Fleet Town Council — AGENDA

Policy & Finance — Wednesday, 21 October 2026

Issued: Wednesday, 14 October 2026

Dear All,

Notice is hereby given of a public meeting of the **Policy & Finance** to be held at **7:00 PM** on **Wednesday, 21 October 2026** at the **Function Room - The Harlington**. Members of the public and press are welcome to attend in accordance with the Public Bodies (Admission to Meetings) Act 1960. This notice is given under paragraph 10(2) of Schedule 12 to the Local Government Act 1972.

Yours sincerely,

Rita Tong

Rita Tong
Executive Officer to Fleet Town Council
executive.officer@fleet-tc.gov.uk

AGENDA

1. APOLOGIES FOR ABSENCE

To receive and record apologies for absence. Members are reminded that the Council can only accept apologies where a valid reason is given. Local Government Act 1972, s.85(1)

2. DECLARATIONS OF INTEREST

To receive any declarations of pecuniary or non-pecuniary interests from members in items on the agenda, and any requests for dispensations. Members are reminded of their obligations under the Localism Act 2011 s.29–34.

3. QUESTIONS FROM THE PUBLIC

To allow members of the public to address the Council in accordance with the Council's Standing Orders. A maximum of 3 minutes per speaker, total session 15 minutes. Public Bodies (Admission to Meetings) Act 1960, s.1 & Openness of Local Government Bodies Regs 2014; speaking via standing orders.

4. CONFIRMATION OF MINUTES

To approve and sign the minutes of the previous meeting as a true and correct record. Local Government Act 1972 Schedule 12 para 41.

PART 1 - ITEMS FOR DECISION

5. QUARTERLY FINANCIAL MONITORING REPORT

To consider and agree the quarterly reports for the period ending 30 September 2026.

1. Q2 Income & Expenditure Account

2. Q2 Budget Monitoring Report

3. Balance sheet as at 30 September 2026

4. List of Purchase Ledger Payments

5. List of Debtors

6. Harlington Performance Totals

RECOMMENDATION

To receive and accept the Quarterly Report and accounts for the period ending 30 September 2026.

6. GRANT POLICY

The Current *Grant Policy* was approved in October 2017 and last reviewed in February 2022.

The revised policy has been updated to:

• Reformat the policy to align with the Council's current policy template and improve readability.

• Introduce a clear Policy Statement and Scope.

• Update governance arrangements, including conflicts of interest, delegation and assessment criteria.

• Strengthen the application process by clarifying supporting information requirements.

• Enhance financial controls through improved grant conditions, monitoring, reporting and recovery provisions.

• Update eligibility criteria to provide greater clarity on what can and cannot be funded.

• Add provisions covering equality, data protection and related Council policies to reflect current legislation and best practice.

RECOMMENDATION

Members are asked to review and approve the updated *Grant Policy*.

7. GRANTS

To consider the following applications for grant funding and to receive the record of grants awarded during 2026/27:

• Fleet Carnival – £1,000 towards the costs of the 2027 Carnival.

• Ancells Preschool – a grant towards the running costs of the preschool, following its previous application considered under FC DEC 25, Item 8.

RECOMMENDATIONS

a) To consider the grant request(s).

b) To note the record of grants awarded for 2026/27.

8. COMPLAINTS POLICY

The current *Complaints Policy* was approved by this Committee in October 2017 and is due for review.

The revised policy has been updated to:

• Provide a clearer and more accessible explanation of the Council's complaints process and the different routes for complaints about Council operations, the Executive Officer and Councillor conduct.

• Set out clear principles for handling complaints, including that complaints will be dealt with promptly, fairly, sensitively, consistently and confidentially, with a focus on learning from complaints.

• Clarify the distinction between complaints which fall under the Council's complaints procedure and matters which must be dealt with under separate procedures, including staff disciplinary matters and Councillor Code of Conduct complaints.

• Introduce clearer timescales, including acknowledgement of formal complaints normally within 5 working days and a target response within 20 working days.

• Clarify the process for complaints about the Executive Officer, including the involvement of the Chair of the Establishment Committee and, where necessary, a Panel or appropriate staffing procedure.

• Clarify that complaints concerning Councillor conduct are submitted to the Monitoring Officer at Hart District Council and are dealt with under the relevant standards arrangements, rather than being investigated directly by the Town Council.

• Strengthen provisions relating to confidentiality, data protection, complaint outcomes and the recording and monitoring of complaints.

• Introduce clearer provisions for dealing proportionately with vexatious, unreasonable or persistent complaints.

• Update and simplify the complaints form and flow chart to reflect the revised procedure.

RECOMMENDATION

Members are asked to approve the updated *Complaints Policy*.

9. BIODIVERSITY STATEMENT

The current *Biodiversity Statement* was approved in December 2023 and is due for review.

The revised statement has been updated to:

· Reflect the Council's current statutory biodiversity duty under the Environment Act 2021 and the requirement to consider what the Council can do to conserve and enhance biodiversity.

· Update the statement to reflect current national guidance, including the need to agree appropriate biodiversity policies and objectives and take action to deliver them.

· Clarify the Council's role in relation to planning applications and Biodiversity Net Gain, recognising that the Town Council is a consultee rather than the Local Planning Authority.

· Strengthen the Council's commitments to biodiversity in the management of its parks, open spaces and Sites of Importance for Nature Conservation (SINCs).

· Include consideration of biodiversity in tree management, planting, habitat management, buildings, projects and relevant procurement and contractor arrangements.

· Recognise the role of relevant Local Nature Recovery Strategies and partnership working in supporting local biodiversity and nature recovery.

· Strengthen the focus on community engagement and opportunities for residents and community groups to contribute to local biodiversity initiatives.

· Clarify that biodiversity considerations should be incorporated into relevant Council decision-making and service planning.

· Introduce a formal review commitment, with the Statement to be reviewed at least every five years in accordance with the statutory biodiversity duty.

RECOMMENDATION

Members are asked to approve the updated *Biodiversity Statement*.

10. BANKING ARRANGEMENTS

The Council is currently banking with HSBC. While the existing arrangements continue to meet the Council's day-to-day banking requirements, there have been a number of recent issues with the HSBCnet online banking platform, including a duplicate payment, a payment appearing to disappear following first approval, difficulties cancelling payments and challenges in obtaining timely access to a member of staff when an issue requires resolution.

It is therefore proposed that the Council opens an additional current account with Unity Trust Bank. This would provide the Council with an alternative banking relationship and allow the Council to assess Unity's online banking and customer support arrangements alongside its existing HSBC provision.

Unity Trust Bank has a specialist Public & Third Sector Team with experience of local council governance, financial reporting and sector-specific requirements. Its online banking platform provides single, dual and triple authorisation options, allowing payment controls to reflect the Council's existing financial procedures. Unity also offers a UK-based customer service team and specialist support for councils, together with BACS, CHAPS, corporate purchasing cards and accounting software integrations.

Unity has advised that council mandate changes are generally processed within 10–14 working days and that its account-opening process is designed specifically around local council requirements, including the use of council-specific terminology such as precept and AGAR information. Unity also offers a range of savings products which may provide an option for managing Council reserves in due course.

Treasury Investment Policy

Unity Trust Bank does not hold a Fitch F1 short-term credit rating. The Council's Treasury Investment Policy requires investments in short-term investments of less than one year to meet specified credit-rating criteria.

The proposed Unity account is intended to be used as an operational current account for day-to-day banking and payment transactions, and not as a short-term investment or deposit account. No funds would be placed with Unity for a defined investment term under this proposal. The Council's existing Treasury Investment Policy would therefore continue to apply to any separate treasury investments undertaken by the Council.

The Council may wish to review its Treasury Investment Policy in due course to ensure that it clearly distinguishes between operational banking arrangements and treasury investments, including the risk controls applicable to balances held in operational current accounts.

RECOMMENDATION

To approve the opening of a bank account with Unity Trust Bank and authorise the Executive Officer/RFO to complete the necessary application and associated documentation, in accordance with the Council's Financial Regulations and approved banking arrangements.

11. 2027/28 DRAFT BUDGET

To consider the draft 2027/28 budget.

Reports for the 2027/28 budget:

1. Statement of Variation

2. Detailed Budget

3. Reserves

4. Maintenance and Capital Works

Members to note that the draft budget does not include the following items Members have previous put forward:

• Sensory Garden in The Views

• Grassing the old car park at Ancells

• Speedwatch equipment or administration costs

• Apprentice handyman

• Events co-ordinator

RECOMMENDATIONS

Members are to consider the first draft of the 2027/28 budget and provide guidance for the budget setting process.

PART 2 - ITEMS TO NOTE

12. INVESTMENT REPORT

To consider the quarterly investment report for the period ending 30 September 2026.

RECOMMENDATION

To note the balances held in the Fleet Town Council Accounts.

13. ANNOUNCEMENTS

To receive any announcements from the Executive Officer or, by permission of the Chair, other Members.

14. DATE & TIME OF NEXT MEETING

The next meeting of the Policy & Finance Committee is scheduled to be held on 17 February 2026 at 7.00pm at the Harlington.

