - Advise that the suspicions must be recorded, acted upon and that it is not possible to keep the suspicions and concerns a secret.

  - **Step two (record the facts):**
    - Record all the facts as reported and witnessed in as much detail as possible using an **incident and accident report form**.
    - Record the details of the alleged victim if possible, including their name, address and contact information if obtainable.
    - Record the details of any person who may have witnessed the suspected abuse, including their name and contact information.
    - Record dates, times, observations and any other information that could be relevant to a future investigation into the suspected abuse.

  - **Step three (pass the report to the Designated Safeguarding Lead - DSL):**
    - The report must be referred to the DSL as soon as possible, but within twenty-four (24) hours of the suspicions being reported at the latest.
    - The DSL will review the report and decide whether the report should be passed onto either the Local Authority or the Police (or both).

- In the absence of the Designated Safeguarding Lead, safeguarding incident reports should be passed onto one of the Designated Safeguarding Officers.

7. Promoting a safeguarding culture and training:

- Woodley Town Council encourages open conversations about safeguarding and is committed through its employees and appointed members to being well placed to prevent and respond to safeguarding incidents effectively.
- This Safeguarding Policy is available to all employees and appointed members, who are expected to follow the procedures outlined within.
- An online safeguarding children training module is available for all employees and appointed members to complete. The module reinforces elements of good practice and behaviour in relating to safeguarding.

8. Support for employees or appointed members:

- Where an employee or appointed member finds a disclosure or safeguarding incident particularly distressing they may need some support.
- Where this is the case, employees and appointed members are encouraged to speak to any member of the Woodley Town Council management team whom they feel comfortable speaking to.
- Woodley Town Council has an open door policy for any employees or appointed members who wish to discuss their concerns.
- Woodley Town Council also provides an independent and confidential support service to all employees at no cost. The service offers both counselling and advice on a variety of personal, family or workplace issues.

9. Confidentiality:

- Employees and appointed members must not discuss allegations of abuse, substantiated or not, with anyone other than the official officers leading the formal investigation process.
- Safeguarding incident reports and all details within are considered confidential and are only stored on the limited access management portal on the cloud server.
- Where confidentiality is broken, employees and appointed members will face formal investigation and may face disciplinary action in line with Woodley Town Council's disciplinary procedures.

Woodley Town Council

Strategy & Resources Committee
21 January 2025

Budget Appendix:

- Revised Budget Estimates 2024/25
- Budget Forecasts 2025/26

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WOODLEY TOWN COUNCIL - 2024/25 BUDGET UPDATE & 2025/26 BUDGET FORECAST

	2023/24	2024/25		2025/26 Forecast Budget (alternative precept increases provided for comparison)						2026/2027 Early Forecast		
	Actual	Budget	Revised Est							+0% precept each year	+2% precept each year	+4% precept each year
EXPENDITURE												
Budgetary Committees												
S & R Committee	1,549,381	1,444,797	1,629,037	1,233,568						1,195,738		
Leisure Services Committee	881,603	819,921	812,754	1,111,724						*1,169,733*		
Planning & Community	38,525	30,000	30,000	23,210						*30,000*		
TOTAL	**2,469,509**	**2,294,718**	**2,471,791**	**2,368,501**						*2,427,714*		
comparison to 24/25 budget			*107.7%*									
INCOME												
Budgetary Committees												
S & R Committee	454,566	376,977	520,055	369,325						*277,731*		
Leisure Services Committee	750,566	587,230	680,944	694,866						*712,237*		
Sub Total	**1,205,132**	**964,207**	**1,200,999**	**1,064,190**						*1,090,795*		
Precept												
Tax base multiplied by *Tax Base*	10,894	10,914.8	10,914.8	10,926.0						*10,926.0*		
band D = precept *Band D*	109.75	106.69	106.69	*106.69*	*107.76*	*108.82*	*109.89*	*110.96*	*112.02*	*106.69*	*111.00*	*115.40*
Sub Total	**1,195,649**	**1,164,500**	**1,164,500**	***1,165,695***	***1,177,352***	***1,189,009***	***1,200,666***	***1,212,323***	***1,223,980***	*1,165,695*	*1,212,789*	*1,260,816*
Precept Change		*-2.8%*		*0%*	*1%*	*2%*	*3%*	*4%*	*5%*			
	2,400,781	**2,128,707**	**2,365,499**	***2,229,885***	***2,241,542***	***2,253,199***	***2,264,856***	***2,276,513***	***2,288,170***	*2,256,490*	*2,303,584*	*2,351,611*
comparison to 24/25 budget			*111.1%*									
TOTAL NET EXPENDITURE	**-68,728**	**-166,011**	**-106,292**	***-138,616***	***-126,959***	***-115,302***	***-103,645***	***-91,988***	***-80,331***	*-171,224*	*-124,130*	*-76,103*
Impact on General (Unallocated) Reserve												
Starting Balance (1 April)	*857,788*	*789,060*	*789,060*	*682,768*						*544,152*	*567,466*	*602,437*
Closing Balance (31 March)	***789,060***	***623,049***	***682,768***	***544,152***	***555,809***	***567,466***	***579,123***	***590,780***	***602,437***	***372,928***	***443,336***	***526,334***

Forecast Earmarked Reserve Movements	2024/25 Budget	2024/25 Revised Est	2025/2026 Forecast	
Starting Balance (1 April)	*2,624,630*	*2,624,630*	*2,611,175*	*Figures includes £2m OC loan repayment*
Money allocated to EMRs during year	*86,500*	*317,836*	*85,927*	
Expenditure covered by EMR during year	-	*233,526*	-	
Money released back to General Reserve during year	-	*97,766*	-	
Closing Balance (31 March)	*2,711,130*	*2,611,175*	*2,697,102*	*Figures includes £2m OC loan repayment*
Total Reserves (EMR & unallocated)	*3,334,180*	*3,293,943*	*3,241,254*	*Figures includes £2m OC loan repayment*

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STRATEGY AND RESOURCES COMMITTEE BUDGET SUMMARY

INCOME		2023/2024 Actual	2024/25 Budget	2024/25 Revised Est	2025/2026 Forecast	24/25 Revised Est vs 24/25 Budget	25/26 Forecast vs 24/25 Budget	*Comments*
Cost Centre	**Description**							
101	Central Costs	35,512	9,130	76,319	37,471	836%	410%	*24/25 increase due mainly £70k from Silver fox Crescent / 25/26 increase due to higher CIL income expected*
102	Democratic Costs	0	0	0	0			
103	Corporate Management	0	0	0	0			
105	Grants	0	0	0	0			
107	Oakwood Centre	160,988	136,122	124,904	129,612	92%	95%	*2025/26 reduction mainly due to new catering contract*
109	WTCP	81,819	89,975	46,065	45,043	51%	50%	*Forecast reduced by £15k due to no longer accounting for balancing "allocation" transfer / Other income down £30k*
110	Capital and Projects (PWLB)	0	0	0	0			
111	Town Centre	15,000	0	0	0			
118	General Reserve EMR Movements	0	0	97,767	0			*Money released to GR from EMRs in-year*
702	CCLA (Income re-invested)	161,247	141,750	175,000	157,199	123%	111%	*2024-25 under budgetted / 2025-26 lower than 24-25 revised due to £775k of OC loan being paid off in year*
	TOTAL INCOME	**454,566**	**376,977**	**520,055**	**369,325**	138%	0%	

EXPENDITURE		2023/2024	2024/25	2024/25	2025/2026	24/25 Revised Est vs 24/25 Budget	25/26 Forecast vs 24/25 Budget	
		Actual	Budget	Revised Est	Forecast			
Cost Centre	Description							
101	Central Costs	327,345	325,200	345,470	440,273	106%	135%	*Forecase up due to re-apportioning NI & Pens, increased staff costs & increased IT support & subscription costs*
102	Democratic Costs	72,077	60,994	37,423	39,696	61%	65%	*Forecast reduced due to changes to apportioning staff costs*
103	Corporate Management	412,426	479,121	437,425	169,942	91%	35%	*Forecast reduced due to NI & Pens costs being re-apportioned to appropriate cost centres*
104	Capital Programme EMR	69,773	*Now reflected in EMR Expenditure*					
105	Grants	3,350	3,000	3,060	3,000	102%	100%	
105	WTCP Fund Allocation	26,928	15,000	0	0			*Balancing transfer "allocation" no longer accounted in this way - net expenditure treated as all other WTC budget codes*
106	S&R EMR	2,913	*Now reflected in EMR Expenditure*					
107	Oakwood Centre	181,184	200,029	215,115	248,633	108%	124%	*Forecast up £39.5k due to apportioning NI & Pens*
109	WTCP	86,339	89,975	72,712	76,667	81%	85%	
110	Capital and Projects LOANS (PWLB)	174,326	184,978	199,346	158,729	108%	86%	*Less £26 due to £775k OC loan repayment in year / 2nd 2023/24 payment for 5 loans came out of 24/25 financial year*
111	Town Centre	68	0	650	10,700			*£10k Christmas Light installation cost - previously covered under WTCP cost centre*
113	CIL EMR	30,534	*Now reflected in EMR Expenditure*					
114	OC Building & Facilities EMR	3,990	*Now reflected in EMR Expenditure*					
118	General Reserve EMR Movements	0	86,500	317,836	85,927			*2024/25 expenditure up due to in-year allocations to projects / EMRs*
702	CCLA	0	0	0	0			
	Sub Total	***1,391,253***	***1,444,797***	***1,629,037***	***1,233,568***			
	*Money transferred to EMRs **	*279,928*						** Required for calculating net expenditure for 2023/24 Actuals only*
	*Expenditure covered by EMRs**	*121,800*						
	TOTAL EXPENDITURE	**1,549,381**	**1,444,797**	**1,629,037**	**1,233,568**	113%	85%	
	NET EXPENDITURE	**-1,094,815**	**-1,067,820**	**-1,108,982**	**-864,243**			

		2023/24 Actual	2024/25 Budget	2024/25 Revised Est	2025/2026 Forecast	24/25 Revised Est vs 24/25 Budget	25/26 Forecast vs 24/25 Budget	*Comments*
101	**CENTRAL COSTS**							
	INCOME							
1077	Grants Received	14947	0	0	0			
1090	MISC/OTHER INCOME	322	63	527	0	837%		
1091	PHOTOCOPY/PRINT INCOME	33	32	50	50	156%	156%	
1096	INTEREST RECEIVED	5,087	5,040	4,350	4,200	86%	83%	
1171	TCMI OFFICE COSTS REC'D	3,825	3,825	0	0			
1460	CIL Income	11,208	0	870	26,127			
1160	Allotment Toilet Income	45	85	260	150	306%	176%	*Previously accounted for under LS - moved to 101 as directly related to an EMR*
1161	Allotment Security Income	45	85	260	150	306%	176%	*Previously accounted for under LS - moved to 101 as directly related to an EMR*
1015	Income from Memorial Ground Activity	0	0	0	6,794			*Change of accounting practices for Memorial Recreation Ground Charity*
1475	Capital Sale of Assets	0	0	70,002	0			*Land @ Silver Fox Crescent*
	Total Income	**35,512**	**9,130**	**76,319**	**37,471**	836%	410%	*Capital income from asset sales & EMR releases not budgetted for*

