



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 22 April 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 21 JANUARY 2025**
To approve the minutes of the Strategy and Resources Committee held on 21 January 2025 and that they be signed by the Chairman as a correct record. *(These minutes were provided in the Full Council agenda of 11 February 2025)*
4. **ACTIONS / FOLLOW UPS**
To review the actions / follow ups arising from previous meetings of the committee. *(Appendix 4)*

5. **ALAN CORNISH THEATRE**

To consider **Report No. SR 8/25**. To support this item, staff from Blue Horizon Ventures will be attending this part of the meeting. Page 8

6. **FINANCE**

a) **Budgetary Control**

To receive **Report No. SR 9/25**. Page 101

b) **Payments**

To note the payments as set out in **Appendix 6b**. Page 103

	Current account	Imprest account
January 2025	£122,209.52	£62,944.58
February 2025	£112,099.03	£65,110.86
March 2025	£953,818.46	£108,475.88

c) **Internal Audit**

To receive the report of the Council's internal auditors for the second interim audit, undertaken on 4 March 2025. (**Appendix 6c**) Page 109

d) **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 6d**. Page 122

e) **Loans**

To note the Council's outstanding Public Works Loans Board loan balances, as at 31 March 2025, as provided at **Appendix 6e**. Page 123

f) **CIL**

To note that the following CIL payments are due to be received by the Town Council in April 2025:

Ref.	Address	Payment
232033	The White Cottage, Western Avenue, RG5 3BN	£8,413.16
182335	105 Colemans Moore Road, RG5 4DA	£21,920.10
230397	83A Loddon Bridge Road, RG5 4AR	£225.00
Total		£30,558.26

7. **OAKWOOD CENTRE INCOME UPDATE**

To note the following Oakwood Centre Income updates:

a) **Bookings and Room Hire**

Room hire income for April 2024 to March 2025 was £104,662 against the budget target of £73,500. Income against budget is shown at **Appendix 7a**. Page 124

b) **Catering Income**

Catering income through the contract with both Brown Bag (April to August 2024) and Crumbs (September 2024 to March 2025) was £7,521 against the budget target of £15,750. Income against budget is shown at **Appendix 7b**. Page 125

8. **WOODLEY TOWN CENTRE PARTNERSHIP**
To receive the report of the Woodley Town Centre Partnership meeting held on 15 January 2025. (*Appendix 8*) Page 126
9. **CAPITAL PROJECTS SCHEDULE**
To note the update on Council projects, as given in *Appendix 9*. Page 129
10. **COMMUNITY GRANTS**
To consider **Report No. SR 10/25**. The guidelines for awarding Community Grants to groups and organisations and to individuals are attached to the report. Page 130
11. **YOUTH SERVICE STRATEGY**
To consider the following recommendation from the Leisure Services Committee (25 March 2025 – Minute 62.1):
- ♦ That the Strategy & Resources Committee recommend to Full council the approval of the draft Youth Service Strategy 2025-2030.
- This updated strategy is intended to replace the Council’s existing Strategy for Youth 2022-27, approved by Full Council on 7 December 2021, which has been re-written to reflect the work of the Youth Support Service task & finish working group.
- The draft Strategy for Youth 2025-2030 is provided at **Appendix 11**. Page 135
12. **COMMUNITY HALL AND LEISURE CENTRE DEPOSITS**
To consider the following recommendation from the Leisure Services Committee (25 March 2025 – Minute 64):
- ♦ That the Strategy & Resources Committee approve deposit rates in relation to the hire of Community Hall and Leisure Centre spaces
- For context, the report provided to the Leisure Services Committee for consideration, **Report No. LS 13/15**, is provided for information. Page 140
13. **CLIMATE EMERGENCY ACTION PLAN UPDATE**
To note **Report No. SR 11/25**. Page 141
14. **FUTURE BUDGETTING PROCESS**
To consider **Report No. SR 12/25**. Page 162
15. **TOWN CENTRE WATER BOTTLE FILLING STATION**
To approve the use of £4,148.50 from the Town Centre Community Garden earmarked reserve for the purchase and installation of a water bottle filling station to be located adjacent to the walled community garden in the town centre.
- The Town Centre Community Garden earmarked reserve currently stands at £5,660.
16. **OAKWOOD CENTRE FRONTAGE**
To consider **Report No. SR 13/25**. Page 166

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.

19. **EXCLUSION OF PUBLIC AND PRESS**

To resolve that in line with Standing Order 12.2, in view of the confidential nature of the business about to be transacted in relation to personnel matters, it is advisable in the public interest that the public and press are temporarily excluded and they are asked to withdraw for item 20 on the agenda.

20. **PERSONNEL SUB COMMITTEE**

To note **Report No. SR 14/25** of the Personnel Sub Committee meeting held on 14 April 2025 and consider the recommendations set out in the report.

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.	Leisure Services have approved a recommended youth service provision approach (19/11/24). Updated Strategy for Youth to be considered at this meeting (S&R 22/04/2025); ultimate approval lies with Full Council. Invitation to quote publicise, and contact made with several youth service providers to discuss opportunity.	15/04/25

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
48	Potential for water bottle filling stations in town centre, with Rotary having offered funding, being explored with Wokingham Borough Council.	Unit purchased and pending installation.	15/04/25
57	Poor sound quality in Carnival Hall to be investigated to improve Full Council meeting recordings.	New delegate microphone system purchased – due for delivery by end-May 2025.	15/04/25

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
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	COMPLETE Assessment completed – details provided at this meeting	15/04/25

Meeting Date:		10 September 2024	
Minute	Action	Progress Update	Last Updated
32	Council to look into introduction of hearing loops in Council buildings	New delegate microphone system with audio loop for Oakwood Centre purchased – delivery due end-May 2025. Town Clerk seeking alternatives for the community halls.	15/04/25

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

Meeting Date:		21 January 2025	
Minute	Action	Progress Update	Last Updated
69	Officers to review possibility of providing rounded figures for Council charges in future years.	Will be considered with future charges – Autumn 2025.	15/04/2025
74	Town Clerk to circulate details of Safeguarding Training to all Councillors and encourage them to undertake this.	COMPLETE	15/04/2025

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

THEATRE REFURBISHMENT PROJECT

REPORT OF THE DEPUTY TOWN CLERK

Purpose of Report

To provide Members with a final report regarding potential technical upgrades and future business model for the Alan Cornish Theatre and ask Members to consider approving funding to progress the project in line with the associated recommendations.

Background

In November 2024 the Strategy & Resources Committee approved the commissioning of a theatre consultant to advise on potential technical specification upgrades and a future programme and business model for the Alan Cornish Theatre (16 Nov 2023 – Minute 53).

Blue Horizon Ventures (BHV) were engaged to undertake this work, with research, user engagement, and benchmarking against other theatre models used to feed into a final report, provided at **Appendix A**. The fee for this work was paid for via Government Shared Prosperity Fund (SPF) funding, arranged through Wokingham Borough Council.

Report Summary & Recommendations

BHV's report puts forward a practical and scalable plan to:

- Attract small-scale touring productions, comedians, musicians, and community arts groups to the theatre.
- Modernise technical facilities (lighting, sound, staging, and cinema capability).
- Establish a fit-for-purpose operating model with core staffing and external partnerships.
- Generate new income streams and increase local engagement.

The following key recommendations are included in the report:

Technical Upgrades

A mid-specification upgrade of the theatre's technical equipment and staging, to include:

- Staging: Flexible masking and improved acoustics.
- Lighting: LED fixtures with colour change and upgraded control systems.
- Sound: Improved clarity and coverage, including radio mics and cinema-ready sound.
- Cinema: Basic projection and sound capacity to support 'As Live' and community film events.

This upgrade option, estimated to cost around £132k, balances affordability with versatility, avoiding over-investment while ensuring technical credibility for visiting productions.

Content & Programming Strategy

A clear focus on financially viable, high-quality and diverse programming:

- Genres: Comedy, folk/acoustic music, spoken word, family shows, and theatre.
- Audiences: General public, families, young people, and community groups.
- Partners: Touring networks (e.g. Live & Local, Rural Touring Network), community organisations (e.g. Mostly G&S, Berzerk Productions).

This style of programme aligns with other successful UK small theatres and is based on audience demand shown in survey results.

Operating Model

A hybrid in-house model to deliver efficient operations and quality output:

- Core team: FT Theatre Manager, PT Technical Manager, PT Marketing/Engagement Officer, casual Box Office/FOH coordinator.

- Volunteers & freelancers: Used for FOH and technical/event support.
- Partnerships: Outsourced ticketing support, technical maintenance links with nearby theatres.

Financial Sustainability

The report provides indicative revenue figures based on high-level assumptions:

- Income from ticket sales, venue hire, bar sales, workshops, and sponsorship.
- Modest operating surplus within 5 years (approx. £33K by Year 5).
- Removes the need for ongoing subsidy from the Council.

Risk Management

A number of potential risks are identified, along with possible mitigating action:

- Funding delays: Early engagement with funders and flexible timelines.
- Low audience uptake: Strong pre-launch marketing, local partnerships.
- Technical delays: Trusted suppliers and phased rollout.
- Operational gaps: Recruitment of experienced core staff with local knowledge.

Additional Context

As this project progressed, BHV determined that to achieve the best financial outcome the business model should cover the Oakwood Centre as a whole, utilising shared resource across the building. As this was beyond the initial remit, which just covered the theatre, the pre-approved consultancy hours did not provide sufficient time for BHV to research the existing Oakwood Centre operations, staff structure or business model in detail.

As such, the business model recommended is based on BHV's knowledge of similar venues, mixed with some high-level assumptions. As it does not reflect existing staffing structures, these would need to be considered when finalising any new business model for the centre.

When considering the financial model, it is also worth noting that the Oakwood Centre currently operates at a loss; likely to be around £67k for 2024/25 when accounts are finalised.

Next Steps

The following next steps have been recommended by BHV, should the Council proceed:

PHASE 2	
Stage 2 Project Preparation & Approval	○ Final approval of scope of new operating services (theatre, studios, room hire), business model, operational structure (existing and new team) and investment strategy. ○ Build and sign off 5 Year Business Plan with detailed revenue and overhead projections and targets.
Stage 3 Tender Framework - Technical & Production Update	○ Development of tender brief and outcome requirements. ○ Create cost plan template. ○ Identify technical requirements/containment, loads, etc to support AV installation ○ Market engagement and tender coordination. ○ Tender submission evaluation and scoring. ○ Preferred supplier award and installation programme.
Stage 4 Staff Recruitment & Training	○ Develop roles, responsibilities and Job Descriptions for each of the new roles. ○ Review the internal operational infrastructure to ensure cohesive systems and delivery plan. ○ Recruit and on-board ○ Market appraisal of ticketing and inventory management systems
Stage 5 Audience Development & Marketing	○ Develop marketing and audience engagement plan (subject to the ticketing strategy adopted)

Stage 6 Initial Programming & Soft Launch	○ Soft launch and stakeholder engagement.
Stage 7 Full Operations & Growth	○ Review new model and implement monitoring and measurement strategies

BHV have provided quotes for supporting the Council to undertake each of these.

Proposal

It is proposed that the Council proceeds with this project in line with the recommendations in the report.

The current technical specification of the theatre is not up to modern standards; equipment is old, expensive to fix / replace, and at risk of becoming obsolete and unusable. Without investment, the Council risks losing existing hirers and income.

By proceeding, the Council will not only protect its existing income but develop the space to be suitable for a wider, more diverse programme of events, bringing more people into the centre, increasing revenue, and providing a new outlet for the community and beyond.

At this point, it is also proposed that BHV be engaged to undertake stages 2 and 3 of the project. Internal resource is stretched by a number of priorities, with progress likely to be quick and outcomes better achieved utilising BHV's resource, knowledge and expertise.

The progression of further stages will need to be reconsidered at a later date.

Funding

BHV have quoted £8,925 to undertake stages 2 and 3 of the project. Should this be approved, it is proposed this is funded from the General Reserve.

Future technical upgrades, quoted at circa £132k in the report, are likely to be funded from either existing earmarked reserves, CIL funding, grant funding (e.g. Lottery / Arts Council), Public Works Loans Board loan, and/or the General Reserve. A formal decision regarding the method of funding will need to be considered by the committee once final costs are known, with each funding method assessed and considered for its appropriateness at that time.

Impacts

Resources	
Theatre Consultancy = £8,925 (to be funded from the General Reserve) Technical Upgrades = circa £132k (to be funded from appropriate sources)	
Equality Impacts	
Improved sound equipment in the theatre will better integrate with audio enhancement technology for individuals with hearing impairment. The provision of cinema equipment will enable the Council to deliver a programme of film screenings; these can be tailored for a variety of audiences, including those with neurodiversity or other conditions which benefit from adapted or accessible screenings.	
Environmental Impacts	
Enhancements to lighting infrastructure will enable more energy efficient lighting.	
Full Project Impact Assessment YES/NO	No

RECOMMENDATIONS:

- ♦ **That Members note the contents of the report.**
- ♦ **That Members approve that the Council proceeds with the proposed refurbishment of the Alan Cornish Theatre, including the development of a new business plan and programme strategy, in line with the recommendations set out in the report provided by Blue Horizon Ventures.**
- ♦ **That Members approve the engagement of Blue Horizon Ventures to undertake stages 2 (Project Preparation & Approval) and 3 (Tender Framework - Technical & Production Update) of the refurbishment project, as set out in the report, with the cost - £8,925 - funded from the Council's General Reserve.**
- ♦ **That Members approve, in principle, funding for the associated technical upgrades (estimated at circa £132k), with the precise method of funding to be determined by the committee once final costs are known and funding methods assessed.**

ALAN CORNISH THEATRE THEATRICAL PRODUCTION & OPERATING REPORT

March 2025



Funded by
UK Government



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Introduction

This report presents a comprehensive assessment of the Alan Cornish Theatre's (ACT) operating model, focusing on its technical capabilities, production enhancements, operational structure, and content strategy. The objective is to establish ACT as a leading venue for intimate live performances while ensuring long-term financial sustainability.

Key areas of analysis include technical upgrades in staging, lighting, and sound, with a recommended mid-level investment to support diverse programming needs. The report also evaluates the optimal staffing model, balancing core personnel with freelance and volunteer support to maintain cost efficiency. Additionally, a content strategy is outlined to attract a wide range of touring productions, community events, and commercial performances, positioning ACT as a vibrant cultural hub.

Through a phased implementation plan, risk mitigation strategies, and financial viability analysis, this report provides a structured approach to modernising ACT's operations, enhancing audience engagement, and securing its long-term success.

See **Appendix 2** for the High-Level Summary of this report.

Content Strategy

The Alan Cornish Theatre's proposed content strategy is designed to establish the venue as a vibrant hub for intimate live performance, supporting diverse genres and emerging talent. By focusing on comedy, music, theatre, spoken word, dance, and family-friendly productions, the theatre can attract a broad audience base while remaining financially sustainable.

Key Justifications for This Strategy:

1. Aligns with Venue Scale & Technical Capabilities

- The theatre's intimate size is ideal for **work-in-progress comedy gigs, acoustic music, small-scale touring theatre, and spoken word performances**.
- The proposed **Mid Spec technical investment** ensures the venue is well-equipped for **varied programming while maintaining operational efficiency**.

2. Strengthens Market Position & Audience Engagement

- The programme includes **well-known names in comedy (Ed Gamble, Mark Watson, Angela Barnes), acclaimed folk musicians (Grace**

Petrie, Beans on Toast), and high-quality touring theatre companies (Pentabus, Eastern Angles, Vamos Theatre).

- These acts have dedicated followings and fit within the **existing audience demographics for small theatres across the UK.**

3. Supports the Growth of Small-Scale Touring Networks

- The strategy aligns with established **touring circuits (Rural Touring Network, Live & Local, House Theatre), ensuring a steady stream of professional performances.**
- The inclusion of **emerging talent and fringe productions** will help build **future audiences** and reinforce the theatre's **reputation as a developmental space for artists.**

4. Diverse & Sustainable Programming

- A balanced mix of **commercially viable shows (comedy, folk music, family theatre) and culturally enriching productions (spoken word, dance, experimental theatre)** ensures **financial sustainability and artistic credibility.**
- The strategy promotes **year-round engagement**, catering to **different audience segments.**

5. Benchmarked Against Comparable Theatres

- The content aligns with successful small venues such as **Pentameters Theatre (London), The Mill Studio (Guildford), and The Pound Arts Centre (Corsham),** proving the viability of this programming model.

Conclusion

By adopting this content strategy, the Alan Cornish Theatre can establish itself as a key venue for high-quality small-scale touring productions, strengthen its audience base, and secure long-term sustainability.

The strategy is both ambitious and achievable, ensuring that the theatre remains a dynamic and essential part of the regional arts ecosystem.

Example Content and Benchmark Venues

Comedy

1. **Lou Sanders** (intimate work-in-progress shows)
2. **Ed Gamble** (smaller gigs/work-in-progress shows)
3. **Mark Watson** (tours smaller venues alongside bigger theatres)
4. **Angela Barnes** (known for intimate gigs)
5. **Fern Brady** (work-in-progress and smaller gigs)
6. **Local comedy nights** hosted by companies like **Off the Kerb** or **The Comedy Store**.

Music

1. **Beans on Toast** (folk singer-songwriter)
2. **Grace Petrie** (folk/indie)
3. **The Little Unsaid** (intimate music performances)
4. **Nick Harper** (acoustic guitar/vocal)
5. **Dylan Walshe** (solo folk/blues performances)
6. **Sarah McQuaid** (acoustic/folk)
7. **Martin Harley** (blues and roots)

Theatre Companies

1. **Pentabus Theatre** (specialises in rural touring)
2. **Farnham Maltings** (produces small-scale touring theatre)
3. **Box Tale Soup** (innovative adaptations and original small-scale productions)
4. **New Old Friends** (comedy theatre with small casts)
5. **Vamos Theatre** (full mask theatre)
6. **Eastern Angles** (touring rural and intimate venues)

Spoken Word / Literature

1. **Luke Wright** (performance poetry and spoken word)
2. **Hollie McNish** (poet/author performing live)
3. **Apples and Snakes** (spoken word and poetry nights)

Dance

1. **James Wilton Dance** (touring compact, accessible productions)
2. **Lila Dance** (produces work for smaller spaces)
3. **Fertile Ground** (emerging dance company touring intimate shows)

Producers and Promoters Specialising in Small Venues

1. **Rural Touring Network (RTN)** – Coordinating performances for small venues across rural England.
2. **House Theatre** – Supporting venues in the South East with touring productions.
3. **Tour-Finder.org** – A resource for small-scale tours and bookings.
4. **Live & Local** – Promoting small-scale performing arts in community venues.
5. **Take Art** – A rural arts development agency in Somerset.

Children's Theatre and Family Performances

1. **Tall Stories** (compact, family-friendly productions)
2. **Garlic Theatre** (puppetry and family theatre)
3. **Blunderbus Theatre Company** (family and children-focused shows)

Local Community Practitioners

Here are some local community groups in Woodley and the surrounding area that focus on creative and performing arts who should be considered as part of the wider community engagement and programming strategy.

Steppin Out Stars of Tomorrow

A children's theatre school offering classes in jazz, tap, ballet, singing, musical theatre, and more. They provide opportunities for performances, including bi-annual shows in professional theatres and trips to perform at venues like Disneyland Paris.

steppinoutstars.co.uk

Berzerk Productions

Offers quality drama and LAMDA coaching for young individuals aged 4 to 18. They conduct drama workshops and LAMDA courses, focusing on developing social and life skills through drama.

berzerkproductions.com

Bronia Pearce Dance Company (BPDC)

A dance school offering a diverse range of classes for children and adults, including ballet, acro, lyrical, musical theatre, and commercial pop. They emphasise a fun and supportive environment, helping students build confidence.

bpdcompany.net

Woodley and Earley Arts Group

A friendly group that welcomes both active artists and those interested in the arts. They hold monthly meetings featuring art demonstrations and run Saturday workshops.

directory.wokingham.gov.uk

Woodley Light Operatic Society

A local group specialising in light opera and musical theatre productions, providing opportunities for community involvement in performing arts.

South Berkshire Singers

A mixed-voice choir welcoming singers of all abilities, performing a wide range of choral music in local concerts.

These groups offer a variety of opportunities for community members to engage in creative and performing arts within Woodley and its surrounding areas.

Mostly G&S

A community theatre group specialising in Gilbert & Sullivan operettas, an existing user and stakeholder, known for staging high-quality productions with a mix of local talent and

experienced performers. Their upcoming production, The Grand Duke, will be performed at The Oakwood Centre (Alan Cornish Theatre) from April 24th–26th, 2025.

Production Enhancement

Introduction

This section outlines a series of technical and production enhancements for the venue, focusing on staging, lighting, sound, and associated equipment. The proposed upgrades are categorised into three levels—Base, Mid, and High Specification—to provide scalable options based on budget and operational needs.

The goal is to improve production capability, efficiency, and overall audience experience while ensuring technical compatibility with modern performance and event requirements.

The cost and specification for each of the investment levels, are set out in the cost plan in **Appendix 1**.

Staging Enhancement

The Base Spec allows for replacement of all current black masking to create a Black Box as a standard. This will consist of a total of 3 x sets of legs and border, with a Split Full Black curtain to the rear of the stage, attached to the current hanging bars.

The Mid & High Spec both allow for tab tracks for the split blacks in order to easily open/close (Manually) the tab to display a cinema screen, or for day to day maintenance, additional track and curtain to extend the masking around the side of the walls to the front edge of the stage on tracks so allows easy creation of masking for the band area on the balcony, plus an additional level of sound deadening to aid acoustics.

There is also a small allowance for an additional track to cover the entrance/exit doorways if licencing permits.

Lighting Enhancement

The is split into 3 x focus areas, with a final lighting design to be finalised.

1. Replacement of current dimming system

Replacing the existing portable dimmer racks and manual patching system with a dimmer system that allows both dimmed sources and hard-powered fixtures (such as LED Fittings), along with interfacing with modern control desks.

The difference between the Base, Mid and High specs are purely on the final touring/show product, but it is envisioned that the Base Spec will be adequate for the theatre for most shows.

Included in all specifications, the intention is to remove the current patch system, and provide power to all sockets simultaneously, allowing both dimmed or dimmed or constant switchable power suitable for moving lights or LED Fixtures to each outlet (selected either by control or the main dimmers themselves).

There is a notional cost allowed for installation; however, this may flex up or down once formal investigations/quotes are obtained.

2. Replacement of Lighting Control

The difference between Base, Mid and High Spec is purely the potential show product. We have allowed for the same manufacturer for the Base Spec as your current system, then two quality providers with the Mid & High specs. Consideration should be given to the ease of use of the eventual system, so as part of the consultation we would recommend that demos of the proposed desks are carried out with a nominated technical specialist such as Eventu (<https://eventu.co.uk/>) to ensure that they are appropriate for the proposed programming and content strategy.

3. Replacement of Fixtures

The cost plan is based on replacing any “wash” lights with LED Parcan units (allowing general cover with multiple colour options), using 16 units across the space (allowed for 2 x Bars of 6 Units on stage, 4 units out front for the basic day to day use).

We have allowed for a mix of costs between LED and Generic Halogen units for key light cover – the Generic Halogen units still requiring the use of Gel to provide colour. We have based this on 12 units, 8 x out front and 4 on stage.

We have not factored in any moving light to the package, as the anticipated programme is unlikely to require them. However, if there was a desire to include them at this stage, we suggest including a provision of approximately £15,000 in the budget to obtain good quality units. Additionally, installing moving lights may remove the need for some of the LED Parcans and Profiles, thus reducing the additional spend.

The three investment specs have considered varying specifications for the House Lights. The Base Spec is a like for like replacement of the current units with equivalent LED units which can be controlled by dimmer, with a Mid Spec allowing for LED Panels with colour

change facility to replace the house lights. High Spec is based around fittings designed for architectural lighting (i.e. aesthetically high end, multiple colour options etc) and likely to be out of scope due to the cost and infrastructure requirements needed to provide a working solution.

All options have allowed for separate basic lighting to avoid having to fire up a lighting board in order to get basic lighting for day-to-day operations such as cleaning and show arounds.

There is an allowance for data distribution and cabling, however this will need to be finalised once the final lighting design and specification is confirmed.

Sound Equipment

The Base, Mid and High costs specified focus on the quality of manufacturer and the features offered by the product in those price brackets, with the base specification likely to be sufficient for the venue's requirements.

The basic sound design assumes replacing the existing speakers with a set of speakers rigged centrally to provide audio to the centre front area of the seating bank, with 2 x speakers on each side of the auditorium timed to allow filling in the extremities of the seating bank.

The paging system specification allows for a new digital multizone controller, with 2 x paging microphones and a single bank of amplifiers to drive the system. The system will directly replace the existing system but have future expansion options if further zoning or inputs are required.

We have allowed for a small stock of standard mics within the base spec, extending this to radio mics for mid/high spec. Again, based on quantity and quality for the split between Mid and High.

Misc Equipment

We have allowed for like for like replacement for speakers, TV's and other equipment linked to the current show relay to take advantage of the new system proposed.

Radios

A basic specification of Licence Free radio 'walkie talkies' would cost around £1,000 – Should licenced radios be required, a 6-pack starter kit can be obtained for around £5,000 excluding licence. A site survey would be required to understand if any radio repeaters would be required to ensure good coverage around the service area. This hasn't been included in the current spec.

Cinema

In advance of conducting detailed measurements for a high-quality cinema installation, anticipated costs for the three spec cost options have been included in **Appendix 1** the current specification proposed in Mid Spec provides for high quality sound but doesn't go as far as including a fully enhanced experience such as surround sound. This can be developed as part of the final specification.