PART 3 - CONFIDENTIAL ITEMS

APPENDIX I — Public Documents

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4. CONFIRMATION OF MINUTES

Policy Finance Minutes draft- July 26.pdf

5. QUARTERLY FINANCIAL MONITORING REPORT

Q2 Income Statement by Nominal.pdf
Q2 Income Statement by Location.pdf
Q2 2026-27 Financial Monitoring Report.pdf
Q2 Balance Sheet.pdf
Q2 Payments Listing Report.pdf
Hallmaster Debtors 30 September 2026.pdf
Xero Aged Receivables Summary September 2026.pdf
Monthly Performance totals 2026 2027.pdf

6. GRANT POLICY

Grant Policy - Oct 2026.pdf
Grant Policy reviewed P & F February 2022.pdf
Grant Application Form - 2026.pdf
Grant Application Form.pdf

7. GRANTS

Grant Application - Fleet Carnival - Redacted.pdf
2026-27 Grants Awarded.pdf

8. COMPLAINTS POLICY

Complaints Policy - October 2026.pdf
Complaints Policy and Procedure September 2023.pdf

9. BIODIVERSITY STATEMENT

Biodiversity Statement - Oct 2026.pdf
Biodiversity Statement 2023.pdf

10. BANKING ARRANGEMENTS

Unity-Council-Checklist_S3.pdf
Unity-Council-Checklist_S3.pdf
Standard-Service-Tariff-Unity-Trust-Bank.pdf

11. 2027/28 DRAFT BUDGET

2027-28 Statement of Variation.pdf

2027-28 Phased Budget.pdf
2027-28 FTC Reserve Balances.pdf
Future Capital Works as of 30.09.2026.pdf

12. INVESTMENT REPORT

06. Investment Report 30 September 2026.pdf

FLEET TOWN COUNCIL

MINUTES OF THE POLICY AND FINANCE COMMITTEE

Wednesday 22nd July 2026 at 7pm
at The Harlington

*	Councillor Davidson	*	Councillor Stanton
*	Councillor Einchcomb	*	Councillor Taylor
*	Councillor Engstrom	*	Councillor Tilley
*	Councillor Holt	*	Councillor Wildsmith
*	Councillor Parker	*	Councillor Woods
*	Councillor Schofield		

* Present # Absent & No Apology Received 0 Apology for Absence L Late

Also in attendance:
Rita Tong – Executive Officer

PF JULY 2026 ITEM 1 ELECTION OF CHAIRMAN

Councillor Holt was proposed by Councillor Woods and seconded by Councillor Stanton for the position of Chairman.

Councillor Taylor was proposed by Councillor Einchcomb and seconded by Councillor Engstrom for the position of Chairman.

Councillor Holt withdrew his nomination.

RESOLVED
That Councillor Taylor be elected as Chairman of the Policy & Finance Committee for the local government year 2026/2027.

PF JULY 2026 ITEM 2 ELECTION OF VICE CHAIRMAN

Councillor Davidson was proposed by Councillor Woods and seconded by Councillor Holt. There were no other nominations.

RESOLVED
That Councillor Davidson be elected as Vice Chairman of the Policy & Finance Committee for the local government year 2026/2027.

PF JULY 2026 ITEM 3 APOLOGIES FOR ABSENCE

Members received and accepted the apologies as noted above.

PF JULY 2026 ITEM 4 DECLARATIONS OF INTEREST

Councillor Taylor declared an *Other Registerable Interest* in Agenda Item 7, on the grounds that he is a leader of one of the organisations listed as a debtor.

Councillor Schofield declared a *Disclosable Pecuniary Interest* in Agenda Item 12, on the grounds that he has an outstanding mileage claim to submit. He took no part in the discussion or vote on this item.

PF JULY 2026 ITEM 5 QUESTIONS FROM THE PUBLIC

There were no questions from the public.

PF JULY 2026 ITEM 6 MINUTES OF PREVIOUS MEETING

The minutes of the Policy and Finance Committee held on Wednesday 22nd April 2026 were approved and signed by the Chairman.

PF JULY 2026 ITEM 7 QUARTERLY FINANCIAL MONITORING REPORT

Members considered and agreed the quarterly report for the period ending 30 June 2026.

Reports for 2026/27 as at 30 June 2026:

a. Q1 Income & Expenditure Account
b. Q1 Budget Monitoring Report
c. Balance sheet as at 30 June 2026
d. List of Purchase Ledger Payments
e. List of Debtors
f. Harlington Performance Totals

Members noted that the Ancells Farm Community Centre kitchen refurbishment project had come in significantly under budget and asked officers to review whether an oven could be installed.

Members also noted that these were the first reports they had seen from the new accounting package, Xero. They requested that, if possible, the Income Statement should include the full-year budget.

RESOLVED

a) That the Quarterly Report and accounts for the period ended 30 June 2026 be received and approved.
b) That the EMR Ancells Bus be reallocated to the 2026/27 Grants budget, and that any unspent grants budget at year end be allocated to the EMR New Venue Fit Out.

PF JULY 2026 ITEM 8 INVESTMENT REPORT

Members considered the quarterly investment report for the period ending 30 June 2026.

Account	**Funds**
HSBC Current Bank Account	£363,549.47
HSBC Savings Account	£1,129,896.29
CCLA Public Sector Deposit Fund	£3,124,129.62
TOTAL	**£4,617,575.38**

RESOLVED

a) That the balances held in the Fleet Town Council accounts be noted.
b) That the Executive Officer review the Council's forthcoming cashflow requirements and, following that review, transfer any surplus funds from the HSBC Savings Account to the CCLA Public Sector Deposit Fund, with the aim of maximising interest income.

PF JULY 2026 ITEM 9 REVIEW OF GRANT CATEGORIES

Members considered a report from the Executive Officer regarding the Council's current community funding arrangements, grant categories and budget allocations.

RESOLVED

a) That the existing grant budgets be simplified as follows:
    - The Community Support and Community Grants budgets be combined into a single Community Grants budget.
    - The delegated Grant Aid in Kind scheme be incorporated within the Council's Grants Policy.
    - Recurring annual grants continue to be funded through their existing arrangements.
b) That the Council promote the availability of grants funding, and any awards made, via its social media channels.

PF JULY 2026 ITEM 10 GRANTS

Members considered an application for grant funding from St Philip's & St James Church in the sum of £1,000 to refurbish the toilets in the community hall.

Members reviewed the record of grants awarded for 2026/27 and noted that their decision at Annual Council to grant peppercorn rents for the remainder of lease periods for a number of tenants.

RESOLVED

a) To award the grant application for support towards refurbishing toilets in a community hall.
b) To note the record of grants awarded for 2026/27.
c) To reflect the peppercorn rents on the record of grants awarded.

PF JULY 2026 ITEM 11 PURCHASE OF GOVMEETINGS

Members considered a report from the Executive Officer regarding the purchase and implementation of GovMeetings.

Members noted that the Council holds approximately 60 meetings per year, resulting in a cost per meeting of £22.40 in Year 1 and £37.35 in Years 2 and 3. They believed this represented good value for money.

RESOLVED

That the purchase of GovMeetings be authorised on a three-year contract, at a cost of £1,343 in Year 1 and £2,241 in Years 2 and 3; and that the cost be met from the IT Budget, or, if necessary, from the Professional Fees budget for Central Administration.

PF JULY 2026 ITEM 12 HMRC MILEAGE RATE INCREASE

Members considered the recent announcement that the HMRC-approved mileage rate for cars has increased from 45p to 55p per mile, with effect from 1 April 2026.

Members noted that the revised rate does not apply automatically unless the Council's mileage policy or employment terms provide for payment at the prevailing HMRC rate. The Council's current contractual rate of 45p per mile will therefore continue to apply unless Members approve an amendment.

Members also noted that this rate applies to councillors claiming mileage for Council duties.

RESOLVED

a) That the HMRC mileage rate of 55p per mile be adopted with effect from 1 April 2026.
b) That staff contracts be amended to reflect this change in terms and conditions.

PF JULY 2026 ITEM 13 PRIVACY POLICY – GENERAL

Members reviewed the updated *Privacy Policy – General*.

RESOLVED

That the updated *Privacy Policy – General* be approved.

PF JULY 2026 ITEM 14 PRIVACY POLICY – STAFF, COUNCILLORS AND ROLE HOLDERS

Members reviewed the updated *Privacy Policy – Staff, Councillors and Role Holders* and requested that Section 12 be amended to be similar in format to the comparable section 9 of the *Privacy Policy – General.*

RESOLVED

Subject to the amendments above, the *Privacy Policy - Staff, Councillors and Role Holders* be approved.

PF JULY 2026 ITEM 15 FIXED ASSET POLICY

Members reviewed the new *Fixed Asset Policy* and requested that section 7 be amended to remove the reference to depreciation and changed instead to market value.

RESOLVED

a) Subject to the amendments above, the *Fixed Asset Policy* be approved.
b) That Financial Regulations be amended to reflect the increased value of disposal requiring Council approval from £250 to £500.

PF JULY 2026 ITEM 16 ANNOUNCEMENTS

Members were advised that an Extraordinary Full Council meeting would be called to consider matters around the Stage 3 report on the Harlington renovation project.