Expenditure on next page

Income on previous page

		2023/24 Actual	2024/25 Budget	2024/25 Revised Est	2025/2026 Forecast	24/25 Revised Est vs 24/25 Budget	25/26 Forecast vs 24/25 Budget	***Comments***
101	**CENTRAL COSTS**							
	EXPENDITURE							
4001	STAFF COSTS	220,624	207,384	229,750	223,214	111%	108%	
4002	EMPLOYERS NIC	-	-	-	29,642			*NI previously accounted for under 103 - Corporate Management. Now apportioned to Cost Centres*
4005	EMPLOYER'S SUPERANNUATION	-	-	-	60,714			*Pension previously accounted for under 103 - Corporate Management. Now apportioned to Cost Centres*
4007	HEALTH & SAFETY TRAINING	2,537	6,300	6,000	6,300	95%	100%	
4008	TRAINING	808	3,150	3,000	3,150	95%	100%	
4010	EXPENSES	366	105	250	263	238%	250%	
4016	CLEANING/MISC	0	50	0	0			
4021	TELEPHONE	1,183	1,575	1,575	1,654	100%	105%	
4022	POSTAGE	1,377	1,680	1,680	1,764	100%	105%	
4023	STATIONERY & PRINTING	2,341	2,100	2,100	2,205	100%	105%	
4026	Subscription Costs	0	0	95	95			*Amazon Business Prime*
4030	STAFF ADVERTISING	0	0	350	500			
4031	P R & PROMOTIONS	8,665	6,300	6,300	6,500	100%	103%	
4035	Licences/Certification	0	0	400	420			*Memorial Ground PPL PRS license*
4042	EQUIPMENT	12,288	10,500	10,000	10,500	95%	100%	
4045	REPAIRS & RENEWALS	9,719	14,700	14,700	15,435	100%	105%	
4046	EMERGENCY REPAIRS	2,198	4,200	4,200	4,410	100%	105%	
4052	Software Support Licence	14,472	15,750	15,955	21,619	101%	137%	*Increase due to upgraded IT systems in 2024/25, plus new Finance system in 202*
4113	WTC Office Rent	37,990	37,990	37,990	39,890	100%	105%	
4522	VAT PART/EX DISALLOWED	12,777	13,416	11,125	12,000	83%	89%	
	Total Expenditure	**327,345**	**325,200**	**345,470**	**440,273**	106%	135%	*2025/26 increase mainly due to re-apportioning of staff NI & Pen contibutions, plus increased IT support costs*
	NET	**-291,833**	**-316,070**	**-269,151**	**-402,802**			

		2023/24 Actual	2024/25 Budget	2024/25 Revised Est	2025/2026 Forecast	24/25 Revised Est vs 24/25 Budget	25/26 Forecast vs 24/25 Budget	
102	**DEMOCRATIC COSTS**							
	INCOME							
		0	0	0	0			
	Total Income	**0**	**0**	**0**	**0**			
	EXPENDITURE							
4001	STAFF COSTS	47,965	56,923	35,000	25,471	61%	45%	*2025/26 reduction due to re-apportioning of staff time*
4002	EMPLOYERS NIC	-	-	-	3,370			*NI previously accounted for under 103 - Corporate Management. Now apportioned to Cost Centres*
4005	EMPLOYER'S SUPERANNUATION	-	-	-	6,928			*Pension previously accounted for under 103 - Corporate Management. Now apportioned to Cost Centres*
4008	TRAINING/Expenses	301	1,575	0	1,500		95%	
4074	Mayors Charity Events	0	0	678	0			
4201	CIVIC COSTS	464	1,050	368	1,050	35%	100%	
4211	ELECTION EXPENSES	21,970	0	0	0			
4213	ROOM HIRE - COUNCIL MEETINGS	1,377	1,446	1,377	1,377	95%	95%	
	Total Expenditure	**72,077**	**60,994**	**37,423**	**39,696**	61%	65%	*2025/26 reduction mainly due to re-apportioning of staff time*
	NET	**-72,077**	**-60,994**	**-37,423**	**-39,696**			

		2023/24 Actual	2024/25 Budget	2024/25 Revised Est	2025/2026 Forecast	24/25 Revised Est vs 24/25 Budget	25/26 Forecast vs 24/25 Budget	
103	**CORPORATE MANAGEMENT**							
	INCOME							
		0	0	0	0			
	Total Income	**0**	**0**	**0**	**0**			
	EXPENDITURE							
4001	STAFF COSTS	47,979	85,061	48,000	63,236	56%	74%	*2025/26 reduction due to re-apportioning of staff time*
4002	EMPLOYERS NIC	74,484	84,269	82,000	8,735	97%	10%	*All NI previously accounted for under 103 - Corporate Management. Now apportioned to Cost Centres*
4005	EMPLOYER'S SUPERANNUATION	207,842	228,666	230,500	17,200	101%	8%	*All pension previously accounted for under 103 - Corporate Management. Now apportioned to Cost Centres*
4018	Payroll Costs	1,693	2,310	2,000	2,100	87%	91%	
4024	AFFILIATION FEES	4,749	4,725	4,725	4,961	100%	105%	
4025	INSURANCE	44,627	47,250	45,000	47,250	95%	100%	
4051	BANK CHARGES	4,479	4,200	4,500	4,725	107%	113%	
4056	LEGAL EXPENSES & PROF'L FEES	12,705	7,000	7,000	7,350	100%	105%	
4057	ACCOUNTS & AUDIT	6,423	8,500	6,500	6,825	76%	80%	
4058	HR & Health and Safety	7,445	7,140	7,200	7,560	101%	106%	
	Total Expenditure	**412,426**	**479,121**	**437,425**	**169,942**	91%	35%	*2025/26 reduction due to re-apportioning staff time, and NI and Pens contributions*
	NET	**-412,426**	**-479,121**	**-437,425**	**-169,942**			

		2023/24 Actual	2024/25 Budget	2024/25 Revised Est	2025/2026 Forecast	24/25 Revised Est vs 24/25 Budget	25/26 Forecast vs 24/25 Budget	
104	**CAPITAL PROGRAMME (EMR)**							*Cost Centre reflects expenditure covered by EMRs*
	INCOME							
		0	0	0	0			
	Total Income	**0**	**0**	**0**	**0**			
	EXPENDITURE							
4401	CAPITAL - SIGNS	2,000						
4402	CAPITAL - SEATS	0						
4403	CAPITAL - WASTE BINS	0						
4404	CAPITAL - PATHWAY REPAIRS	0						
4405	CAPITAL-Segregaed Bins	0						
4406	CAPITAL -3G Pitch Netting	0						
4407	CAPITAL -Ground Scarifier	0						
4408	CAPITAL -Tractor Mount weight	0						
4409	CAPITAL -	0						
4410	CAPITAL-	0						
4411	CAPITAL -Notice Signs	610						
4412	CAPITAL - Malone Park Path	0						
4413	CAPITAL -	0		*Now reflected in EMR Expenditure*				
4414	CAPITAL - WPLC Heating Systems	40,000						
4416	CAPITAL -Line Marking Car Park	5,927						
4417	CAPITAL -	0						
4418	CAPITAL- Christmas Lighting	10,000						
4419	CAPITAL - Replace flat bed truck	5,000						
4420	CAPITAL -Coro Hall Kitchen	0						
4421	CAPITAL-Buildings & Facilities	0						
4423	CAPITAL-	0						
4424	CAPITAL-Grass Reinforc MG path	6,236						
4425	CAPITAL-WPLC water refill stat	0						
4426	CAPITAL -Coro Commem Gdn	0						
4427	CAPITAL -One Trip Container	0						
	Total Expenditure	**69,773**	**0**	**0**	**0**			
	NET	**-69,773**	**0**	**0**	**0**			

		2023/24 Actual	2024/25 Budget	2024/25 Revised Est	2025/2026 Forecast	24/25 Revised Est vs 24/25 Budget	25/26 Forecast vs 24/25 Budget
105	**GRANTS**						
	INCOME						
		0	0	0	0		
	Total Income	**0**	**0**	**0**	**0**		
	EXPENDITURE						
4601	GRANTS	3,350	3,000	3,060	3,000	102%	100%
	Total Expenditure	**3,350**	**3,000**	**3,060**	**3,000**	102%	100%
	NET	**-3,350**	**-3,000**	**-3,060**	**-3,000**		

		2023/24 Actual	2024/25 Budget	2024/25 Revised Est	2025/2026 Forecast	24/25 Revised Est vs 24/25 Budget	25/26 Forecast vs 24/25 Budget	
105	**WTCP Allocation**							
	INCOME							
		0	0	0	0			
	Total Income	**0**	**0**	**0**	**0**			
	EXPENDITURE							
4602	WTCP Allocation	15,000	15,000	-	-			*Previous internal 'balancing' transfer - no longer accounted for in this way*
4603	WTCP Additional Allocation	11,928	0	-	-			
	Total Expenditure	**26,928**	**15,000**	**0**	**0**			
	NET	**-26,928**	**-15,000**	**0**	**0**			

		2023/24 Actual	2024/25 Budget	2024/25 Revised Est	2025/2026 Forecast	24/25 Revised Est vs 24/25 Budget	25/26 Forecast vs 24/25 Budget	
106	**STRATEGY & RESOURCES EMR**							*Cost Centre reflects expenditure covered by EMRs*
	INCOME							
		0	0	0	0			
	Total Income	**0**	**0**	**0**	**0**			
	EXPENDITURE							
4126	IT Infrastucture EMR cost	0	*Now reflected in EMR Expenditure*					
4415	CAPITAL -Oakwood Ctre Toilets	2,913						
4139	Climate Emergency EMR cost	0						
4119	Christmas Lighting EMR	0						
	Total Expenditure	**2,913**	**0**	**0**	**0**			
	NET	**-2,913**	**0**	**0**	**0**			

		2023/24 Actual	2024/25 Budget	2024/25 Revised Est	2025/2026 Forecast	24/25 Revised Est vs 24/25 Budget	25/26 Forecast vs 24/25 Budget	
107	**OAKWOOD CENTRE**							
	INCOME							
1001	Rent Income	1,272	4,410	2,419	2,540	55%	58%	
1002	Room Hire/Letting Income	102,342	73,500	74,766	76,785	102%	104%	*2.7% RPI increase*
1019	CATERING CONCESSION	14,493	15,750	6,127	6,684	39%	42%	*Revised & Forecast reduction due to change in catering supplier*
1048	Pat Testing Income	47	50	0	0			
1090	MISC/OTHER INCOME	3,467	3,045	2,225	2,336	73%	77%	
1791	OC RENT RECEIVED (WTC)	37,990	37,990	37,990	39,890	100%	105%	*Re-charge for Council Office space hire*
1792	OC ROOM HIRE (WTC)	1,377	1,377	1,377	1,377	100%	100%	*Re-charge for Council Meeting room hire*
	Total Income	**160,988**	**136,122**	**124,904**	**129,612**	92%	95%	*2025/26 reduction mainly due to new catering contract*
	EXPENDITURE							
4001	STAFF COSTS	102,910	95,512	106,000	100,185	111%	105%	
4002	EMPLOYERS NIC	-	-	-	12,431			*NI previously accounted for under 103 - Corporate Management. Now apportioned to Cost Centres*
4005	EMPLOYER'S SUPERANNUATION	-	-	-	27,250			*Pension previously accounted for under 103 - Corporate Management. Now apportioned to Cost Centres*
4006	FIRST AID	85	250	250	263	100%	105%	
4011	RATES	10,329	9,903	12,912	13,558	130%	137%	
4012	WATER RATES	3,363	3,938	3,938	4,135	100%	105%	
4014	LIGHT & HEAT-Electric	14,995	25,000	25,000	26,250	100%	105%	
4015	HEAT - GAS	15,098	20,000	20,000	20,000	100%	100%	*Cheaper supplier renewal*
4016	CLEANING/MISC	3,512	3,150	3,150	3,308	100%	105%	
4017	CONTRACT CLEANING	0	30	0	0			
4021	TELEPHONE	382	368	450	473	122%	128%	
4023	STATIONERY & PRINTING	9	175	0	0			
4031	P R & PROMOTIONS	332	5,513	5,500	5,513	100%	100%	
4035	Licences/Certification	1,971	6,825	5,000	5,250	73%	77%	
4036	REPAIRS & MAINTENANCE	14,258	15,750	20,000	16,538	127%	105%	*2024/25 revised higher than budget due to Kitchen/café works/emergency lighting failures*
4040	Washroom Services/Mats	1,325	1,575	1,575	1,575	100%	100%	
4041	REFUSE/SKIP HIRE	1,831	3,150	1,500	1,575	48%	50%	*Change in waste management*
4042	EQUIPMENT	1,111	1,050	2,000	2,100	190%	200%	
4048	MAINTENANCE CONTRACTS	8,710	7,000	7,000	7,350	100%	105%	
4170	OAKWOOD CATERING COSTS	963	840	840	882	100%	105%	
	Total Expenditure	**181,184**	**200,029**	**215,115**	**248,633**	108%	124%	*Increase mainly attributed to increase staffing costs, & reapportioning NI & Pens contributions*
	NET	**-20,196**	**-63,907**	**-90,211**	**-119,021**			