All three options would require the installation of dedicated broadband connection of at least 8meg download speed to facilitate content delivery. Ideally this would be separate to any other infrastructure and would likely be managed by the equipment service provider.

Base specification

Base Spec: Standard LCD or Laser Projector circa 10,000 lumens with appropriate lens for location to fill provided screen. Basic playback equipment (Macbook Pro, with cinema separate cinema receiver) and screen. This would utilise the standard sound system of the venue giving just stereo sound.

Mid Spec: Additional audio processing to enhance audio to allow for Dolby and multiple channels for future surround sound, addition of centre and sub speakers.

High Spec: Additional to the Mid Spec, specialist speakers to provide enhanced audio, specific for cinema operation, plus larger screen for full screenings.

Technical & Production Cost summary

- Base Spec - £83,521.00
- Mid Spec - £131,524.00
- High Spec - £259,618.00

Each proposed enhancement aligns with operational goals to modernise the venue's technical capability, supporting a wider range of performances while improving usability for in-house technicians and visiting productions.

See Appendix 1 for the detailed breakdown.

Technical Specification

Based on the **anticipated content strategy**, the **Mid Specification** is the most suitable option for the Alan Cornish Theatre.

1. Staging Enhancements (Mid Spec)

- The planned programme includes **intimate theatre, spoken word, dance, and music**, all of which require **flexibility in staging**.
- The Mid Spec allows for **tab tracks** to facilitate **easy transitions between performance types** (e.g., opening/closing the masking for different setups such as a cinema screen or acoustic performances).
- **Acoustic improvements** with additional masking will benefit **spoken word, solo music performances, and theatre productions**

2. Lighting Enhancements (Mid Spec)

- Given the variety of performances (comedy, theatre, dance, and music), a lighting system that offers **greater flexibility** is essential.
- The Mid Spec allows for **better LED control**, which benefits **multi-genre programming** while keeping energy efficiency in mind.
- Touring theatre companies (e.g., **Pentabus, Farnham Maltings, and Vamos Theatre**) will require a **versatile system** that can be adapted to their production needs.
- The **Mid Spec includes LED Panels with colour change for house lights**, enhancing the experience for **comedy, spoken word, and music performances** by creating different atmospheres.

3. Sound Equipment (Mid Spec)

- The programme features **acoustic music (folk, blues, indie), spoken word, and theatre**, where **sound clarity is paramount**.
- The Mid Spec allows for **radio microphones**, which would be beneficial for **spoken word artists (Hollie McNish, Luke Wright), theatre productions (Eastern Angles, Box Tale Soup), and family shows**.
- **Delay speakers** improve sound coverage, which is crucial given the **seating bank configuration**.

4. Miscellaneous Equipment (Base-Mid Spec)

- A **like-for-like replacement** of relay screens, speakers, and paging systems ensures **operational efficiency** while staying within budget.
- The Mid Spec provides some **futureproofing** for additional zoning or inputs if the theatre expands its programming.

Justification for Mid Spec (vs. Base or High)

- **The Base Spec lacks the flexibility needed** for the diverse programming outlined in the Content List.
- The **High Spec is unnecessary** as it includes **architectural lighting and extensive moving light setups**, which are not needed for the intended programme.
- The **Mid Spec provides an optimal balance** between **cost-effectiveness and enhanced production capability**, ensuring that the Alan Cornish Theatre can **attract a broader range of touring productions while maintaining efficient operations**.

Final Recommendation:

Adopt the Mid Specification for the **Alan Cornish Theatre** to ensure a high-quality, adaptable production setup while keeping costs manageable.

Operational Structure

Core Staff (Essential for Daily Operations & Venue Management)

Theatre Manager (Full-Time)

- **Primary Responsibilities:**
 - Overall venue management, programming coordination, and financial oversight.
 - Works with promoters, community groups, and touring productions to schedule events.
 - Develops partnerships with arts organisations (e.g., **House Theatre, Live & Local, Rural Touring Network**).
 - Manages budget, funding applications, and financial sustainability.
 - Reports to local council or governing body (if applicable).

Technical Manager (Part-Time)

- **Primary Responsibilities:**

- Oversees **lighting, sound, and staging** based on the **Mid Specification upgrade**.
- Maintains technical equipment and ensures productions meet **technical riders**.
- Trains and supervises freelance or casual **technicians**.
- Liaises with **community groups and touring productions** to meet their technical needs.

Marketing & Community Engagement Officer (Part-Time)

- **Primary Responsibilities:**

- Develops and implements **marketing strategies** to attract both local audiences and touring productions.
- Engages with **community groups, schools, and local arts networks**.
- Manages the theatre's **website, social media, and promotional campaigns**.
- Works with the Theatre Manager on audience development.

Box Office & Front-of-House Coordinator (Casual Part-Time)

- **Primary Responsibilities:**

- Manages ticket sales (online and in-person).
- Oversees **volunteer and casual FOH staff**.
- Handles customer service and event coordination.

2. Casual & Freelance Staff (Event-Based / As-Needed)

Casual Front-of-House (FOH) Staff & Volunteers

- **Duties:**

- Ushers and customer service roles.
- Volunteers can be engaged for **community events and local productions**.

Freelance Technicians & Duty Managers

- **Duties:**
 - Hired as needed for larger **touring productions, dance performances, and live music events.**
 - Supports **lighting, sound, and staging** requirements.

Freelance Workshop Leaders & Education Officers

- **Duties:**
 - Leads **youth theatre workshops, community engagement projects, and school programs.**
 - Works with groups like **Berzerk Productions and Woodley Theatre** to deliver outreach programs.

3. External Partnerships (To Reduce Staffing Costs & Expand Capabilities)

- **Box Office Integration:** Partner with a **regional box office service** (e.g., a local arts centre or theatre trust) to manage online ticketing.
- **Technical Equipment Support:** Collaborate with **local theatres (e.g. Wokingham Theatre or Henley Theatre) or suppliers** for technical maintenance.
- **Marketing Support:** Work with local creative agencies or **university media students** for promotional campaigns.

Comparable Theatres & Best Practice Considerations

- **Cornerstone Arts Centre, Didcot (Studio Theatre Model)**
 - Uses a **core team** of a **Theatre Manager, Technical Manager, and Marketing Officer**, supplemented by casual staff.
- **The Space, Isle of Dogs (Fringe & Touring Model)**
 - **Volunteers and casual staff** run FOH, with a small core team focused on programming and technical support.
- **The Riverhouse Barn Arts Centre, Walton-on-Thames**
 - Combines **community engagement and touring theatre**, with **partnerships to reduce operational costs.**

Conclusion & Staffing Recommendation

For the Alan Cornish Theatre, a hybrid model combining core staff, casual workers, and strategic partnerships is the most sustainable option.

Minimum Viable Core Team:

- Theatre Manager (Full-Time)
- Technical Manager (Part-Time)
- Marketing & Community Engagement Officer (Part-Time)
- Box Office & FOH Coordinator (Casual Part-Time)
- Casual FOH, Volunteer Ushers & Bar Staff (Event-Based)
- Freelance Technicians & Workshop Leaders (Hired as needed)

This structure ensures efficient operations, supports the content strategy, and aligns with comparable small theatres.

See **Appendix 3** Financial Model.

Executive Summary

Opportunity for the Alan Cornish Theatre

Overview

The Alan Cornish Theatre presents a strategic opportunity to establish itself as a leading venue for intimate live performance, blending commercial viability with cultural enrichment in the region.

By leveraging a robust content strategy, technical production enhancements, and an efficient operational structure, the theatre can achieve long-term financial sustainability while serving as a vibrant community and touring arts hub.

Commercial Content Strategy

The theatre's programming will focus on a diverse mix of **comedy, music, theatre, spoken word, dance, and family-friendly productions**, ensuring a year-round offering that appeals to different audience segments. The strategy is commercially sound due to:

- **Well-known talent in intimate settings** – Featuring established names like Ed Gamble, Mark Watson, and Grace Petrie, capitalising on the growing demand for smaller, high-quality performance spaces.
- **Alignment with small-scale touring networks** – Collaborating with organisations such as Rural Touring Network, Live & Local, and House Theatre ensures a steady pipeline of professional performances.

- **Community engagement and development** – Partnerships with local creative groups, schools, and emerging artists foster audience loyalty and participation.
- **Benchmarking against successful models** – Comparable venues (e.g., South Street Arts Centre, New Diorama Theatre) demonstrate the feasibility of this programming model.

Technical & Production Enhancements

To support this programming model, the theatre requires investment in **Mid Specification technical upgrades**, balancing cost-effectiveness with high-quality production standards. The key improvements include:

- **Staging enhancements** – Flexible tab tracks and improved acoustic masking to accommodate varied performance types.
- **Lighting system upgrades** – Energy-efficient LED fixtures with colour control to enhance production value.
- **Sound improvements** – Additional delay speakers and radio microphones for clear audio quality in spoken word, theatre, and music performances.
- **Scalability** – The Mid Spec investment of **£131,524.00** ensures future adaptability while avoiding unnecessary high-end costs.

Sustainable Operational Model

A hybrid staffing approach will balance efficiency and cost control:

- **Core Staff (Essential Management)**
 - **Theatre Manager (Full-Time)** – Oversees programming, partnerships, and financial sustainability.
 - **Technical Manager (Part-Time)** – Maintains production capabilities in line with the Mid Spec enhancements.
 - **Marketing & Community Engagement Officer (Part-Time)** – Drives audience development and partnerships.
 - **Box Office & FOH Coordinator (Part-Time/Casual)** – Manages ticketing, volunteers, and customer experience.
- **Casual & Freelance Staff (Event-Based)**
 - FOH staff, volunteer ushers, freelance technicians, and workshop leaders engaged as needed.

- **External Partnerships**

- Box office integration with a regional service to minimise admin costs.
- Technical and marketing collaborations with local theatres and agencies.

Financial Viability & Revenue Streams

The theatre's commercial sustainability is underpinned by:

- **Box Office Revenue** – Maximising capacity through high-demand performances, generating booking fee revenue, control data, enhanced ancillary income.
- **Venue Hires & Workshops** – Generating income from external bookings, community events, studio use and educational programs.
- **Sponsorships & Grants** – Engaging with funding bodies such as Arts Council England and local business sponsors.
- **Bar & Ancillary Sales** – Boosting per-visitor spend through on-site refreshments and merchandise.

Conclusion

By implementing a balanced mix of commercial programming, scalable technical upgrades, and an efficient operational structure, the Alan Cornish Theatre can enhance audience engagement, increase revenue, and secure its long-term viability.

The recommended approach ensures financial sustainability while maintaining artistic credibility, positioning the theatre as a dynamic and essential part of the regional arts ecosystem.

Next Steps

The Alan Cornish Theatre is embarking on a strategic transformation to enhance its production capabilities, programming model, and operational sustainability. This implementation plan outlines the phased approach required to deliver the proposed improvements, ensuring that the theatre remains a dynamic and financially viable cultural hub.

The plan incorporates a Mid-Spec technical upgrade to modernise lighting, sound, and staging, aligning with the theatre's content strategy to attract diverse touring productions and community events. Additionally, a revised operational structure will streamline management, audience engagement, and financial planning, optimising the theatre's commercial potential.

Key milestones include infrastructure enhancements, staff recruitment, audience development, and the phased introduction of programming, leading to full-scale operations within 12 months. A risk assessment is also included to identify potential challenges and mitigation strategies.

By implementing this structured approach, the Alan Cornish Theatre can strengthen its position as a leading regional arts venue, balancing artistic excellence with long-term commercial viability.

Phase Two - Technical & Production Procurement Proposal

Tender specification and market engagement scope is determined based on completion of the outcome of Phase One's work.

The outcome of Phase One is recommending the adoption of the Mid Spec technical & production specification. With this in mind, and subject to the Council's final approval, we have noted below the recommended next steps for the development of the procurement plan:

- Development of tender brief and outcome requirements based on the Mid Spec proposal and the content strategy.
- Create cost plan template.
- Advise on technical requirements/containment, loads, etc to support AV installation.
- Market engagement and tender coordination (PCR compliant if required).
- Tender submission evaluation and scoring (if appropriate).
- Preferred supplier award and installation programme.

Phase One's report also included adopting an in-house operating model which optimises the commercial and creative output of the theatre. If the Council decides to adopt a version of this proposal, it is recommended that the in-house model is implemented in conjunction with the procurement of the technical & production enhancement plan, so the outcomes of these work streams are aligned.

New Model Implementation Plan

This implementation plan outlines the steps necessary to deliver the Alan Cornish Theatre operating model proposal, incorporating content strategy, technical enhancements, operational structure, and financial sustainability. Subject to the Council's approval and agreed timetable, the implementation plan noted below provides a high-level overview.

1. Implementation Phases & Indicative Timetable

Phase 1: Project Preparation & Approval (Month 1-2)

Key Actions:

- Final approval of scope of new operating services (theatre, studios, room hire), business model, operational structure (existing and new team) and investment strategy.
- Secure funding commitments from stakeholders, including the council grants and funding.
- Build and sign off 5 Year Business Plan with detailed revenue and overhead projections and targets.
- Appoint a dedicated project manager and client delivery team to oversee the implementation.
- Finalise agreements with technical suppliers and contractors.
- Initiate audience and community engagement outreach to build local interest.

Deliverables:

- Confirmed in-house operation model and content strategy.
- Signed-off budget and investment plan.
- Confirmed funding sources.
- Appointed project team.

Phase 2: Infrastructure & Technical Enhancements (Month 3-7)

Key Actions:

- Procure and install Mid-Spec technical upgrades (lighting, sound, staging, cinema equipment).
- Conduct internal infrastructure upgrades and modifications for acoustic, connectivity and accessibility improvements.
- Review available digital ticketing and CRM systems & servicing models (in-house or outsourced) for audience engagement appropriate to the theatre's operating and content model.
- Review current in-house systems such as room hire and spaces utilisation tools.

Deliverables:

- Mid-Spec technical setup installed.
- Upgraded FOH and operational infrastructure in place.
- Staff trained on new systems.
- Audience engagement and ticketing strategy agreed.

Phase 3: Staff Recruitment & Training (Month 5-8)**Key Actions:**

- Recruit and onboard the core staff which could include the following key personnel:
 - Theatre Manager (full-time)
 - Technical Manager (part-time)
 - Marketing & Community Engagement Officer (part-time)
 - Box Office & FOH Coordinator (casual)
- Integrate the new team with the existing team to ensure cohesive systems and role clarity.
- Develop training programs for FOH staff, volunteers, and freelance technicians.
- Establish external partnerships for box office integration and technical support.

Deliverables:

- Core staffing in place.
- FOH and technical staff trained.

Phase 4: Audience Development & Marketing (Month 6-10)**Key Actions:**

- Implement targeted marketing campaigns (social media, local advertising, community outreach).
- Develop audience segmentation strategies and targeted promotions.
- Engage local schools, community groups, and arts organisations for workshops and collaborations.
- Establish sponsorship and funding relationships with local businesses.

Deliverables:

- Marketing campaigns developed & launched.
- Partnerships with local groups secured.
- Pre-launch community engagement in place.

Phase 5: Initial Programming & Soft Launch (Month 9-12)**Key Actions:**

- Finalise initial programming schedule based on the proposed content strategy with the new operation team.
- Host preview events with key stakeholders, press, and community representatives.
- Conduct a phased launch with pilot events (e.g., small touring theatre productions, comedy nights).
- Gather audience feedback and refine operational processes.

Deliverables:

- Initial events successfully delivered.
- Audience feedback gathered for ongoing refinement.

Phase 6: Full Operations & Growth (Month 12+)**Key Actions:**

- Fully implement year-round programming with diverse content.
- Expand outreach initiatives for education and community engagement.
- Develop long-term sustainability strategies, including membership schemes, sponsorships, and external funding applications.
- Monitor and evaluate performance metrics (attendance, financial health, audience engagement).

Deliverables:

- Fully operational theatre with regular programming.
- Strong community and audience base.
- Financially sustainable operations model.

Conclusion

The Alan Cornish Theatre is poised to become a vibrant hub for live performance, blending artistic excellence with commercial viability. This report has outlined a clear roadmap for modernising the venue, optimising its operations, and positioning it as a key player in the regional cultural landscape.

The adoption of the **Mid Specification** technical enhancements will significantly improve staging, lighting, and sound capabilities, ensuring that ACT remains an attractive destination for touring productions, local performances, and community engagement. By balancing investment with long-term sustainability, the theatre will be well-equipped to meet evolving industry standards while maintaining financial responsibility.

A well-structured **operational model**, combining a core management team (integrated with the existing OC team) with freelance and volunteer support, ensures the theatre's efficiency without excessive overhead costs and takes advantage of the economies of scale associated with the theatre being located in the Oakwood Centre. Strategic partnerships with regional box office services, technical suppliers, and arts organisations will further enhance operational effectiveness and audience reach.

The **content strategy** is designed to attract a diverse range of audiences by programming a mix of **comedy, music, theatre, spoken word, dance, and family-friendly performances**. Aligning with well-established touring network and with the right leadership, ACT will maintain a steady flow of high-quality productions, ensuring consistent engagement and revenue generation.

The phased **implementation plan** provides a structured approach to achieving the theatre's transformation, covering infrastructure enhancements, staffing, audience development, and financial sustainability. Key risk mitigation strategies have been incorporated to safeguard against funding delays, budget overruns, and operational challenges.

In summary, the Alan Cornish Theatre has a unique opportunity to cement its place as a **dynamic, financially sustainable, and artistically vibrant venue**. By following the strategic recommendations outlined in this report, ACT can achieve long-term success, serving as a cultural beacon for both the local community and the wider performing arts industry.

High-Level Risk Assessment & Mitigation Strategies

Risk	Likelihood	Impact	Mitigation Strategy
Delays in Funding Approval	Medium	High	Secure multiple funding sources, engage early with potential sponsors and grant providers.
Technical Installation Delays	Medium	High	Pre-select reputable contractors, build contingency time into the project timeline.
Staffing Challenges	Low	Medium	Implement competitive recruitment strategies, offer flexible working arrangements, engage external partnerships.
Low Audience Engagement	Medium	High	Conduct strong pre-launch marketing, engage with local communities and schools early, offer introductory pricing for first events.
Budget Overruns	Medium	High	Implement rigorous budget tracking, prioritise essential investments, and review spending regularly.
Failure to Attract Touring Productions	Low	High	Strengthen relationships with national touring networks (Rural Touring Network, Live & Local, House Theatre), offer competitive deals for small-scale productions.
Technical Compatibility Issues	Low	Medium	Engage a technical consultant during procurement, test all systems before launch.
Economic Downturn Impacting Ticket Sales	Medium	Medium	Introduce flexible pricing models, develop a membership scheme, diversify revenue streams (e.g., workshops, venue hires).

Alan Cornish Theatre Tech & Production Specification

Item	Base Spec	Mid Spec	High Spec
Allocation for Black Box Configuration			
Provision of new Stage Legs in Stage Molton Fabric (3 x Sets)	£600.00	£600.00	£600.00
Provision of new Stage Borders in Stage Molton Fabric (3 x Sets)	£1,032.00	£1,032.00	£1,032.00
Provision of new Split Blacks for back cloth	£490.00	£490.00	£490.00
Tab Track for Split Blacks		£660.00	£660.00
Hoint Bolts for Split Blacks		£40.00	£40.00
Runners for Straight Track		£158.00	£158.00
Curved track to bring track to the DS Edge Each Side (mask the band)		£560.00	£560.00
Additional Side Blacks for Masking band		£600.00	£600.00
Allowance for hanging brackets etc.	£0.00	£600.00	£600.00
Entrance Door Track and Drape		£500.00	£500.00
Black Box Sub Total	£2,122.00	£5,240.00	£5,240.00
Lighting			
Supply of new Dimmers (Basic Model)	£18,000.00		
Supply of new Dimmers (Mid Scale Model)		£30,000.00	
Supply of new Dimmers (High Scale Model)			£90,000.00
Installation Costs	£15,000.00	£15,000.00	£15,000.00
Console (Zero 88)	£3,500.00		
Console (Chamsys)		£8,000.00	
Console (High end)			£14,000.00
LED Par (low cost, 16 units)	£3,344.00		
LED Par (ADJ With Zoom)		£4,656.00	
LED Par (ETC Colorsources)			£11,440.00
LED Spot (Low Cost 12 units, white only)	£5,328.00		
Standard Source 4 36 degree (Non LED 575 lamp Dimmed)		£7,956.00	
LED Spot (ETC Colorsources Jr) Full Colour			£13,188.00
LED Flood Dimmable	£960.00		
Replacement for House Light using LED Flood (DMX Control)		£1,800.00	
Cleaners Lights	£400.00	£400.00	£400.00
Replacement House Light - Inspire type fixtures			£20,000.00
Misc Splitters/Artnet control	£1,000.00	£1,000.00	£1,000.00
Misc Cabling	£500.00	£800.00	£1,000.00
Lighting SubTotal	£48,032.00	£69,612.00	£166,028.00

Sound

FOH Desk (Midas M32R Live)	£1,939.00		
FOH Desk (Allen Heath SQ5)		£3,666.00	£3,666.00
Allowance for Mac	£1,500.00	£1,500.00	£1,500.00
Speakers for Side of house	£1,716.00	£3,000.00	£3,000.00
Centre Cluster or LR above	£600.00	£600.00	£600.00
Sub	£1,000.00	£1,000.00	£1,000.00
Amps (DAP4 way @ 600w)	£822.00		
Amps (Lab Gruppen_		£2,716.00	
Amps (Crown)			£10,794.00
Controller	£3,190.00	£3,190.00	£3,190.00
Paging Control	£2,400.00	£2,400.00	£2,400.00
Paging Mic	£300.00	£300.00	£300.00
Paging Amps	£400.00	£400.00	£400.00
Allowance for Mic Stoc	£1,000.00	£1,000.00	£1,000.00
Allowance for Radio Mics	£0.00	£2,400.00	£8,000.00
Infra Red System	£2,000.00	£3,000.00	£6,000.00
Cinema Allowance	£15,000.00	£30,000.00	£45,000.00
Upgrade to speakers in Dressing Rooms	£500.00	£500.00	£500.00
Replacment of FOH Camera	£200.00	£200.00	£200.00
Replacmeeent of Screens	£800.00	£800.00	£800.00
Sound Sub Total	£33,367.00	£56,672.00	£88,350.00
Total	£83,521.00	£131,524.00	£259,618.00



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Blue Horizon Ventures
Alan Cornish Theatre
Final Report
February 2025



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Core Report

- Objectives and Outcomes
- Programming/Content Recommendations
- Technical Recommendations
- Commercial Model
- In Summary

Interim Report Insight

- Venue Insight
- Wider Cultural Ecology
- Stakeholder Feedback
- Community Survey Summary



Context

- An interim report was shared in January to give very initial insight, share feedback to date and initial technical observations.
- The core focus for the final report is the detail behind the technical recommendations, commercials and programming recommendations.
- Supporting documents are provided to cover a detailed commercial model, technical breakdowns and further programming detail.
- Updated feedback and insight is in the appendices for the purpose of this response.



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.



Programming/Content Recommendations



Content Strategy

Strategic Vision

- To become a vibrant hub for intimate live performances.
- Support diverse genres & emerging talent while maintaining financial sustainability.

Key Programming Areas

- Comedy: Work-in-progress & small-venue tours (e.g., Ed Gamble, Mark Watson).
- Music: Acclaimed folk & indie artists (e.g., Grace Petrie, Beans on Toast).
- Theatre: Small-scale touring productions (e.g., Pentabus, Eastern Angles).
- Spoken Word: Performance poetry & live readings (e.g., Hollie McNish, Luke Wright).
- Dance & Family Shows: Touring companies & accessible performances.
- Cinema: family and classic films and as live content including NT Live.



Content Strategy

Market Position & Industry Alignment

- Aligned with small-scale touring networks (Rural Touring Network, House Theatre, Live & Local).
- Benchmarked against successful UK venues (Pentameters Theatre, The Pound Arts Centre).
- Engages local community arts groups for broader participation.

Outcomes & Impact

- Increases audience engagement through diverse, high-quality programming.
- Enhances financial sustainability via balanced commercial, community & cultural content.
- Strengthens the theatre's reputation as a development space for artists.



Programming/Content Recommendations

A broad range of commercial content options have been reviewed covering comedy, music, theatre, literature/spoken word, children's theatre and dance. Producers/promoters specialising in smaller venues have also been considered. This would be complemented by a series of community content.

Comedy

- Lou Sanders (intimate work-in-progress shows)
- Ed Gamble (smaller gigs/work-in-progress shows)
- Mark Watson (tours smaller venues alongside bigger theatres)
- Angela Barnes (known for intimate gigs)
- Fern Brady (work-in-progress and smaller gigs)
- Local comedy nights hosted by companies like Off the Kerb or The Comedy Store.