The retiring Chair of the Policy and Finance Committee extended his thanks to the Executive Officer, past Town Clerks, and current and former members of the Committee.

PF JULY 2026 ITEM 17 DATE AND TIME OF NEXT MEETING

The next meeting of the Policy and Finance Committee will be held on Wednesday 21st October 2026 at 7pm in the Harlington.

There being no further business the meeting closed at 8.42pm.

Signed: …….. Date: ……
Chairman

Budget Variance

Fleet Town Council

For the 3 months ended 30 September 2026

	JUL-SEPT 2026	JUL-SEPT 2026 OVERALL BUDGET	VARIANCE	VARIANCE %	APR-SEPT 2026	APR-SEPT 2026 OVERALL BUDGET	VARIANCE	VARIANCE %
Trading Income								
Bar Sales	25,566.24	17,737.00	7,829.24 ↑	44.14% ↑	58,171.06	49,837.00	8,334.06 ↑	16.72% ↑
Box Office Charges	3,602.89	1,055.00	2,547.89 ↑	241.51% ↑	5,664.56	5,159.00	505.56 ↑	9.80% ↑
Donations / Sponsorship Receipt	1,000.00	-	1,000.00 ↑	- —	2,416.67	-	2,416.67 ↑	- —
Food Sales	544.99	1,250.00	(705.01) ↓	-56.40% ↓	2,102.44	2,600.00	(497.56) ↓	-19.14% ↓
Grants - HCC	500.00	-	500.00 ↑	- —	3,800.00	-	3,800.00 ↑	- —
Grants - Other	-	-	- —	- —	1,000.00	-	1,000.00 ↑	- —
Interest Received	34,316.94	20,700.00	13,616.94 ↑	65.78% ↑	69,031.19	41,400.00	27,631.19 ↑	66.74% ↑
Interment	6,680.00	5,460.00	1,220.00 ↑	22.34% ↑	8,860.00	10,920.00	(2,060.00) ↓	-18.86% ↓
Memorials & Monuments	3,908.33	4,425.00	(516.67) ↓	-11.68% ↓	5,979.33	8,850.00	(2,870.67) ↓	-32.44% ↓
Miscellaneous Income / Receipt	5,744.48	-	5,744.48 ↑	- —	5,839.64	-	5,839.64 ↑	- —
Other Cemetery Fees - Receipt	775.00	960.00	(185.00) ↓	-19.27% ↓	960.00	1,920.00	(960.00) ↓	-50.00% ↓
Outdoor Space Hire	5,864.05	4,875.00	989.05 ↑	20.29% ↑	15,245.89	9,850.00	5,395.89 ↑	54.78% ↑
Precept	768,597.00	-	768,597.00 ↑	- —	1,537,194.00	768,597.00	768,597.00 ↑	100.00% ↑
Premises Hire Charges	30,470.78	26,200.00	4,270.78 ↑	16.30% ↑	51,084.15	58,500.00	(7,415.85) ↓	-12.68% ↓
Purchase of Grave Space	3,220.00	7,275.00	(4,055.00) ↓	-55.74% ↓	5,565.00	14,550.00	(8,985.00) ↓	-61.75% ↓
PWLB Loan	149,947.50	-	149,947.50 ↑	- —	149,947.50	-	149,947.50 ↑	- —
Rents	3,333.34	3,000.00	333.34 ↑	11.11% ↑	6,666.68	6,000.00	666.68 ↑	11.11% ↑

	JUL-SEPT 2026	JUL-SEPT 2026 OVERALL BUDGET	VARIANCE	VARIANCE %	APR-SEPT 2026	APR-SEPT 2026 OVERALL BUDGET	VARIANCE	VARIANCE %
Ticket Sales Income	87,204.39	16,220.00	70,984.39 ↑	437.63% ↑	179,832.21	79,353.00	100,479.21 ↑	126.62% ↑
Total Trading Income	**1,131,275.93**	**109,157.00**	**1,022,118.93**	**936.38%**	**2,109,360.32**	**1,057,536.00**	**1,051,824.32**	**99.46%**
Gross Profit	**1,131,275.93**	**109,157.00**	**1,022,118.93**	**936.38%**	**2,109,360.32**	**1,057,536.00**	**1,051,824.32**	**99.46%**
Other Income								
Transfer from Reserves	3,854.50	-	3,854.50 ↑	- —	174,334.30	-	174,334.30 ↑	- —
Total Other Income	**3,854.50**	**-**	**3,854.50**	**-**	**174,334.30**	**-**	**174,334.30**	**-**
Operating Expenses								
Audit & Accountancy Fees	2,520.00	2,600.00	(80.00) ↓	-3.08% ↓	2,382.50	2,900.00	(517.50) ↓	-17.84% ↓
Bank Charges	453.43	600.00	(146.57) ↓	-24.43% ↓	873.69	1,200.00	(326.31) ↓	-27.19% ↓
Bar Consumables	-	375.00	(375.00) ↓	-100.00% ↓	41.54	750.00	(708.46) ↓	-94.46% ↓
Bar Purchases	4,926.21	7,095.00	(2,168.79) ↓	-30.57% ↓	18,296.73	19,935.00	(1,638.27) ↓	-8.22% ↓
Building Maintenance	1,113.66	9,035.00	(7,921.34) ↓	-87.67% ↓	7,063.80	18,070.00	(11,006.20) ↓	-60.91% ↓
Card Charges	2,492.62	3,300.00	(807.38) ↓	-24.47% ↓	5,350.92	6,600.00	(1,249.08) ↓	-18.93% ↓
Chairman's Expense Allowance	-	300.00	(300.00) ↓	-100.00% ↓	29.15	600.00	(570.85) ↓	-95.14% ↓
Christmas Festival Costs	1,329.75	-	1,329.75 ↑	- —	1,329.75	-	1,329.75 ↑	- —
Cleaning	13,874.39	16,450.00	(2,575.61) ↓	-15.66% ↓	27,031.93	32,650.00	(5,618.07) ↓	-17.21% ↓
Climate Change	-	-	- —	- —	630.00	1,000.00	(370.00) ↓	-37.00% ↓
Computer Contracts	225.44	3,000.00	(2,774.56) ↓	-92.49% ↓	9,717.92	6,000.00	3,717.92 ↑	61.97% ↑
Computer Maintenance	-	-	- —	- —	161.00	-	161.00 ↑	- —
Computer Software	1,604.68	250.00	1,354.68 ↑	541.87% ↑	3,195.28	3,850.00	(654.72) ↓	-17.01% ↓

	JUL-SEPT 2026	JUL-SEPT 2026 OVERALL BUDGET	VARIANCE	VARIANCE %	APR-SEPT 2026	APR-SEPT 2026 OVERALL BUDGET	VARIANCE	VARIANCE %
Councillor Development	867.50	125.00	742.50 ↑	594.00% ↑	1,016.50	250.00	766.50 ↑	306.60% ↑
Councillor Expense	36.75	180.00	(143.25) ↓	-79.58% ↓	36.75	360.00	(323.25) ↓	-89.79% ↓
Elections	-	-	- —	- —	5,566.64	-	5,566.64 ↑	- —
Electricity	9,192.79	14,445.00	(5,252.21) ↓	-36.36% ↓	19,011.29	31,010.00	(11,998.71) ↓	-38.69% ↓
Electronic Sales Costs	4,228.24	3,300.00	928.24 ↑	28.13% ↑	6,789.39	6,600.00	189.39 ↑	2.87% ↑
Employers National Insurance	14,610.59	16,920.00	(2,309.41) ↓	-13.65% ↓	29,466.35	33,840.00	(4,373.65) ↓	-12.92% ↓
Employers Pension	6,553.83	6,990.00	(436.17) ↓	-6.24% ↓	13,149.90	13,980.00	(830.10) ↓	-5.94% ↓
Equipment Hire	364.86	-	364.86 ↑	- —	1,604.86	-	1,604.86 ↑	- —
Equipment Maintenance	-	375.00	(375.00) ↓	-100.00% ↓	(1,594.16)	500.00	(2,094.16) ↓	-418.83% ↓
Equipment Purchases	2,010.66	2,800.00	(789.34) ↓	-28.19% ↓	193,140.49	5,600.00	187,540.49 ↑	3,348.94% ↑
Event/Performance Costs	40,828.11	11,030.00	29,798.11 ↑	270.16% ↑	89,404.29	53,960.00	35,444.29 ↑	65.69% ↑
Fixtures & Fittings	125.50	250.00	(124.50) ↓	-49.80% ↓	125.50	250.00	(124.50) ↓	-49.80% ↓
Food Purchases	87.92	600.00	(512.08) ↓	-85.35% ↓	844.97	1,200.00	(355.03) ↓	-29.59% ↓
Friends of Group	-	-	- —	- —	78.99	-	78.99 ↑	- —
Gas	2,427.01	9,180.00	(6,752.99) ↓	-73.56% ↓	5,864.81	20,200.00	(14,335.19) ↓	-70.97% ↓
Grant	6,589.17	17,302.00	(10,712.83) ↓	-61.92% ↓	11,069.17	36,611.00	(25,541.83) ↓	-69.77% ↓
Health & Safety	2,276.58	1,683.00	593.58 ↑	35.27% ↑	5,953.67	3,291.00	2,662.67 ↑	80.91% ↑
Hospitality	423.97	125.00	298.97 ↑	239.18% ↑	558.79	250.00	308.79 ↑	123.52% ↑
HR and Welfare Costs	376.50	825.00	(448.50) ↓	-54.36% ↓	941.25	1,650.00	(708.75) ↓	-42.95% ↓
Insurance	-	1,200.00	(1,200.00) ↓	-100.00% ↓	16,947.12	21,300.00	(4,352.88) ↓	-20.44% ↓