		2023/24 Actual	2024/25 Budget	2024/25 Revised Est	2025/2026 Forecast	24/25 Revised Est vs 24/25 Budget	25/26 Forecast vs 24/25 Budget	
109	**WTCP**							
	INCOME							
1077	GRANTS RECEIVED	10,070	0	0	0			
1300	WTCP-Additional Allocation	11,928	0	0	0			
1301	WTCP	15,000	15,000	0	0			*Previous internal balancing "allocation" transfer - no longer accounted for in this way*
1302	Wokingham BC SLA	15,000	15,000	15,000	15,000	100%	100%	
1304	Woodley Traders	750	6,360	1,650	1,643	26%	26%	
1305	Shop Watch Radio Scheme	807	2,000	625	500	31%	25%	*Declining trader participation due to introduction of DISC*
1306	Concessions	60	2,000	90	0	5%		
1307	Variety Markets-Vegan/Artisan/	1,710	6,540	1,400	1,400	21%	21%	
1308	Extravaganza	4,095	5,200	3,500	3,700	67%	71%	
1309	Car Boot Sales	2,319	4,150	2,200	1,800	53%	43%	
1310	Saturday Market	19,225	27,000	19,000	19,000	70%	70%	
1311	Promotional Stands	855	4,725	1,800	500	38%	11%	
1312	Public Information Pillars	0	1,000	800	1,500	80%	150%	*2024/25 income impacted by issue with PIP provider*
1314	Halloween Event	0	1,000	0	0			
	Total Income	**81,819**	**89,975**	**46,065**	**45,043**	51%	50%	
	EXPENDITURE							
4001	STAFF COSTS	31,542	33,826	33,760	34,977	100%	103%	
4300	National Insurance cost	3,093	3,859	3,450	4,046	89%	105%	
4301	Pension costs	8,580	8,820	9,200	8,698	104%	99%	
4302	Market Managers	6,008	6,300	5,600	5,800	89%	92%	
4303	Office Admin/Phone	5,749	5,000	0	0			
4304	Floral Display-Basket/Planters	6,294	7,500	6,000	5,800	80%	77%	
4305	Christmas Tree	0	790	0	0			
4306	Extravaganza/Christmas Events	9,098	12,000	6,912	7,258	58%	60%	
4307	Christmas Decorations	0	3,600	0	0			
4308	Electricity (Light & Clock)	275	300	1,200	1,260	400%	420%	
4309	Premises Licence	181	210	70	70	33%	33%	
4310	Website	309	210	200	210	95%	100%	
4311	Advertising & Marketing	982	1,100	1,000	1,050	91%	95%	
4312	Contingency & Petty Cash	57	60	200	200	333%	333%	
4313	Street Trading Consent	1,495	1,500	1,400	1,470	93%	98%	
4314	Holloween Event	1,335	1,400	2,100	2,205	150%	158%	
4317	General Events	1,710	3,500	1,000	2,124	29%	61%	
4318	Christmas Lights Installation	9,631	0	0	0			*Now coded to 111 Town Centre*
4035	Licences & Certification	0	0	620	1,500			
	Total Expenditure	**86,339**	**89,975**	**72,712**	**76,667**	81%	85%	
	NET	**-4,520**	**0**	**-26,647**	**-31,624**			

		2023/24 Actual	2024/25 Budget	2024/25 Revised Est	2025/2026 Forecast	24/25 Revised Est vs 24/25 Budget	25/26 Forecast vs 24/25 Budget	
110	**CAPITAL & PROJECTS LOANS**							
	INCOME							
			0	0	0			
	Total Income		**0**	**0**	**0**			
	EXPENDITURE							
4950	Lake/WPLC/W'shop Interest	8,610	5,582	5,582	5,366	100%	96%	
4951	WPLC - LOAN INTEREST	4,395	2,928	2,928	1,313	100%	45%	
4953	W PK - LOAN INTEREST	298	199	199	89	100%	45%	
4954	CHAPEL - LOAN INTEREST	4,524	4,467	4,467	4,403	100%	99%	
4955	OAKWOOD - LOAN INTEREST	96,938	96,938	96,938	70,688	100%	73%	*Reduced as repayments start to be made*
4956	OAKWOOD FIXED RATE INT	2,267	1,998	1,998	1,715	100%	86%	*Reduced as repayments start to be made*
4957	AIRFIELD - LOAN INTEREST	3,799	3,332	3,332	2,819	100%	85%	
4958	3G PITCH - LOAN INTEREST	4,168	3,646	3,646	3,108	100%	85%	
4959	GYM WPLC - LOAN INTEREST	474	330	330	184	100%	56%	
4960	Lake/WPLC/W'shop Capital	7,561	7,771	7,771	7,987	100%	103%	
4961	WPLC - LOAN CAPITAL	7,075	15,966	23,950	17,582	150%	110%	*Final 2023/24 payment charged in 2024/25 year (2 April) - so 3 payments instead of 2*
4963	W PK - LOAN CAPITAL	480	1,084	1,625	1,193	150%	110%	*Final 2023/24 payment charged in 2024/25 year (2 April) - so 3 payments instead of 2*
4964	CHAPEL - LOAN CAPITAL	233	537	806	602	150%	112%	*Final 2023/24 payment charged in 2024/25 year (2 April) - so 3 payments instead of 2*
4966	OAKWOOD FIXED RATE CAP	2,834	6,004	9,006	6,286	150%	105%	*Final 2023/24 payment charged in 2024/25 year (2 April) - so 3 payments instead of 2*
4967	AIRFIELD - LOAN CAPITAL	2,282	5,143	7,715	5,657	150%	110%	*Final 2023/24 payment charged in 2024/25 year (2 April) - so 3 payments instead of 2*
4968	3G PITCH - LOAN CAPITAL	17,113	17,635	17,635	18,174	100%	103%	
4969	GYM WPLC - LOAN CAPITAL	11,275	11,418	11,418	11,564	100%	101%	
	Total Expenditure	**174,326**	**184,978**	**199,346**	**158,729**	108%	86%	*Reduction mainly due to reduced OC payments*
	NET	**-174,326**	**-184,978**	**-199,346**	**-158,729**			

111	TOWN CENTRE	2023/24 Actual	2024/25 Budget	2024/25 Revised Est	2025/2026 Forecast	24/25 Revised Est vs 24/25 Budget	25/26 Forecast vs 24/25 Budget	
	INCOME							
1262	Town Centre CCTV	15,000	0	0	0			
	Total Income	**15,000**	**0**	**0**	**0**			
	EXPENDITURE							
4012	Water Rates	68	0	150	200			
4318	Christmas Lights Installation	0	0	0	10,000			*Previously covered under WTCP expenditure*
4228	Centre Stage repairs	0	0	500	500			*Previously accounted under 603*
	Total Expenditure	**68**	**0**	**650**	**10,700**			
	NET	**14,932**	**0**	**650**	**10,700**			

		2023/24 Actual	2024/25 Budget	2024/25 Revised Est	2025/2026 Forecast	24/25 Revised Est vs 24/25 Budget	25/26 Forecast vs 24/25 Budget	
113	**CIL (EMR)**							*Cost Centre reflects expenditure covered by EMR*
	INCOME							
		0	0	0	0			
	Total Income	**0**	**0**	**0**	**0**			
	EXPENDITURE							
4350	CIL-Bowling Side Steps	892	*Now reflected in EMR Expenditure*					
4351	CIL-OC Boiler/Pump/Pipework	29,642						
4354	CIL-Oakwood Theatre Winch	0						
4355	CIL-Play Area	0						
	Total Expenditure	**30,534**	**0**	**0**	**0**			
	NET	**-30,534**	**0**	**0**	**0**			

		2023/24 Actual	2024/25 Budget	2024/25 Revised Est	2025/2026 Forecast	24/25 Revised Est vs 24/25 Budget	25/26 Forecast vs 24/25 Budget	
114	**OC BUILDING & FACILITIES (EMR)**							*Cost Centre reflects expenditure covered by EMR*
	INCOME							
		0	0	0	0			
	Total Income	**0**	**0**	**0**	**0**			
	EXPENDITURE							
4121	OC BUILDING & FACILITIES costs	0						
4450	B&Facil-OC Electric service	3,990	*Now reflected in EMR Expenditure*					
4451	B&Facil-OC Acoustic Panels	0						
	Total Expenditure	**3,990**	**0**	**0**	**0**			
	NET	**-3,990**	**0**	**0**	**0**			

		2023/24	2024/25	2024/25	2025/2026	24/25 Revised Est vs 24/25 Budget	25/26 Forecast vs 24/25 Budget	
118	**GENERAL RESERVE EMR MOVEMENTS**	**Actual**	**Budget**	**Revised Est**	**Forecast**			
	INCOME							
-	Funds Released from EMRs	0	0	97,767	0			
	Total Income	**0**	**0**	**97,767**	**0**			
	EXPENDITURE							
-	Allocation to Capital Programme EMR - 104	*Total allocation shown under "Money transferred to EMRs" on S&R Budget Summary sheet*	20,000	20,000	0			*£30k+ in EMR - no allocation 2025/26*
-	Allocation to CIL EMR - 113		0	870	26,127			*Directly links to CIL income*
-	Allocation to LS EMR (1160 Allotment Toilet)		0	260	150			*Allocation of income to EMR not previously accounted for in budget*
-	Allocation to LS EMR (1162 Allotment Security)		0	260	150			*Allocation of income to EMR not previously accounted for in budget*
-	Allocation to LS EMR (Allotments Roads)		0	20,000	0			*Capital project in-year*
-	Allocation to LS EMR (Play Areas)		0	0	10,000			
-	Allocation to OC Buildings & Facilities EMR - 114		30,000	30,000	10,000			*£17,785 in EMR at present - recommend allocation reduced*
-	Allocation to S&R EMR - 106 (Cap Receipt - Silver Fox Cres.)		0	70,002	0			*Linked to income from sale of land @ Silver Fox Crescent*
-	Allocation to S&R EMR - 106 (Christmas Lighting)		0	15,000	1,000			*New lights bought for 2024/25 / 25/26 budget covers future replacement*
-	Allocation to S&R EMR - 106 (Climate Emergency)		0	15,000	10,000			*New EMR setup in-year to support climate emergency actions*
-	Allocation to S&R EMR - 106 (Election Expenses)		6,500	6,500	6,500			*Annual allocation to cover future election costs*
-	Allocation to S&R EMR - 106 (IT Infrastructure)		0	16,000	0			*In-year project to upgrade IT infrastructure*
-	Allocation to S&R EMR - 106 (Meeting AV)		0	31,000	0			*In-year project to upgrade meeting AV equipment*
-	Allocation to S&R EMR - 106 (History Timeline)		0	8,000	0			*In-year project to create WTC history timeline in OC*
-	Allocation to S&R EMR - 106 (Theatre Consultants)		0	5,525	0			*In-year project to support theatre refurbishment*
-	Allocation to WPLC 3G Pitch EMR		0	12,000	22,000			*2023/24 budget covered under 201 WPLC - increased allocation to cover expected cost of new pitch surface in circa 3 years*
-	Allocation to WPLC B&F EMR - 115		30,000	67,419	0	225%		*Additional 2024/25 allocation made by combining pre-existing WPLC Changing Rooms & WPLC Refurb EMRs*
	Total Expenditure	**0**	**86,500**	**317,836**	**85,927**	367%	99%	
	NET	**0**	**-86,500**	**-220,069**	**-85,927**			