Programming/Content Recommendations

Music

- Beans on Toast (folk singer-songwriter)
- Grace Petrie (folk/indie)
- The Little Unsaid (intimate music performances)
- Nick Harper (acoustic guitar/vocal)
- Dylan Walshe (solo folk/blues performances)
- Sarah McQuaid (acoustic/folk)
- Martin Harley (blues and roots)



Programming/Content Recommendations

Spoken Word / Literature

- Luke Wright (performance poetry and spoken word)
- Hollie McNish (poet/author performing live)
- Apples and Snakes (spoken word and poetry nights)

Dance

- James Wilton Dance (touring compact, accessible productions)
- Lila Dance (produces work for smaller spaces)
- Fertile Ground (emerging dance company touring intimate shows)



Programming/Content Recommendations

Children's Theatre and Family Performances

- Tall Stories (compact, family-friendly productions)
- Garlic Theatre (puppetry and family theatre)
- Blunderbus Theatre Company (family and children-focused shows)

Producers and Promoters Specialising in Small Venues

- Rural Touring Network (RTN) – Coordinating performances for small venues across rural England.
- House Theatre – Supporting venues in the South East with touring productions.
- Tour-Finder.org – A resource for small-scale tours and bookings.
- Live & Local – Promoting small-scale performing arts in community venues.
- Take Art – A rural arts development agency in Somerset.

Programming/Content Recommendations

Theatre Companies

- Pentabus Theatre (specialises in rural touring)
- Farnham Maltings (produces small-scale touring theatre)
- Box Tale Soup (innovative adaptations and original small-scale productions)
- New Old Friends (comedy theatre with small casts)
- Vamos Theatre (full mask theatre)
- Eastern Angles (touring rural and intimate venues)

NB: further details in Appendix 2



Technical Recommendations



Summary

Objective:

- Upgrade staging, lighting, sound, and technical infrastructure to improve production quality and audience experience.
- Provide scalable investment options: Base, Mid, and High Specification.

Recommended Upgrade – Mid Specification (£131,524.00)

- Staging: Flexible tab tracks for quick transitions & improved acoustic masking.
- Lighting: Energy-efficient LED fixtures with colour control for diverse performances.
- Sound: Delay speakers & radio microphones for enhanced clarity.
- Cinema – the addition of a digital cinema capability will enhance the programming capability of the theatre via the addition of film and as live performances such as NT Live. This will attract new audiences and increase participation.
- Miscellaneous: Upgraded relay screens, paging systems, and futureproofing for expansion.



Summary

Justification for Mid Spec Investment:

- Balances cost & performance – Avoids unnecessary high-end features while ensuring flexibility.
- Supports a diverse program – Comedy, theatre, spoken word, dance, and music.
- Enhances touring capability – Aligns with industry standards for visiting productions.

Outcome:

- Improved production value & audience experience.
- Increased flexibility for varied performances.
- Stronger positioning as a high-quality small theatre venue.
- Increased utilisation and revenue generation opportunities.

NB: full details in Appendix 1 & 3 including narrative & costings



Commercial Model



Commercial Model

- Adopting a commercial operating model with a distinctive programming and participation strategy will deliver long-term resilience.
- A holistic approach to the operation of the Oakwood Centre can deliver economies of scale and financial efficiencies.
- A dedicated & specialist team ensures operational robustness, compliance, enhanced audience engagement, greater space utilisation and community participation.
- The five-year model captures best in practise KPIs and highlights revenue growth opportunities and specific overheads associated with the operation of the performance spaces.
- Implementing this business plan would take approximately 12 months to apply.
- This business model could be delivered via an in-house team with specialist partnerships or via an outsourced model, subject to market testing.
- The five-year plan highlights a modest commercial surplus (£4K in Year 1 increasing to £33K in Year 5) to the council, removing the need for subsidies.

NB: See Appendix 6 for the detailed model and Appendix 5 for the narrative.



In Summary



Summary

Opportunity Overview: Become a leading intimate live performance venue with a commercially sustainable and culturally enriching model.

Content Strategy: Diverse programming: Comedy, music, theatre, spoken word, dance, and family productions. Leverage small-scale touring networks (Rural Touring Network, Live & Local). Community engagement with local schools & arts groups.

Technical Enhancements: (Mid Spec Investment - £131,524).

- Staging upgrades: Flexible tab tracks, improved acoustic masking.
- Lighting upgrades: Energy-efficient LED fixtures, better control.
- Sound improvements: Delay speakers & radio microphones.
- Cinema – the addition of a digital cinema capability will attract new audiences and increase participation.



Summary

Operational Model: (Hybrid Approach)

- Core Team: Theatre Manager, Technical Manager, Marketing Officer, FOH Coordinator.
- Freelancers & Volunteers: Event-based staffing for cost efficiency.
- Partnerships: Regional/outourced box office services, marketing collaborations.

Revenue Streams:

- Box Office & Ancillary Sales (food, drinks, merchandise).
- Venue Hires & Workshops (community use, corporate events).
- Sponsorships & Grants (Arts Council England, local businesses).

Conclusion:

- Sustainable growth through diverse programming, technical upgrades, and efficient operations.
- Positioned as a key regional arts hub with long-term financial viability.



Interim Report Insight



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. 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



Darren Smith, Councilor Feedback

Re development of the theatre is essential both commercially and for the wider community.

Very old and tired equipment which needs replacing.

Question whether space would allow for additional seating to extend overall use and also whether new flooring should be considered.

Backstage good but could be used more effectively.

Marketing and comms need to evolve to market to residents more overtly with a clear brand positioning of the theatre and the centre.

Overall need far better utilisation of the theatre... balancing better revenue with a better community offering is key.

The theatre needs to ensure there is a clear youth services offering.



David Riley – Freelance Technician

Long association with the theatre

Concerns over H&S, maintenance, compliance, and operational management such as capacity monitoring as the venue is typically hired with the venue team having no control over ticket sales and capacity/door control.

Process and systems including marketing, admin, communication is fragmented and should be improved.

Lack of investment and leadership (historic) has put pressure on the venue's viability.

Operational challenges as a result such as no radios for comms on the show and the speakers are all blown.

Lack of AC/air management means the venue is unbearably hot during the summer which can result in fire exits being propped open.

Good opportunity to improve revenue and customer service by extending the café/bar into the evening.



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

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.
- There needs to be a careful balance between commercial performance vs wider community needs and social value.



Community Survey Summary



Community Survey Feedback

311 responses to the community survey, 80% from Woodley and most within the 40-69 age range.

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

Yes 87.14% No 12.86%

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 45.34% surveyed had never attended the theatre and a further 34.4% 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 sited including The Hexagon, Reading, South Hill Park and Sonning Mill.



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?

Professional theatre – 60% indicated they would either be likely or very likely to attend. 2nd was Live music (50% likely / very likely to attend), 3rd was 'As Live' Cinema (46% likely / very likely), 4th 'Current release' Cinema (42% likely / very likely), and 5th was Stand Up (40% likely / very likely).

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 including ballet, tribute bands, literacy festivals and jazz concerts.



Conclusions

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.

Thank You.



Helping transform the commercial
resilience of cultural assets.

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APPENDIX 3

FORECASTED INCOME AND EXPENDITURE	Yr. 1	Yr. 2	Yr. 3	Yr. 4	Yr. 5	5 Yr Total
ATTENDANCE	19,050	21,003	22,282	23,639	25,078	111,051
INCOME						
Net Box Office						
Main Auditorium	23,161	26,812	29,298	32,015	34,983	146,269
Ancillary Space/s	-	-	-	-	-	-
TOTAL NET BOX OFFICE RETENTION	23,161	26,812	29,298	32,015	34,983	146,269
Performance Hire Income						
Main Auditorium	70,000	77,175	81,875	86,861	92,151	408,062
Ancillary Space/s	-	-	-	-	-	-
TOTAL PERFORMANCE HIRE INCOME	70,000	77,175	81,875	86,861	92,151	408,062
TOTAL PERFORMANCE OTHER INCOME						
Booking Fees Commissions Merchandising Sponsorship Levies etc.	28,463	31,380	33,291	35,318	37,469	165,921
TOTAL PERFORMANCE RELATED INCOME	121,624	135,367	144,464	154,194	164,603	720,252
NET PERFORMANCE FOOD & DRINK INCOME						
Net Income from F&B	14,858	18,980	23,292	28,023	33,215	118,366
NET CONFERENCE & EVENTS INCOME						
Net C&E Income	4,350	4,658	4,988	5,344	5,725	25,065
TOTAL NET HOSPITALITY INCOME	19,208	23,637	28,280	33,366	38,940	143,431
TOTAL OTHER INCOME OR FUNDING						
Other Net Income - OC room hire / lease & concession income	134,000	138,020	142,161	146,425	150,818	711,424
TOTAL VENUE NET INCOME	274,831	297,024	314,905	333,986	354,362	1,575,107
EXPENDITURE						
Staffing Cost						
Full time/ permanent Staff Basic Salaries	70,000	72,100	74,263	76,491	78,786	371,640
Full time/ permanent Staff Employer's NI	9,100	9,373	9,654	9,944	10,242	48,313
Full time/ permanent Fixed Pension	-	-	-	-	-	-
Full time/ permanent Auto enrol	19,040	19,611	20,200	20,806	21,430	101,086
Apprentice Levy	350	361	371	382	394	1,858
Casual Staff - Wages	38,657	44,649	46,881	49,225	51,686	231,098
Casual Staff - Employers NI	2,379	2,748	2,885	3,030	3,181	14,224
Casual Staff - Auto enrol pension	-	-	-	-	-	-
Casual Staff - Holiday Pay	4,677	5,402	5,673	5,956	6,254	27,963
Recruitment & Misc.	3,000	3,090	3,183	3,278	3,377	15,927
Staff Training & Development	2,000	2,060	2,122	2,185	2,251	10,618
Recharges (Technical)	3,000	3,090	3,183	3,278	3,377	15,927
TOTAL NET STAFF COSTS	146,204	156,304	162,049	168,019	174,224	806,800
%	53%	53%	51%	50%	49%	
Overheads Cost						
Planned Preventative Maintenance	1,500	1,545	1,591	1,639	1,688	7,964
Unplanned Maintenance	-	-	-	-	-	-
Reserve for long term replacement/refurbishments	4,000	4,120	4,244	4,371	4,502	21,237
Equipment / Fixtures & Fittings purchases	-	-	-	-	-	-
Consumables	-	-	-	-	-	-
Business Rates	-	-	-	-	-	-
Heat / Light / Water	-	-	-	-	-	-
Waste Disposal	750	773	796	820	844	3,982
Health & Safety	-	-	-	-	-	-
IT Provision	536	552	569	586	603	2,846
Theatre Specific	-	-	-	-	-	-
Cleaning and Pest Control	-	-	-	-	-	-
Other Building Related Costs	-	-	-	-	-	-
Ticketing Costs & System Support	-	-	-	-	-	-
Telephones	-	-	-	-	-	-
Internet & Data	-	-	-	-	-	-
Uniforms	250	258	265	273	281	1,327
Office Equipment	-	-	-	-	-	-
Stationery & Printing	-	-	-	-	-	-
Postage	-	-	-	-	-	-
Technical department purchases & consumables	1,000	1,030	1,061	1,093	1,126	5,309
Hospitality department purchases & consumables	-	-	-	-	-	-
Travel, subsistence and welfare	-	-	-	-	-	-
Community Support	-	-	-	-	-	-
Other (non-theatre) Oakwood Centre Operational Costs	103,255	106,353	109,543	112,830	116,214	548,195
Technical recharges	-	-	-	-	-	-
TOTAL OVERHEAD COSTS	111,291	114,630	118,069	121,611	125,259	590,859
Marketing Costs						
Performance Related Marketing	20,000	20,600	21,218	21,855	22,510	106,183
Non-Performance Related Marketing	5,513	5,678	5,849	6,024	6,205	29,269
Recharges	5	5	5	5	6	27
TOTAL NET MARKETING COSTS	25,508	26,273	27,061	27,873	28,709	135,425
Further Overheads						
Insurance	-	-	-	-	-	-
Legal & Professional	-	-	-	-	-	-
Accountancy & Audit	-	-	-	-	-	-
Human Resources Support	-	-	-	-	-	-
Bank Fees	-	-	-	-	-	-
Memberships & Subscriptions	-	-	-	-	-	-
Allocations of Central Costs	-	-	-	-	-	-
Interest/ Cost of capital	-	-	-	-	-	-
TOTAL OVERHEAD COSTS	-	-	-	-	-	-
TOTAL VENUE EXPENDITURE	283,003	297,207	307,179	317,503	328,192	1,533,084
Annual trading position pre rent / pre depreciation	- 8,171	- 183	7,725	16,482	26,169	42,023
Trading Position as % of Total Net Income	-3%	0%	2%	5%	7%	3%
Depreciation	-	-	-	-	-	-

Trading Position pre Rent Fee after Depreciation	-	8,171	-	183	7,725	16,482	26,169
Guaranteed Rent to Council							
Profit Share to council (if applicable)							
Net Income based concession (% of Net Income Row 38) payable (if applicable)							
Total Additional potential gainshare	-	-	-	-	-	-	
Total Council Income	-	-	-	-	-	-	
Contractor Surplus	-	8,171	-	183	7,725	16,482	26,169
Sponsorship							
Interest/ Cost of Capital							
Capex	-	-	-	-	-	-	-
Cashflow	-	8,171	-	183	7,725	16,482	26,169
#	-	8,171	-	8,354	-	629	15,854
					</		

BOX OFFICE SPLIT - FORECASTED INCOME AND EXPENDITURE					
	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
MAIN AUDITORIUM					
<i>BOX OFFICE INCOME</i>					
Number of performances	92	97	99	102	106
Average Attendance per performance	83	87	89	92	95
Average ticket price (Net of VAT)	16	17	17	18	18
Deal attendance	7,590	8,368	8,878	9,418	9,992
GROSS BOX OFFICE	121,900	141,114	154,200	168,498	184,122
<i>BOX OFFICE DEDUCTIONS</i>					
Payments to Producer/Promoter	97,520	112,892	123,360	134,798	147,298
Credit Card Charges	1,219	1,411	1,542	1,685	1,841
PRS Payments					
Others: (please list)					
TOTAL BOX OFFICE DEDUCTIONS	98,739	114,303	124,902	136,483	149,139
MAIN AUDITORIUM NET BOX OFFICE	23,161	26,812	29,298	32,015	34,983
GM	19%	19%	19%	19%	19%

	24/25	25/26	26/27	27/28	28/29
Performance HIRE / Non-Box Office Split Income	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5

MAIN AUDITORIUM

HIRE INCOME

Number of performances	167	175	181	186	192
Attendance per performance	69	72	74	76	79
Average Hire Charge	419	440	453	467	481
Hire attendance	11,460	12,635	13,404	14,220	15,086

MAIN AUDITORIUM TOTAL HIRE INCOME	70,000	77,175	81,875	86,861	92,151
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Auditorium

Capacity: 100 Seats

		Feeds Tab 1 Net Box Office Split Retention				Feeds Tab 2 Performance Hire / Non Box Office Split Income			
Show genre	Sum of No of Performances	Promoted Performances	Sum of No of Show Attendees	£ Ticket Sales per annum	Average ticket price (NET)	Venue Hire Performances	Sum of No of Show Attendees	Hire Fee	Hire Value
Children's - Entertainment	0	0	0	£ -		10	800	500	5,000
Cinema	0	0	0	£ -		40	2000	350	14,000
Classical Concert – Orchestral	0	0	0	£ -					0
Comedy - Stand Up A	23	23	2300	£ 34,500	15.00	30	2100	350	10,500
Community A	0	0	0	£ -		42	3,360	500	21,000
Dance – Ballet	0	0	0	£ -					0
Music - Compilation/Tribute	0	0	0	£ -					0
Music - Named Artist	0	0	0	£ -		20	1,400	500	10,000
Music	46	46	3680	£ 55,200	15.00				0
Musicals - Commercial	0	0	0	£ -					0
Musicals - Contemporary	0	0	0	£ -					0
Musicals - Juke Box	0	0	0	£ -					0
Opera	0	0	0	£ -					0
Plays – Drama	0	0	0	£ -					0
Spoken Word/Audience With	23	23	1610	£ 32,200	20.00	20	1400	350	7,000
Variety	0	0	0	£ -					0
Sport	0	0	0	£ -		5	400	500	2,500
Other	0	0	0	£ -					0
Grand Total	92	92	7590	£ 121,900	16.06	167	11,460		70,000
Average attendance per show			83				69		
Average net ticket price				16.06					
Average Hire Value/ Hire									419

Other Performance income

Yr 1

Yr 2

Yr 3

Yr 4

Yr 5

OTHER PERFORMANCE INCOME STREAMS

Booking Fees	18,975.00	20,919.94	22,193.96	23,545.57	24,979.50
Building Levy	9,487.50	10,459.97	11,096.98	11,772.79	12,489.75
Commission or retentions from non-hire box office		-	-	-	-
Commission or retentions from hire box office		-	-	-	-
Merchandise and programme - Gross Profit		-	-	-	-
PP Seats		-	-	-	-
Membership & SYP		-	-	-	-
Creative Learning & Education		-	-	-	-
Ticket Printing Charges		-	-	-	-
Retrospective Discounts		-	-	-	-
Studio Hire		-	-	-	-

TOTAL Other Net Performance related income

£

28,463

£

31,380

£

33,291

£

35,318

£

37,469

Performance Food and Beverage Revenue		Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
Total Attendees		19,050	21,003	22,282	23,639	25,078
Spend-per-Heads (ex VAT)						
Alcoholic & non-alcoholic drinks		4.50	4.64	4.77	4.92	5.06
Food		0.10	0.10	0.11	0.11	0.11
Snacks, lces & other		0.50	0.52	0.53	0.55	0.56
Total	£	5.10	£ 5.25	£ 5.41	£ 5.57	£ 5.74
Perf Food & Drink Income						
Alcoholic & non-alcoholic drinks		85,725	97,347	106,374	116,238	127,016
Food		1,905	2,163	2,364	2,583	2,823
Snacks & other		9,525	10,816	11,819	12,915	14,113
Daytime Income		200,000	206,000	212,180	218,545	225,102
F&B Revenue		297,155	316,327	332,737	350,281	369,053
Cost of Sales (as a percentage)						
Alcoholic & non-alcoholic drinks		30%	30%	30%	30%	30%
Food		35%	35%	35%	35%	35%
Snacks & other		35%	35%	35%	35%	35%
Cost of Sales £						
Alcoholic & non-alcoholic drinks		25,718	29,204	31,912	34,871	38,105
Food		667	757	827	904	988
Snacks & other		3,334	3,786	4,137	4,520	4,940
F&B Direct Cost		29,718	33,747	36,876	40,296	44,032
NET Income from Food and Beverage before staffing and sundry						
		297,155	316,327	332,737	350,281	369,053
Concession % on Net income						
		14,858	18,980	23,292	28,023	33,215

Conference and Events Net Income (Theatre Space)	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
FORECASTED NON-PERFORMANCE RELATED CONFERENCING/HOSPITALITY INCOME					
Number of conferences	12	12	13	13	14
Average number of delegates	15.00	15.45	15.91	16.39	16.88
Average Hire Rate (Net of VAT)	250.00	257.50	265.23	273.18	281.38
Average Food & Drink Gross Profit per delegate	7.50	7.73	7.96	8.20	8.44
TOTAL CONFERENCING INCOME	£ 4,350.00	£ 4,657.88	£ 4,988.50	£ 5,343.60	£ 5,725.09
Number of self-produced events (Christmas Parties, NYE etc.)		-	-	-	-
Average number of attendees		-	-	-	-
Average ticket price (Net of VAT)		-	-	-	-
Average Food & Drink Gross Profit per attendee		-	-	-	-
TOTAL SELF-PRODUCED INCOME	£ -	£ -	£ -	£ -	£ -
Number of other events & celebrations		-	-	-	-
Average number of delegates		-	-	-	-
Average Hire Rate (Net of VAT)		-	-	-	-
Average Food & Drink Gross Profit per delegate		-	-	-	-
TOTAL EVENT HIRE INCOME	£ -	£ -	£ -	£ -	£ -
Total event Cost (Kit hire, entertainment)		-	-	-	-
TOTAL CONFERENCE AND EVENTS NET INCOME	£ 4,350	£ 4,658	£ 4,988	£ 5,344	£ 5,725

Labour Structure				Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
				0%	3%	3%	3%	3%
Position	Department		Pay Award % Salary					
Full Time Staff								
Theatre Manager (FT)	Management	Full Time	40,000	40,000	41,200	42,436	43,709	45,020
Technical Manager (PT)	Management	Part Time	15,000	15,000	15,450	15,914	16,391	16,883
Marketing & Community (PT)	Management	Part Time	15,000	15,000	15,450	15,914	16,391	16,883
				-	-	-	-	-
Total Permanent Staff Team Salaries			70,000	70,000	72,100	74,263	76,491	78,786
		enter allowance below						
Permanent Staff Team Employers NI	Allowance @ %	13.0%	9,100	9,100	9,373	9,654	9,944	10,242
Permanent Staff Team LGPS	Allowance @ %	27.2%	19,040	19,040	19,611	20,200	20,806	21,430
Permanent Staff Team Fixed Pension Costs	Allowance @ %		-	-	-	-	-	-
Apprentice Levy	Allowance @ %	0.5%	350	350	361	371	382	394
Total Permanent Staff Cost			98,490	98,490	101,445	104,488	107,623	110,851

Casual Staff				Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
				0%	5%	5%	5%	5%
Position & number of hours	Department	Hrs per Week	Increment Average Pay rate/ hour					
Back of House: Main Auditorium	Back of House	40	12.39	25,771	29,766	31,254	32,817	34,458
Front of House: Main Auditorium	Front of House	20	12.39	12,886	14,883	15,627	16,408	17,229
Hospitality: Main Auditorium	Hospitality		12.39	-	-	-	-	-
Back of House: Events	Back of House		12.39	-	-	-	-	-
Hospitality: Events	Hospitality		12.39	-	-	-	-	-
Hospitality: Other	Hospitality		12.39	-	-	-	-	-
Total Casual Base Wage cost		enter allowance below		38,657	44,649	46,881	49,225	51,686
Casual Staff Team Employers NI	Allowance @ %	6.2%		2,379	2,748	2,885	3,030	3,181
Casual Staff Team Auto enrol	Allowance @ %	0.0%		-	-	-	-	-
Casual Staff Holiday pay accrual	Allowance @ %	12.1%		4,677	5,402	5,673	5,956	6,254
Total Casual Staff Cost				45,714	52,799	55,439	58,211	61,122

STRATEGY AND RESOURCES
COMMITTEE

BUDGETARY CONTROL

Month 12 100.00%

2024/2025

Expenditure	Original Budget 2024/2025	Revised Estimates 2024/2025	Actual Exp as at 31/03/2024	Actual Exp as at 31/03/2025	Actual Exp as % of Original Budget 2024/2025	Actual Exp as % of Revised Estimates 2024/2025
Description						
Central Costs	325,200	345,470	289,355	324,708	99.85%	93.99%
Democratic Costs	60,994	37,423	72,077	36,444	59.75%	97.38%
Corporate Management	479,121	437,425	412,426	418,312	87.31%	95.63%
Capital Projects	0	0	0	0	0.00%	0.00%
Grants -Section 137	3,000	3,060	3,350	3,060	102.00%	100.00%
Oakwood Centre	200,029	215,115	181,184	217,851	108.91%	101.27%
Woodley Town Centre Ptshp	89,975	72,712	76,708	71,213	79.15%	97.94%
Capital and Projects	184,978	199,346	174,326	198,340	107.22%	99.50%
Town Centre	0	650	0	149	0.00%	22.92%
	1,343,297	1,311,201	1,209,426	1,270,077	94.55%	96.86%

**STRATEGY AND RESOURCES
COMMITTEE**

BUDGETARY CONTROL

**Month
12
100.00%**

2024/2025

	Original Budget 2024/2025	Revised Estimates 2024/2025	Actual Inc as at 31/03/2024	Actual Inc as at 31/03/2025	Actual Inc as % of Budget 2024/2025	Actual Inc as % of Revised Estimates 2024/2025
Income						
Description						
Central Costs	9,130	76,319	9,267	85,509	936.57%	112.04%
Democratic Costs	0	0	0	0	0.00%	0.00%
Corporate Management	0	0	0	0	0.00%	0.00%
Capital Projects	0	0	0	0	0.00%	0.00%
Grants -Section 137	0	0	0	0	0.00%	0.00%
Oakwood Centre	136,122	124,904	160,988	150,229	110.36%	120.28%
Woodley Town Centre Ptshp	89,975	46,065	59,821	48,355	53.74%	104.97%
Capital and Projects	0	0	0	0	0.00%	0.00%
CCLA Investment	141,750	175,000	161,247	166,392	117.38%	95.08%
Total	376,977	422,288	391,323	450,485	119.50%	106.68%
Net	966,320	888,913	818,103	819,592	84.82%	92.20%

Woodley Town Council**Current Account****List of Payments made between 01/01/2025 and 31/01/2025**