	JUL-SEPT 2026	JUL-SEPT 2026 OVERALL BUDGET	VARIANCE	VARIANCE %	APR-SEPT 2026	APR-SEPT 2026 OVERALL BUDGET	VARIANCE	VARIANCE %
Interments	-	240.00	(240.00) ↓	-100.00% ↓	95.00	480.00	(385.00) ↓	-80.21% ↓
Legal and Professional Fees	255,173.00	2,800.00	252,373.00 ↑	9,013.32% ↑	485,267.00	2,800.00	482,467.00 ↑	17,230.96% ↑
Licences	-	-	- —	- —	1,122.58	100.00	1,022.58 ↑	1,022.58% ↑
Maintenance Contracts	2,862.62	3,135.00	(272.38) ↓	-8.69% ↓	13,817.96	6,270.00	7,547.96 ↑	120.38% ↑
Marketing	13,760.40	5,200.00	8,560.40 ↑	164.62% ↑	14,569.64	14,900.00	(330.36) ↓	-2.22% ↓
Miscellaneous Expenditure	-	-	- —	- —	-	400.00	(400.00) ↓	-100.00% ↓
Monuments & Memorials	865.00	450.00	415.00 ↑	92.22% ↑	1,872.00	900.00	972.00 ↑	108.00% ↑
Outdoor Space CCTV	-	-	- —	- —	-	6,650.00	(6,650.00) ↓	-100.00% ↓
Outdoor Space Contracts	51,405.39	67,400.00	(15,994.61) ↓	-23.73% ↓	111,465.63	120,800.00	(9,334.37) ↓	-7.73% ↓
Outdoor Space Maintenance	17,965.87	4,290.00	13,675.87 ↑	318.78% ↑	28,268.13	18,580.00	9,688.13 ↑	52.14% ↑
Payroll Costs	278.50	210.00	68.50 ↑	32.62% ↑	402.00	420.00	(18.00) ↓	-4.29% ↓
Postage	-	205.00	(205.00) ↓	-100.00% ↓	22.95	235.00	(212.05) ↓	-90.23% ↓
Promotion/Publicity/Vision	165.66	3,200.00	(3,034.34) ↓	-94.82% ↓	1,065.66	3,200.00	(2,134.34) ↓	-66.70% ↓
PWLB Loan Repayments	-	17,000.00	(17,000.00) ↓	-100.00% ↓	7,958.19	24,958.00	(16,999.81) ↓	-68.11% ↓
Rates	-	-	- —	- —	18,683.74	23,395.00	(4,711.26) ↓	-20.14% ↓
Refuse/Recycling Collection	1,706.33	1,185.00	521.33 ↑	43.99% ↑	3,085.78	2,370.00	715.78 ↑	30.20% ↑
Salaries	116,783.92	132,930.00	(16,146.08) ↓	-12.15% ↓	240,567.21	265,860.00	(25,292.79) ↓	-9.51% ↓
Staff Expenses	2,895.55	580.00	2,315.55 ↑	399.23% ↑	3,370.75	1,060.00	2,310.75 ↑	218.00% ↑
Staff Recruitment	186.03	-	186.03 ↑	- —	590.34	-	590.34 ↑	- —
Staff Training	1,521.26	900.00	621.26 ↑	69.03% ↑	1,521.26	2,800.00	(1,278.74) ↓	-45.67% ↓

	JUL-SEPT 2026	JUL-SEPT 2026 OVERALL BUDGET	VARIANCE	VARIANCE %	APR-SEPT 2026	APR-SEPT 2026 OVERALL BUDGET	VARIANCE	VARIANCE %
Stationery & Consumables	928.96	785.00	143.96 ↑	18.34% ↑	1,644.54	1,570.00	74.54 ↑	4.75% ↑
Subscriptions	773.28	450.00	323.28 ↑	71.84% ↑	3,979.78	3,450.00	529.78 ↑	15.36% ↑
Telephone, Broadband and Mobiles	1,024.05	1,755.00	(730.95) ↓	-41.65% ↓	3,599.04	3,510.00	89.04 ↑	2.54% ↑
Tennis Costs	-	500.00	(500.00) ↓	-100.00% ↓	8,234.98	1,450.00	6,784.98 ↑	467.93% ↑
Transfer to Reserves	-	-	- —	- —	42,000.00	4,000.00	38,000.00 ↑	950.00% ↑
Water & Sewerage	4,065.49	2,970.00	1,095.49 ↑	36.89% ↑	4,446.40	5,940.00	(1,493.60) ↓	-25.14% ↓
Website	-	250.00	(250.00) ↓	-100.00% ↓	1,100.00	500.00	600.00 ↑	120.00% ↑
Total Operating Expenses	**591,901.47**	**376,770.00**	**215,131.47**	**57.10%**	**1,474,831.34**	**841,005.00**	**633,826.34**	**75.37%**
Net Profit	**543,228.96**	**(267,613.00)**	**810,841.96**	**302.99%**	**808,863.28**	**216,531.00**	**592,332.28**	**273.56%**