		2023/24	2024/25	2024/25	2025/2026	24/25 Revised Est vs 24/25 Budget	25/26 Forecast vs 24/25 Budget
702	**CCLA ACTIVITIES**	**Actual**	**Budget**	**Revised Est**	**Forecast**		
	INCOME						
1096	INTEREST RECEIVED PWLB	104,175	89,250	112,000	91,199	125%	102%
1097	WTC-INVEST1 income	57,072	52,500	63,000	66,000	120%	126%
	Total Income	**161,247**	**141,750**	**175,000**	**157,199**	123%	111%
	EXPENDITURE						
		0	0	0	0		
	Total Expenditure	**0**	**0**	**0**	**0**		
	NET	**161,247**	**141,750**	**175,000**	**157,199**		

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LEISURE SERVICES COMMITTEE BUDGET SUMMARY

		2023/2024	2024/25	2024/25	2025/2026	24/25 Revised Est vs 24/25 Budget	25/26 Forecast vs 24/25 Budget	
INCOME		**ActuaN**	**Budget**	**Revised Est**	**Forecast**			***Comments***
Cost Centre	**Description**							
201	Woodford Park Neisure Centre	627,263	455,375	535,860	541,634	118%	119%	
401	Grounds Maintenance Depot	429	525	525	551	100%	105%	
402	Football	11,289	13,125	12,769	13,407	97%	102%	
403	Cricket	7,550	7,928	7,225	7,586	91%	96%	
404	Bowling Green	7,589	8,523	8,247	8,659	97%	102%	
405	Woodford Park	8,746	5,975	4,869	6,362	81%	106%	
407	Garden of Remembrance	1,244	1,365	1,300	1,365	95%	100%	
408	Play Areas / Open Spaces	0	0	0	0			
501	Coronation Hall	34,783	40,784	46,845	49,187	115%	121%	
502	Chapel Hall	35,925	37,613	45,717	48,003	122%	128%	
601	Allotments	14,689	15,492	17,137	17,560	111%	113%	
602	Amenities	0	0	0	0			
603	Events	828	0	300	400			
604	Public Toilet	231	525	150	150	29%	29%	
608	Youth Services	0	0	0	0			
	TOTAL	**750,566**	**587,230**	**680,944**	**694,866**	116%	118%	

		2023/2024	2024/25	2024/25	2025/2026	24/25 Revised Est vs 24/25 Budget	25/26 Forecast vs 24/25 Budget	
EXPENDITURE		**Actual**	**Budget**	**Revised Est**	**Forecast**			
Cost Centre	**Description**							
201	Woodford Park Leisure Centre	434,941	`	461,454	578,456			*Up £90k due to apportioning NI & Pens / Up £25k due to staff costs - 1x new DM*
401	Grounds Maintenance Depot	53,976	58,665	65,056	73,442	111%	125%	*Up £5.3k due to apportioning NI & Pens*
402	Football	18,735	25,648	23,000	32,216	90%	126%	*Up £8k due to apportioning NI & Pens / Up £1k due to supplies for pitch improvement*
403	Cricket	17,742	16,231	18,723	20,596	115%	127%	*Up £4.3k due to apportioning NI & Pens*
404	Bowling Green	20,504	20,263	20,453	25,664	101%	127%	*Up £5.1k due to apportioning NI & Pens / increased maintenance cost*
405	Woodford Park	49,101	54,886	57,262	76,482	104%	139%	*Up £16k due to apportioning NI & Pens*
406	Memorial Ground	0	0	0	26,076			*Staffing costs now apportioned*
407	Garden of Remembrance	10,785	9,229	9,485	12,915	103%	140%	*Up £3.1k due to apportioning NI & Pens*
408	Play Areas / Open Spaces	40,859	19,810	24,045	40,746	121%	206%	*Up £9k due to apportioning NI & Pens / up £6k to cover new woodchip for town centre & coro hall gardens*
501	Coronation Hall	27,855	35,262	33,309	50,541	94%	143%	*Up £9.7k due to apportioning NI & Pens / Up £7k due to re-apportioning staff time*
502	Chapel Hall	25,275	27,847	25,921	55,692	93%	200%	*Up £11.4k due to apportioning NI & Pens / Up £17.5k due to re-apportioning staff time*
601	Allotments	32,288	27,229	28,173	51,832	103%	190%	*Up £9.6k due to apportioning NI & Pens / Up £13.5k due to re-apportioning staff time*
602	Amenities	7,595	8,743	9,275	13,039	106%	149%	*Up £2.6k due to apportioning NI & Pens*
603	Events	11,621	17,192	14,600	31,942	85%	186%	*Up £5.8k due to apportioning NI & Pens / Up £11k due to re-apportioning staff time*
604	Public Toilet	4,640	5,666	6,338	7,085	112%	125%	*Up £1.4k due to apportioning NI & Pens / Down £800 due to re-apportioning staff time*
608	Youth Services	30,405	35,000	15,660	15,000	45%	43%	*Down due to no Youth Service 2024/25, and expected start in the Autumn 2025/26*
	Sub Total	**786,322**	**361,671**	**812,754**	**1,111,724**	225%	307%	*25/26 Forecast up £291k; the majority due to apportioning staff time, NI & Pens costs*
	*Money transferred to EMRs **	*192,330*						** Required for calculating net expenditure for 2023/24 Actuals only*
	*Expenditure covered by EMRs **	*97,049*						
	TOTAL EXPENDITURE	**881,603**	**361,671**	**812,754**	**1,111,724**	225%	0%	
	NET	**-35,756**	**225,559**	**-131,810**	**-416,858**			

		2023/2024 Actual	2024/25 Budget	2024/25 Revised Est	2025/2026 Forecast	24/25 Revised Est vs 24/25 Budget	25/26 Forecast vs 24/25 Budget	Comments
201	**WOODFORD PARK LC**				5%			
	INCOME							
1001	Rent Income	34,320	41,405	41,405	41,950	100%	101%	*Flat income fixed, small increase for Optalis*
1002	Room Hire/Letting Income	29,312	20,492	24,217	24,217	118%	118%	*Charge increase cancelled out by reduction of one booking / space used more for exc. classes*
1048	Pat Testing Income	85	85	0	0			
1158	WPLC Reclaimed VAT	133,690	0	0	0			
1201	Sports Hall V	5,352	5,343	5,053	5,153	95%	96%	*Only Tumbletots / increase in line with proposed charges; 24-25 lower - 2 less weeks than budgetted*
1203	Courses V	11,061	10,300	8,362	8,529	81%	83%	*Sports hall used for more regular hire than parties in year*
1204	3G Pitch V	10,668	0	0	0			
1210	Equipment Sales V	670	550	600	600	109%	109%	
1220	Healthy Habits Inc ots	1,285	1,055	1,370	1,400	130%	133%	*Up slightly this year due to badminton*
1221	Sports Hall ots	77,645	71,194	98,541	100,511	138%	141%	*Higher this year due to increased regular hire vs parties & hire out; +2% for next year*
1223	Courses ots	50,625	52,726	41,412	41,412	79%	79%	*Lower due to increased regular hire vs parties & hire out - income moved to sports hall - no price increase proposed*
1226	Outdoor Court ots	3,539	3,167	4,418	4,500	140%	142%	
1238	Equipment Hire ots	195	200	200	200	100%	100%	
1244	3G Pitch ots	85,614	85,208	95,393	97,300	112%	114%	*Income previously accounted for under 1204 is now included here as activities are no longer vatable*
1251	Vending/Counter sales V	20,074	20,269	22,758	23,731	112%	117%	
1259	GYM ots	163,128	143,381	192,131	192,131	134%	134%	*At capacity - no charge increase proposed*
	Total Income	**627,263**	**455,375**	**535,860**	**541,634**	118%	119%	

Expenditure on next page

Income on previous page

		2023/2024 Actual	2024/25 Budget	2024/25 Revised Est	2025/2026 Forecast	24/25 Revised Est vs 24/25 Budget	25/26 Forecast vs 24/25 Budget	***Comments***
201	**WOODFORD PARK LC**				5%			
	EXPENDITURE							
4001	STAFF COSTS	203,060	212,474	231,347	256,559	109%	121%	*1x new DM post approved in-year*
4002	EMPLOYERS NIC	-	-	-	27,976			*NI previously accounted for under 103 - Corporate Management. Now apportioned to Cost Centres*
4004	COACHING	44,568	53,012	44,141	40,265	83%	76%	*Exp reduced following move away from running own courses / Staff sickness*
4005	EMPLOYER'S SUPERANNUATION	-	-	-	62,512			*Pension previously accounted for under 103 - Corporate Management. Now apportioned to Cost Centres*
4006	FIRST AID	489	200	200	280	100%	140%	
4009	UNIFORM/PPE	0	400	420	500	105%	125%	
4011	RATES	26,368	27,686	28,119	29,525	102%	107%	
4012	WATER RATES	16,392	15,763	15,763	16,551	100%	105%	
4014	LIGHT & HEAT-Electric	28,734	15,120	17,300	18,165	114%	120%	
4015	HEAT - GAS	17,640	23,100	23,100	20,000	100%	87%	*Cheaper supply renewal*
4016	CLEANING/MISC	1,897	2,180	2,337	2,687	107%	123%	
4017	CONTRACT CLEANING	17,231	18,889	18,847	20,732	100%	110%	*Budgetted 10% increase*
4021	TELEPHONE	1,939	2,625	2,000	2,100	76%	80%	
4023	STATIONERY & PRINTING	1,332	1,697	1,594	1,754	94%	103%	
4035	Licences & Certification	3,140	3,645	3,984	4,383	109%	120%	
4036	REPAIRS & MAINTENANCE	11,420	12,500	16,000	13,125	128%	105%	*Boiler/door repairs/water leak overspend*
4040	Washroom Services/Mats	1,442	1,608	1,608	1,608	100%	100%	
4041	REFUSE/SKIP HIRE	2,152	3,150	2,500	2,625	79%	83%	
4042	EQUIPMENT	4,404	5,784	5,617	5,898	97%	102%	
4048	MAINTENANCE CONTRACTS	4,362	4,725	5,500	5,775	116%	122%	
4052	Software Support Licence	1,839	2,835	2,800	2,940	99%	104%	
4061	Sports Events	0	0	0	0			
4135	3G Pitch Noise Survey costs	1,379	0	0	0			
4142	GYM EQUIPMENT&CONTRACTS	19,333	20,020	19,870	20,244	99%	101%	
4146	WP Grant Funded Sports	5,417	0	0	0			
4151	WPLC Refurbishment	3,750	0	0	0			
4241	3G Repairs & Maintenance	2,590	2,600	1,996	3,595	77%	138%	*FA testing due (3 year cycle) - £1.5k*
4242	3G Equipment costs	1,305	2,950	2,513	3,787	85%	128%	*More rubber crumb to be laid in 25/26 - better maintenance to extend life of surface*
4245	WPLC 3G Pitch Sinking Fund	0	12,000	0	0			*Now accounted for under 101*
4251	VENDING COSTS	12,758	13,287	13,898	14,870	105%	112%	*Expenditure directly covered by Vending income (see above)*
	Total Expenditure	**434,941**	**458,250**	**461,454**	**578,456**	101%	126%	
	NET	**192,322**	**-2,875**	**74,406**	**-36,822**			