Date Paid	Payee Name	Amount Paid	Transaction Detail
16-Jan-25	(Personal Information)	150.00	Call out/repair charge
16-Jan-25	(Personal Information)	220.00	WTCP-Sat Mkt Mgr
08-Jan-25	Alan Hadley Ltd	462.00	Refuse collection
08-Jan-25	Allder Glass Ltd	202.93	Repair glass - OC
22-Jan-25	ARC	5000.00	Grant - 2024/2025
22-Jan-25	ASAP Computer Services	716.10	Annual IT support/termination credit
16-Jan-25	Berkshire Tree Care	6564.00	Gardening services
08-Jan-25	Blue Horizon Ventures Ltd	4972.50	Alan Cornish Theatre study
22-Jan-25	Bowak Ltd	390.67	Cleaning supplies
08-Jan-25	Brake Bros Foodservice Ltd	340.36	Vending supplies
08-Jan-25	Broxap Ltd	1801.20	Cast Iron seats
09-Jan-25	Castle Water	82.43	Water rates
09-Jan-25	Castle Water	118.26	Water rates
13-Jan-25	Castle Water	2643.74	Water rates
16-Jan-25	Castle Water Ltd	12.45	Water rate-Town Ctr-Dec24
02-Jan-25	CF Corporate Finance Ltd	166.32	Qtrly lease photocopier-WPLC
22-Jan-25	Chattertots	3000.00	Grant - 2024/2025
22-Jan-25	Churchill Contract Services Ltd	1884.67	Contract cleaning
22-Jan-25	Cloudy Group Ltd	1154.45	IT support
02-Jan-25	Club Manager Ltd	106.80	Monthly gym support
22-Jan-25	CoolerAid Ltd	67.85	Bottled water
20-Jan-25	Crown Gas & Power	2379.20	Gas supply-OC Dec24
20-Jan-25	Crown Gas & Power	618.73	Gas supply-Coro H Dec24
20-Jan-25	Crown Gas & Power	787.88	Gas supply-Chapel H Dec24
20-Jan-25	Crown Gas & Power	2359.29	Gas supply-WPLC Dec24
20-Jan-25	Ecotricity	3204.95	Electric OC-Dec24
20-Jan-25	Ecotricity	2122.75	Electric WPLC- Dec24
20-Jan-25	Ecotricity	1049.80	Electric Depot-Dec24
20-Jan-25	Ecotricity	154.68	Electric-Coro H Dec24
20-Jan-25	Ecotricity	75.46	Electric Chapel H Dec24
16-Jan-25	EDF Energy 1 Ltd	109.98	Electric supp - Clock
10-Jan-25	Epos Now Ltd D/D	30.00	WPLC till monthly support
22-Jan-25	Eventu	50.00	Monthly projector hire
22-Jan-25	First Days Children's Charity	5000.00	Grant - 2024/2025
08-Jan-25	Fresh Berkshire Ltd	438.00	Catering service
10-Jan-25	Global 4 Communications	1199.47	Phone/Mobile-Dec24
08-Jan-25	Grabloader Ltd	432.00	10 Tonne MOT limestone
19-Jan-25	HMRC Cumbernauld	18020.63	Employee & 'er deducted from pay
22-Jan-25	Home-Start Wokingham District	2900.00	Grant - 2024/2025
08-Jan-25	Janitorial Direct Ltd	347.94	Cleaning supplies
08-Jan-25	JJ Martin(Catering Appliance)	2651.98	Oven/water softener
16-Jan-25	Lamps-Tubes Luminations Ltd	5875.50	Christmas lights/installation
27-Jan-25	Les Mills Fitness UK Ltd	231.30	Individual live program-Coach
15-Jan-25	Lloyds Bank D/D	291.70	Cardnet service fee char Dec24
28-Jan-25	Lloyds Bank D/D	53.48	Current 10Dec24-9Jan25
22-Jan-25	Loddon District Scout Council	3000.00	Grant - 2024/2025
08-Jan-25	Mailcoms Ltd	16.74	Franking labels
16-Jan-25	Mark Clifford Surveys Ltd (AV Asbestos)	144.00	Test-Asbestos Allot shed
15-Jan-25	Merchant Rentals Ltd	19.50	Cardnet Mach Jan25
15-Jan-25	Merchant Rentals Ltd	19.50	Cardnet Mach-Jan25
08-Jan-25	PHS Group	5335.10	Sanitary/Hygiene Jan25-Jan26
19-Jan-25	Prudential	300.00	AVC deducted from pay
07-Jan-25	SecureHeat	250.20	Monthly electric service
22-Jan-25	Select Environmental Services Ltd	1118.66	Refuse collection
02-Jan-25	SGW Payroll Ltd	149.66	Monthly-payroll fee - Dec24
31-Jan-25	SGW Payroll Ltd	149.66	Jan 2025-Paroll service fee
28-Jan-25	Siemens Financial Services	1236.62	Gym equip hire-27Feb-26Mar25
22-Jan-25	SLCC Enterprises Ltd	416.40	Job advertisement-RFO

16-Jan-25	Spot on Fitness Ltd	180.00	Pilates cover
22-Jan-25	SSE Energy Supply Ltd	242.23	Street lighting
08-Jan-25	Thames Valley Water Services Ltd	228.00	Monthly water checks
19-Jan-25	The Berkshire Pension Fund	23601.40	Employee & 'er deducted from pay
22-Jan-25	Trade UK - Screwfix	387.55	Building supplies
16-Jan-25	Wingfield Engineering Ltd	258.85	MOT & Service repair
02-Jan-25	Wokingham BC - Rates	2812.00	Rate WPLC Jan25
02-Jan-25	Wokingham BC - Rates	421.00	Rates Coro H Jan25
02-Jan-25	Wokingham BC - Rates	190.00	Rates Chapel H Jan25
02-Jan-25	Wokingham BC - Rates	1291.00	Rates-OC Jan25

Total Payments

122209.52

CLERKS IMPREST A/C

List of Payments made between 01/01/2025 and 31/01/2025

Date Paid	Payee Name	Amount Paid	Transaction Detail
08-Jan-25	(Personal Information)	30.00	Refund key deposit
08-Jan-25	(Personal Information)	200.00	Refund deposit
13-Jan-25	(Personal Information)	200.00	Refund deposit
22-Jan-25	(Personal Information)	114.40	Refund deposit
24-Jan-25	(Personal Information)	50.00	Refund deposit
24-Jan-25	(Personal Information)	75.00	Refund deposit
24-Jan-25	(Personal Information)	200.00	Refund deposit
24-Jan-25	(Personal Information)	15.00	Refund key deposit
29-Jan-25	(Personal Information)	200.00	Refund deposit
31-Jan-25	(Personal Information)	15.00	Refund key deposit
27-Jan-25	Adobe Systems Software Ireland	291.17	Acrobat Pro 25Jan25-24Jan26
07-Jan-25	Amazon Business Account	8.24	2ltr Hand scoop
07-Jan-25	Amazon Business Account	42.56	Heavy duty black sacks
08-Jan-25	Amazon Business Account	60.58	Large garden trolley
15-Jan-25	Amazon Business Account	47.89	Guide rail plunge saw
15-Jan-25	Amazon Business Account	47.89	Guide rail plunge saw
16-Jan-25	Amazon Business Account	18.94	Guide rail joining kit
16-Jan-25	Amazon Business Account	23.56	T hook manhole tool
17-Jan-25	Amazon Business Account	57.98	5 ltr Chem moss killer/sprayer
17-Jan-25	Amazon Business Account	25.99	Guide rail carry bag
22-Jan-25	Amazon Business Account	89.99	Round fence posts
22-Jan-25	Amazon Business Account	179.90	5MPH signs
29-Jan-25	Amazon Business Account	38.99	Toilet door lock
20-Jan-25	Centruywise Ltd	108.00	Pressure washer hose
09-Jan-25	DIY B&Q on-line	526.00	Building supplies
09-Jan-25	Driver & Vehicle Licensing Age	335.00	EN08 LXH-Van tax Feb25-Jan26
23-Jan-25	Fuel/Petrol Petty cash	62.50	Topup petty cash petrol
22-Jan-25	Lloyds Bank	58726.54	Net Jan 2025 payroll
10-Jan-25	Lloyds Bank D/D	16.43	Imprest 10Nov-9Dec24 fee
29-Jan-25	Massey Tractor Parts	16.30	Ferguson fan belt
23-Jan-25	PETTY CASH A/C	229.72	Topup petty cash
06-Jan-25	Sky Guard People safe	47.94	Monthly subscrip-Safeguard peo
22-Jan-25	The Defib Pad	53.82	Adult Defib pads
21-Jan-25	TV Licensing	169.50	OC TV License Jan25-Jan26
16-Jan-25	Yehlex UK	619.75	Club grade shuttlecocks

Total Payments

62944.58

Woodley Town Council**Current Account****List of Payments made between 01/02/2025 and 28/02/2025**

Date Paid	Payee Name	Amount Paid	Transaction Detail
06-Feb-25	(Personal Information)	300.00	Routine pest control
06-Feb-25	(Personal Information)	220.00	Dec 24-Mkt Mgr
05-Feb-25	AGA Print Ltd	42.34	Sign/poster
06-Feb-25	AGA Print Ltd	124.96	Sign/poster/banners
07-Feb-25	Alan Hadley Ltd	462.00	Refuse collection
06-Feb-25	Allder Glass Ltd	818.87	O/C Hall glass replaced
20-Feb-25	Berkshire Lowland Search & Rescue	625.00	Christmas fayre marshalling
20-Feb-25	Blandy & Blandy LLP	1514.40	Professional service fee
20-Feb-25	BNP Paribas Leasing Solutions	415.20	Qtrly photocopier OC fee
20-Feb-25	Bowak Ltd	478.82	Cleaning supplies
06-Feb-25	Brake Bros Foodservice Ltd	305.12	Vending supplies
20-Feb-25	Brake Bros Foodservice Ltd	311.37	Vending supplies
20-Feb-25	Business Stream	52.27	Water rates
06-Feb-25	Castle Water	60.03	Water rates
07-Feb-25	Castle Water	3615.15	Water rates
20-Feb-25	Castle Water	88.60	Water rates
27-Feb-25	Castle Water	5.31	Water rates
28-Feb-25	Castle Water	42.99	Water rates
20-Feb-25	Castle Water Ltd	19.93	Water T Ctre 23Dec24-31Jan25
27-Feb-25	Churchill Contract Services Ltd	1884.67	Contract cleaning
06-Feb-25	Cloudy Group Ltd	10023.00	GovFin setup/training
20-Feb-25	Cloudy Group Ltd	1154.45	Monthly IT support
27-Feb-25	Cloudy Group Ltd	2010.00	GovFin subscription/training
03-Feb-25	Club Manager Ltd	106.80	Gym software support-new
27-Feb-25	CoolerAid Ltd	24.67	Bottled water
17-Feb-25	Crown Gas & Power	2786.02	Gas supply OC 31Dec24-31Jan25
17-Feb-25	Crown Gas & Power	606.54	Gas supplyCoro 31Dec24 27Jan25
17-Feb-25	Crown Gas & Power	583.89	Gas supplyChapel 31Dec24-27Jan
17-Feb-25	Crown Gas & Power	2595.37	Gas supplyWPLC 31Dec24-31Jan25
06-Feb-25	DANFO UK Ltd	717.72	Replace hand dryer
05-Feb-25	Earth Anchors Ltd	200.34	Red Bin sacks
20-Feb-25	Ecotricity	2200.82	Electric OC 1Dec24-1Jan25
20-Feb-25	Ecotricity	86.35	Electric Coro H 1Jan-27Jan25
20-Feb-25	Ecotricity	1938.97	Electric WPLC 1Jan-27Jan25
20-Feb-25	Ecotricity	66.58	Electric Chapel H 1Jan-27Jan25
20-Feb-25	Ecotricity	1411.20	Electric Depot 28Dec24-28Jan25
20-Feb-25	EDF Energy 1 Ltd	113.44	Electric-Clock
12-Feb-25	Epos Now Ltd D/D	30.00	WPLC till monthly support
27-Feb-25	Eventu	50.00	Monthly projector hire
06-Feb-25	Fresh Berkshire Ltd	457.20	Catering service
10-Feb-25	Global 4 Communications	5897.66	Early Termin-Hardware&setup
10-Feb-25	Global 4 Communications	1510.55	Phone/Mobiles
21-Feb-25	HMRC Cumbernauld	17758.20	Employee'r deducted from pay
05-Feb-25	JMVA Ltd	305.50	Hosting Website scubscription
27-Feb-25	JMVA Ltd	179.00	Website hosting charge
06-Feb-25	Lamps-Tubes Luminations Ltd	1192.50	Christmas lights removal
27-Feb-25	Les Mills Fitness UK Ltd	231.30	Gym live programme
14-Feb-25	Lloyds Bank D/D	410.57	Cardnet monthly service fee
20-Feb-25	LSW Secure Ltd	397.80	Keys cut
20-Feb-25	Lyreco UK Ltd	317.99	Stationery supplies
05-Feb-25	Me2 Club	250.00	Grant-Jan25
17-Feb-25	Merchant Rentals Ltd	19.50	Cardnet machine rental
17-Feb-25	Merchant Rentals Ltd	19.50	Cardnet machine rental
07-Feb-25	Origin Amenity Solutions	383.40	Gardening supplies
20-Feb-25	Pitney Bowes Ltd	253.00	Postage topup-Feb 25
21-Feb-25	Prudential	300.00	AVC deducted from pay
28-Feb-25	Public Works Loan Board	5874.06	PW505314 Capital/Interest
05-Feb-25	R.E.S. Systems Ltd	664.94	6m Fire alarm checks
06-Feb-25	R.E.S. Systems Ltd	840.00	6m Fire alarm checks
05-Feb-25	Reading Community Energy Soc Ltd	355.62	Solar Electric supply

06-Feb-25	SAS Land Services Ltd	960.00	Exavotor hire/delivery
06-Feb-25	SecureHeat	250.20	Monthly electric service
07-Feb-25	SecureHeat Ltd	330.76	Flat labour/parts
27-Feb-25	Select Environmental Services Ltd	880.04	Refuse collection
28-Feb-25	Siemens Financial Services	1236.62	Monthly gym equip hire
20-Feb-25	SLCC Enterprises Ltd	45.41	Charity Trustee book
20-Feb-25	Spot on Fitness Ltd	240.00	WPLC coach cover
20-Feb-25	SSE Energy Supply Ltd	242.23	Street electric supply
20-Feb-25	Technical Surfaces Ltd	399.00	3G Pitch service
20-Feb-25	Thames Valley Signs Ltd	3674.64	History timeline signs
20-Feb-25	Thames Valley Water Services Ltd	626.40	Monthly water/temp checks
21-Feb-25	The Berkshire Pension Fund	24063.29	Employee'r deducted from pay
20-Feb-25	Trade UK - Screwfix	1755.26	Building supplies
20-Feb-25	Travis Perkins Trading Co	29.96	Building supplies
20-Feb-25	Tudor Environmental	64.74	Gardening supplies
20-Feb-25	Wokingham Borough Council	1589.00	WTCP Street trading consent

Total Payments

112099.03

CLERKS IMPREST A/C

List of Payments made between 01/02/2025 and 28/02/2025

Date Paid	Payee Name	Amount Paid	Transaction Detail
05-Feb-25	(Personal Information)	50.00	Refund deposit
21-Feb-25	(Personal Information)	200.00	Refund deposit
25-Feb-25	(Personal Information)	200.00	Refund deposit
21-Feb-25	(Personal Information)	50.00	Refund deposit
21-Feb-25	(Personal Information)	171.50	Refund deposit
26-Feb-25	(Personal Information)	32.20	Refund deposit
10-Feb-25	Amazon Business Account	12.73	Plastic white curtain hooks
11-Feb-25	Amazon Business Account	32.98	Air Freshener refills
11-Feb-25	Amazon Business Account	35.75	Dishwasher rinse aid/stain rem
11-Feb-25	Amazon Business Account	57.60	Projector tripod stand
11-Feb-25	Amazon Business Account	159.99	Dehumidifier - Pro Breeze
12-Feb-25	Amazon Business Account	43.93	Ripple paper cups
14-Feb-25	Amazon Business Account	111.98	Bay Tree standard trees
18-Feb-25	Amazon Business Account	249.99	Pressure washer
18-Feb-25	Amazon Business Account	31.20	Rawplug plug clip
18-Feb-25	Amazon Business Account	56.98	Hot water tea urn
18-Feb-25	Amazon Business Account	31.36	Universal plug
18-Feb-25	Amazon Business Account	23.98	Metric hex ket set
18-Feb-25	Amazon Business Account	16.99	Washcloth towels
20-Feb-25	Amazon Business Account	85.00	Correx protection sheets
20-Feb-25	Amazon Business Account	18.47	Frog masking tape
25-Feb-25	Amazon Business Account	28.55	Sign-No Unauthorised access
25-Feb-25	Amazon Business Account	31.88	Sign-dummy fake camera
25-Feb-25	Amazon Business Account	22.99	AA Batteries
25-Feb-25	Amazon Business Account	33.58	Sign-24hr recording
25-Feb-25	Amazon Business Account	33.98	Washcloths towel sets
25-Feb-25	Amazon Business Account	11.89	Black wall clock
26-Feb-25	Amazon Business Account	15.94	Outdoor dummy camera
28-Feb-25	Amazon Business Account	34.95	Satin Sash rolls
04-Feb-25	Black Country Metal Works Ltd	190.00	Hercules tree guard
04-Feb-25	Chew Valley Trees	633.00	Acer autumn blaze/Prunus Kanza
14-Feb-25	Colour Frog	24.00	Clear vinyl graphics
26-Feb-25	Lloyds Bank	62039.40	Net Feb 2025 payroll
14-Feb-25	Lloyds Bank D/D	11.86	Imprest 10Dec24-9Jan25
18-Feb-25	Maiden Erlegh Launderette & Dr	105.00	Tables Clothes wash
28-Feb-25	MS Builders	100.00	Refund deposit
19-Feb-25	Replacement Keys	5.90	Key 378-Replacement key
28-Feb-25	RootsnRhythms Ltd	13.55	Refund deposit
05-Feb-25	Sky Guard	47.94	Monthly-People Safe
06-Feb-25	The Defib Pad	53.82	Adult defib pads

Total Payments

65110.86

Woodley Town Council**Current Account****List of Payments made between 01/03/2025 and 31/03/2025**

Date Paid	Payee Name	Amount Paid	Transaction Detail
06-Mar-25	(Personal Information)	440.00	Feb25 WTCP Mkt mgr
20-Mar-25	(Personal Information)	300.00	Routine pest control
21-Mar-25	(Personal Information)	115.00	Cllr photo head shots
27-Mar-25	AJGIBL GBP Client NST Account	5,264.95	WTC Insurance
20-Mar-25	Alan Hadley Ltd	462.00	Refuse collection
21-Mar-25	April Skies Accounting Ltd	524.30	2024/2025 Internal Audit
20-Mar-25	Blue Horizon Ventures Ltd	1,657.50	Alan Cornish AV study
20-Mar-25	Bowak Ltd	337.81	Cleaning supplies
06-Mar-25	Brake Bros Foodservice Ltd	300.27	Vending supplies
07-Mar-25	Brake Bros Foodservice Ltd	301.29	Vending supplies
21-Mar-25	Brake Bros Foodservice Ltd	307.26	Vending supplies
20-Mar-25	Brewers Decorator Centres	117.38	Decorating supplies
21-Mar-25	Brewers Decorator Centres	359.00	Decorating supplies
21-Mar-25	Carbon Footprint Ltd	450.00	Carbon Management consult
20-Mar-25	Castle Water	3,616.31	Water rates
19-Mar-25	Castle Water Ltd	13.45	Water Town Ctr 1Feb25-28Feb25
21-Mar-25	Churchill Contract Services Ltd	1,884.67	Contract cleaning
20-Mar-25	Cloudy Group Ltd	1,154.45	Monthly IT support
03-Mar-25	Club Manager Ltd	106.80	Monthly gym support-Mar25
21-Mar-25	CoolerAid Ltd	37.01	Bottled water
20-Mar-25	Crown Gas & Power	2,253.00	Gas supply-WPLC Feb 25
20-Mar-25	Crown Gas & Power	727.68	Gas supply Chapel Feb 25
20-Mar-25	Crown Gas & Power	612.78	Gas supply Coro H Feb 25
20-Mar-25	Crown Gas & Power	2,469.70	Gas supply OC Feb 25
07-Mar-25	Drain Surgeons UK Ltd	276.00	Empty Cesspit-Depot
20-Mar-25	Ecotricity	2,300.51	Electric O/C 1Feb25-1Mar25
20-Mar-25	Ecotricity	2,191.55	Electric WPLC 27Jan25-28Feb25
20-Mar-25	Ecotricity	144.35	Electric Coro 27Jan25-28Feb25
20-Mar-25	Ecotricity	84.45	Electric Chapel 27Jan-28Feb25
20-Mar-25	Ecotricity	1,232.98	Electric Depot 28Jan25-28Feb25
20-Mar-25	EDF Energy 1 Ltd	105.92	Electric-Clock
12-Mar-25	Epos Now Ltd D/D	30.00	Monthly WPLC till support
21-Mar-25	Eventu	50.00	Monthly projector hire
06-Mar-25	Fresh Berkshire Ltd	84.00	Catering service
21-Mar-25	HMRC Cumbernauld	17,184.13	Employee'r deducted from pay
20-Mar-25	IBS Office Solutions Ltd	432.24	Print/copy Nov24-Feb25
06-Mar-25	K2 Associates UK Ltd	540.00	Staff OHA referral
20-Mar-25	Keep Britian Tidy	450.00	Green Flag 25/26 application
27-Mar-25	Les Mills Fitness UK Ltd	231.30	Gym - live program
04-Mar-25	Lloyds Bank D/D	45.26	Current 10Jan25-9Feb25
14-Mar-25	Lloyds Bank D/D	463.07	Cardnet fee 1Feb25-28Feb25
21-Mar-25	Lyreco UK Ltd	77.18	Stationery supplies
17-Mar-25	Merchant Rentals Ltd	19.50	Cardnet Machine rental
17-Mar-25	Merchant Rentals Ltd	19.50	Cardnet Machine rental
07-Mar-25	Miss F A Lane	1,658.80	History Time line
20-Mar-25	National Association of Local Councils	42.00	Staff training
21-Mar-25	Prudential	300.00	AVC deducted from pay
31-Mar-25	Public Works Loan Board	844,298.08	PWLB loan repayments
06-Mar-25	Royal Mail Group Ltd	949.58	Herald door to door
06-Mar-25	SecureHeat	250.20	Monthly-elec service
27-Mar-25	Select Environmental Services Ltd	973.41	Refuse collection
12-Mar-25	SGW Payroll Ltd	149.66	Monthly Payroll service fee
28-Mar-25	Siemens Financial Services	1,236.62	Monthly gym equip rental
20-Mar-25	SLCC Enterprises Ltd	204.00	Staff training
06-Mar-25	SOS Ltd	23,685.41	O/C Theatre installation
06-Mar-25	Spot on Fitness Ltd	120.00	WPLC coach cover
07-Mar-25	SSE Energy Supply Ltd	218.79	Street electric supply
20-Mar-25	SurveyMonkey Europe UC	840.00	Annual Team advantage plan
21-Mar-25	Technical Surfaces Ltd	399.00	3G Matchfit plus
07-Mar-25	Thames Valley Water Services Ltd	210.00	Monthly water/temp check

21-Mar-25	The Berkshire Pension Fund	23,759.47	Employee'r deducted from pay
20-Mar-25	Trade UK - Screwfix	253.24	Building supplies
20-Mar-25	Travis Perkins Trading Co	34.31	Building supplies
20-Mar-25	Tudor Environmental	1,749.66	Gardening supplies
27-Mar-25	WorkNest Ltd	2,592.00	Human Resources settlement
20-Mar-25	Workwear Express Ltd	119.68	Staff uniform

Total Payments 953,818.46

CLERKS IMPREST A/C

List of Payments made between 01/03/2025 and 31/03/2025

Date Paid	Payee Name	Amount Paid	Transaction Detail
03-Mar-25	(Personal Information)	200.00	Refund deposit
12-Mar-25	(Personal Information)	75.00	Refund deposit
12-Mar-25	(Personal Information)	75.00	Refund deposit
12-Mar-25	(Personal Information)	200.00	Refund deposit
19-Mar-25	(Personal Information)	100.00	Refund deposit
19-Mar-25	(Personal Information)	200.00	Refund deposit
19-Mar-25	(Personal Information)	30.00	Refund Allot key
25-Mar-25	(Personal Information)	200.00	Refund deposit
25-Mar-25	(Personal Information)	75.00	Refund deposit
03-Mar-25	Amazon Business Account	44.99	120 pcs Tool kit
06-Mar-25	Amazon Business Account	26.99	Sharp-Edge Soil Rake
06-Mar-25	Amazon Business Account	24.98	Industrial Square Shovel
07-Mar-25	Amazon Business Account	86.99	Wheel Barrow-Plastic tray
11-Mar-25	Amazon Business Account	57.36	Hand jack lift tool
11-Mar-25	Amazon Business Account	22.98	Electric 1.7L kettle
14-Mar-25	Amazon Business Account	25.99	Glass water jugs 1.5 Ltr
24-Mar-25	Amazon Business Account	180.74	Handle close grip cable
24-Mar-25	Amazon Business Account	28.89	Kettlebell weights
24-Mar-25	Amazon Business Account	28.89	Kettlebell weights
24-Mar-25	Amazon Business Account	28.89	Kettlebell weights
26-Mar-25	Amazon Business Account	210.94	First Aid Station
26-Mar-25	Amazon Business Account	210.94	First Aid station
31-Mar-25	Arthur J Gallagher	41,560.75	AJG Comm/Terrorism insur
10-Mar-25	Badgemaster Limited	64.74	Staff name badges
20-Mar-25	Calgary Just Companies Limited	458.99	Mountfield S461R petrol mower
27-Mar-25	Fuel/Petrol Petty cash	50.01	Topup petrol petty cash
07-Mar-25	Greek Orthodox	200.00	Refund deposit
25-Mar-25	HMRC PAYE	82.25	PAYE&NI Month 10
18-Mar-25	HSS Hire Service Group	1,041.60	Staff training-Moblie towers
26-Mar-25	Lloyds Bank	60,900.55	March 25-Net payroll
14-Mar-25	Lloyds Bank D/D	15.75	Imprest 10Jan25-9Feb25
17-Mar-25	Maiden Erlegh Launderette & Dr	95.00	Laundry-Chair cover/table clot
24-Mar-25	Peninsula Business Services Lt	811.03	Employment/Online services
27-Mar-25	PETTY CASH A/C	212.21	Topup petty cash
05-Mar-25	Skyguard	47.94	People Safe-Skyguard
21-Mar-25	Snapfish	2.99	Photo prints
24-Mar-25	Yehlex UK	797.50	Yehlex club grade shuttles
Total Payments		108,475.88	

April Skies

Accounting

Kevin Murray
Woodley Town Council

5 March 2025

Dear Kevin

Woodley Town Council - Internal Audit 24-25 **Second Interim Audit**

Following the second interim audit completed on 4 March , I attach my updated report for consideration by the Council. This was the second of three audits I intend to carry out to support my opinion on the 24-25 Annual Governance and Accountability Return (AGAR). I covered the following:

- Review of opening balances and reporting of 23-24 audit opinion
- Testing of expenditure months 7 - 11 months of financial year
- Risk management and insurance
- Arrangements for inspection of accounts
- Testing of Income - months 1-11
- Testing of August 24 payroll

The Council continues to operate a satisfactory system of financial control. I follow up points outstanding from the 23-24 audit at Appendix A. Matters arising from this audit are set out at Appendix B. The Council is well placed for a successful year end, but I must remind you that external audit have made the following recommendation for 24-25:

The Council must mark assertion 4 on the 24-25 Annual Governance Statement as “NO”, because of a minor error in the way the inspection period for 23-24 was set.