Profit and Loss

Fleet Town Council

For the 6 months ended 30 September 2026

	ANCELLS COMMUNITY CENTRE	ANCELLS PARK	BASINGBOURNE PARK	CALTHORPE PARK	CEMETERY	CENTRAL ADMINISTRATION	CIVIC AND DEMOCRATIC	EDENBROOK	EVENTS, TOWN CENTRE AND CLIMATE	HARLINGTON	HARLINGTON DEVELOPMENT	HARLINGTON ON TOUR	MOTV	OAKLEY PARK	OPEN SPACES	PROJECTS	THE VIEWS	XMAS FESTIVAL
Turnover																		
Bar Sales	-	-	-	-	-	-	-	-	-	54,706.48	-	-	3,464.58	-	-	-	-	-
Box Office Charges	-	-	-	-	-	-	-	-	-	5,664.56	-	-	-	-	-	-	-	-
Donations / Sponsorship Receipt	-	-	-	-	-	-	-	-	-	-	-	-	916.67	-	-	-	-	1,500.00
Food Sales	-	-	-	-	-	-	-	-	-	2,102.44	-	-	-	-	-	-	-	-
Grants - HCC	-	-	-	-	-	-	-	-	-	-	-	-	500.00	-	3,300.00	-	-	-
Grants - Other	-	-	-	-	-	-	-	-	-	-	-	-	1,000.00	-	-	-	-	-
Interest Received	-	-	-	-	-	69,031.19	-	-	-	-	-	-	-	-	-	-	-	-
Interment	-	-	-	-	8,860.00	-	-	-	-	-	-	-	-	-	-	-	-	-
Memorials & Monuments	-	-	-	-	5,979.33	-	-	-	-	-	-	-	-	-	-	-	-	-
Miscellaneous Income / Receipt	-	-	-	-	-	83.26	-	-	-	5,756.38	-	-	-	-	-	-	-	-
Other Cemetery Fees - Receipt	-	-	-	-	960.00	-	-	-	-	-	-	-	-	-	-	-	-	-
Outdoor Space Hire	-	670.07	1,331.85	11,298.27	-	-	-	-	-	-	-	-	1,180.00	765.70	-	-	-	-
Precept	-	-	-	-	-	1,058,790.00	-	-	-	-	478,404.00	-	-	-	-	-	-	-
Premises Hire Charges	23,783.18	-	-	-	-	-	-	-	-	27,300.97	-	-	-	-	-	-	-	-
Purchase of Grave Space	-	-	-	-	5,565.00	-	-	-	-	-	-	-	-	-	-	-	-	-
PWLB Loan	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	149,947.50	-
Rents	-	-	-	6,666.68	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Ticket Sales Income	-	-	-	-	-	-	-	-	-	163,624.66	-	-	16,207.55	-	-	-	-	-
Total Turnover	**23,783.18**	**670.07**	**1,331.85**	**17,964.95**	**21,364.33**	**1,127,904.45**	**-**	**-**	**-**	**259,155.49**	**478,404.00**	**-**	**23,268.80**	**765.70**	**3,300.00**	**-**	**149,947.50**	**1,500.00**
Gross Profit	**23,783.18**	**670.07**	**1,331.85**	**17,964.95**	**21,364.33**	**1,127,904.45**	**-**	**-**	**-**	**259,155.49**	**478,404.00**	**-**	**23,268.80**	**765.70**	**3,300.00**	**-**	**149,947.50**	**1,500.00**
Administrative Costs																		
Audit & Accountancy Fees	-	-	-	-	-	2,382.50	-	-	-	-	-	-	-	-	-	-	-	-
Bank Charges	-	-	-	-	-	873.69	-	-	-	-	-	-	-	-	-	-	-	-
Bar Consumables	-	-	-	-	-	-	-	-	-	41.54	-	-	-	-	-	-	-	-
Bar Purchases	-	-	-	-	-	-	-	-	-	18,296.73	-	-	-	-	-	-	-	-
Building Maintenance	1,676.65	-	163.80	375.34	-	-	-	-	-	4,684.21	-	-	-	163.80	-	-	-	-
Card Charges	-	-	-	-	-	128.00	-	-	-	5,222.92	-	-	-	-	-	-	-	-
Chairman's Expense Allowance	-	-	-	-	-	-	29.15	-	-	-	-	-	-	-	-	-	-	-
Christmas Festival Costs	-	-	-	-	-	-	-	-	1,012.99	-	-	-	-	-	-	-	-	316.76
Cleaning	4,379.48	892.80	667.00	403.50	-	-	-	-	-	19,861.60	-	-	27.15	800.40	-	-	-	-
Climate Change	-	-	-	-	-	-	-	-	630.00	-	-	-	-	-	-	-	-	-
Computer Contracts	-	-	-	-	-	9,717.92	-	-	-	-	-	-	-	-	-	-	-	-
Computer Maintenance	-	-	-	-	-	161.00	-	-	-	-	-	-	-	-	-	-	-	-
Computer Software	-	-	-	-	-	1,828.26	-	-	-	1,367.02	-	-	-	-	-	-	-	-
Councillor Development	-	-	-	-	-	-	1,016.50	-	-	-	-	-	-	-	-	-	-	-
Councillor Expense	-	-	-	-	-	-	36.75	-	-	-	-	-	-	-	-	-	-	-
Elections	-	-	-	-	-	-	5,566.64	-	-	-	-	-	-	-	-	-	-	-
Electricity	783.67	271.02	254.59	1,101.46	-	-	-	-	-	15,975.06	-	-	-	254.71	-	-	370.78	-
Electronic Sales Costs	-	-	-	-	-	-	-	-	-	6,789.39	-	-	-	-	-	-	-	-
Employers National Insurance	1,494.48	-	-	-	75.33	10,425.31	-	-	-	16,308.85	-	-	-	-	1,162.38	-	-	-
Employers Pension	568.39	-	-	-	149.75	5,690.22	-	-	-	6,291.54	-	-	-	-	450.00	-	-	-
Equipment Hire	-	-	-	-	-	-	-	-	-	-	-	-	1,604.86	-	-	-	-	-
Equipment Maintenance	-	236.80	-	-	-	-	-	-	-	(1,830.96)	-	-	-	-	-	-	-	-
Equipment Purchases	40.59	4,338.00	(2.00)	1,961.62	102.25	12,195.39	-	-	123.25	(2,116.51)	-	-	33.33	-	192.77	15,582.00	160,689.80	-
Event/Performance Costs	-	-	-	-	-	-	-	-	-	70,830.32	-	-	18,573.97	-	-	-	-	-
Fixtures & Fittings	-	-	-	-	-	-	-	-	-	-	-	-	-	-	125.50	-	-	-
Food Purchases	-	-	-	-	-	-	-	-	-	844.97	-	-	-	-	-	-	-	-
Friends of Group	-	-	78.99	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Gas	501.59	422.73	-	-	-	-	-	-	-	4,940.49	-	-	-	-	-	-	-	-
Grant	-	-	-	-	-	11,069.17	-	-	-	-	-	-	-	-	-	-	-	-
Health & Safety	-	-	-	-	-	4,274.63	-	-	-	1,463.04	-	-	-	-	-	-	-	216.00
Hospitality	-	-	-	-	-	1.40	151.48	-	-	-	86.94	-	318.97	-	-	-	-	-
HR and Welfare Costs	-	-	-	-	-	941.25	-	-	-	-	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	15,799.12	-	-	-	-	-	-	1,148.00	-	-	-	-	-
Interments	-	-	-	-	95.00	-	-	-	-	-	-	-	-	-	-	-	-	-
Legal and Professional Fees	-	7.00	-	-	1,183.00	544.00	-	-	-	-	480,533.00	3,000.00	-	-	-	-	-	-
Licences	-	-	-	-	-	-	-	-	-	75.00	84.58	963.00	-	-	-	-	-	-
Maintenance Contracts	1,102.92	1,142.16	956.16	956.16	-	-	-	-	-	8,704.40	-	-	-	956.16	-	-	-	-
Marketing	-	-	-	-	-	-	-	-	-	13,746.28	-	-	823.36	-	-	-	-	-
Monuments & Memorials	-	-	-	-	1,872.00	-	-	-	-	-	-	-	-	-	-	-	-	-
Outdoor Space Contracts	-	13,051.67	11,690.14	13,692.84	10,302.47	-	-	2,523.05	37,687.65	-	-	-	-	12,447.06	3,510.82	-	6,559.93	-
Outdoor Space Maintenance	-	7,334.70	1,266.57	7,116.42	9,435.94	-	-	149.40	-	-	-	-	-	2,410.70	-	-	554.40	-
Payroll Costs	-	-	-	-	-	402.00	-	-	-	-	-	-	-	-	-	-	-	-

	ANCELLS COMMUNITY CENTRE	ANCELLS PARK	BASINGBOURNE PARK	CALTHORPE PARK	CEMETERY	CENTRAL ADMINISTRATION	CIVIC AND DEMOCRATIC	EDENBROOK	EVENTS, TOWN CENTRE AND CLIMATE	HARLINGTON	HARLINGTON DEVELOPMENT	HARLINGTON ON TOUR	MOTV	OAKLEY PARK	OPEN SPACES	PROJECTS	THE VIEWS	XMAS FESTIVAL
Postage	-	-	-	-	-	22.95	-	-	-	-	-	-	-	-	-	-	-	-
Promotion/Publicity/Vision	-	65.00	130.00	90.00	100.00	250.00	-	-	235.66	-	-	-	-	130.00	-	-	65.00	-
PWLB Loan Repayments	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	7,958.19	-
Rates	-	1,244.39	-	-	2,121.60	-	-	-	-	15,317.75	-	-	-	-	-	-	-	-
Refuse/Recycling Collection	183.57	-	-	-	731.36	-	-	-	-	1,840.85	-	-	330.00	-	-	-	-	-
Salaries	11,466.40	-	-	-	2,995.20	81,179.07	-	-	-	135,926.54	-	-	-	-	9,000.00	-	-	-
Staff Expenses	-	-	-	-	159.00	458.17	-	-	-	251.91	-	-	2,501.67	-	-	-	-	-
Staff Recruitment	-	-	-	-	-	271.23	-	-	-	319.11	-	-	-	-	-	-	-	-
Staff Training	-	-	-	-	-	1,521.26	-	-	-	-	-	-	-	-	-	-	-	-
Stationery & Consumables	-	-	-	-	-	1,394.82	-	-	-	151.00	-	-	92.90	-	-	-	5.82	-
Subscriptions	45.00	-	-	-	110.00	3,632.78	-	-	-	-	-	-	-	-	-	-	-	192.00
Telephone, Broadband and Mobiles	284.18	-	-	-	-	2,008.50	25.55	-	-	1,280.81	-	-	-	-	-	-	-	-
Tennis Costs	-	-	-	8,234.98	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfer to Reserves	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	38,000.00	4,000.00	-
Water & Sewerage	969.99	125.48	162.09	443.49	(708.85)	-	-	-	-	3,454.20	-	-	-	-	-	-	-	-
Website	-	-	-	-	-	800.00	-	-	-	300.00	-	-	-	-	-	-	-	-
Total Administrative Costs	**23,496.91**	**29,131.75**	**15,367.34**	**34,375.81**	**28,724.05**	**167,972.64**	**6,826.07**	**2,672.45**	**39,689.55**	**350,338.06**	**480,704.52**	**3,963.00**	**25,454.21**	**17,162.83**	**14,441.47**	**53,582.00**	**180,203.92**	**724.76**
Operating Profit	**286.27**	**(28,461.68)**	**(14,035.49)**	**(16,410.86)**	**(7,359.72)**	**959,931.81**	**(6,826.07)**	**(2,672.45)**	**(39,689.55)**	**(91,182.57)**	**(2,300.52)**	**(3,963.00)**	**(2,185.41)**	**(16,397.13)**	**(11,141.47)**	**(53,582.00)**	**(30,256.42)**	**775.24**
Other Income																		
Transfer from Reserves	-	1,677.00	-	-	-	11,967.50	-	-	-	-	-	-	-	-	-	-	160,689.80	-
Total Other Income	**-**	**1,677.00**	**-**	**-**	**-**	**11,967.50**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**160,689.80**	**-**
Profit on Ordinary Activities Before Taxation	**286.27**	**(26,784.68)**	**(14,035.49)**	**(16,410.86)**	**(7,359.72)**	**971,899.31**	**(6,826.07)**	**(2,672.45)**	**(39,689.55)**	**(91,182.57)**	**(2,300.52)**	**(3,963.00)**	**(2,185.41)**	**(16,397.13)**	**(11,141.47)**	**(53,582.00)**	**130,433.38**	**775.24**
Profit after Taxation	**286.27**	**(26,784.68)**	**(14,035.49)**	**(16,410.86)**	**(7,359.72)**	**971,899.31**	**(6,826.07)**	**(2,672.45)**	**(39,689.55)**	**(91,182.57)**	**(2,300.52)**	**(3,963.00)**	**(2,185.41)**	**(16,397.13)**	**(11,141.47)**	**(53,582.00)**	**130,433.38**	**775.24**

Fleet TOWN COUNCIL

5. **QUARTERLY FINANCIAL MONITORING REPORT FOR Q1 TO 30 SEPTEMBER 2026**

Members to consider a budget monitoring report to 30 September 2026 against budget (detailed report attached for the information of Members).