		2023/2024 Actual	2024/25 Budget	2024/25 Revised Est	2025/2026 Forecast	24/25 Revised Est vs 24/25 Budget	25/26 Forecast vs 24/25 Budget	Comments
401	**DEPOT**				5%			
	INCOME							
1402	Grass Income	429	525	525	551	100%	105%	
	Total Income	**429**	**525**	**525**	**551**	100%	105%	
	EXPENDITURE							
4001	STAFF COSTS	11,603	12,117	12,800	13,281	106%	110%	
4002	EMPLOYERS NIC	-	-	-	1,692			*NI previously accounted for under 103 - Corporate Management. Now apportioned to Cost Centres*
4005	EMPLOYER'S SUPERANNUATION	-	-	-	3,613			*Pension previously accounted for under 103 - Corporate Management. Now apportioned to Cost Centres*
4006	FIRST AID	99	105	105	110	100%	105%	
4009	UNIFORM/PPE	780	840	1,100	1,155	131%	138%	
4012	WATER RATES	2,504	2,548	2,548	2,675	100%	105%	
4014	LIGHT & HEAT-Electric	4,747	3,675	3,500	3,675	95%	100%	
4016	CLEANING/MISC	319	368	368	386	100%	105%	
4020	OTHER SUPPLIES	17	20	0	0			
4021	TELEPHONE	2,533	2,573	2,573	2,702	100%	105%	
4035	LICENCES/CERTIFICATION	30	0	0	0			
4036	REPAIRS & MAINTENANCE	1,739	2,100	9,700	10,185	462%	485%	*Repairs in this year - Doors/vehicles - servicing requirements next year*
4040	Washroom services/mats	0	0	13	0			
4041	REFUSE/SKIP HIRE	9,252	9,614	9,614	10,095	100%	105%	
4042	EQUIPMENT	5,500	8,500	6,000	6,300	71%	74%	
4043	VEHICLE RUNNING COSTS	635	525	525	551	100%	105%	
4048	MAINTENANCE CONTRACTS	1,502	1,470	2,000	2,100	136%	143%	
4143	Unleaded Petrol	506	840	840	882	100%	105%	
4144	Diesel	3,530	3,990	3,990	4,190	100%	105%	
4145	DEPOT Tree Maintenance	8,680	9,380	9,380	9,849	100%	105%	
	Total Expenditure	**53,976**	**58,665**	**65,056**	**73,442**	111%	125%	*Increase mainly due to increased Repairs & Maintenance costs & re-apportioning of staff NI & Pens costs (see above)*
	NET	**-53,547**	**-58,140**	**-64,531**	**-72,890**			

		2023/2024 Actual	2024/25 Budget	2024/25 Revised Est	2025/2026 Forecast	24/25 Revised Est vs 24/25 Budget	25/26 Forecast vs 24/25 Budget	
402	**FOOTBALL**							
	INCOME							
1023	Pitch Charges	10,801	12,600	12,600	13,230	100%	105%	*2% increased applied based on proposed charge increases*
1026	Football V	488	525	169	177	32%	34%	
	Total Income	**11,289**	**13,125**	**12,769**	**13,407**	97%	102%	
	EXPENDITURE							
4001	STAFF COSTS	16,135	22,333	20,000	20,154	90%	90%	
4002	EMPLOYERS NIC	-	-	-	2,580			*NI previously accounted for under 103 - Corporate Management. Now apportioned to Cost Centres*
4005	EMPLOYER'S SUPERANNUATION	-	-	-	5,482			*Pension previously accounted for under 103 - Corporate Management. Now apportioned to Cost Centres*
4039	HORTICULTURAL SUPPLIES	2,300	3,000	3,000	4,000	100%	133%	*Planned pitch improvements - more materials/fertiliser etc*
4042	EQUIPMENT	300	315	0	0			
	Total Expenditure	**18,735**	**25,648**	**23,000**	**32,216**	90%	126%	*Increase mainly due to re-apportioning of staff NI & Pens costs (see above)*
	NET	**-7,446**	**-12,523**	**-10,231**	**-18,809**			

		2023/2024 Actual	2024/25 Budget	2024/25 Revised Est	2025/2026 Forecast	24/25 Revised Est vs 24/25 Budget	25/26 Forecast vs 24/25 Budget	
403	**CRICKET**							
	INCOME							
1023	Cricket Pitch Charges	7,550	7,928	7,225	7,586	91%	96%	*5% applied*
	Total Income	**7,550**	**7,928**	**7,225**	**7,586**	91%	96%	
	EXPENDITURE							
4001	STAFF COSTS	12,499	11,166	13,500	10,796	121%	97%	
4002	EMPLOYERS NIC	-	-	-	1,379			*NI previously accounted for under 103 - Corporate Management. Now apportioned to Cost Centres*
4005	EMPLOYER'S SUPERANNUATION	-	-	-	2,937			*Pension previously accounted for under 103 - Corporate Management. Now apportioned to Cost Centres*
4012	WATER RATES	3,643	3,150	3,150	3,308	100%	105%	
4039	HORTICULTURAL SUPPLIES	1,300	1,600	1,600	1,680	100%	105%	
4042	EQUIPMENT	300	315	473	496	150%	158%	
	Total Expenditure	**17,742**	**16,231**	**18,723**	**20,596**	115%	127%	*Increase mainly due to re-apportioning of staff NI & Pens costs (see above)*
	NET	**-10,192**	**-8,303**	**-11,498**	**-13,010**			

		2023/2024 Actual	2024/25 Budget	2024/25 Revised Est	2025/2026 Forecast	24/25 Revised Est vs 24/25 Budget	25/26 Forecast vs 24/25 Budget	
404	**BOWLING GREEN**							
	INCOME							
1005	Woodley Bowls Green Fees	7,547	7,980	7,703	8,088	97%	101%	
1006	Watering & Irrigation Fees	0	499	500	525	100%	105%	
1023	Bowls ots	42	44	44	46	100%	105%	
	Total Income	**7,589**	**8,523**	**8,247**	**8,659**	97%	102%	
	EXPENDITURE							
4001	STAFF COSTS	13,011	13,648	13,000	12,875	95%	94%	
4002	EMPLOYERS NIC	-	-	-	1,646			*NI previously accounted for under 103 - Corporate Management. Now apportioned to Cost Centres*
4005	EMPLOYER'S SUPERANNUATION	-	-	-	3,502			*Pension previously accounted for under 103 - Corporate Management. Now apportioned to Cost Centres*
4012	WATER RATES	5,591	4,200	4,200	4,410	100%	105%	
4036	REPAIRS & MAINTENANCE	0	315	495	331	157%	105%	
4039	HORTICULTURAL SUPPLIES	1,602	1,785	1,785	2,000	100%	112%	*Compliant fertilisers required going forwards*
4042	EQUIPMENT	300	315	973	900	309%	286%	*New maintenance regime on bowls green*
	Total Expenditure	**20,504**	**20,263**	**20,453**	**25,664**	101%	127%	*Increase mainly due to re-apportioning of staff NI & Pens costs (see above)*
	NET	**-12,915**	**-11,740**	**-12,206**	**-17,005**			

		2023/2024 Actual	2024/25 Budget	2024/25 Revised Est	2025/2026 Forecast	24/25 Revised Est vs 24/25 Budget	25/26 Forecast vs 24/25 Budget	
405	**WOODFORD PARK**							
	INCOME							
1001	Rent Income	1,338	2,300	0	0			*Now accounted for against 1010*
1010	Pre-School Income	0	0	2,300	2,415			*Previously accounted for against 1001*
1120	WP Memorial Benches	6,635	3,150	1,667	3,000	53%	95%	*2023/24 actual overstated by £4551 - should've been coded to catering (1019/107) / Decrease income links to decreased expenditure (see below)*
1121	WP Memorial Trees	773	525	902	947	172%	180%	*Increased income links to increased expenditure (see below)*
	Total Income	**8,746**	**5,975**	**4,869**	**6,362**	81%	106%	
	EXPENDITURE							
4001	STAFF COSTS	32,372	36,721	37,500	39,826	102%	108%	
4002	EMPLOYERS NIC	-	-	-	5,073			*NI previously accounted for under 103 - Corporate Management. Now apportioned to Cost Centres*
4005	EMPLOYER'S SUPERANNUATION	-	-	-	10,833			*Pension previously accounted for under 103 - Corporate Management. Now apportioned to Cost Centres*
4012	WATER RATES	8,297	6,825	9,000	9,450	132%	138%	
4020	OTHER SUPPLIES	0	105	0	0			
4036	REPAIRS & MAINTENANCE	1,644	2,100	2,100	2,205	100%	105%	
4039	HORTICULTURAL SUPPLIES	700	735	750	788	102%	107%	
4047	PLAY EQUIPMENT	3,136	3,150	3,150	3,308	100%	105%	
4072	Memorial Benches costs	2,838	4,725	3,002	3,152	64%	67%	*Increased expenditure links to increased income (see below)*
4073	Memorial Trees costs	114	525	1,760	1,848	335%	352%	
	Total Expenditure	**49,101**	**54,886**	**57,262**	**76,482**	104%	139%	*Increase mainly due to increased water rates & re-apportioning of staff NI & Pens costs (see above)*
	NET	**-40,355**	**-48,911**	**-52,393**	**-70,120**			

		2023/2024 Actual	2024/25 Budget	2024/25 Revised Est	2025/2026 Forecast	24/25 Revised Est vs 24/25 Budget	25/26 Forecast vs 24/25 Budget	
406	**MEMORIAL GROUND**							
	Total Income	**0**	**0**	**0**	**0**			
	EXPENDITURE							
4001	STAFF COSTS	-	-	-	18,644			*Previously accounted for in different cost centre*
4002	EMPLOYERS NIC	-	-	-	2,361			*NI previously accounted for under 103 - Corporate Management. Now apportioned to Cost Centres*
4005	EMPLOYER'S SUPERANNUATION	-	-	-	5,071			*Pension previously accounted for under 103 - Corporate Management. Now apportioned to Cost Centres*
	Total Expenditure	**0**	**0**	**0**	**26,076**			
	NET	**0**	**0**	**0**	**-26,076**			

		2023/2024 Actual	2024/25 Budget	2024/25 Revised Est	2025/2026 Forecast	24/25 Revised Est vs 24/25 Budget	25/26 Forecast vs 24/25 Budget	
407	**GARDEN OF REMEMBRNCE**							
	INCOME							
1021	GOR INSCRIPTION INCOME	1,244	1,365	1,300	1,365	95%	100%	
	Total Income	**1,244**	**1,365**	**1,300**	**1,365**	95%	100%	
	EXPENDITURE							
4001	STAFF COSTS	9,220	7,444	7,800	7,965	105%	107%	
4002	EMPLOYERS NIC	-	-	-	1,015			*NI previously accounted for under 103 - Corporate Management. Now apportioned to Cost Centres*
4005	EMPLOYER'S SUPERANNUATION	-	-	-	2,166			*Pension previously accounted for under 103 - Corporate Management. Now apportioned to Cost Centres*
4039	HORTICULTURAL SUPPLIES	687	735	735	772	100%	105%	
4071	INSCRIPTION COSTS	878	1,050	950	998	90%	95%	
	Total Expenditure	**10,785**	**9,229**	**9,485**	**12,915**	103%	140%	*Increase mainly due to re-apportioning of staff NI & Pens costs (see above)*
	NET	**-9,541**	**-7,864**	**-8,185**	**-11,550**			