The Accounts and Audit Regulations 2015 require smaller authorities, each financial year, to conduct a review of the effectiveness of the system of internal control and prepare an annual governance statement in accordance with proper practices in relation to accounts. The internal audit reports should therefore be made available to all members to support and inform them when they are considering the Authority’s approval of the annual governance statement. I am required by Section 4 of the Annual Governance and Accountability Return (AGAR) to review controls in place at the Council against predefined control assertions. These control assertions are set out below, together with the results of testing carried out at the interim audit.

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A. Books of Account

First Interim Audit

The Council uses the RBS Omega accounting system, an industry specific accounting package to record accounting transactions. Woodley also uses the following modules supplied by RBS that feed directly into the accounting system:

- allotments
- purchase ledger
- sales ledger
- Purchase ordering has been added since my last audit and is being used
- The asset register module has been purchased and is being populated in preparation for the 24-25 accounting statements, following a recommendation raised at last audit.

I note that the RFO is retiring from the Council in June 2025. It is important that the Council prepares for this by:

- Ensuring all key finance processes are documented
- Training alternative staff to operate key financial processes

This will ensure a smooth handover to a new RFO, and ensure adequate back up is in place to enable the Council to function effectively during the handover.

The RFO also explained that he is not currently able to access Woodford Park Leisure Centre finance systems, due to server access issues. This access must be restored, the RFO needs access to these systems to update the accounting system and to carry out checks on income received at Woodford Park.

I have tested the brought forward balances against the audited prior year annual return and can confirm these have been brought forward correctly. Box 7 on the audited accounts for 23-24 was £3,413,689. This agrees to the period 0 balance sheet on Omega.

The Council is VAT registered, necessary because of the income generating activities at the Council. I have confirmed that the Council's VAT returns were up to date, with the claim for the 3 months to 30 September 2024 submitted to HMRC on 8 October 2024. I checked that balances in the return could be agreed to schedules produced by the accounting system. VAT reclaimed of £15,777 for quarter 2 has also been agreed to the Council's VAT control account.

Second Interim Audit

The Council has two significant changes coming up with regard to financial management. The RFO is retiring in June, and a new financial management system is being introduced to replace the Rialtas accounting system. The Council must ensure that access to archived data is retained in line with document retention requirements as part of the closedown of Rialtas. I will carry out an early interim audit in 25-26 to review controls and balances on the new finance system.

B. Financial Regulations & Payments

First Interim Audit

Financial Regulations were reviewed at Full Council in May 2024. These incorporated changes to the NALC template that have recently been published, with local amendments to match controls in place at WTC.

The Council gives authority to spend via the annual budget process. The budget is published annually in the budget book. Service managers are permitted to place orders for goods and services against approved budgets. Purchase orders must be raised for all orders where a contract is not in place.

Invoices are sent to the RFO. Once confirmation of receipt of goods or service has been confirmed by budget manager, these invoices are loaded on to the purchase ledger and coded to the relevant cost centre. The RFO prepares the weekly payment run. All invoices are scanned and attached to a batch schedule and sent to the Clerk for review. The invoice batch is then sent to 2 from a panel of 4 councillors, who authorise invoices for payment. The payments are set up at the bank by the RFO and authorised by the Clerk (or back up bank signatories). Invoice batch and evidence of authorisation is filed by the RFO.

The Council has a robust procedure in place to ensure that all expenditure is authorised in line with financial regulations. I selected a sample of 15 transactions from all cashbooks for the first 6 months of the financial year and tested the following:

- Transaction could be agreed back to invoice
- Purchase order in place and authorised appropriately
- Payment approval emails were on file, from 2 councillors,
- VAT accounting correct
- Direct debit payments approved at a Council meeting
- Expenditure appropriate for the Council

I note that the Council still depends on 2 councillors to authorise payments. This duty should be shared by other councillors at least once a quarter to ensure familiarity with the process.

My testing identified one anomaly, in the process for making debit card payments from the imprest account. Financial regulations require :

“The signatories for payments from the imprest account are the Town Clerk, the Deputy Town Clerk, the Leisure Services Manager and the Committee Officer. Two signatories are required to approve payments from this account.”

This process is not followed for debit card payments made on the imprest account. It is recommended that processes for making debit card payments out of the imprest account is made clearer at the next review of Financial Regulations.

Second Interim Audit

I tested a further sample of 5 transactions from months 7 to 11 of the financial year, all selected from cashbook one. I repeated tests from the first interim audit, and was able to conclude that

- Transaction could be agreed back to invoice
- Purchase order in place and authorised appropriately
- Payment approval emails were on file, from 2 councillors,
- Expenditure appropriate for the Council

C. Risk Management & Insurance

First Interim Audit

The Council's main insurance policy is with Hiscox Insurance. This was in date at the time of my audit with a start date of 1 April 2024, valid "until the policy is cancelled."

9 buildings are insured. Asset insurance in place for 24-25 is set out below

Item description	Excess	Amount Insured
Total Buildings	£250	£11,469,481
Gates and fences	£250	£29,266
Fixed outside equipment	£250	£78,793
Street furniture	£250	£55,524
War memorials	£250	£35,219
Playground equipment	£250	£566,272
Sports surfaces	£250	£0
Other surfaces	£250	£154,524
Rent receivable	£250	

Woodford Park Leisure Centre is insured at a value of £7m.

I will test the risk assessment, computer back up arrangements and cyber insurance at a later interim audit.

Second Interim Audit

The Council completed the review of the risk management strategy at the Full Council meeting on 11 February 2025 – minute 84.4. I have reviewed the strategy, and it appears appropriate for this larger council, whilst there were no material changes, there is evidence of update in year. The 25/26 disaster recovery plan was adopted at the same meeting.

The Town Clerk confirmed that the Council is working with the ICT contractor to complete an ICT risk assessment in 25-26. This will include cyber security risks and controls around data back up and recovery testing.

D. Budget, Precept & Reserves

First Interim Audit

The Council is in the process of preparing the 25-26 budget – I will review in more detail at my next audit.

I confirmed that the Council continues to receive budget monitoring reports as required by financial regulations. Summary Council income and expenditure reports for the period to the end of Quarter 2 were reported to the September Strategy and Resources committee. Individual sub-committees also continue to receive service specific budget monitoring reports – eg Leisure committee to month 4 at meeting on 3rd September.

Second Interim Audit

The Council has completed the budget and precept setting process for 25-26. This was approved at the Full Council meeting on 11 February 2025 – minute 71.2. A precept of £1,165,759 was set, supported by a detailed budget, which is published in the budget book available on the Council website. The budget is summarised as follows:

Expenditure	£2,638,501
Income (including precept)	£2,229,949
Deficit – to be funded from general reserve	£ 138,552

The treasury management policy was updated at the same meeting, formally setting out the Council's targeted general reserve of £500K, supported by strong earmarked reserves to support the Council's asset base.

I will review reserves in more detail at my year end audit.

E. Income

Second Interim Audit

I carried out testing of Council income at my second interim audit. I selected a sample of transactions from the cashbook for the first 11 months of the financial year. For all transactions tested I was able to agree income recorded in the cashbook back to appropriate documentation:

- Invoice raised by the Council – I checked appropriate fees and charges have been applied, and where discounts have been awarded to regular hirers / local clubs, these are within the 20% threshold permitted in the Council's scheme of delegation, as approved at S&R Committee in June 2023.
- Record of card / cash receipts recorded on till roll at WPLC,
- Gym income – checked to Gocardless system, which is used to collect gym membership income.

My sample included a credit of £70K relating to a proceeds of a land sale received from Woodley Lawn Tennis Club. This has been checked to communication from the solicitor.

I reviewed the Council's sales ledgers. Woodford Park was clear, with all debts recorded current. There are a small number of debts more than 60 days old on the sundry debts ledger. These should be pursued and a process introduced where the sales ledger is checked at least monthly, with debt follow up procedures enforced for any debts older than 30 days.

F. Petty cash

The Council holds petty cash balance of £250 at the Town Council and £50 at Woodford Park. Petty cash is reconciled and counted each month by the Finance Officer. This is tested as part of year end procedures.

G. Payroll

Second Interim Audit

I tested the payroll for August 24. I tested the following payments from cashbook, back to payroll records:

- Net pay paid to staff
- Payment to pension provider
- Payment to HMRC

I also tested pay for four individual staff members, working from payroll records back to contracts of employment. Whilst this generally worked well, I faced issues in verifying the pay of officers who have been with the Council for a number of years. It is recommended that

- the rates of pay of all staff who have been with the Council for more than 3 years should be checked and new contracts issued
- an annual process is introduced, so that at each annual pay award, the rates of pay for each employee is verified back to contract, and a pay award letter issued, stating rate of pay, scale point and hours of work.
- New contracts should be issued whenever staff change hours or a change is made to scale point (other than contractually due increments)

The Town Clerk confirmed that the Council has recently contracted with Peninsula to enhance HR support and documentation.

H. Assets and investments

Second Interim Audit

The Council is looking to complete a review of the fixed asset register in 24-25, following previous audit recommendations. A new fixed asset policy was approved at April Strategy and Resources Committee. The RFO is currently working through the asset register to produce a more accurate asset register. This work needs to be completed by March 25 to ensure accurate accounts. It is likely that this will result in a restatement of the 23-24 balance for fixed assets on the AGAR.

I reviewed the draft asset register with officers, and provided guidance on accounting for a number of assets. I remind the Council that a 2 stage reconciliation will be needed for the asset register at year end:

1. Restatement of 23-24 closing balance. I will need to see a reconciliation between the balance on last year's AGAR and the restated balance for 31.3.24, showing all assets removed and added to the asset register
2. Reconciliation of 24-25 asset register with any additions or disposals listed.

Detailed working papers should be retained, these may be requested by external audit.

I. Bank reconciliations

First Interim Audit

The Council operates 7 cashbooks on the Omega accounting system. Each day the Finance officer logs on to Lloyds Bank and downloads bank statements. The bank statement and RBS cashbook are brought into balance on a daily basis. This is necessary at WTC, given the large number of low value transactions on the bank account, generated by the Leisure Centre.

Monthly bank reconciliations for all bank accounts are promptly after each month end. This is clearly evidenced in the Council's bank reconciliation file. The September 2024 bank reconciliation was tested in detail. I confirmed the following for all 7 cashbooks:

- All balances on the bank reconciliation were agreed back to bank statements / cashbooks
- Arithmetic checked for accuracy.
- Any unrepresented items were checked to subsequent clearance through bank.

At the time of my audit, Councillor review of the bank reconciliations for September had not yet been completed, although file review confirms this control is in place

Second Interim Audit

I checked bank reconciliations – all September bank reconciliations had been reviewed by a councillor and signed as reviewed. Reconciliations had been reviewed to the end of December at the time of my March interim audit.

I note £844K is due to repaid to PWLB on 31 March 2025. Care will need to be taken to ensure that Council accounts match PWLB accounting statements at 31 March 2025 – there were issues with this in 23-24.

J. Year-end accounts

Year end task

L: : The Authority publishes information on a free to access website/webpage up to date at the time of the internal audit in accordance with any relevant transparency code requirements

First Interim Audit

As a larger Council, with income / expenditure in excess of £200K, Woodley is required to follow the 2015 Transparency Code. The Council meets the requirements of the Code by publication of information on the “Financial” page on the Council website. I checked the following information: Grants awarded

- Payments to suppliers - updated to end of July 2024
- Grants awarded - updated to show awards made to date in 24-25

M: Arrangements for Inspection of Accounts

First Interim Audit

The external auditors raised the following point in the “other matters” section of the 23-24 audit certificate.

“We note that the smaller authority did not comply with Regulation 15 of the Accounts and Audit Regulations 2015 as it failed to make proper provision during the year 2024/25 for the exercise of public rights, since the notice regarding the period for the exercise of public rights was published on the same day as the period and not published before the start of the period. As a result, the smaller authority must answer ‘No’ to Assertion 4 of the Annual Governance Statement for 2024/25 and ensure that it makes proper provision for the exercise of public rights during 2025/26.”

Whilst I consider this to be a minor administrative error, the directions of the auditors must be followed. I must report that the Council has not met the requirements of this control objective and the Council must mark assertion 4 on the 24-25 Annual Governance Statement as “NO”.

N: Publication requirements 23-24 AGAR

First Interim Audit

I confirmed that the Council has correctly loaded the audited accounts, annual governance statement and audit certificate for 23-24 on to the Council website. The conclusion of audit certificate has been correctly published, with a date of 19 September, in advance of the 30 September deadline but after the date of the audit certificate (18 September). The audit certificate was reported to Council at the September meeting of Full Council (minute 59).

O. Trusteeship

Second Interim Audit

The Council is Trustee of Woodley Memorial Recreation Ground – Charity 300098. The Council submitted the annual return for 23-24 on 20 September 24, before the regulatory deadline. Receipts and payments are below £25K so an independent examination is not required. I have confirmed that the charity meets twice a year, and minutes are recorded. I am satisfied that payments to the Council from the Charity are properly approved at a meeting of the Charity each year.

I would like to take this opportunity to thank for your assistance with the audit. I attach my invoice and look forward to seeing you and Ash for the year end audit.

Yours sincerely



Mike Platten CPFA

Appendix A

Matters Outstanding from 23-24 audit

Matter Arising	Recommendation	Council Response
Councillor review of payments	The Council is dependent on 2 councillors to carry out most of the work in authorising payments to suppliers. This work should be shared with other councillors who are authorised signatories to ensure sufficient back up is in place if main signatories are not available	Actioned. Payment authorisations now being split between signatories
Evidence of councillor review of payments	Evidence of approval to pay from councillors is not adequate. I recommend that email confirmation of approval to process payment runs is saved and stored with payment run filing.	Actioned. Payment approvals saved and stored with payment run filing

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April Skies

Accounting

Fidelity insurance is set at £250K, this appears low for a council with over £3m at bank at last year end.	I recommend that this should be raised with the insurer.	Fidelity Insurance is £750k and reflects potential risk.
Bank reconciliation	The Councillor completing the review of the bank reconciliation should report the results of this work to a meeting of Council at least once a quarter.	In progress. Bank Rec confirmation to be reported to meetings of Full Council going forwards.
One invoice tested was for room rental by Optalis limited. I note from discussion with the Deputy Town Clerk, that Optalis have not signed a new lease, and are invoiced as a room hirer. However, I was not able to agree the rate invoiced to Council fees or charges, or a minute of a council meeting confirming the amount to be paid by Optalis.	I therefore recommend that: - The room hire rate charged to Optalis is approved at a Council meeting - The Council seeks to finalise the lease with Optalis. At present this company are able to end the rental agreement with no notice.	Now actioned and approved at Council
Each officer employed by the Council should be issued a pay award letter each time there is change to the officer's payroll (annual pay rise / change to hours / promotion etc).	This should state scale point / contracted working hours / annual salary	Actioned. Pay award letters issued. Individuals will receive detailed letter when there is a change to their scale point/hours/salary
Payroll standing data	The schedule of standing payroll information retained by the RFO should be checked against contracts for all officers at least once a year, and countersigned by the Town Clerk	Actioned. Schedule signed annually by the Town Clerk

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April Skies

Accounting

The Leisure Centre Manager sets gym membership fees, this has been the position for a number of years.	To ensure compliance with financial regulations, gym membership fees should be reviewed by Council alongside other fees and charges	Actioned. Gym Membership rates to be included with annual charge setting.
The location of the safe key at WPLC should be reviewed	Ideally this should be stored in a locked or password controlled key safe	In progress - locked key press to be installed
WPLC – safe key	The daily till process should be documented and issued to staff as part of induction processes	In progress. Documented induction being implemented.
WPLC - till and sales system	The daily till process should be documented and issued to staff as part of induction processes	In progress. Documented induction being implemented.
Standing sales data on the room booking / gym manager and till system should be checked annually by the RFO to ensure it agrees to fees approved by Council.	This review should be evidence and retained	Still outstanding
I note that the RFO has access to key financial systems at the Leisure Centre.	It is recommended a monthly checklist should be drawn up, the RFO should then access WPLC systems to check on areas such as gym membership balances / completeness of invoicing of room bookings / checks on till balances.	Actioned. Check list in place
There is no presentation of the overall budget position of the Council in year.	It is recommended that this is carried out quarterly in 24-25, and is reviewed by Full Council.	In progress. Report to be presented to meetings of Full Council going forwards.
The Council has adopted a new fixed asset register policy in preparation for a review of the fixed asset register.	I recommend that the Council validates the fixed asset register in line with the new policy. Assets should then be recorded on RBS asset management software.	In Progress

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Appendix B Matters arising First Interim Audit 24-25

Matter Arising	Recommendation	Council Response
I note that the RFO is retiring from the Council in June 2025. It is important that the Council prepares for this by: - Ensuring all key finance processes are documented - Training alternative staff to operate key financial processes	This will ensure a smooth handover to a new RFO, and ensure adequate back up is in place to enable the Council to function effectively during the handover	
The RFO also explained that he is not currently able to access Woodford Park Leisure Centre finance systems, due to server access issues.	This access must be restored, the RFO needs access to these systems to update the accounting system and to carry out checks on income received at Woodford Park.	
My testing identified one anomaly, in the process for making debit card payments from the imprest account.	It is recommended that processes for making debit card payments out of the imprest account is made clearer at the next review of Financial Regulations.	
I note £844K is due to repaid to PWLB on 31 March 2025.	Care will need to be taken to ensure that Council accounts match PWLB accounting statements at 31 March 2025 – there were issues with this in 23-24.	

Second Interim Audit 24-25

Matter Arising	Recommendation	Council Response
There are a small number of debts more than 60 days old on the sundry debts ledger.	These should be pursued and a process introduced where the sales ledger is checked at least monthly, with debt follow up procedures enforced for any debts older than 30 days.	
I faced issues in verifying the pay of officers who have been with the Council for a number of years.	It is recommended that - the rates of pay of all staff who have been with the Council for more than 3 years should be checked and new contracts issued - an annual process is introduced, so that at each annual pay award, the rates of pay for each employee is verified back to contract, and a pay award letter issued, stating rate of pay, scale point and hours of work. - New contracts should be issued whenever staff change hours or a change is made to scale point (other than contractually due increments)	

APPENDIX 6d

THE PUBLIC SECTOR DEPOSIT FUND

2024-2025

INTEREST CARRIED FORWARD	£223,390.29
INTEREST CURRENT YEAR	£166,392.55
TOTAL INVEST INCOME	£389,782.84 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
30 April 2024 1 Apr to 30 Apr 24		£9,186.96		2,152,542.94
31 May 2024 1 May to 31 May 24		£9,526.57		2,162,069.51
30 June 2023 1 June to 30 June 24		£9,241.75		2,171,311.26
31 July 2023 1 July to 31 July 24		£9,550.04		2,180,861.30
31 August 2024 1 Aug to 31 Aug 24		£9,328.95		2,190,190.25
30 September 2024 1 Sept to 30 Sept 24		£8,989.50		2,199,179.75
31 October 2024 1 Oct to 31 Oct 24		£9,226.48		2,208,406.23
30 November 2024 1 Nov to 30 Nov 24		£8,717.29		2,217,123.52
31 December 2024 1 Dec to 31 Dec 24		£8,944.96		2,226,068.48
31 January 2025 1 Jan to 31 Jan 25		£8,914.75		2,234,983.23
28 February 2025 1 Feb to 28 Feb 25		£7,825.68		2,242,808.91
	03 March 2025		-395,000.00	1,847,808.91
	24 March 2025		-500,000.00	1,347,808.91
31 March 2025 1 Mar to 31 Mar 25		£6,664.30		1,354,473.21
Total		106,117.23	-895,000.00	106,117.23
Total re-investment to date		£249,473.21		
Orginal Investment		£2,000,000.00		
Percentage increase on orginal investment		12.4737%		
Payment of Loan	31 March 2026	1,225,000		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
30 April 2024 1 Apr to 30 Apr 24		£5,135.01		1,203,169.32
31 May 2024 1 May to 31 May 24		£5,324.91		1,208,494.23
30 June 2023 1 June to 30 June 24		£5,165.69		1,213,659.92
31 July 2023 1 July to 31 July 24		£5,338.02		1,218,997.94
31 August 2024 1 Aug to 31 Aug 24		£5,214.44		1,224,212.38
30 September 2024 1 Sept to 30 Sept 24		£5,024.71		1,229,237.09
31 October 2024 1 Oct to 31 Oct 24		£5,157.16		1,234,394.25
30 November 2024 1 Nov to 30 Nov 24		£4,872.55		1,239,266.80
31 December 2024 1 Dec to 31 Dec 24		£4,999.81		1,244,266.61
31 January 2025 1 Jan to 31 Jan 25		£4,982.92		1,249,249.53
28 February 2025 1 Feb to 28 Feb 25		£4,374.18		1,253,623.71
	24 March 2025		-120,000.00	1,133,623.71
31 March 2025 1 Mar to 31 Mar 25		£4,685.92		1,138,309.63
Total		60,275.32	-120,000.00	60,275.32
Total re-investment to date		£140,309.63		
Orginal Investment		£963,000.00		
Percentage increase on orginal investment		14.57%		



PWLB lending facility

BALANCE OUTSTANDING AS AT 31 Mar 2025

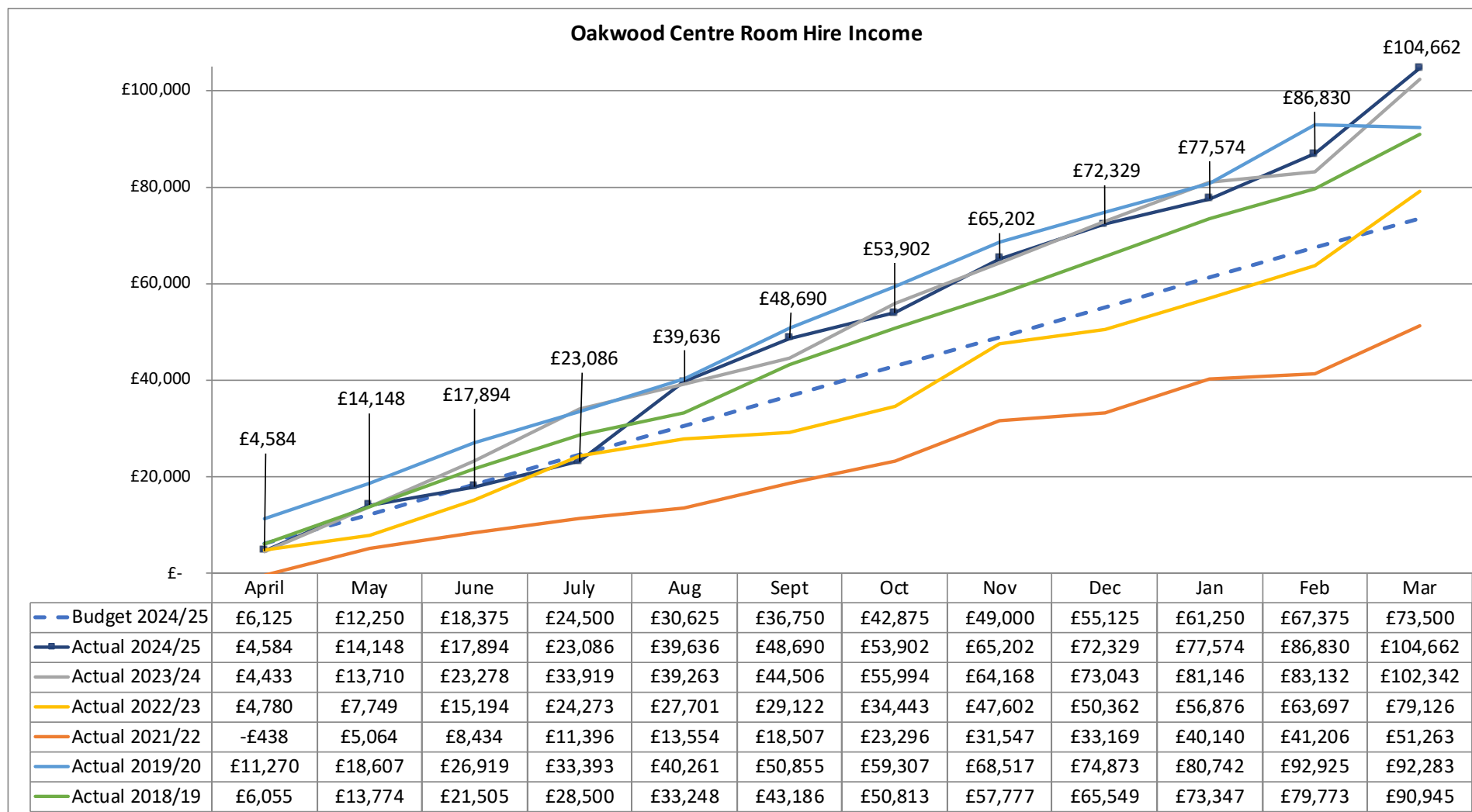
7 April 2025

WOODLEY TOWN COUNCIL (BERKS)