Cost Centre	Last Year Actual £	This Year Forecast £	Budget £	Variance £
Ancells Community Centre	- 36,758	- 32,850	- 34,515	1,665
Ancells Farm Park & Pavilion	- 52,077	- 53,605	- 51,305	- 2,300
Basingbourne Park	- 55,135	- 46,880	- 46,880	-
Calthorpe Park	- 38,214	- 46,025	- 46,025	-
Cemetery	42,231	5,500	22,725	- 17,225
Central Administration	803,687	1,291,800	1,244,738	47,062
Civic & Democratic	- 15,811	- 13,100	- 13,100	-
Edenbrook	- 5,863	- 8,005	- 8,005	-
Events, Town Centre & Climate Change	- 51,207	- 59,225	- 59,225	-
Harlington	- 253,342	- 309,417	- 313,417	4,000
Harlington Development	- 127,732	- 448,404	- 448,404	-
Harlington on Tour		- 26,556	- 26,556	-
Music on the Views	-	- 4,000	- 4,000	-
Oakley Park	- 49,862	- 40,140	- 40,140	-
Open Spaces	- 34,108	- 36,625	- 70,625	34,000
Projects	- 62,872	- 58,000	- 58,000	-
The Views	- 16,244	- 55,000	- 47,266	- 7,734
Net Income Over Expenditure	**46,693**	**59,468**	**-**	**59,468**

KEY VARIANCES BY LOCATION

To rationalise the number of cost centres, the following changes were made in Xero:

- Grants and Precept are now included in Central Administration.
- Harlington Building is combined with Harlington Events.
- Lengthsman Scheme is included in Open Spaces.

ANCELLS FARM COMMUNITY CENTRE	
Premises Hire Charges	The Centre is performing above budget in income – this is in part due to outstanding amounts from the Preschool from 2025/26 having been paid.
ANCELLS PARK	
Outdoor Maintenance	£2.3k spent on managing OPM at Ancells. Infestation has grown from one tree to four in

	last year which require more money to be spent managing the issue in 2027/28.
CEMETERY	
Overall Income	Cemetery income is currently below the budgeted level. Income received during Quarter 2 totalled £14.6k, compared with £24.7k during the same period in 2025/26. Cemetery income is inherently difficult to predict as it is driven by demand rather than controllable factors. However, the reduction may also reflect the decreasing number of burial plots available for sale.
Water & Sewerage	£3.5k was spent on locating and repairing the water leak that caused the significant costs in late. 2025/26.
CENTRAL & ADMINISTRATION	
Interest Received	Bank and investment income is forecasted to be £46k above the budgeted amount. Whilst this represents a favourable variance for the current financial year, Members are reminded that the Council's investment balances will reduce significantly during 2027/28 as funds are utilised for the Harlington renovation project. Consequently, interest income is expected to decrease substantially in future years and the current level of income should not be regarded as sustainable.
Insurance	A £1.8k saving on Insurance but as there have been a number of claims on insurance during 2026/27, it is likely that an above inflation increase will be applied for 2027/28.
HARLINGTON	
Rates	The annual business rates bill is £4.7k below budget. Whilst this would ordinarily inform the 2027/28 budget setting process, the forthcoming Harlington renovation is expected to significantly affect future business rates liabilities. Consequently, this year's saving should be regarded as a one-off variance rather than a recurring budget reduction.
HARLINGTON DEVELOPMENT	
Building Maintenance	The full-year forecast remains unchanged at this stage. However, the RIBA Stage 3 report has identified an increase in estimated construction costs. Synergy undertook a Value Engineering exercise to identify opportunities to reduce these costs, but this exercise mitigated, rather than completely eliminated, the increase. Synergy is currently in the process of appointing the Lead Contractor to provide market-tested pricing, replacing a number of the indicative cost-per-square-metre estimates currently used. This will provide a more robust assessment of the overall project

	cost before any revisions to the project budget are recommended. Interest rates remain high and construction prices remain volatile – both impacting the project costs.
OPEN SPACES	
PWLB Loan Repayments	This cost centre held the budgeted loan repayment costs for both The Views play park and Edenbrook. The Edenbrook project will not be completed in the current financial year, resulting in a saving of approx. £19k. The Views PWLB loan has been drawn down and one six-monthly loan repayment will occur in this financial year (see The Views cost centre) but a saving od £7.5k will be made for this project.
THE VIEWS	
PWLB Loan Repayments	The savings above are offset by one instalment occurring for The Views play park.

KEY VARIANCES BY ACCOUNT CODE

GRANTS - HCC
Income for the 2026/27 Lengthsman Scheme has been invoiced in advance of the budget profile. This is a timing difference only and is not expected to affect the year-end outturn.
GRANTS - OTHER
Grant received from Church Crookham Parish Council for Music on the Views.
OUTDOOR SPACE HIRE
Outdoor Space Hire combines income from Tennis Court Hire, Sports Pitch Hire and *Music on the Views* stall fees. **Tennis Court Hire** income for Quarter 2 totalled £5.1k, compared with £5.5k during the same period in 2025/26, representing a small year-on-year reduction. **Sports Pitch Hire** income for Quarter 2 totalled £0.6k, compared with £0.3k for the corresponding period last year. The income also includes £0.1k received from stallholder fees for *Music on the Views*. As overall income is broadly in line with the corresponding period in 2025/26, for the quarter and £5.4k above budget for the year.
PREMISES HIRE CHARGES
Ancells Farm Community Centre income for Quarter 2 totalled £14.8k, compared with £8.5k during the same period in 2025/26, representing a strong year on year increase. **The Harlington** income has performed steadily, with Quarter 2 income of £15.6k, compared with £18.0k for the corresponding period last year. As overall income is below the corresponding period in 2025/26.
TICKET SALES
The accounting treatment for ticket sales has changed fundamentally following the implementation of the new finance system. Under the previous RBS system, all ticket sales were initially recorded on the Balance Sheet, with income and associated costs subsequently released by the Harlington General Manager. Under the current system, ticket sales are posted directly to the Income and Expenditure Account as they are received. Consequently, neither year-on-year comparisons nor comparisons against the

current budget provide a meaningful assessment of performance for this budget heading. Comparable data will be available once a full financial year has been recorded under the new accounting treatment.

Reconciliation of General Managers Performance Spreadsheet and Xero

Balance per GM for Q2	97,800
Add residual 2025/26 sales	7,200
Add MOTV 2026/27 sales	16,100
Add Presales for events post Q2	58,700
Balance per Xero	179,800

COMPUTER CONTRACTS

Following a review of the Council's Microsoft 365 licensing arrangements in January 2026, licences are now paid annually rather than monthly, delivering an overall saving. The current budget variance is therefore a timing issue only and is not expected to impact the overall outturn.

ELECTIONS

The Council has been building an Earmarked Reserve (EMR) to meet the cost of a fully contested local election. The May 2026 elections resulted in only one ward being contested, with an associated cost of **£5,600**.

The Election EMR stands at **£16,200**. Should the Council wish to maintain a reserve sufficient to fund a fully contested election, further contributions will be required. Based on the 2026 election costs, a fully contested election across all five wards would cost approximately **£28,000**, leaving the current reserve **£11,800** below the desired level.

The current budget variance is also affected by the phasing of the budget. A contribution of **£5,000** to the reserve is profiled for **March 2027**, meaning the underlying adverse variance for the year is only **£600**. The level of the Earmarked Reserve will be reviewed as part of the year-end closedown process, and any necessary adjustment will be made at that time.

EQUIPMENT PURCHASES

The following capital purchases have been made during the period:

- **£161,000 – The Views Skatepark:** Funded from the relevant Earmarked Reserve (EMR).
- **£15,600 – Ancells Farm Community Centre Kitchen:** Expenditure is within the approved capital budget of **£20,000**.
- **£8,400 – Councillor Devices (Cyber Essentials):** Fully funded from the relevant Earmarked Reserve.
- **£3,600 – Staff Devices (Cyber Essentials):** A transfer of **£3,000** from the relevant Earmarked Reserve will fund the majority of the expenditure, with the remaining balance being met from the 2026/27 revenue budget.
- **£2,000 – Basingbourne Park Slide:** Replacement of the slide will be funded from the 2026/27 revenue budget.
- **£1,500 – Ancells Benches**: Two benches funded from Friends of Ancells EMR.

GRANTS

See Agenda Item 7 which has the breakdown of grants awarded against budget.