		2023/2024 Actual	2024/25 Budget	2024/25 Revised Est	2025/2026 Forecast	24/25 Revised Est vs 24/25 Budget	25/26 Forecast vs 24/25 Budget	
408	**PLAY AREA/OPEN SPACE**							
	INCOME							
	Total Income	**0**	**0**	**0**	**0**			
	EXPENDITURE							
4001	STAFF COSTS	16,158	16,765	21,000	22,595	125%	135%	
4002	EMPLOYERS NIC	-	-	-	2,871			*NI previously accounted for under 103 - Corporate Management. Now apportioned to Cost Centres*
4005	EMPLOYER'S SUPERANNUATION	-	-	-	6,146			*Pension previously accounted for under 103 - Corporate Management. Now apportioned to Cost Centres*
4013	Lease	218	210	210	221	100%	105%	
4039	HORTICULTURAL SUPPLIES	1,200	1,260	1,260	7,260	100%	576%	*Woodchip precinct/improve Coro Hall Garden*
4047	PLAY EQUIPMENT	1,283	1,575	1,575	1,654	100%	105%	
4138	W Pk Play Area costs	22,000	0	0	0			
	Total Expenditure	**40,859**	**19,810**	**24,045**	**40,746**	121%	206%	*Increase mainly due horticultural supply plans & re-apportioning of staff NI & Pens costs (see above)*
	NET	**-40,859**	**-19,810**	**-24,045**	**-40,746**			

		2023/2024 Actual	2024/25 Budget	2024/25 Revised Est	2025/2026 Forecast	24/25 Revised Est vs 24/25 Budget	25/26 Forecast vs 24/25 Budget	*Comments*
501	**CORONATION HALL**				5%			
	INCOME							
1002	Room Hire/Letting Income	34,783	40,784	46,845	49,187	115%	121%	*Revised estimate based on current monthly income continuing to end of year*
	Total Income	**34,783**	**40,784**	**46,845**	**49,187**	115%	121%	
	EXPENDITURE							
4001	STAFF COSTS	15,216	16,094	18,500	25,124	115%	156%	
4002	EMPLOYERS NIC	-	-	-	2,860			*NI previously accounted for under 103 - Corporate Management. Now apportioned to Cost Centres*
4005	EMPLOYER'S SUPERANNUATION	-	-	-	6,834			*Pension previously accounted for under 103 - Corporate Management. Now apportioned to Cost Centres*
4006	FIRST AID	30	30	30	32	100%	105%	
4011	RATES	3,825	4,016	4,207	4,417	105%	110%	
4012	WATER RATES	533	552	552	580	100%	105%	
4014	LIGHT & HEAT-Electric	845	2,625	1,500	1,575	57%	60%	
4015	HEAT - GAS	3,045	6,048	2,000	2,100	33%	35%	
4016	CLEANING/MISC	652	594	594	624	100%	105%	
4035	Licences/CERTIFICATION	443	578	456	479	79%	83%	
4036	REPAIRS & MAINTENANCE	1,529	1,785	2,000	2,100	112%	118%	
4040	Washroom Services/Mats	274	840	950	950	113%	113%	
4048	MAINTENANCE CONTRACTS	1,463	2,100	2,100	2,205	100%	105%	
4021	Telephone & Broadband	0	0	420	662			
	Total Expenditure	**27,855**	**35,262**	**33,309**	**50,541**	94%	143%	*Increase mainly due to re-apportioning of staff time, NI & Pens costs (see above)*
	NET	**6,928**	**5,522**	**13,536**	**-1,354**			

		2023/2024 Actual	2024/25 Budget	2024/25 Revised Est	2025/2026 Forecast	24/25 Revised Est vs 24/25 Budget	25/26 Forecast vs 24/25 Budget	
502	**CHAPEL HALL**							
	INCOME							
1002	Room Hire/Letting Income	35,925	37,613	45,717	48,003	122%	128%	*Revised estimate based on current monthly income continuing to end of year*
	Total Income	**35,925**	**37,613**	**45,717**	**48,003**	122%	128%	
	EXPENDITURE							
4001	STAFF COSTS	11,803	12,491	13,750	31,538	110%	252%	*Staff costs re-apportioned between cost centres*
4002	EMPLOYERS NIC	-	-	-	2,824			*NI previously accounted for under 103 - Corporate Management. Now apportioned to Cost Centres*
4005	EMPLOYER'S SUPERANNUATION	-	-	-	8,578			*Pension previously accounted for under 103 - Corporate Management. Now apportioned to Cost Centres*
4006	FIRST AID	30	30	30	32	100%	105%	
4011	RATES	1,729	1,815	1,902	1,997	105%	110%	
4012	WATER RATES	365	284	284	298	100%	105%	
4014	LIGHT & HEAT-Electric	1,096	1,152	800	840	69%	73%	
4015	HEAT - GAS	4,591	6,300	3,500	3,675	56%	58%	
4016	CLEANING/MISC	218	105	156	164	149%	156%	
4021	Telephone & Broadband	670	630	630	662	100%	105%	
4035	Licences/CERTIFICATION	2,166	1,050	949	996	90%	95%	
4036	REPAIRS & MAINTENANCE	1,223	1,785	1,785	1,874	100%	105%	
4040	Washroom Services/Mats	274	630	560	560	89%	89%	
4048	MAINTENANCE CONTRACTS	1,110	1,575	1,575	1,654	100%	105%	
	Total Expenditure	**25,275**	**27,847**	**25,921**	**55,692**	93%	200%	*Increase mainly due to re-apportioning of staff time, NI & Pens costs (see above)*
	NET	**10,650**	**9,766**	**19,796**	**-7,689**			

		2023/2024 Actual	2024/25 Budget	2024/25 Revised Est	2025/2026 Forecast	24/25 Revised Est vs 24/25 Budget	25/26 Forecast vs 24/25 Budget	
601	**ALLOTMENTS**							
	INCOME							
1001	Rent Income	13,719	14,391	15,671	16,094	109%	112%	*Better in-year management of plot turnover*
1162	Allotment Water charge Income	970	1,071	1,466	1,466	137%	137%	*Better in-year management of plot turnover*
1163	Allotment Live Stock/Bees Income	0	30	0	0			
	Total Income	**14,689**	**15,492**	**17,137**	**17,560**	111%	113%	
	EXPENDITURE							
4001	STAFF COSTS	8,390	9,531	10,500	24,131	110%	253%	*Staff costs re-apportioned between cost centres*
4002	EMPLOYERS NIC	-	-	-	3,064			*NI previously accounted for under 103 - Corporate Management. Now apportioned to Cost Centres*
4005	EMPLOYER'S SUPERANNUATION	-	-	-	6,564			*Pension previously accounted for under 103 - Corporate Management. Now apportioned to Cost Centres*
4012	WATER RATES	3,368	4,525	4,500	4,725	99%	104%	
4013	RENT	16,729	9,673	9,673	9,673	100%	100%	
4036	REPAIRS & MAINTENANCE	3,435	3,500	3,500	3,675	100%	105%	
4253	Allotment Security costs	366	0	0	0			
	Total Expenditure	**32,288**	**27,229**	**28,173**	**51,832**	103%	190%	*Increase mainly due to re-apportioning of staff time, NI & Pens costs (see above)*
	NET	**-17,599**	**-11,737**	**-11,036**	**-34,272**			

		2023/2024	2024/25	2024/25	2025/2026	24/25 Revised Est vs 24/25 Budget	25/26 Forecast vs 24/25 Budget	
		Actual	Budget	Revised Est	Forecast			
602	**AMENITIES**							
	INCOME	**0**	**0**	**0**	**0**			
	EXPENDITURE							
4001	STAFF COSTS	3,302	4,753	5,750	6,672	121%	140%	
4002	EMPLOYERS NIC	-	-	-	851			*NI previously accounted for under 103 - Corporate Management. Now apportioned to Cost Centres*
4005	EMPLOYER'S SUPERANNUATION	-	-	-	1,815			*Pension previously accounted for under 103 - Corporate Management. Now apportioned to Cost Centres*
4014	LIGHT & HEAT-Electric	2,743	2,625	2,200	2,310	84%	88%	
4036	REPAIRS & MAINTENANCE	750	525	525	551	100%	105%	
4163	Noticeboards/Amenities Repairs	800	840	800	840	95%	100%	
	Total Expenditure	**7,595**	**8,743**	**9,275**	**13,039**	106%	149%	*Increase mainly due to re-apportioning of staff time, NI & Pens costs (see above)*
	NET	**-7,595**	**-8,743**	**-9,275**	**-13,039**			

		2023/2024 Actual	2024/25 Budget	2024/25 Revised Est	2025/2026 Forecast	24/25 Revised Est vs 24/25 Budget	25/26 Forecast vs 24/25 Budget	
603	**EVENTS**							
	INCOME							
1013	Mayors Charity Events	678	0	0	0			
1128	Events Income	150	0	300	400			*Income from stalls at Town Council events*
	Total Income	**828**	**0**	**300**	**400**			
	EXPENDITURE							
4001	STAFF COSTS	1,981	2,852	3,500	14,497	123%	508%	*Staff costs re-apportioned between cost centres*
4002	EMPLOYERS NIC	-	-	-	1,897			*NI previously accounted for under 103 - Corporate Management. Now apportioned to Cost Centres*
4005	EMPLOYER'S SUPERANNUATION	-	-	-	3,943			*Pension previously accounted for under 103 - Corporate Management. Now apportioned to Cost Centres*
4031	P R & PROMOTIONS	6,640	10,815	8,000	8,500	74%	79%	*2x WTC events planned for 2025/26 (VE day and Love Parks week)*
4035	Licences/Certification		0	100	105			
4228	Centre Stage repairs	0	525	0	0			*Now accounted in 111*
4533	WOODLEY CARNIVAL	3,000	3,000	3,000	3,000	100%	100%	
	Total Expenditure	**11,621**	**17,192**	**14,600**	**31,942**	85%	186%	*Increase mainly due to re-apportioning of staff time, NI & Pens costs (see above)*
	NET	**-10,793**	**-17,192**	**-14,300**	**-31,542**			

		2023/2024 Actual	2024/25 Budget	2024/25 Revised Est	2025/2026 Forecast	24/25 Revised Est vs 24/25 Budget	25/26 Forecast vs 24/25 Budget	
604	**PUBLIC TOILET**							
	INCOME							
1603	Town Ctre Public Toilet Inc	231	525	150	150	29%	29%	
	Total Income	**231**	**525**	**150**	**150**	29%	29%	
	EXPENDITURE							
4001	STAFF COSTS	2,289	3,198	4,300	3,566	134%	112%	
4002	EMPLOYERS NIC	-	-	-	422			*NI previously accounted for under 103 - Corporate Management. Now apportioned to Cost Centres*
4005	EMPLOYER'S SUPERANNUATION	-	-	-	970			*Pension previously accounted for under 103 - Corporate Management. Now apportioned to Cost Centres*
4012	WATER RATES	171	210	250	263	119%	125%	
4014	LIGHT & HEAT-Electric	1,543	1,260	1,000	1,050	79%	83%	
4034	Public Toilet Consumables	45	210	0	0			
4036	REPAIRS & MAINTENANCE	415	525	525	551	100%	105%	
4040	Washroom Services/Mats	177	263	263	263	100%	100%	
	Total Expenditure	**4,640**	**5,666**	**6,338**	**7,085**	112%	125%	
	NET	**-4,409**	**-5,141**	**-6,188**	**-6,935**			