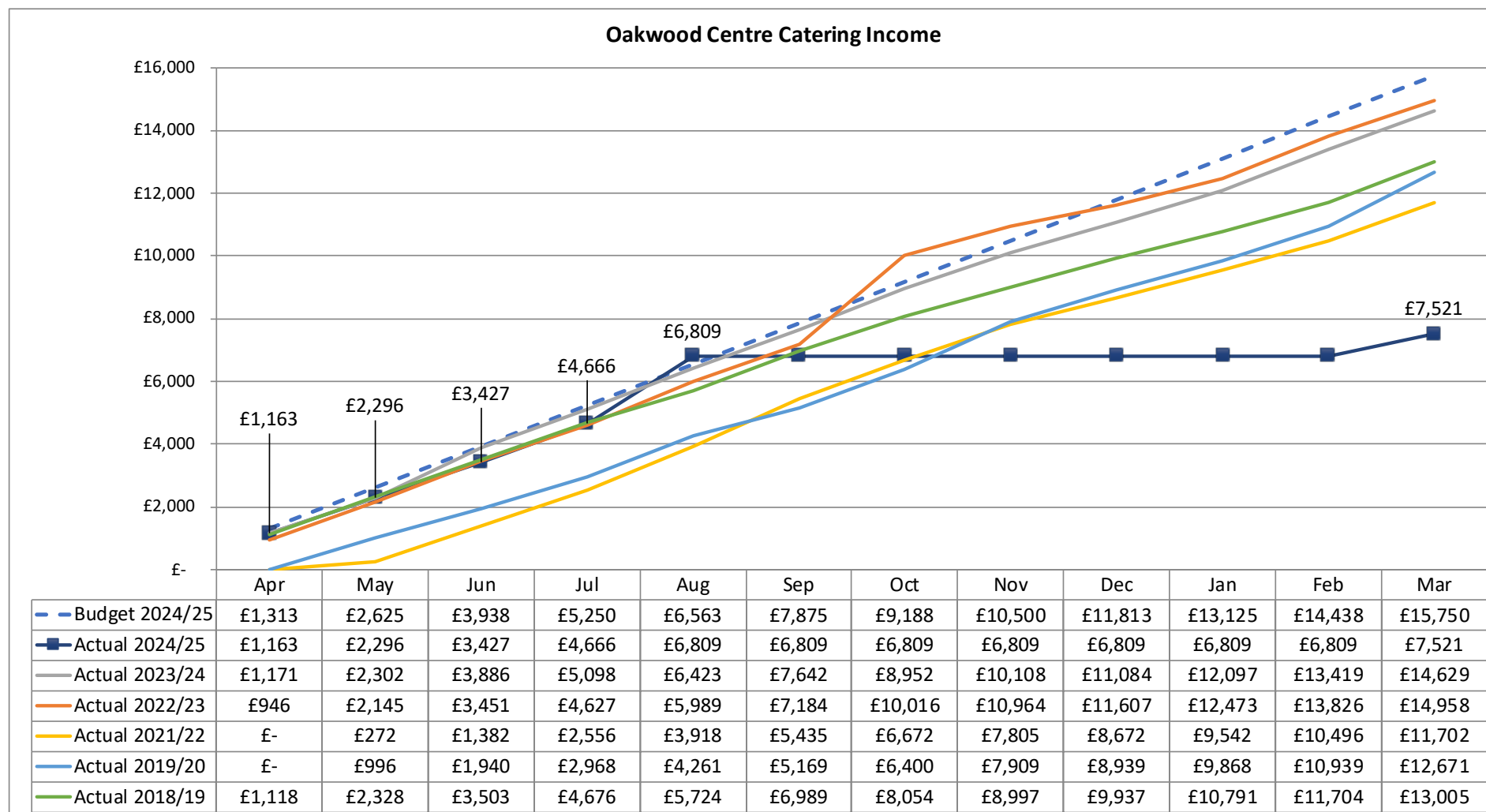
LOAN REFERENCE NUMBER	REPAYMENT DATES	LOAN TYPE	REPAYMENT METHOD	PRINCIPAL BALANCE OUTSTANDING (£)
PW454569	31 Mar - 30 Sep	FIXED	ANNUITY	£38,019.01
PW460907	31 Mar - 30 Sep	FIXED	ANNUITY	£18,775.08
PW507873	01 Apr - 01 Oct	FIXED	ANNUITY	£196,413.34
PW467556	31 Mar - 30 Sep	FIXED	ANNUITY	£30,290.10
PW489575	31 Mar - 30 Sep	FIXED	ANNUITY	£38,442.06
PW505314	28 Feb - 31 Aug	FIXED	ANNUITY	£17,400.74
PW485429	30 Mar - 30 Sep	FIXED	MATURITY	£1,225,000.00
PW504186	26 Jun - 26 Dec	FIXED	ANNUITY	£107,070.06
TOTAL OUTSTANDING BALANCE:				1,671,410.39
TOTAL NUMBER OF LOANS:				8

This report reflects scheduled transactions only, as such, early or late repayments are not reflected. Please contact pwlb@dmo.gov.uk if you have any queries.

APPENDIX 7a



APPENDIX 7b



**Meeting of The Woodley Town Centre Partnership Management Committee
Held at the Oakwood Centre, Headley Road, Woodley, RG5 4JZ
On Wednesday 15th January 2025 at 6:15 pm.**

Present

Cllr M Holmes Chairman & WTC Rep
Cllr C Jewell WBC Representative
Cllr K Baker WTC Representative
B Fennelly Town Centre Manager
M Risby Woodley Resident

J Palterman Saturday Market Manager
P Birt Woodley Resident
I Hills Woodley resident
Z Frasinski Woodley Resident

ITEM 1 – APOLOGIES

Cllr B Rowland, Cllr K Gilder, Cllr G Bello

**ITEM 2 – TO APPROVE THE MINUTES OF THE MEETING HELD ON WEDNESDAY 16th
OCTOBER 2024**

The minutes were approved

ITEM 3 - MATTERS ARISING FROM THE MINUTES

KB and IH both pointed out that their apologies for the meeting on 16th October 2024 were not recorded in the minutes. The minutes will be amended accordingly.

IH asked for an update on empty shop units in the town centre.

BF said that the owners of the vacant Barnadoes and Hays Trevel units had changed their plans and will not now be opening a Media Shop. The closed Addahut restaurant will reopen shortly as a Vietnamese Restaurant. There is no further news on the empty Nat West unit

MH asked that future WTCP meeting dates be regularly published in the Woodley Herald.

BF will speak to WTC Communications Manager to ensure this happens

ITEM 4 POLICE REPORT

There was no Police Report

ITEM 5 – FINANCIAL UPDATE

BF gave a summary of the financial position as of 31st December 2024. He acknowledged the generous support from The Rotary Club of Loddon Vale, Trademark Windows, The Good Companions and House of Cards.

BF also updated the committee on the ongoing situation with Sutton Media who have outstanding debts going back to January 2023. BF has been in regular contact with the company owner, and he has given a detailed explanation of the reasons why Sutton Media have not paid the commission owed to WTCP and a proposal for clearing the debt. The committee agreed to accept the proposals but to keep a close eye on the situation. BF will

also explore the offer from Sutton Media of using empty advertising space free of charge for local businesses.

KB asked the TCM for his projection of our reserves for March 31st. BF said that although expenditure is typically lower in the final quarter of the year, we are not likely to start 2025/26 with very much in reserve. BF will be attending the next S and R meeting of WTC with a view to clarifying our ongoing financial situation

ITEM 6 – TOWN CENTRE MANAGER’S REPORT

The TCM report was circulated, and BF gave a summary. In particular he highlighted the success of the Halloween Event and The Extravaganza. It was noted that stallholders at both events were pleased with their sales.

New lights had been purchased to add atmosphere to the Town Centre Garden for the Halloween Events and were judged to have been very successful. KB said that WTC were considering a more permanent solution for lights in the Town Centre Garden.

KB asked if we should review the ratio of Charity stalls v traditional market stalls at future events. BF will pursue this.

The CCTV project is progressing and will be discussed in detail by WTC shortly and a timeline for implementation will be agreed.

MH thanked BF for all his dedicated work managing the town centre for the good of both the traders and the public.

ITEM 7 – SATURDAY MARKET MANAGER’S REPORT

JP reported that stallholder numbers were steady up to Christmas and that after the Christmas break, were getting back to normal in the new year. We are getting plenty of enquiries from Food stalls, but most are proving to be inappropriate or are duplicating businesses already operating.

BF will be refreshing our advertising on Stallfinder with a view to increasing the range of stalls in 2025/26

MH thanked JP for all his hard work over managing the Saturday Market for us.

ITEM 8 – CCTV UPDTE

The shortlisting of the companies who tendered for the CCTV project is complete and the project is expected to be approved by WTC’s full Council at their meeting in February 2025.

We have £15,000 from the Police Community Fund ringfenced to fund the project.

IH asked if “live” footage would be available or if the system was simply going to record activity in the Town Centre,

BF said that live footage would be available on mobile phones to authorised users only.

ITEM 9 - WOKINGHAM BOROUGH COUNCIL OFFICER REPORT

There was no report from WBC

ITEM 10 – ANY OTHER BUSINESS

CJ Briefed the committee on the proposed Zebra Crossing outside the Oakwood Centre. The work is scheduled to take six weeks. The necessary traffic diversions are likely to have a detrimental effect on trade in the town centre and will disrupt bus services and car parking. Concern was expressed about the disruption and that Councillors and WTCP were not consulted beforehand.

CJ has made WBC aware of local concerns and we await further developments

Meeting finished at 19.30

Dates of next Management Committee meeting for 2025 **at 6. 15 pm**

Wednesday 16th April 2025

Wednesday 16th July 2025

Wednesday 15th October 2025

CURRENT CAPITAL PROJECTS SCHEDULE

APR 25

PROJECT	ALLOCATION	FUNDED	STATUS	EXPECTED COMPLETION	COMMENT
Coronation Hall Kitchen	3,000	Capital Programme		COMPLETE	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		COMPLETE	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		COMPLETE	Order placed – delivery 12-16 weeks – installation needs to be fitted around existing bookings, with 5 clear working days required

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 for awards in 2025/26 is **£3,000**.

The committee is asked to consider the following grant applications:

COMMUNITY GRANTS

Organisation	Usual source of funding	Amount requested	Members / Staff / Volunteers	Purpose grant required	Additional information	Previous Grant Award Details (Last 10 years)
Life Education Wessex & Thames Valley (Workshops delivered to approx. 480 children at Highwood Primary School)	Donations, grants, and fundraising events	£310	14 paid staff No volunteers	To fund the provision of one Educator, plus resources, for 2 days to deliver health, well-being and drug prevention education to approximately 480 children at Highwood Primary School.	LEW&TV is an independent and self-financing charity and delivers the UK's leading health, emotional well-being and drug education Workshops, 'Coram Life Education', to children (aged 3–11 years) across the South and South West region. The cost of providing 2 days of Workshops is £1,080 – Highwood Primary School are paying £770 towards this.	2024/25 - £310
Woodley Volunteer Centre (approx. 267 beneficiaries, all from Woodley)	Annual grant from Wokingham Borough Council and occasional small donations.	£350	25 volunteers	To pay towards advertising in local magazines for additional drivers.	The organisation, based at Christ Church Woodley, provides free transport to elderly and incapacitated people to help them access hospital, doctors and dentist appointments.	2013/14 - £250 2016/17 - £250 2023/24 - £350

Organisation	Usual source of funding	Amount requested	Members / Staff / Volunteers	Purpose grant required	Additional information	Previous Grant Award Details (Last 10 years)
Woodley Bowling Club <i>(114 members - 104 from Woodley)</i>	Members subscriptions, match fees, social events, donations and sponsorships.	£350	No paid staff 16 volunteers	To fund improved loft insulation and provide an insulated jacket for the cold-water tank.	The club's current loft insulation, at less than 100mm, is not up to current standards, requiring additional heating at the beginning and end of the season. The clubhouse also can't be used during the off season as, due to the poor level of insulation, the water system is drained to avoid the freezing over of pipes. Improved insulation would make the club more energy efficient, reduce running costs, and enable increased usage.	2022/23 - £250 2023/24 - £250 2024/25 - £350
Woodley Festival of Music & Arts <i>(1,500+ entrants; approx. 400 from Woodley)</i>	Fees from entrants, grants / sponsorship, advertising revenue, on-the-door admissions.	£350	11 committee members 50 other volunteers	To help towards the costs of venue hire, adjudicator and other professional fees, printing / publicity, and piano hire for the Woodley Festival of Music and Arts.	The organisation runs a competitive music and arts festival, open to all, with classes in music, speech and drama held over three weekends at the Oakwood Centre. 85% of performers are school age, whilst 3% are adults. Entrants have the opportunity to perform and entertain, with adjudicators providing constructive criticism, and awards given based on merit.	2014/15 - £250 2015/16 - £250 2016/17 - £250 2018/19 - £250 2019/20 - £250 2020/21 - £250 2021/22 - £250 2022/23 - £250 2023/24 - £250 2024/25 - £350

INDIVIDUAL GRANTS

Individual	Usual source of funding	Amount requested	Purpose grant required	Additional information	Previous Grant Award Details (Last 10 years)
Young Person A	n/a	£100 each <i>(Applications submitted prior to increase in maximum grant increased to £150)</i>	To pay towards the costs associated with taking part and representing England in the Dance World Cup – including the cost of uniform (£250 pp), travel and accommodation (£680.30 pp), and additional lessons (£24 ph).	These applications are for siblings. The young people's dance school has been selected to represent England at the Dance World Cup in Spain in July 2025.	2024/25 - £100 (both)
Young Person B					

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 £350 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.

COMMUNITY GRANTS TO INDIVIDUALS

Community grants of up to £150 are available to individuals under the age of 21 residing in the parish of Woodley who are excelling in sporting or cultural activities and bringing credit to the town and encouraging inspiration and motivation to their peer group. Grant funding made to these individuals will be related to representation at county, regional, national or international events or activities.

Successful applicants:

- 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.
- may be required to provide proof of purchase if the funding is for a specific item.
- can only receive grants totalling £150 in any one year and cannot benefit from both a Community group grant and an individual grant in the same financial year (April – March).

Applications can be made by filling in a Community Grants for Individuals 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.

Community grants to individuals 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 for individuals 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.

YOUTH SERVICE STRATEGY 2025-2030

DRAFT

Version	2.0
Created by	Matthew Filmore – Deputy Town Clerk
Date approved	
Approved by	

DRAFT

1. Purpose

1. This strategy aims to create a framework against which, during the period 2025 to 2030, the Council will seek to procure services and activities which support the holistic development of children and young people within Woodley.
2. This strategy replaces the Council's previous 'Strategy for Youth Services – 2022-27'.

2. Background

History

3. Whilst local councils have no statutory duty to provide youth services, Woodley Town Council has historically chosen to provide funds to support the provision of youth services in the area.
4. In 1992, the Town Council invested funds in the Airfield Youth and Community Centre under an agreement to support the youth services being provided by Berkshire County Council and, subsequently, Wokingham Borough Council. Over time, services reduced and eventually ceased. In 2019, following the dissolution of the agreement, the Council received £89,400. These funds were placed in an earmarked reserve "for capital expenditure for the benefit of young people in Woodley", where they remain.
5. From the early 2000's, the Town Council also chose to fund detached youth work in and around Woodley. Most recently, this was provided via a Service Level Agreement (SLA) with an external youth service provider, with the last SLA ceasing in November 2020.

Strategy for Youth Services 2022-2027

6. Before seeking to establish a new SLA for tender, the Council determined to develop a Strategy for Youth Services ('the Strategy'), the aim being to set out a framework for the basis of any future youth service provision and identify approaches that would be achievable and provide most benefit based on the existing funding commitment (circa £27k per annum).
7. The 'Strategy for Youth Services 2022-2027' was developed during 2021 and adopted at Full Council in December that year.
8. During 2022 a new SLA was developed and a formal invitation to tender was published in the Autumn, to which no responses were received.
9. In June 2023 it was determined that the Council should re-visit how to achieve its aims to provide youth services, in line with the Strategy, and a working group was setup in September 2023 to undertake this work.
10. Following a period of extensive research and consultation with stakeholders, including young people, external youth service providers, Wokingham Borough Council and Thames Valley Police, the working group submitted recommendations to the Leisure Services Committee. These were approved in November 2024.
11. The following strategy document reflects the recommendations of the working group.

3. Strategy for Youth Services - 2025-2030

Commitment

12. The Council commits to supporting the provision of targeted support services to children and young people in Woodley.

Strategic Aims

13. Through the provision of these services, the Council seeks to:

- A. Address young people's mental health and wellbeing, feelings of isolation / loneliness and physical health and wellbeing
- B. Give young people stronger voices at local community and local government levels
- C. Provide safe and appropriate opportunities to meet and have fun with friends
- D. Widen the diversity of activities and opportunities for young people
- E. Work within the available WTC budget
- F. Provides opportunities for additional funding (eg per event, matched funding, sponsorship)
- G. Enables arrangements for the first five years of Youth Service delivery
- H. Can respond flexibly to changes in the interests and preferences of young people
- I. Can be cost-effectively managed by WTC, Community Youth Partnership (CYP) and other partners as appropriate

14. To achieve these aims, the Council will seek to facilitate and coordinate the provision of a variety of youth services and activities, delivered in partnership with external agencies.

Focus

15. The Council will prioritise funding services which:

- Target children and young people aged 9 to 21, with a specific focus on supporting those who are deemed to be, or preventing those who may become, vulnerable - especially those not currently engaging with an existing youth provision.
- Focus on delivering provision during school holidays and / or on Friday evenings between 3pm and late, although additional provision on Mondays to Thursdays - between 3pm and 7pm – and during national holidays / events; i.e. Halloween, may also be supported.
- Provide a setting for young people to meet, chat and spend time with friends.

Delivery

16. The Council will be flexible and open to proposals which achieve the Council's strategic aims, with the expectation that services will be delivered via:

- regular activity led sessions; for example, sports, music, arts or other appropriate workshops, training and courses; and / or
- irregular activity led sessions; for example, competitions, one off workshops / activity sessions, structured trips.

Location

17. The Council will fund services which take place within the Woodley Town Council boundary.

18. Additionally, to support ongoing provision, the Council will seek to provide a mobile venue (e.g. a van, converted bus or trailer) from which services / activities may be delivered.
19. The Council will also support provision through the use of other venues and facilities, whether owned by the Council or not, where agreement can be reached, as appropriate to the service / activity being delivered.

4. Review

20. This strategy will be reviewed annually to ensure it remains fit for purpose.
21. In the absence of any significant changes, this strategy should be reviewed and updated during the 2029/30 municipal year for the next period, as appropriate.

Woodley Town Council

COMMUNITY HALL AND LEISURE CENTRE DEPOSITS

REPORT OF THE TOWN CLERK

Purpose of Report

To ask Members to consider the refundable deposit charges for the hiring of Community Halls Leisure Centre spaces.

Refundable Booking Deposits – Community Halls

Background

Historically, refundable deposits have not been considered by the Council's committees in the same manner as standard charges. It is now considered appropriate for the relevant committees to formally approve deposit amounts. Going forward, these will be included in the Council's annual review of charges.

Community Hall Hire Deposits

There are two levels of deposit charged at the halls, depending on the nature of the booking. Regular, low risk bookings of a community nature will generally not be charged a deposit. Some ongoing bookings of a greater risk may have a rolling deposit in place.

Very low risk / community bookings	No deposit
Lower risk bookings	£ 75
Higher risk, larger bookings e.g. social events	£200

Deposits are all recorded and are refunded on application following the event. The terms and conditions are provided at the time of booking and the deposit is not considered as part payment for the hire of the space.

Refundable Booking Deposits – Woodford Park Leisure Centre

Woodford Park Leisure Centre operates a similar system when hiring out spaces, although the deposit amounts are £50 for lower risk bookings and £150 for higher risk. It is proposed that these are brought in line with those at community halls for consistency.

Impacts Assessment

Resources
The charging of refundable deposits is intended to offset some or all of the cost of any damage caused during a booking, additional cleaning or running over the agreed booking time.
Equality
There are no impacts identified.
Environmental
There are no impacts identified.

Recommendations

- ◆ **That Members note the contents of the report.**
- ◆ **That Members consider the deposit rates as set out in the report and make a recommendation to the Strategy & Resources Committee.**

CLIMATE EMERGENCY UPDATE

REPORT OF THE DEPUTY TOWN CLERK

Purpose of Report

To provide Members with the outcome of the Council's carbon footprint assessment and detail the next steps to progress towards the Council's Climate Emergency goals.

Background

In October 2019, Woodley Town Council adopted a motion declaring a Climate Emergency. This, amongst other aims, committed the Council to becoming a carbon neutral organisation by 2030.

In April 2024, the Strategy & Resources Committee approved the provision of funds to engage an organisation to conduct a formal measurement of the Council's carbon footprint and to identify suitable target setting to help the Council reach its goal. Without a suitable measurement of the Council's emissions, the Council could not sufficiently track progress, nor be able to ascertain when carbon neutral status may be met.

Carbon Footprint Assessment

Carbon Footprint Ltd were engaged in mid-2024 to undertake an assessment of the Council's activities for the preceding financial year – 1 April 2023 to 31 March 2024. Through the provision of a data from Officers, Carbon Footprint Ltd completed their assessment in February 2025, and the full report is provided at **Appendix A**.

The assessment identified that Woodley Town Council generated 205.05 tonnes (location-based) / 151.70 tonnes of CO₂e (market-based) during the period; location-based value is calculated using the average emissions intensity of the electricity grid in the region, whilst market-based value reflects business procurement decisions, such as the selection of renewable / low-carbon energy suppliers. The Council's largest emissions source related to purchased goods and services (65%), with additional emissions coming from commuting, energy use, and capital goods.

The Council's assessment has been published on the Council's and CaDI (Carbon Database Initiative) websites – www.carbondi.com – a free to use / disclose online carbon database.

Benchmarking

It is challenging to benchmark the Council's existing footprint against that of other organisations, including town councils, due to variations in size, scope and activities. However, two potential benchmarks involve comparing the amount of CO₂e emitted per employee and per £ million turnover.

Benchmarking focuses on Scope 1 and 2 emissions; those either from sources that the council owns or controls, or directly causes. Scope 3 emissions tend to be excluded when benchmarking; these relate to indirect emissions outside of the council's control, for example, from the council's supply chain, and are the hardest to accurately quantify due to lack of standardisation and complex supply chains.

When benchmarking, it is also helpful to focus on market-based figures as these are reflective of the decisions an organisation has made, for example, with regards to its energy supply, and ignore factors outside of the organisations control.

The data for the four town councils for whom assessments are published on the CaDI website, including our own, is as follows:

Town Council	Market-based CO₂e tonnes emitted (Scopes 1 & 2) per	
	Employee	£ million turnover
Woodley Town Council (2023-24)	0.33	3.70
Cirencester Town Council (2022-23)	2.61	28.23
Corhsam Town Council (2022-23)	1.11	10.31
Shrewsbury Town Council (2023-24)	6.11	94.72

The above comparison reflects the positive steps the Town Council has already taken with regards to reducing its carbon footprint. In particular, the council's footprint has been positively impacted by the move to 100% renewable energy tariffs.

However, the Council's overall market-based carbon footprint (151.70 tonnes) suggests more work needs to be done, particularly with regards to the council's supply chain, to reduce its impact further and work towards its targeted Carbon Neutral status by 2030.

Next Steps

The assessment report itself makes the following recommendations for the Council:

- Improve Data Accuracy
 - Transition from spend-based to activity-based data for supplier emissions.
 - Use supplier engagement to improve transparency and tracking.
- Sustainable Procurement
 - Prioritise suppliers with demonstrable carbon reduction plans or targets.
- Support Sustainable Travel
 - Investigate a salary sacrifice scheme for EVs, e-bikes, or bicycles.
 - Assess feasibility of EV charging points at key council sites.
- Carbon Neutrality Opportunity
 - Consider verified carbon offset projects to achieve formal "Carbon Neutral" status.

Officers will now be working with Carbon Footprint Ltd to understand how the above recommendations might be achieved and to set carbon reduction targets for the Council moving forwards.

Final recommendations will be presented to a future Strategy & Resources Committee meeting for consideration, and these will then feed into an updated and refreshed Climate Action Plan.

Carbon Neutral Status

To be considered 'carbon neutral' the council must balance the CO₂e released through its activities with the amount it absorbs, offsetting any remaining, unavoidable emissions. Carbon Offsetting is the process of compensating for carbon dioxide emissions by funding equivalent CO₂ savings elsewhere, such as through tree planting or renewable energy projects.