LEGAL AND PROFESSIONAL FEES

The following professional fees have been incurred during the period:

- **£461,800 – Burrell Foley Fischer:** Architectural services in connection with the Harlington renovation project. Expenditure is in accordance with the agreed fee schedule and remains within the overall project budget. The apparent variance arises because the budget is currently profiled entirely in **March 2027**.
- **£8,000 – The Transport Consultancy:** transport and parking surveys for The Harlington planning application.
- **£7,600 –** Ecology Solutions: ecological survey including bat survey for The Harlington planning application.
- **£2,500 – JM Partnership:** Building Control appointment fee for The Harlington renovation project.
- **£3,000 – Morr & Co:** Legal fees relating to the lease of **MSU4**.
- **£500 – Morr & Co:** Legal fees relating to the underlease for the premises known as **The Hub**.
- **£1,200 – Morr & Co:** Legal fees relating to the first registration of Fleet Cemetery.
- **£700 – Crown Tree Consultancy:** Arboricultural survey undertaken to satisfy planning application requirements for the Harlington renovation project.

OUTDOOR SPACE MAINTENANCE

£2,300 has been spent on specialist contractors to manage the OPM infestation at Ancells. The infestation has spread from the original tree to a further three trees. Continued and robust management will be required to help prevent further spread.

£9,600 has been spent on tree works to date, representing approximately half of the annual tree maintenance budget. The tree surveys have yet to be completed, and the extent of any further works required is therefore not yet known.

Works undertaken to date have largely resulted from the extreme summer heat, which caused stress to trees and led to branch shedding. The Council is likely to overspend against this budget in the current financial year, depending on the extent of Priority 1 and Priority 2 works identified through the outstanding tree surveys.

£2,000 has been spent on badger-related works at Fleet Cemetery. Further costs are anticipated, as remedial works have been undertaken under the supervision of an ecologist. The annual budget for this area is £4,000, and expenditure is currently expected to remain within budget overall.

PWLB LOAN REPAYMENTS

The £17k underspend is the result of the timing of The Views project meaning only one repayment in 2026/27 will occur and neither of the repayments budgeted for Edenbrook will be required. These are confirmed savings.

SALARIES

The salaries underspend is primarily attributable to vacancies within the establishment, namely a one-month vacancy in the **Finance & Administration Manager** post, a one-month Vacancy of the **Administration Support Officer** and a five-month vacancy in the **Marketing & Audiences Assistant** post. Whilst these vacancies have generated a favourable budget variance, the extended vacancy within the Marketing team has created capacity pressures and, if it continues, may begin to impact service delivery and operational performance.

TENNIS COSTS

The **£7,000 overspend** is the result of budget phasing, as the corresponding budget provision is profiled in **March 2027**. The expenditure relates to a transfer to an Earmarked Reserve (EMR) to fund future resurfacing works to the Council's tennis courts.

RESERVES

	Balance b/f 1 April 2026 £	Deficit / Surplus from Revenue A/c £	Transfer from Revenue A/c £	Transfer to Revenue A/c £	Transfers Between Reserves £	Balance c/f 31 March 2027 £
Movement in Reserves						
General Reserve	532,151	808,863				1,341,014
Earmarked Reserves						
Ancells Bus	2,178			- 2,178		-
Badgers Cemetery Works	7,000					7,000
Cemetery Memorial Testing	5,200					5,200
Christmas Day Lunch	5,774					5,774
Christmas Festival	10,865					10,865
CP Tennis Sinking Fund	72,563		7,000			79,563
Cyber Essentials - Cllr Devices	16,000			- 6,790		9,210
Cyber Essentials - Staff Devices	3,000			- 3,000		-
Edenbrook Commuted Sum	116,160					116,160
Elections	16,250					16,250
Friends of Ancells	4,762			- 1,537		3,225
Harlington Development Fund	3,292,505					3,292,505
Music on The Views	3,966					3,966
New Venue Fit Out	51,900					51,900
Play Equipment	130,517		38,000			168,517
S106 Sensory Garden	10,981					10,981
Sale of Assets	140			- 140		-
The Views Playground	50,000					50,000
The Views Skatepark	161,000		4,000	- 160,690		4,310
Vehicle Replacement Fund	-		2,900			2,900
Sub Total Earmarked Reserves	**3,960,762**	**-**	**51,900**	**- 174,335**	**-**	**3,838,327**
Total Reserves	**4,492,912**	**808,863**	**51,900**	**- 174,335**	**-**	**5,179,341**

RECOMMENDATION

That the contents of the report are noted.

Balance Sheet

Fleet Town Council
As at 30 September 2026

	30 SEPT 2026
Current Assets	
Cash at bank and in hand	
HSBC Current Account	960,498.87
HSBC Savings	1,282,905.26
Total Cash at bank and in hand	**2,243,404.13**
Accounts Receivable	2,583.34
Bar Cash Float	2,000.00
CCLA Pub Sector Deposit Fund	3,154,437.59
FTC Cash Float	0.16
Harlington Cash Float	120.00
Prepayments	550.00
Stock - Bar	8,018.82
Total Current Assets	**5,411,114.04**
Creditors: amounts falling due within one year	
Accounts Payable	252,846.42
Accruals	14,290.00
Creditors Control	(1,203.08)
Damage Deposits	151.69
Paye/NI Due	11,345.56
Pension Due	0.05
Receipts in Advance	5,241.96
Rounding	0.32
Vat Control	(50,841.71)
Wages Control Account	(58.71)
Total Creditors: amounts falling due within one year	**231,772.50**
Net Current Assets (Liabilities)	**5,179,341.54**
Total Assets less Current Liabilities	**5,179,341.54**
Net Assets	**5,179,341.54**
Capital and Reserves	
Current Year Earnings	808,863.28
EMR - Ancells Park Capital	3,225.41
EMR - Cemetery - Badgers	7,000.00
EMR - Cemetery - Memorial Testing	5,200.00
EMR - Christmas Day Lunch	5,774.36
EMR - Christmas Festival	10,865.37
EMR - Councillor Devices	9,210.00
EMR - CP Tennis Courts	79,563.00
EMR - Edenbrook Commuted Sum	116,160.00
EMR - Elections 2026	16,250.00

	30 SEPT 2026
EMR - Harlington Development Fund	3,292,505.34
EMR - Music on the Views	3,965.55
EMR - New Venue Fit Out	51,900.00
EMR - Play Equipment	168,517.16
EMR - S106 Sensory Garden 2021	10,981.00
EMR - The Views Playground	50,000.00
EMR - The Views Skatepark	4,310.20
EMR - Vehicle Replacement Fund	2,900.00
Retained Earnings	532,150.87
Total Capital and Reserves	**5,179,341.54**

Payable Invoice Summary

Fleet Town Council
For the period 1 July 2026 to 30 September 2026

Status contains Paid

INVOICE DATE	CONTACT	REFERENCE	GROSS	STATUS
1 Jul 2026	Mulberry Local Authority Services Limited	INV-2396	312.00	Paid
1 Jul 2026	Comfort Building Services Limited	#Z003496	891.20	Paid
1 Jul 2026	Cloudy IT	INV-D-12193	54.00	Paid
1 Jul 2026	Shelfguard Systems	INV - 18698	84.00	Paid
2 Jul 2026	Castle Water Limited - AFCC - DD	10010515544	422.25	Paid
2 Jul 2026	Castle Water Limited - Harlington - DD	10010514734	657.02	Paid
3 Jul 2026	Castle Water Limited - Ancells Park - DD	10010574360	33.18	Paid
3 Jul 2026	The Transportation Consultancy	3532	4,320.00	Paid
6 Jul 2026	HSBC - DD	13513142	108.12	Paid
6 Jul 2026	Sage (UK) Ltd - DD	GB-02224502	49.80	Paid
7 Jul 2026	NP Tree Management Ltd	4371	1,056.00	Paid
7 Jul 2026	HSBC - DD	STMT070726	33.81	Paid
7 Jul 2026	Mulberry Local Authority Services Limited	INV-2409	144.00	Paid
7 Jul 2026	Going Live Entertainment	10173	2,546.82	Paid
7 Jul 2026	Castle Water Limited - Calthorpe Park - DD	10010634769	79.41	Paid
8 Jul 2026	Infinity Playgrounds Ltd	INV-02080	60.00	Paid
8 Jul 2026	HSBC Credit Card - Rita Tong - DD	STMT080726	528.18	Paid
9 Jul 2026	Hampshire Association of Local Councils Ltd	INV-8612	70.80	Paid
9 Jul 2026	Crest Lifts	SI-47195	747.41	Paid
10 Jul 2026	Nigel Jeffries Landscapes Ltd	21257	144.00	Paid
10 Jul 2026	Total Energies Gas & Power Limited - DD	418738666/26	69.60	Paid
10 Jul 2026	Total Energies Gas & Power Limited - DD	418738831/26	133.75	Paid
10 Jul 2026	Paymentsense Ltd - DD	6461699	113.94	Paid
10 Jul 2026	Paymentsense Ltd - DD	6461698	17.88	Paid
11 Jul 2026	Xero (UK) Ltd - DD	30348431	78.00	Paid
11 Jul 2026	HSBC Credit Card - Rodney Marshall - DD	CC Sep26	14.36	Paid
13 Jul 2026	Chris Alden	HRL002	500.00	Paid
14 Jul 2026	Fleet Jazz Club	26/09	403.67	Paid
14 Jul 2026	M&S Water Services (Utilities) Limited	5855	3,960.00	Paid
14 Jul 2026	NP Tree Management Ltd	4378	3,360.00	Paid
15 Jul 2026	Focus Group - DD	11205498	56.40	Paid
15 Jul 2026	Hampshire County Council	36212158307	5,589.17	Paid
16 Jul 2026	NPower Business Solutions - DD	IN15909331	44.89	Paid
16 Jul 2026	NPower Business Solutions - DD	IN15909327	172.45	Paid
16 Jul 2026	NPower Business Solutions - DD	IN15909328	40.28	Paid