		2023/2024 Actual	2024/25 Budget	2024/25 Revised Est	2025/2026 Forecast	24/25 Revised Est vs 24/25 Budget	25/26 Forecast vs 24/25 Budget	
608	**YOUTH SERVICES**							
	INCOME	**0**	**0**	**0**	**0**			
	EXPENDITURE							
4269	Youth Survey	4,645	5,000	0	0			
4270	Youth Services	25,760	30,000	15,660	15,000	52%	50%	*25/26 forecast based on new service commencing mid-year*
	Total Expenditure	**30,405**	**35,000**	**15,660**	**15,000**	45%	43%	*Decrease based on only half year Youth Service provision, and no Youth Survey*
	NET	**-30,405**	**-35,000**	**-15,660**	**-15,000**			

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PLANNING & COMMUNITY COMMITTEE BUDGET SUMMARY

		2023/2024 Actual	2024/25 Budget	2024/25 Revised Est	2025/2026 Forecast	25/26 Forecast vs 24/25 Budget	*Comments*
605	**ANNUAL GRANT**						
	INCOME	**0**	**0**	**0**	**0**		
	EXPENDITURE						
4660	First Days Children's Charity	5,100	0	0	0		*£5,000 Annual Grant application submitted - P&C referred to LS for consideration for a Youth Grant*
4661	Readibus	17,325	14,210	14,210	14210	100%	
4662	Wokingham Volunteer Centre	500	1,000	1,000	1000	100%	
4663	Citizens Advice	7,000	8,000	8,000	0		
4665	Keep Mobile	2,100	5,290	5,290	6000	113%	
4666	Link Visiting Scheme	1,500	1,500	1,500	2000	133%	
4667	ARC	5,000	0	0	0		*£5,000 Annual Grant application submitted - P&C referred to LS for consideration for a Youth Grant*
4668	Home-Start Wokingham	0	0	0	0		*£2,900 Annual Grant application submitted - P&C referred to LS for consideration for a Youth Grant*
	Total Expenditure	**38,525**	**30,000**	**30,000**	**23,210**	77%	*No application received from Citizen's Advice Wokingham*
	NET	**-38,525**	**-30,000**	**-30,000**	**-23,210**		

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Forecast Earmarked Reserves - 2024/25 movements

		Opening Balance (1-Apr-24)	Allocations from General Reserve in-year	Expenditure Covered from EMR in-year	Money released to General Reserve in-year	Forecast Closing Balance (31-Mar-25)
	Current EMRs					
319	Christmas Lighting EMR	0	15,000	1,230	0	**13,770**
320	Capital Programme Fund	108,391	20,000	52,527	0	**75,864**
321	OC Buildings & Facilities EMR	5,560	30,000	17,775	0	**17,785**
322	WPLC Buildings & Facilities EM	9,550	67,419	800	0	**76,169**
323	Cap-Receipt-Assets	89,400	0	0	0	**89,400**
325	Cap-Receipt- Silver Fox	0	70,002	67,087	0	**2,915**
327	Oakwood Theatre EMR	0	5,525	4,144	0	**1,381**
337	SINKING FUND BALANCE	79,538	0	0	0	**79,538**
338	Play Area Reserve	5,979	0	5,654	0	**325**
339	Climate Emergency EMR	0	15,000	8,417	0	**6,583**
340	Allotment Roadways EMR	0	20,000	18,986	0	**1,014**
341	3G Pitch Carpet Replace't EMR	96,000	12,000	0	0	**108,000**
342	WTC AV Equipment EMR	0	31,000	0	0	**31,000**
344	WTC History Timeline EMR	0	8,000	0	0	**8,000**
347	ELECTION RESERVE	13,000	6,500	0	0	**19,500**
348	ALLOTMENT TOILETS	2,240	260	1,239	0	**1,261**
350	CAPITAL Receipt RSV (INV)	1,920,462	0	0	0	**1,920,462**
353	Allotment Security	613	260	0	0	**873**
357	Clock/Pagoda Reserve	2,984	0	0	0	**2,984**
358	WPLC VAT Reclaimed EMR	133,690	0	0	0	**133,690**
361	Town Centre Comm EMR	5,661	0	0	0	**5,661**
362	Town Centre CCTV EMR	15,000	0	0	0	**15,000**
	EMRs closed in-year					
326	IT Infrastucture EMR	0	16,000	16,000	0	**0**
330	REP & RENEWALS FUND	25,369	0	0	25,369	**0**
331	Youth Services SLA EMR	4,240	0	4,240	0	**0**
332	WPLC Changing Room EMR	10,000	0		10,000	**0**
333	SPECIAL PROJECTS FUND	25,040	0	0	25,040	**0**
335	3G Pitch Noise Survey EMR	621	0	0	621	**0**
343	JAC Loddon Mead EMR	2,500	0	0	2,500	**0**
345	WP Bursary Fund EMR	1,500	0	0	1,500	**0**
346	WP Community Sports Grants	2,767	0	0	2,767	**0**
349	Speedwatch Reserve	971	0	0	971	**0**
351	WPLC Refurbishment Reserve	27,419	0	0	27,419	**0**
355	Anxiety Self Help EMR	779	0	0	779	**0**
356	Lodden Mead Art Proj EMR	800	0	0	800	**0**
359	EMR PWLB Loan Capital Not	13,469	0	13,469	0	**0**
360	CIL FUNDS	21,088	870	21,958	0	**0**
	TOTAL	**2,624,630**	**317,836**	**233,526**	**97,766**	**2,611,174**

Woodley Town Council

Strategy & Resources Committee
21 January 2025

Proposed Charges Appendix 2025/26

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PROPOSED OAKWOOD CENTRE CHARGES (incl VAT) - 2025/26

Standard (Business) Hourly Rates (Up to 4 hr bookings)	**2024/25**	**Proposed 2025/26**	**% increase**
Bader Room	£ 28.04	**£ 28.80**	2.7%
Falcon Room	£ 25.05	**£ 25.72**	2.7%
Brunel Room	£ 25.05	**£ 25.72**	2.7%
Carnival Hall (Before 6pm)	£ 70.79	**£ 72.70**	2.7%
Maxwell Hall (Before 6pm)	£ 54.45	**£ 55.92**	2.7%
Carnival & Maxwell * (Before 6pm)	£ 100.19	**£ 102.89**	2.7%
Miles Suite	£ 54.45	**£ 55.92**	2.7%

**Hourly rate of booking Carnival & Maxwell together based on the individual hourly room charges minus 20%*

Discounts applied to Standard (Business) Hourly Rates:		
Non-Woodley Resident	**20.0%**	*as 2024/25*
Woodley Residents	**37.5%**	*as 2024/25*
Community / Charity Hire	**50.0%**	*as 2024/25*
Extended Booking (4hrs +)	**4.0%**	*as 2024/25*

Premium Hourly Rates (From 6pm)	**2024/25**	**Proposed 2025/26**	**% increase**
Carnival Hall	£ 113.26	**£ 116.31**	2.7%
Maxwell Hall	£ 87.12	**£ 89.47**	2.7%
Carnival & Maxwell *	£ 160.30	**£ 164.63**	2.7%

**Hourly rate of booking Carnival & Maxwell together based on the individual hourly room charges minus 20%*

Discounts applied to Premium Hourly Rates:		
Non-Woodley Resident	**20.0%**	*as 2024/25*
Woodley Residents	**37.5%**	*as 2024/25*
Community / Charity Hire	**50.0%**	*as 2024/25*

Other Rates *		**2024/25**	**Proposed 2025/26**	**% increase**
Theatre	**Hourly Rate**	£ 59.90	**£ 61.51**	2.7%
	1/2 Day Rate **	£ 217.80	**£ 223.68**	2.7%
	Whole Day Rate **	£ 381.15	**£ 391.44**	2.7%
	Week hire (Mon-Sat) **	£ 1,089.00	**£ 1,118.40**	2.7%
Interview Room	**Hourly Rate**	£ 16.34	**£ 16.78**	2.7%
	1/2 Day Rate	£ 54.45	**£ 55.92**	2.7%
	Whole Day Rate	£ 76.23	**£ 78.29**	2.7%

** These rates are not subject to any standard discounts*

** Rate only applicable to theatrical hires

Full Proposed Oakwood Centre Rates List (incl VAT) - 2025/26

		Standard Hourly Rate (Till 6pm / Up to 4 hrs)	Extended Hourly Rate (Till 6pm / 5hrs +)	Premium Hourly Rate (From 6pm)
		Proposed 2025/26		
Standard (Business) Hourly Rate	Bader Room	£ 28.80	£ 27.65	
	Falcon Room	£ 25.72	£ 24.69	
	Brunel Room	£ 25.72	£ 24.69	
	Carnival Hall	£ 72.70	£ 69.79	£ 116.31
	Maxwell Hall	£ 55.92	£ 53.68	£ 89.47
	Carnival & Maxwell	£ 102.89	£ 98.78	£ 164.63
	Miles Suite	£ 55.92	£ 53.68	
Non-Woodley Resident Rate	Bader Room	£ 23.04	£ 22.12	
	Falcon Room	£ 20.58	£ 19.76	
	Brunel Room	£ 20.58	£ 19.76	
	Carnival Hall	£ 58.16	£ 55.83	£ 93.05
	Maxwell Hall	£ 44.74	£ 42.95	£ 71.58
	Carnival & Maxwell	£ 82.31	£ 79.02	£ 131.70
	Miles Suite	£ 44.74	£ 42.95	
Woodley Resident Rate	Bader Room	£ 17.28	£ 16.59	
	Falcon Room	£ 15.43	£ 14.82	
	Brunel Room	£ 15.43	£ 14.82	
	Carnival Hall	£ 43.62	£ 41.87	£ 69.79
	Maxwell Hall	£ 33.55	£ 32.21	£ 53.68
	Carnival & Maxwell	£ 61.74	£ 59.27	£ 98.78
	Miles Suite	£ 33.55	£ 32.21	
Community / Charity Rate	Bader Room	£ 14.40	£ 13.82	
	Falcon Room	£ 12.86	£ 12.35	
	Brunel Room	£ 12.86	£ 12.35	
	Carnival Hall	£ 36.35	£ 34.89	£ 58.16
	Maxwell Hall	£ 27.96	£ 26.84	£ 44.74
	Carnival & Maxwell	£ 51.45	£ 49.39	£ 82.31
	Miles Suite	£ 27.96	£ 26.84	

		Hourly Rate	1/2 day	Whole Day	Whole Week
Other Rates	Theatre*	£ 61.51	£ 223.68	£ 391.44	£ 1,118.40
	Interview Room	£ 16.78	£ 55.92	£ 78.29	

** 1/2 day, whole day and whole week rates only applied to theatrical bookings*

PROPOSED CORONATION & CHAPEL HALL / MEMORIAL GROUND & PLAQUES CHARGES - 2025/26

(Out of scope for VAT)

Figures corrected after Leisure Services Committee (17/01/25)