When the Council is at a stage where it wishes to offset its remaining CO₂e, Officers can source and present certified carbon offsetting projects for consideration. A wide range of carbon reduction programmes are available to fund; these can be local or international, each with varying price points. For reference, were the Council to seek to offset 2023-24 market-based emissions (151.7 tonnes), the current cost of appropriate projects ranges from £1,200 to £2,500. To fulfil the original declaration, the Council will ultimately need to offset carbon emissions.

Recommendations

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



Carbon Footprint Appraisal for Woodley Town Council

Assessment Period:
1st April 2023 – 31st March 2024

Executive Summary

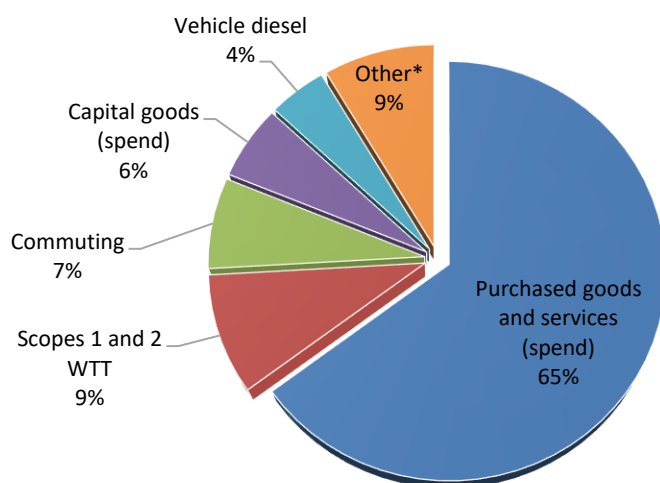
Current Performance

- Woodley Town Council's total market-based emissions are 151.70 tCO₂e and its total location-based emissions are 205.05 tCO₂e.
- The most significant market-based emission source is purchased goods and services (spend), accounting for 65% of the council's carbon footprint.

Recommendations

- Develop a strategy for collecting activity data in place of spend-based data, targeting the suppliers with the most significant impact first.
- Aim to select suppliers that can demonstrate they are taking action to reduce their emissions or intentions to achieve credible sustainability targets.
- Investigate setting up a salary sacrifice scheme to help your employees purchase/lease an EV, e-bike or bicycle. Further investigate installing EV charging points on site to facilitate this switch to EVs.
- Offset the calculated market-based footprint to gain 'Carbon Neutral' status.

Market-based emissions breakdown (incl. WTT)



*Other includes Transmission and Distribution of electricity, Waste generation, Water supply and wastewater generation, Site petrol, Homeworking, Computing, Electricity at leased sites, Biomethane consumption, Grey fleet fuel, and Paper consumption.

Element	Location-based (tCO ₂ e)	Market-based (tCO ₂ e)
Total number of employees	28	
Turnover in £ million	2.5	
Tonnes of CO₂e	205.05	151.70
Tonnes of CO₂e per employee	7.32	5.42
Tonnes of CO₂e per £ million turnover	82.02	60.68

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Quality Control

Report issue number:	1.0
Date:	04 February 2025
Calculations completed by:	Olivia Hollos
Calculations reviewed by:	Stuart Fowler
Report produced by:	Olivia Hollos
Report reviewed by:	Stuart Fowler
Director approval:	Dr. Wendy Buckley

1. Introduction

1.1. Company Overview

Woodley Town Council is a parish council located in Berkshire, United Kingdom that provides a number of services for the benefit of the residents of Woodley and the surrounding area.

1.2. Data supplied for the Carbon Footprint Appraisal

A summary of the data supplied by Woodley Town Council for the appraisal can be provided on request.

1.3. Methodology for the Carbon Footprint Appraisal

The methodology document can be downloaded using this link,

https://www.carbonfootprint.com/docs/carbon_footprint_appraisal_methodology_document.pdf

1.4. Abbreviations

CO ₂ e	Carbon Dioxide Equivalent
Defra	Department for Environment, Food and Rural Affairs
EV	Electric Vehicle
g	Grams
GBP	Great British Pound
GHG	Greenhouse Gas
ISO	International Standards Organisation
IWA	International Workshop Agreement
km	Kilometres
kWh	Kilowatt Hours
m ³	Cubic meters
SIC	Standard Industrial Classification
T&D	Transmission & Distribution
TTW	Tank-to-Wheel
WTT	Well-to-Tank
WTW	Well-to-Wheel

2. Calculation Scope and Accuracy

2.1. Scope of this work

Carbon Footprint has assessed the GHG emissions from **1st April 2023 to 31st March 2024** resulting from the energy consumption at Woodley Town Council's facilities and its business transport activities.

2.2. Organisational & reporting boundaries

Figure 1 shows the full boundaries of the *Greenhouse Gas Protocol Corporate and Value Chain Standards*. The organisation has accounted for all quantified GHG emissions and/or removals from facilities over which it has financial control. This assessment covers the reporting boundaries shown in Table 1, in line with the Greenhouse Gas Protocol Accounting and Reporting Corporate Standard.

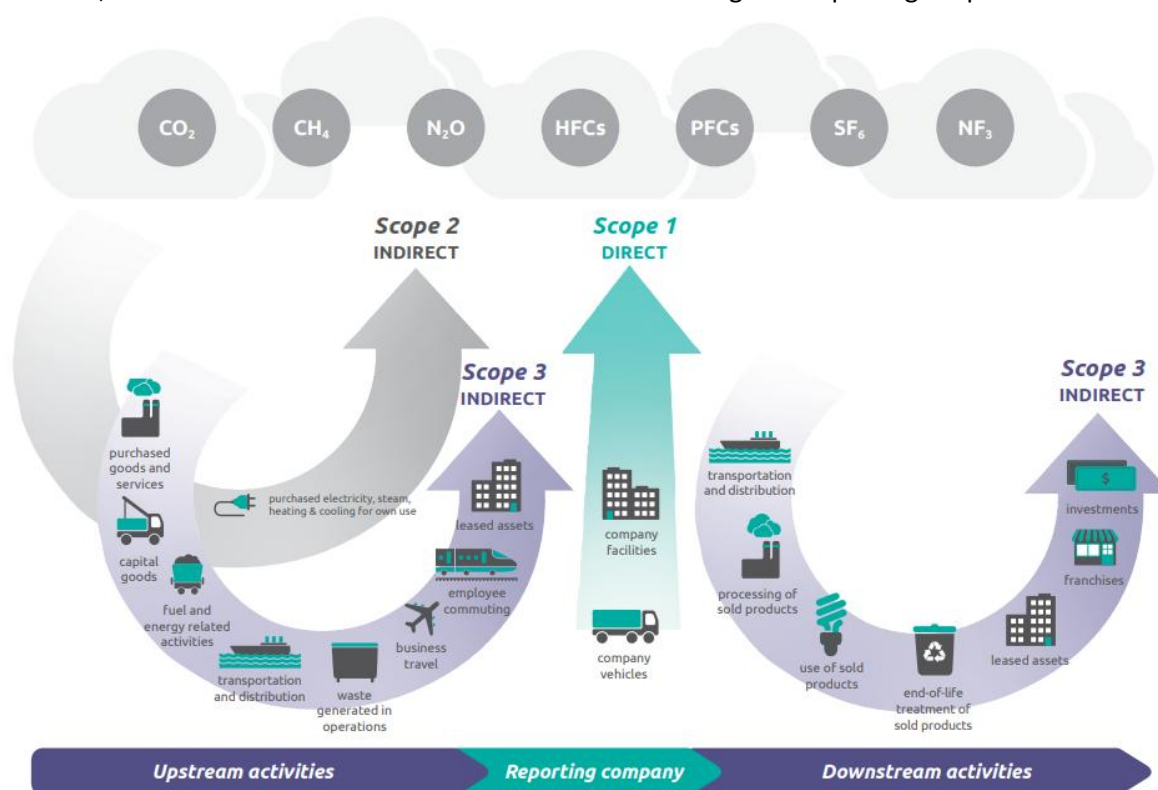


Figure 1: Overview of emissions scopes (GHG Protocol - Scope 3 Calculation Guidance v1.0 - 2013)

Table 1: GHG Protocol Corporate Standard & GHG Protocol Corporate Value Chain (Scope 3) Standard (All green rows have been included in this assessment; all grey rows are not applicable; have been excluded)

Scope	Activity	Calculation Type	Completion Status	Justification
1	Electricity, heat or steam generated on-site		Not relevant	
	On-site fuel use	Activity Data	Complete	
	Company owned vehicles	Activity Data	Complete	
	Fugitive emissions (incl. Refrigerant gases and AC)		Complete	Confirmed no refrigerant gas top-ups during the assessment period
2	On-site Consumption of purchased electricity, heat steam and cooling	Activity Data	Complete	
3	1. Purchased goods and services	Spend Based Data	Complete	
	2. Capital goods	Activity / Spend Based Data	Complete	
	3. Fuel- and energy related activities (not included in scope 1 or scope 2)	Activity Data	Complete	
	4. Upstream transportation and distribution	Spend Based Data	Complete	
	5. Waste generated in operation	Activity Data	Complete	
	6. Business travel (not included in scope 1 or scope 2)	Activity Data	Complete	
	7. Employee commuting	Activity Data	Complete	
	8. Upstream leased assets	Activity Data	Complete	
	9. Downstream transportation and distribution		Not relevant	
	10. Processing of sold products		Not relevant	
	11. Use of sold products		Not relevant	
	12. End-of-life treatment of sold products		Not relevant	
	13. Downstream leased assets		Not relevant	
	14. Franchises		Not relevant	
	15. Investments		Not relevant	

2.3. Calculation uncertainty assessment & materiality

The result of a carbon footprint calculation varies in accuracy depending on the data set provided. The more accurate the data supplied, the more accurate the final result. Materiality is determined by the percentage contribution of each element to the overall footprint. Based on the accuracy of the data provided (Table 2), a simple uncertainty analysis has been used to estimate the potential error margin for the appraisal results.

Table 2: Assessment accuracy, materiality and simple error analysis

Emission Source	Data Source	Materiality	Uncertainty	Market-based Error Margin (tCO ₂ e)
Purchased goods and services (spend)	Total cost in GBP associated with the purchase of goods and services was provided from an annual spend report, which was supplied as evidence.	Very High (>40%)	50%	49.19
Capital goods (spend)	Total cost in GBP associated with the purchase of electronic equipment and furniture was provided from an annual spend report, which was supplied as evidence.	Medium (5-20%)	50%	4.40
Commuting	Transport type and annual distance in miles was provided from an employee commuting survey, which was supplied as evidence. The survey received an 100% response rate.	Medium (5-20%)	5%	0.53
Homeworking	Occupancy type and number of homeworking days per week were provided from an employee homeworking survey, which was supplied as evidence. The survey received an 100% response rate.	Very Low (<1%)	50%	0.49
Vehicle diesel	Total consumption of diesel in litres was provided from internal records.	Low (1-5%)	5%	0.42
Water supply and wastewater generation	Total consumption in m ³ was provided from utility bills. It was assumed 95% of the water supplied was returned to the sewer as wastewater.	Low (1-5%)	5%	0.27
Biomethane consumption	Total consumption in kWh was provided from 12-months' worth of biogas bills, which were supplied as evidence.	Medium (5-20%)	1%	0.24

Emission Source	Data Source	Materiality	Uncertainty	Market-based Error Margin (tCO ₂ e)
Waste generation	Bin capacity in litres, number of bins and frequency of their collection was provided from internal records. Total weight in tonnes of municipal waste generated at one site was provided from internal records.	Low (1-5%)	5%	0.15
Site petrol	Total consumption of petrol in litres, used by lawn mowers and strimmers at the Maintenance Depot was provided from internal records.	Very Low (<1%)	5%	0.07
Electricity at owned sites	Total consumption in kWh was provided from 12-months' worth of electricity bills, which were supplied as evidence. For market-based reporting, the supplier-specific emission factor in g/kWh was either sourced from electricity bills or the supplier's website under fuel mix information.	Very Low (<1%)	5%	0.07
Computing	Quantity of specific computing equipment purchased during the assessment period was provided from internal records.	Very Low (<1%)	5%	0.04
Electricity at leased sites	Total consumption in kWh was provided from 12-months' worth of electricity bills. For market-based reporting, the supplier-specific emission factor in g/kWh was either sourced from electricity bills or the supplier's website under fuel mix information.	Very Low (<1%)	5%	0.01
Grey fleet fuel	Total miles and vehicle details such as fuel type and engine size were provided from expense records.	Very Low (<1%)	5%	<0.01
Paper	Quantity of A3 and A4 sheets used during the assessment period were provided from internal records.	Very Low (<1%)	5%	<0.01
Total			+/- 34.17%	+/- 55.90



3. Carbon Footprint Results

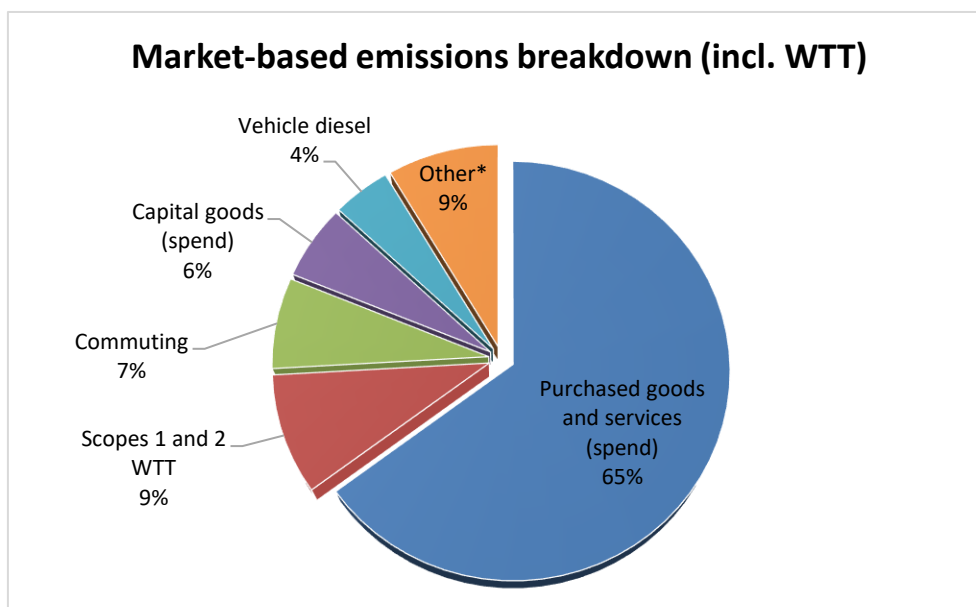
3.1. Summary of results

The total location-based carbon footprint for Woodley Town Council for the period ending 31st March 2024 is 205.05 tonnes CO₂e, and the total market-based carbon footprint is 151.70 tonnes CO₂e.

Table 3: Results of Woodley Town Council's carbon footprint assessment by scope and GHG Protocol emission categories

Scope	Emission Source	Location-Based (tCO ₂ e)	Market-Based (tCO ₂ e)
1	Site petrol	1.17	1.17
	Biomethane consumption	0.09	0.09
	Vehicle diesel	6.78	6.78
Scope 1 Subtotal		8.05	8.05
2	Electricity at owned sites	41.32	1.21
Scope 2 Subtotal		41.32	1.21
3.1	Purchased goods and services (spend)	98.39	98.39
	Water supply	2.60	2.60
	Paper consumption	<0.01	<0.01
3.2	Capital goods (spend)	8.81	8.81
	Computing	0.74	0.74
3.3	Scopes 1 and 2 WTT	23.00	14.01
	Transmission and distribution of electricity at owned sites	4.37	0.08
	Transmission and distribution of electricity at leased sites	0.02	0.02
3.5	Waste generation	2.97	2.97
	Wastewater generation	2.82	2.82
3.6	Grey fleet fuel	0.07	0.07
3.7	Commuting	10.69	10.69
	Homeworking	0.98	0.98
3.8	Electricity at leased sites	0.22	0.26
Scope 3 Subtotal		155.68	142.44
Tonnes of CO₂e		205.05	151.70
Tonnes of CO₂e per employee		7.32	5.42
Tonnes of CO₂e per £ million turnover		82.02	60.68

A full breakdown of emissions by source has been provided in Annex A.



*Other includes Transmission and Distribution of electricity, Waste generation, Water supply and wastewater generation, Site petrol, Homeworking, Computing, Electricity at leased sites, Biomethane consumption, Grey fleet fuel, and Paper consumption.

Figure 2: Percentage contribution of each element of Woodley Town Council's market-based carbon footprint

3.1. Emissions from Purchased goods and services and Capital goods (spend-based)

GHG emissions associated with Woodley Town Council's purchased goods and services and capital goods were calculated using a spend-based screening approach. This calculation uses the conversion factors developed by the Department for Environment Food and Rural Affairs (Defra). These allow a conversion of kgCO₂e/£, using SIC codes. Table 4 below shows the calculated GHG emissions per SIC code.

The company's most material emissions source is from SIC Group 33: Rest of repair; Installation. This group also has the highest annual spend of the SIC categories. The sectors that have generated the highest emissions in Table 4, are expected due to the nature of the business.

We recommend that Woodley Town Council works with its key suppliers within the top five SIC categories to develop a strategy for collecting activity data in place of spend-based data, which will significantly improve the accuracy of the calculations.

Table 4: CO₂e emissions associated with purchased goods and services and capital goods spend

Sector Summary	Purchased goods and services (tCO ₂ e)	Capital goods (tCO ₂ e)	% Contribution
Rest of repair; Installation	16.97	-	15.8%
Retail trade services, except of motor vehicles and motorcycles	12.09	-	11.3%
Other professional, scientific and technical services	6.27	-	5.9%
Services furnished by membership organisations	6.07	-	5.7%
Textiles	4.69	-	4.4%
Creative, arts and entertainment services	4.57	-	4.3%
Furniture	-	4.49	4.2%
Computer, electronic, communication and optical products	-	4.31	4.0%
Waste collection, treatment and disposal services; materials recovery services	4.20	-	3.9%
Insurance & Reinsurance	4.18	-	3.9%
Computer programming, consultancy and related services	4.11	-	3.8%
Electrical equipment	3.64	-	3.4%
Rental and leasing services	3.34	-	3.1%
Printing and recording services	2.97	-	2.8%
Telecommunications services	2.34	-	2.2%
Wholesale and retail trade and repair services of motor vehicles and motorcycles	2.10	-	2.0%
Employment services	1.96	-	1.8%
Motion picture, video and television programme production services, sound recording and music publishing	1.94	-	1.8%
Wholesale trade services, except of motor vehicles and motorcycles	1.84	-	1.7%
Buying and selling of own real estate: renting and operating of own or leased real estate, excluding imputed rent	1.80	-	1.7%
Products of agriculture, hunting and related services	1.75	-	1.6%
Architectural and engineering services; technical testing and analysis services	1.58	-	1.5%
Rubber and plastic products	1.47	-	1.4%
Specialised construction works	1.26	-	1.2%
Sporting services and amusement and recreation services	1.21	-	1.1%
Postal and courier services	1.10	-	1.0%
*Other	4.93	-	4.6%
Total	98.39	8.81	100%

*Other includes Accounting, bookkeeping and auditing activities; tax consultancy; Financial services, except insurance and pension funding; Legal activities; Wearing apparel; Paper and paper products; Sewerage services, sewage sludge; Pension funding; Manufacture of gas, distribution of gaseous fuels through mains and steam and air conditioning supply; Other personal services; Food and beverage serving services; Advertising and market research services.

3.2. Emissions from Well-to-Tank

Well-to-Tank (WTT) emissions relate to the upstream emissions of getting fuel and energy to point of use through its extraction, refinement and distribution. Table 5 provides a breakdown of these emissions associated with each type of activity. **Woodley Town Council can reduce these emissions by reducing its fuel and energy usage by following the recommendations in Section 6.2.**

Table 5: Well-to-Tank CO₂e Emissions breakdown

Emission Source	Total emissions (tCO ₂ e)
Biomethane consumption	11.89
Commuting	2.27
Vehicle diesel	1.65
Site petrol	0.30
Electricity at owned sites	0.17
Electricity at leased sites	0.04
Grey fleet fuel	0.02
Transmission and distribution of electricity at owned sites	0.01
Transmission and distribution of electricity at leased sites	<0.00
Total	16.35

3.3. Emissions from Commuting

The emissions associated with commuting account for 7% of Woodley Town Council's market-based footprint. Table 6 provides a breakdown of the emissions associated with each transport type. **We recommend that Woodley Town Council investigates setting up a salary sacrifice scheme to help its employees purchase/lease an electric vehicle, e-bike or bicycle. The council should also investigate installing electric vehicle (EV) charging points at The Oakwood Centre and Woodford Park Leisure Centre to increase charging capacity and facilitate this switch to EVs.**

Table 6: CO₂e emissions associated with commuting

Transport type	Fuel type	Annual distance (miles)	WTT Emissions (tCO ₂ e) ¹	TTW emissions (tCO ₂ e) ²	Total emissions (tCO ₂ e)
Car	Petrol	21,934	1.53	5.50	7.03
	Unknown	5,662	0.40	1.52	1.92
	Diesel	3,094	0.25	1.01	1.26
	Battery Electric	15	<0.01	<0.01	<0.01
Bus	-	2,388	0.10	0.39	0.49
Total	-	33,093	2.26	8.42	10.69

¹ Refers to the upstream emissions of getting the fuel/energy to the point of use through its extraction, refinement and distribution.

² Refers to the emissions generated while the fuel/energy is being used



4. Comparison and Publication

A summary of the carbon footprint results can be seen in Section 3.1. This will set the base year for all future reports to be compared against.

Carbon Footprint recommends that organisations use the base-year GHG inventory as a benchmark to measure against. When using the base-year GHG inventory as a benchmark, organisations can set realistic reduction targets and measure their progress year on year. This can also provide excellent marketing opportunities, where real figures can demonstrate your commitment towards helping fight climate change.

4.1. External Publication and Benchmarking of Your Carbon Footprint

We strongly encourage you now to **publish your carbon footprint results on Carbon Database Initiative (CaDI)** – our new global platform. Follow [this link](https://carbondi.com/) to grant us permission to publish your results automatically.



<https://carbondi.com/>

External publication demonstrates your commitment to carbon management and to responsible transparency. Your results will also be endorsed on CaDI as ‘Verified’ for additional peace of mind for you and viewers of the data.

Using CaDI, you can also search other organisations that have reported their emissions to benchmark your performance.

Many companies report Scope 1 & 2 emissions for comparison against others as elements included in Scope 3 can vary greatly. Table 7 summarises the emissions across these Scopes, along with metrics showing emissions per unit turnover and per employee, to help your benchmarking.

Table 7: Woodley Town Council's benchmarked GHG emissions

Element	Location-based (tCO ₂ e)	Market-based (tCO ₂ e)
Total number of employees	28	
Turnover in £ million	2.5	
Tonnes of CO₂e	205.05	151.70
Tonnes of CO₂e per employee	7.32	5.42
Tonnes of CO₂e per £ million turnover	82.02	60.68
Scope 1 & 2 Emissions		
Tonnes of CO₂e	49.37	9.26
Tonnes of CO₂e per employee	1.76	0.33
Tonnes of CO₂e per £ million turnover	19.75	3.70

5. Conclusion

Woodley Town Council in conjunction with Carbon Footprint Ltd, has assessed its carbon footprint for the period 1st April 2023 to 31st March 2024, and therefore has qualified to use the Carbon Footprint Standard branding. This can be used on all marketing materials, including website and customer tender documents, to demonstrate your carbon management achievements.



6. Recommendations

6.1. Carbon & sustainability targets

6.1.1. Improving the accuracy of future carbon footprint assessments

The estimated overall error margin is +/- 34.17%, which represents +/- 55.90 tCO₂e of the total assessed market-based emissions.

To improve the accuracy of future assessments, we recommend the following:

- Implement a monthly data and carbon tracking system, such as Carbon Footprint Ltd's Sustrax MX platform. This will help you more easily track data throughout the year, enabling you to check for any anomalous data before final verifications of your results take place.
- Work with your key suppliers to develop a strategy for collecting activity data in place of spend-based data, which will significantly improve the accuracy of the calculations. The accuracy scale of calculating Purchased Goods and Services is detailed in Annex B below.

6.1.2 Target setting for net zero

Woodley Town Council should set targets based on per employee and/or per £M turnover, which will account for business growth. Many organisations are now setting targets based on typical mid-term and longer terms goals to reach net zero (ISO's International Workshop Agreement on Net Zero Guidance - IWA 42:2022³):

- A 50% reduction in emissions per £M turnover/employee by 2030.
- A 90% reduction in emissions per £M turnover/employee by 2045.

All targets set should be reviewed regularly and amended accordingly (i.e. target increased if it is met ahead of schedule). A clear roadmap for individual emissions sources should be in place. This will ensure the strategy for reducing CO₂e emissions and tracking toward a net zero target is appropriate for the business.

A hyperlink to Carbon Footprint Ltd's whitepaper on target setting can be found below:

https://www.carbonfootprint.com/docs/2021_12_cfp_practical_target_setting_-_white_paper_v10.pdf.

³ [ISO - Net Zero Guidelines](#)

6.2. Reducing emissions

To reduce GHG emissions, we recommend the following:

- Consider completing a more detailed analysis of spend-based emissions, by allocating spend to specific suppliers. This will allow the company to understand which suppliers are the most significant contributors per sector. This can be used to develop a strategy for collecting activity data in place of spend-based data, targeting the suppliers with the most significant impact first.
- Develop an internal strategy around supplier engagement to ensure a clear and consistent plan of action is in place for obtaining and monitoring supplier's sustainability information. Aim to select suppliers that can demonstrate they are taking action to reduce their emissions or intentions to achieve credible sustainability targets. Evaluate the supplier's future emissions reduction plans to understand how they will influence Woodley Town Council's supply chain emissions.
- Investigate setting up a salary sacrifice scheme to help your employees purchase/lease an EV, e-bike or bicycle. Further investigate installing EV charging points at The Oakwood Centre and Woodford Park Leisure Centre to increase charging capacity and facilitate this switch to EVs.