Coronation Hall		2024/25		Proposed 2025/26		% increase	Comment	
Standard Rates	Non-Woodley Resident	£	43.90	£	**45.09**	2.7%		
	Woodley Resident	£	28.50	£	**29.31**		*35% discount from standard rate*	24/25 charges corrected following LS Committee (14/01/25)
	Charity / Concession	£	18.40	£	**18.94**		*58% discount from standard rate*	
Premium Rates *	Non-Woodley Resident	£	**65.80**	£	**67.58**	2.7%		24/25 charge corrected, 25/26 re-calculated following LS Committee (14/01/25)
	Woodley Resident	£	42.80	£	**43.92**		*35% discount from standard rate*	
	Charity / Concession	£	27.60	£	**28.38**		*58% discount from standard rate*	
Uniformed Youth Organisations rate		£	**15.70**	£	**16.12**	2.7%		

**Friday & Saturday evenings*

Chapel Hall		2024/25		Proposed 2025/26		% increase	Comment
Main Hall Rates	Non-Woodley Resident	£	34.30	£	**35.23**	2.7%	
	Woodley Resident	£	22.30	£	**22.90**		*35% discount from standard rate*
	Charity / Concession	£	14.40	£	**14.79**		*58% discount from standard rate*
Committee Room Rates	Non-Woodley Resident	£	17.10	£	**17.56**	2.7%	
	Woodley Resident	£	11.10	£	**11.42**		*35% discount from standard rate*
	Charity / Concession	£	7.20	£	**7.38**		*58% discount from standard rate*
Playgroups (session rate)		£	23.40	£	**24.03**	2.7%	
Cupboards		£	33.80	£	**34.71**	2.7%	

Memorial Ground		2024/25		Proposed 2025/26		% increase	Comment	
Standard Rates	Non-Woodley Resident	£	453.10	£	**465.33**	2.7%		
	Woodley Resident	£	359.20	£	**302.47**		*35% discount from standard rate*	*Incorrect discount applied to 2024/25 rate*
	Charity / Concession	£	190.30	£	**195.44**		*58% discount from standard rate*	
Preparation / Waiting days (fairs etc.)		£	226.60	£	**232.67**		*50% discount from standard rate*	

Garden of Remembrance (plaques)		2024/25		Proposed 2025/26		% increase	Comment
Memorial Plaque Rates	Non-Woodley Resident	£	259.40	£	**266.40**	2.7%	
	Woodley Resident	£	168.60	£	**173.16**		*35% discount from standard rate*

Woodford Park Leisure Centre - Proposed charges 2025/26

ROOM HIRE	2023/24	2024/25	2025/26	Vat Status	Increase	Incr %
GAMES ROOM / TEA ROOM (P/H)						
Woodley Resident	£ 14.00	£ 15.00	**£ 16.00**	**Exempt**	**£ 1.00**	**6.7**
Other *(Non Woodley resident)*	£ 22.00	£ 23.50	**£ 25.00**	**Exempt**	**£ 1.50**	**6.4**
Premium Rate *(Woodley resident)*	£ 21.00	£ 22.50	**£ 24.00**	**Exempt**	**£ 1.50**	**6.7**
Premium Rate *(Non Woodley resident)*	£ 33.00	£ 35.50	**£ 37.00**	**Exempt**	**£ 1.50**	**4.2**
FUNCTION ROOM (P/H)						
Woodley Resident	£ 28.00	£ 30.00	**£ 32.00**	**Exempt**	**£ 2.00**	**6.7**
Other *(Non Woodley resident)*	£ 44.00	£ 47.00	**£ 50.00**	**Exempt**	**£ 3.00**	**6.4**
Premium Rate *(Woodley resident)*	£ 42.00	£ 45.00	**£ 48.00**	**Exempt**	**£ 3.00**	**6.7**
Premium Rate *(Non Woodley resident)*	£ 66.00	£ 71.00	**£ 74.00**	**Exempt**	**£ 3.00**	**4.2**
COMMITTEE ROOM x1 (P/H)						
Woodley Resident	£ 9.00	£ 9.70	**£ 10.00**	**Exempt**	**£ 0.30**	**3.1**
Other *(Non Woodley resident)*	£ 13.50	£ 14.50	**£ 15.00**	**Exempt**	**£ 0.50**	**3.4**
Concessionary Rate	£ 7.50	£ 8.00	**£ 8.30**	**Exempt**	**£ 0.30**	**3.8**
COMMITTEE ROOMS x2 (P/H)						
Woodley Resident	£ 14.00	£ 15.00	**£ 15.50**	**Exempt**	**£ 0.50**	**3.3**
Other *(Non Woodley resident)*	£ 21.50	£ 23.00	**£ 24.00**	**Exempt**	**£ 1.00**	**4.3**
Concessionary Rate	£ 10.50	£ 11.30	**£ 11.70**	**Exempt**	**£ 0.40**	**3.5**

Woodford Park Leisure Centre - Proposed charges 2024/25

INDOOR SPORTS & ACTIVITIES

	2023/24	2024/25	2025/26	Vat Status	Increase	Incr %	
BADMINTON (P/H)							
Peak (HH Member)	£ 10.50	£ 11.00	**£ 11.50**	**OTS**	**£ 0.50**	**4.5**	£12.00 Sports Park.
Peak (Non Member)	£ 13.00	£ 13.50	**£ 14.00**	**OTS**	**£ 0.50**	**3.7**	£16.20 Loddon Valley. £16.20 Bulmershe. £16.00 Sports Park. £14.70 Rivermead.
Off Peak (HH Member)	£ 6.50	£ 6.80	**£ 7.00**	**OTS**	**£ 0.20**	**2.9**	£8.50 Sports Park. £7.00 Meadway. £7.35 Rivermead.
Off Peak (Non Member)	£ 8.00	£ 8.30	**£ 8.50**	**OTS**	**£ 0.20**	**2.4**	£14.70 South Reading. £9.50 Sports Park. £14.00 Meadway.
Club	£ 14.00	£ 14.50	**£ 15.00**	**OTS**	**£ 0.50**	**3.4**	
NETBALL (P/H)							
Peak	£ 64.00	£ 65.00	**£ 65.00**	**OTS**	**£ -**	**0.0**	£59.95 Loddon Valley. £59.95 Bulmershe. £61.50 Cotswold.
Off Peak	£ 40.00	£ 41.00	**£ 42.00**	**OTS**	**£ 1.00**	**2.4**	
TABLE TENNIS (P/H)							
Peak (HH Member)	£ 7.50	£ 8.00	**£ 8.50**	**OTS**	**£ 0.50**	**6.3**	
Peak (Non Member)	£ 8.50	£ 9.00	**£ 9.50**	**OTS**	**£ 0.50**	**5.6**	£16.20 Bulmershe. £14.70 Rivermead. £11.50 Cotswold.
Off Peak (HH Member)	£ 5.50	£ 6.00	**£ 6.50**	**OTS**	**£ 0.50**	**8.3**	£7.35 Rivermead. £8.15 Cotswold.
Off Peak (Non Member)	£ 6.00	£ 6.50	**£ 7.00**	**OTS**	**£ 0.50**	**7.7**	£14.70 South Reading. £11.50 Cotswold.
SPORTS HALL (P/H)							
Half Hall (Sport)	£ 24.00	£ 25.00	**£ 26.00**	**OTS**	**£ 1.00**	**4.0**	
Half Hall (Non-Sport)	£ 31.50	£ 33.00	**£ 34.00**	**Vatable**	**£ 1.00**	**3.0**	
Full Hall (Sport)	£ 40.00	£ 42.00	**£ 43.00**	**OTS**	**£ 1.00**	**2.4**	
Full Hall (Non-Sport)	£ 52.50	£ 55.00	**£ 56.00**	**Vatable**	**£ 1.00**	**1.8**	
HEALTHY HABITS MEMBERSHIP							
Adult	£ 20.00	£ 20.00	**£ 20.00**	**OTS**	**£ -**	**0.0**	
Under 18 / 60+ years	£ 10.00	£ 10.00	**£ 10.00**	**OTS**	**£ -**	**0.0**	

OUTDOOR SPORTS

	2023/24	2024/25	2025/26	Vat Status	Increase	Incr %	
BOWLS (P/H)							
Peak (HH Member)	£ 5.00	£ 5.30	**£ 5.50**	**OTS**	**£ 0.20**	**3.8**	
Peak (Non Member)	£ 6.50	£ 6.80	**£ 7.00**	**OTS**	**£ 0.20**	**2.9**	
Off Peak (HH Member)	£ 3.50	£ 3.70	**£ 3.90**	**OTS**	**£ 0.20**	**5.4**	
Off Peak (Non Member)	£ 4.00	£ 4.20	**£ 4.40**	**OTS**	**£ 0.20**	**4.8**	
CRICKET							
Grass wicket (full day)	£ 135.00	£ 140.00	**£ 145.00**	**OTS**	**£ 5.00**	**3.6**	
Artificial wicket (full day)	£ 100.00	£ 105.00	**£ 110.00**	**OTS**	**£ 5.00**	**4.8**	
Grass wicket (evening)	£ 90.00	£ 95.00	**£ 100.00**	**OTS**	**£ 5.00**	**5.3**	
Artificial wicket (evening)	£ 70.00	£ 75.00	**£ 80.00**	**OTS**	**£ 5.00**	**6.7**	
Community rate (evening)	£ 37.00	£ 39.00	**£ 40.00**	**OTS**	**£ 1.00**	**2.6**	
FOOTBALL (per match)							
Adult (11vs11)	£ 75.00	£ 80.00	**£ 80.00**	**OTS**	**£ -**	**0.0**	£74.00 Sports Park.
Under 18 (11vs11)	£ 40.00	£ 42.00	**£ 42.00**	**OTS**	**£ -**	**0.0**	£49.50 Sports Park.
Mini Pitch	£ 13.00	£ 13.00	**£ 13.50**	**OTS**	**£ 0.50**	**3.8**	
NETBALL (P/H)							
Peak	£ 23.00	£ 24.00	**£ 25.00**	**OTS**	**£ 1.00**	**4.2**	£35.50 Sports Park.
Off Peak	£ 18.00	£ 19.00	**£ 20.00**	**OTS**	**£ 1.00**	**5.3**	£23.00 Sports Park.
TENNIS (P/H)							
Peak (HH Member)	£ 8.00	£ 8.50	**£ 9.00**	**OTS**	**£ 0.50**	**5.9**	£8.50 Sports Park.
Peak (Non Member)	£ 10.50	£ 11.00	**£ 11.50**	**OTS**	**£ 0.50**	**4.5**	£11.55 Loddon Valley. £10.50 Sports Park.
Off Peak (HH Member)	£ 5.50	£ 5.80	**£ 6.00**	**OTS**	**£ 0.20**	**3.4**	£6.00 Sports Park.
Off Peak (Non Member)	£ 6.50	£ 6.80	**£ 7.00**	**OTS**	**£ 0.20**	**2.9**	£7.00 South Reading. £7.00 Sports Park.
3G PITCH (P/H)							
Peak (full pitch)	£ 98.00	£ 100.00	**£ 105.00**	**OTS**	**£ 5.00**	**5.0**	
Off Peak (full pitch)	£ 71.00	£ 73.00	**£ 75.00**	**OTS**	**£ 2.00**	**2.7**	
Peak (5-a-side)	£ 41.00	£ 42.00	**£ 45.00**	**OTS**	**£ 3.00**	**7.1**	£54.60 Palmer Park. £47.36 South Reading. £62.00 Sports Park.
Off Peak (5-a-side)	£ 28.00	£ 29.00	**£ 30.00**	**OTS**	**£ 1.00**	**3.4**	£31.50 Palmer Park. £47.36 South Reading. £39.50 Sports Park.
Community (5-a-side)	£ 21.00	£ 21.50	**£ 22.00**	**OTS**	**£ 0.50**	**2.3**	
Mini Pitch (Match Rate)	£ 13.00	£ 13.00	**£ 13.50**	**OTS**	**£ 0.50**	**3.8**	