6.3. Carbon offsetting

Carbon offsetting is a pragmatic way to compensate for the emissions that you cannot reduce, by funding an equivalent carbon dioxide saving elsewhere.

The majority of projects focus on the development of renewable energy in developing countries, however there are others which have a greater focus on social benefits as well as environmental benefits. Further detail on the type and specific projects that we currently have in our portfolio can be provided on request or be found at: <http://www.carbonfootprint.com/carbonoffsetprojects.html>.



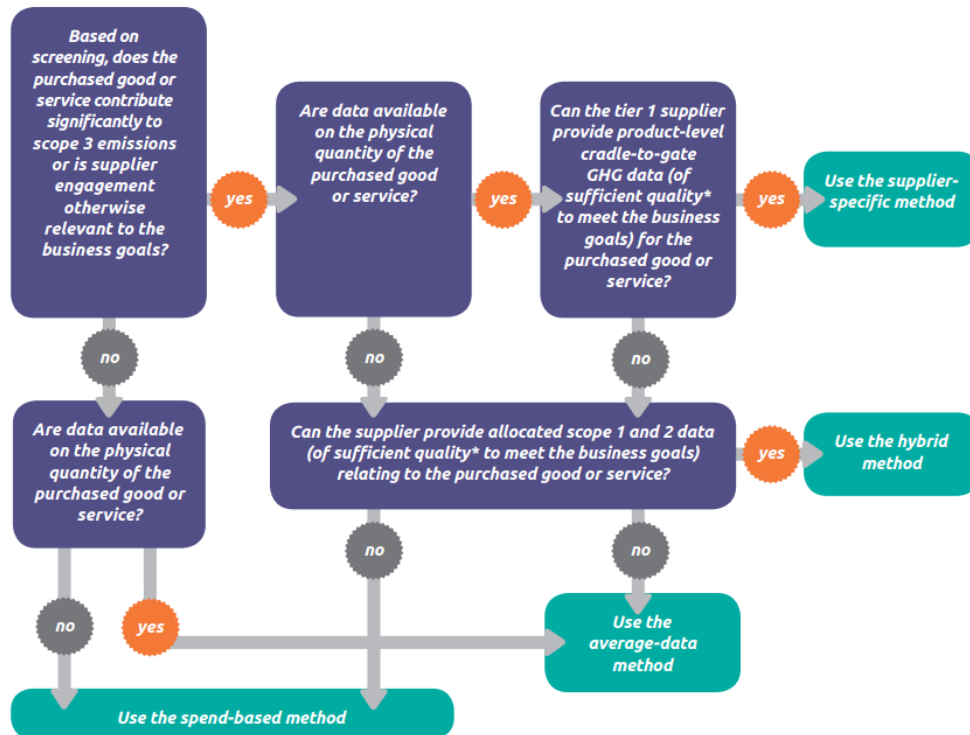
Figure 3: Wind Farm Power project in Thailand

Annex A

A full breakdown of Woodley Town Council's emission sources is given below. This aligns with the GHG Protocol classification methodology and provides each associated emission source.

Scope	GHG Protocol Emission Category	Emission Source	Location-based (tCO ₂ e)	Market-based (tCO ₂ e)
1	On-site fuel use	Site petrol	1.17	1.17
		Biomethane consumption	0.09	0.09
	Company owned vehicles	Vehicle diesel	6.78	6.78
Scope 1 Subtotal			8.05	8.05
2	On-site Consumption of purchased electricity, heat steam and cooling	Electricity at owned sites	41.32	1.21
Scope 2 Subtotal			41.32	1.21
3.1	Purchased goods and services	Purchased goods and services (spend)	98.39	98.39
		Water supply	2.60	2.60
		Paper consumption	<0.01	<0.01
3.2	Capital goods	Capital goods (spend)	8.81	8.81
3.3	Fuel- and energy related activities (not included in scope 1 or scope 2)	Computing	0.74	0.74
		Scopes 1 and 2 WTT	23.00	14.01
		Transmission and distribution of electricity at owned sites	4.37	0.08
		Transmission and distribution of electricity at leased sites	0.02	0.02
3.5	Waste generated in operation	Waste generation	2.97	2.97
		Wastewater generation	2.82	2.82
3.6	Business travel (not included in scope 1 or scope 2)	Grey fleet fuel	0.07	0.07
3.7	Employee commuting	Commuting	10.69	10.69
		Homeworking	0.98	0.98
3.8	Upstream leased assets	Electricity at leased sites	0.22	0.26
Scope 3 Subtotal			155.68	142.44
Tonnes of CO₂e			205.05	151.70
Tonnes of CO₂e per employee			7.32	5.42
Tonnes of CO₂e per £ million turnover			82.02	60.68

Annex B – Decision Tree for Supply Chain calculation method



Note * Companies should collect data of sufficient quality to ensure that the inventory:

- most appropriately reflects the GHG emissions of the company
- supports the company's business goals for conducting a GHG inventory
- serves the decision-making needs of users, both internal and external to the company.

(The Greenhouse Gas Protocol: Technical Guidance for Calculating Scope 3 Emissions (2013))

Woodley Town Council

BUDGET SETTING REPORT

REPORT OF THE DEPUTY TOWN CLERK

Purpose of Report

To ask Members to consider the future process for reviewing, consulting on, and setting the Council's annual budgets.

Background

The current budget setting process has been identified as being inadequate as it does not provide sufficient transparency nor scope for Councillors to be involved in discussions, nor does it provide an opportunity for public consultation.

Historically, Officers have forecast forthcoming year budgets during October and November. Once the likely budgetary position has been assessed, informal discussions have taken place with the Leader of the Council who has fed in comments, including an indication of desired precept level. Budgets are then finalised by Officers and presented to Committee's during the January meeting cycle, before final approval at Full Council in early February.

The Town Council is required to provide precept information to Wokingham Borough Council by the end of February, so Full Council must approve the budgets at their February meeting. By only presenting information to Committees in January, the current process provides no time for Councillors to make any significant impact on the proposed budgets.

Also, with no public consultation during the current process, residents' views are not considered when determining certain spend, especially those services and activities which are directly supported by precept.

Proposed Process

Officers are recommending that the following process is followed in the preparation of future budgets; this is supported by a Gantt chart at **Appendix A** which provides the likely timeline:

Planning & Pre-consultation Phase		
June	Prepare Preliminary Future Budget Forecasts	Officers to conduct initial revision of budgetary position for current year based on known changes since budgets were set, and commence forecasting for the forthcoming year based on likely financial impacts and potential projects.
	Draft Residents' Consultation	Officers to draft residents' consultation to seek views on potential future spending, projects and precept levels.
July	Initial Councillor Engagement – Informal	Officers to present initial budgetary position and forecasts, along with the draft residents' consultation, at informal meeting with all Councillors, allowing Councillors to feed their views into the plans at an early stage.
	Finalise Residents' Consultation	Officers to revise residents' consultation in light of Councillors comments.

Consultation Phase		
August - September	Residents' Consultation	6-week residents' consultation, supported by engagement sessions at the Council's Picnic in the Park event (August), drop in sessions (town centre / oakwood centre / WPLC), and household leaflet drop (early September).
September	Consultation Response Analysis	Officers to analyse consultation responses.
Provisional Budget Preparation		
October	First Revised Estimate & Updated Future Budget Forecasts	Officers to further revise current year budgetary position based on known changes, and update the forthcoming year's forecast budget, taking into account responses from the consultation.
November	Councillor Engagement – Formal	Provisional budgets presented to Committees during the November meeting cycle for consideration and comment.
Final Budget Preparation & Approval		
December	Final Budget Preparation	Officers to further revise current year budgetary position based on known changes, and finalise future years forecast budget, taking into account Committee comments.
January	Budget Presentation	Final proposed budgets presented to Committees for the forthcoming year, to consider recommending their approval at Full Council.
February	Final Budget Approval	Final budget presented to Full Council for approval.

The timeline presented in Appendix A is considered achievable by Officers during the current year.

Benefits

The intention of the above process is to provide greater transparency of the budget setting process. It also provides an opportunity for Councillors to feed their views into future budgets at an earlier stage and captures residents' opinions to help direct and support future Council spending decisions.

Additional Context

Officers will need to develop and update internal procedures to deliver this new process. A new finance system is also currently being implemented, with greater reporting functionality to support improved financial analysis. Additionally, the Council has recently recruited a new Finance Manager (RFO), with the current incumbent due to retire at the end of May.

The delivery of this new process for setting the 2026/27 budgets must be considered in this context. It is envisaged that learnings will take place during the year, with the process undergoing continuous development and improvement in the years ahead.

Impacts Assessment

Resources
Staff resource will need to be redirected to delivery this process. This may impact Officer's ability to deliver other, lower priority work, although this is likely to be mitigated should staff changes be approved later in this meeting (S&R 22 April 2025). A portion of the existing PR & Marketing budget will need to be directed to publicise the residents' consultation. Additionally, a direct mail delivery to all addresses to promote the consultation would cost in the region of £1,000.
Equality
There are no impacts identified.
Environmental
The proposed direct mail delivery will have a minor impact on the Council's carbon footprint, although purchasing decisions will seek to limit this.

Recommendations

- ◆ **That Members note the contents of the report.**
- ◆ **That Members approve the budget setting process and timeline, set out in the report.**

PROPOSED BUDGET SETTING PROCESS

Project start date:				June	July	August	September	October	November	December	January	February
Milestone description	Assigned to	Start	Days									
PLANNING & PRE-CONSULTATION PHASE												
Prepare Preliminary Future Budget Forecasts	Officers	02/06/2025	21									
Draft Residents' Consultation	Officers	23/06/2025	14									
Initial Councillor Engagement - Informal	Officers / Councillors	07/07/2025	14									
Finalise Residents' Consultation	Officers	21/07/2025	7									
CONSULTATION PHASE												
Residents' Consultation (6 weeks)	Residents	04/08/2025	42									
Consultation Response Analysis	Officers	15/09/2025	14									
Provisional Budget Preparation												
First Revised Estimates & Updated Future Budget Forecasts	Officers	06/10/2025	21									
Councillor Engagement - Formal (Committee Cycle)	Officers / Councillors	11/11/2025	14									
Final Budget Preparation & Approval												
Final Budget Preparation	Officers	01/12/2025	14									
Budget Presentation (Committee Cycle)	Officers / Councillors	06/01/2026	21									
Final Budget Approval	Councillors	10/02/2026	1									

Woodley Town Council

OAKWOOD CENTRE FRONTAGE

REPORT OF THE DEPUTY TOWN CLERK

Purpose of Report

To set out plans and ask Members to consider approving funding for the installation of a pergola on the existing hardstanding area to the front of the Oakwood Centre.

Background



To the front of the Oakwood Centre is an area of hardstanding which is utilised for additional café seating – 9 tables and 24 seats are currently provided under two large umbrella style awnings, with planters and banners used to partially border the area.

Outdoor seating is popular with café users however, with no effective heating or substantial cover provided, and limited lighting, the area is currently unusable during evenings or periods of very cold or wet weather. The area can also appear visibly shabby, with the existing awnings old and faded.

Requirement

Officers are seeking to increase and enhance the usability of the outside area for patrons of both the café and the Oakwood Centre.

At present, the indoor area (35m²) provides seating for approximately 40 people. When there is a sold-out theatre show there is limited space for attendees and the area becomes cramped. This problem is exacerbated when other hirers are using the building, with evening hire of other rooms often avoided when theatre events are scheduled, and vice versa, to manage capacity, reducing potential income.

On lighter, warmer days, the outside area can be used to provide additional space. But for much of the year, when it is cold, dark and damp, it cannot.

With a view to the current project to increase the programme of events at the Alan Cornish Theatre there is a requirement to consider how the Council might ensure sufficient space for attendees, before, during and after performances, all year round.

Additionally, unlike the previous catering partner, Crumbs' café offering now includes the provision of alcohol, including a cocktail menu. With the café currently closing at or before 5pm daily, the popularity of this offering is low. However, it is Crumbs' intention to start remaining open later in the evenings, starting with Fridays and Saturdays. Revenue is likely to be optimised by the provision of a nicer, all-weather, outdoor seating area. This will not only benefit the Council financially but also has the added benefit, in conjunction with the theatre improvements, of creating a true destination location for residents.

Proposal

Following initial research into options, Officers propose that the Council consider the installation of a new, self-standing pergola to the front of the building to support and encourage increased footfall.

The structure needs to be self-standing as the front of the centre is not deemed to have sufficient, suitable load bearing points to support an additional structure. It also needs to provide waterproof cover / warmth in winter, whilst being open and cool in the summer, as well as having suitable lighting to be usable when dark.

Officers' preferred design provides the following:

- 10m x 7m structure (70m²)
- Louvered (adjustable) roof slats which can be electronically opened / closed depending on the weather conditions and is fully waterproof when closed
- LED strip lighting on roof slats
- Retractable sides, providing the option for the space to be closed or open depending on the weather conditions
- 8x heaters, providing warmth
- Flashing to the main building to seamlessly connect the two structures and provide cover for those exiting / entering the building

Indicative images of the type of pergola design are below, for reference, and rendered drawings of the potential design as it might appear at the front of the building are provided at **Appendix A**.



Costs & Alternative Options

The proposed structure has been quoted at circa £60k. Additional costs associated with obtaining planning permission will also be required – approximately £2k-£3k.

It is proposed this should be funded from the Council's Capital Programme Fund earmarked reserve which currently stands at £95,428.

The rendered drawings in Appendix A show a metal / glass barrier around the structure - this is not included in the quoted price and would cost approximately £15k. At present, Officers recommend utilising the existing planters and barriers, with new glass barriers able to be retrofitted, should they be desired, at a later date.

Additional work to improve the hard standing itself will also be needed, but this is likely to be funded from existing budgets.

A number of other structures were considered. Alternatives tended to be fully glazed, with quotes for these structures slightly lower than the above proposal at between £45k-£50k. However, none of these quotes included heaters, and full glazing does not provide the flexibility of the louvered roof solution, with the potential to create a greenhouse effect in hot weather.

Improved seating has not been considered as part of this project at this stage, with existing seating to be used initially and further consideration to seating improvements made at a later date

Impacts Assessment

A full project assessment is provided at **Appendix B**.

Resources
£65,000 – to be funded from the Council's Capital Programme Fund earmarked reserve (currently £95,428)
Equality
There are no impacts identified.
Environmental
There are no significant impacts identified.

Recommendations

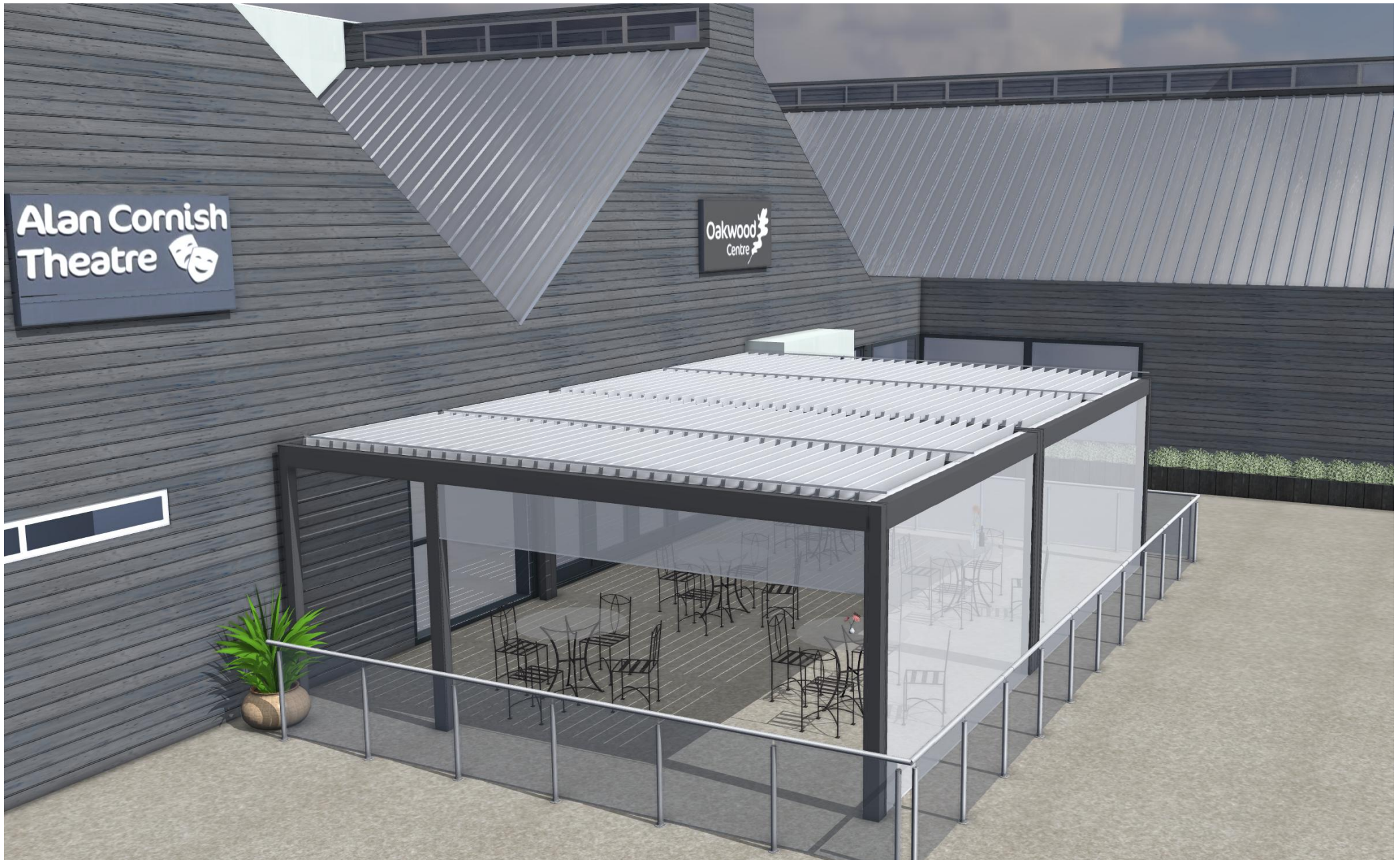
- ♦ **That Members note the contents of the report.**
- ♦ **That Members approve the allocation of £65,000 from the Council's Capital Programme Fund to fund the installation of a pergola to the front of the Oakwood Centre.**
- ♦ **That Members approve the indicative design of the pergola, as shown in the drawings at Appendix A.**

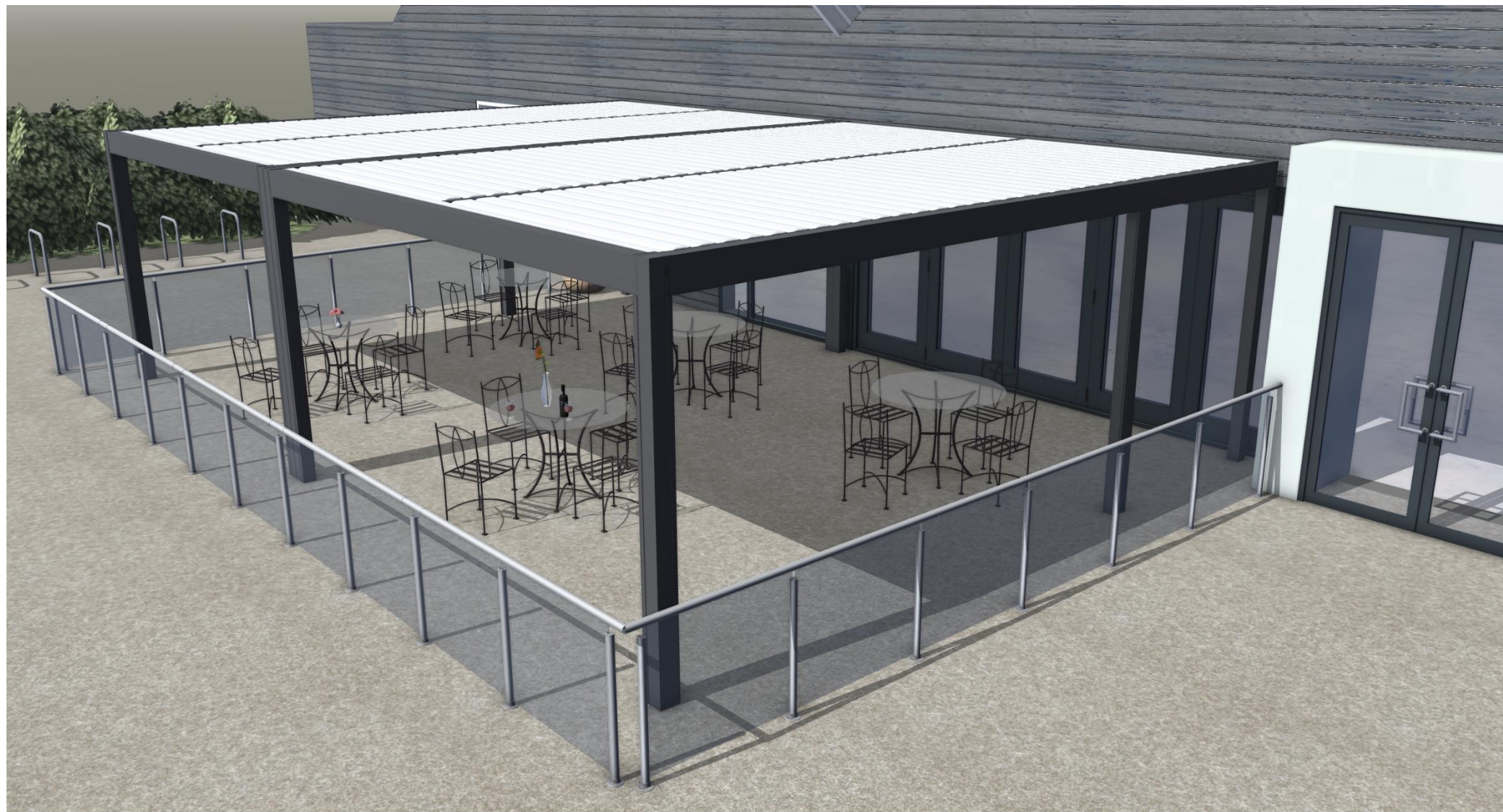
The Oakwood Centre Renders v1

















Project Assessment

Date:	10 April 2025
Project/policy/service:	Oakwood Centre Veranda
Priority (1/2/3)	2
Cost	Estimated £65,000
Completed by:	Matthew Filmore

1. Project/policy/service information:

This section should identify the project, policy or service change, the method of delivery and the key stakeholders, main beneficiaries and associated aims. It should also include information regarding the Health & Safety, Legal Compliance and Income Impacts.

What is the purpose of the project, policy change or service change and what are the expected outcomes:

To install a new veranda to the front of the Oakwood Centre, increasing the capacity of the venue by providing an outdoor, all weather seating area for café and centre users. It is expected the installation will encourage and support increased patronage of the centre, associated with extended café operating times and a new theatre programme, increasing Council revenue and providing a destination location for residents.

Outline how the project, policy change or service change will be delivered and what governance arrangements are in place or required:

The project will be delivered via a contractor, under the supervision of the Amenities Manager. The contract will be tendered in line with the Council's Financial Regulations for projects of this value. Suitable liability and insurance information will be sought from the selected contractor.

The timing of the works and access to the centre will need to be considered to mitigate impact on centre users; for example, the space is utilised more during summer months.

Outline the main beneficiaries of the project, policy change or service change:

All existing and future users of the Oakwood Centre.

Impact	Y/N	Detail
Health / Safety Impact	N	
Legal Compliance	N	
Income Impact	Y	Will encourage and support increased patronage of the café and centre
Other		

2. Equality Impacts - Protected characteristics:

There are 9 protected characteristics identified by the legislation. Consideration should be given to the potential impacts on each of these groups.

- Race
- Gender
- Disability
- Gender re-assignment
- Age
- Religious belief
- Sexual orientation
- Pregnancy/Maternity
- Marriage and civil partnership

The table below should indicate whether the project, policy change or service change will have a positive or negative impact on any of the protected characteristic groups. Each group should be assessed and assigned a Positive, No, Low or High impact score.

Protected characteristics	Impact (Positive, Negative, N/A)	Please detail what impact will be felt by the protected group
Race	N/A	
Gender	N/A	
Disabilities	N/A	
Age	N/A	
Sexual orientation	N/A	
Religion/belief	N/A	
Gender re-assignment	N/A	
Pregnancy & maternity	N/A	
Marriage & civil partnership	N/A	

Based on the initial impact assessment, a more detailed assessment should be carried out where any groups have been identified as having a negative impact.

3. Environmental Impacts		
Impact	Y/N	Detail
Carbon impact	Y	Minimal – production and delivery of veranda will have a carbon impact. Suppliers credentials will be sought as part of the tender.
Habitat/biodiversity impact	N	
Alternatives considered	Y	A full extension would be cost prohibitive, and would take away what is currently a pleasant, well used, outdoor seating area.
Other		



Signed: _____

Print: Matthew Filmore

Date: 10 April 2025

REPORT NO. SR 14/25 HAS BEEN
OMITTED AS THE CONTENT IS
CONFIDENTIAL