16 Jul 2026	Total Energies Gas & Power Limited - DD	419590704/26	1,262.15	Paid
16 Jul 2026	Total Energies Gas & Power Limited - DD	419590715/26	730.83	Paid
16 Jul 2026	Total Energies Gas & Power Limited - DD	415847811/26	(1,541.24)	Paid
17 Jul 2026	London Catering & Hygiene Solutions	167057	185.96	Paid
17 Jul 2026	NPower Business Solutions - Harlington	IN15899152	2,891.96	Paid
19 Jul 2026	Croner Limited - DD	C001257379	408.99	Paid
19 Jul 2026	Virgin Media	446188-030	218.20	Paid
20 Jul 2026	Solutions on Stage	INV-3606	1,574.40	Paid
20 Jul 2026	The Columbaria Company	INV0109891	252.00	Paid
21 Jul 2026	NP Tree Management Ltd	4389	372.00	Paid
21 Jul 2026	Croner Limited - DD		(408.99)	Paid
22 Jul 2026	Mike Lovatt	210726	240.00	Paid
23 Jul 2026	NPower Business Solutions - DD	IN15909368	47.88	Paid
23 Jul 2026	Cloudy IT	INV-D-12428	1,611.60	Paid
24 Jul 2026	Proactive Training Services Limited	Fleet tc 001	1,198.80	Paid
27 Jul 2026	Ben Crane	Mileage June 26	39.71	Paid
28 Jul 2026	St Philips & St James Church	Refurb Toilets	1,000.00	Paid
28 Jul 2026	Redshank IT Services Ltd	82714	104.40	Paid
28 Jul 2026	Odiham Council	Letters	75.00	Paid
28 Jul 2026	NP Tree Management Ltd	4396	312.00	Paid
28 Jul 2026	NP Tree Management Ltd	4395	528.00	Paid
28 Jul 2026	Comfort Building Services Limited	Z003567	278.40	Paid
28 Jul 2026	JM Partnership	JMP-0849	3,000.00	Paid
28 Jul 2026	Isabel Robinson	Deposit	100.00	Paid
28 Jul 2026	Comfort Building Services Limited	Z003566	278.40	Paid
29 Jul 2026	Amethyst Horticulture	29646	8,628.92	Paid
31 Jul 2026	1997 Group Limited	19970201	1,215.59	Paid
31 Jul 2026	The Extra Mile	1354	1,845.00	Paid
31 Jul 2026	IBS Office Solutions Ltd	3035703	397.94	Paid
31 Jul 2026	CH Cleaning Services	002458	874.50	Paid
31 Jul 2026	Sian Taylor	Mileage Jul 26	30.75	Paid
31 Jul 2026	CH Cleaning Services	002461	80.70	Paid
31 Jul 2026	CH Cleaning Services	002463	178.56	Paid
31 Jul 2026	Chambers Waste Management Limited	P859514	39.53	Paid
31 Jul 2026	BOC Limited - DD	3088611094	91.61	Paid
31 Jul 2026	Chambers Waste Management Limited	P859512	134.45	Paid
31 Jul 2026	Chambers Waste Management Limited	P859513	398.60	Paid
31 Jul 2026	The Transportation Consultancy	3547	5,220.00	Paid
31 Jul 2026	Ben Crane	Mileage Jul 26	45.10	Paid
31 Jul 2026	Sage (UK) Ltd - DD	GB-00294534	47.64	Paid
31 Jul 2026	Nigel Jeffries Landscapes Ltd	21317	17,554.90	Paid
31 Jul 2026	CH Cleaning Services	002459	533.10	Paid

31 Jul 2026	Ticketsolve Ltd	INV-9283	604.84	Paid
31 Jul 2026	Global Payments GPUK LLP - DD	50426227	46.01	Paid
31 Jul 2026	CH Cleaning Services	002460	160.08	Paid
31 Jul 2026	CH Cleaning Services	002457	3,285.66	Paid
31 Jul 2026	CH Cleaning Services	002462	160.08	Paid
31 Jul 2026	HSBC Credit Card - Alex Robins - DD	CC July 2026	496.01	Paid
31 Jul 2026	Prontaprint	62607	11,160.31	Paid
31 Jul 2026	Global Payments GPUK LLP - DD	STMTJUL26	454.32	Paid
31 Jul 2026	Paymentsense Ltd - DD	STMT310726	107.15	Paid
31 Jul 2026	HSBC Credit Card - Ben Crane - DD	CCSTMT Jul 26	62.69	Paid
1 Aug 2026	Cloudy IT	INV-D-12531	125.57	Paid
1 Aug 2026	Shelfguard Systems	18722	84.00	Paid
3 Aug 2026	NP Tree Management Ltd	4401	744.00	Paid
3 Aug 2026	Castle Water Limited - AFCC - DD	10010832120	221.68	Paid
3 Aug 2026	Damon Dawson	001	175.00	Paid
3 Aug 2026	Castle Water Limited - Harlington - DD	10010843871	678.01	Paid
4 Aug 2026	Mulberry Local Authority Services Limited	2444	72.00	Paid
4 Aug 2026	HSBC Credit Card - Charlotte Benham - DD	STMT070726	621.28	Paid
4 Aug 2026	Burrell Foley Fischer LLP	1668/012(8180)	70,574.40	Paid
4 Aug 2026	Rospa	100816	806.76	Paid
5 Aug 2026	Castle Water Limited - Cemetery - DD	10010910439	30.92	Paid
6 Aug 2026	Castle Water Limited - Basingbourne Park - DD	10010944610	44.51	Paid
6 Aug 2026	Castle Water Limited - Calthorpe Park - DD	10010943841	80.73	Paid
6 Aug 2026	Sage (UK) Ltd - DD	02349375	120.60	Paid
7 Aug 2026	Paymentsense Ltd - DD	6479781	113.94	Paid
7 Aug 2026	Paymentsense Ltd - DD	6479780	17.88	Paid
8 Aug 2026	HSBC Credit Card - Charlotte Benham - DD	STMT080826BC	507.39	Paid
8 Aug 2026	HSBC Credit Card - Rita Tong - DD	STMT080826-RT	401.75	Paid
11 Aug 2026	HSBC - DD	13590043	93.20	Paid
11 Aug 2026	Charterhouse Tree Care LTD	3440	2,676.00	Paid
11 Aug 2026	Xero (UK) Ltd - DD	30887748	78.00	Paid
11 Aug 2026	Total Energies Gas & Power Limited - DD	421144212/26	45.66	Paid
11 Aug 2026	Total Energies Gas & Power Limited - DD	421144190/26	747.75	Paid
11 Aug 2026	Total Energies Gas & Power Limited - DD	421144180/26	129.92	Paid
11 Aug 2026	Molson Coors	908845710	1,773.86	Paid
12 Aug 2026	Booker Limited - DD	0592491	217.80	Paid
14 Aug 2026	Focus Group - DD	11250662	57.71	Paid
14 Aug 2026	AGMP Artists Ltd	1195	855.00	Paid
16 Aug 2026	NPower Business Solutions - DD	IN16213037	261.92	Paid
16 Aug 2026	NPower Business Solutions - DD	IN16213038	47.19	Paid
16 Aug 2026	NPower Business Solutions - DD	IN16213040	45.81	Paid

16 Aug 2026	NPower Business Solutions - Harlington	IN16138406	3,166.82	Paid
16 Aug 2026	NPower Business Solutions - DD	IN16213071	141.21	Paid
17 Aug 2026	Elvetham Council	REFUND	99.91	Paid
17 Aug 2026	Castle Water Limited - Ancells Park - DD	10011052730	2.55	Paid
18 Aug 2026	Cloudy IT	INV-D-12759	585.00	Paid
18 Aug 2026	County Supplies Hampshire County Council	58354956	150.84	Paid
18 Aug 2026	Nigel Jeffries Landscapes Ltd	21354	90.00	Paid
18 Aug 2026	Nigel Jeffries Landscapes Ltd	21355	175.20	Paid
19 Aug 2026	Croner Limited - DD	C001284584	408.99	Paid
19 Aug 2026	Hogs Back Brewery Ltd	69264	139.51	Paid
19 Aug 2026	Virgin Media	446188-031	218.20	Paid
20 Aug 2026	Triple Brewery	550400	326.50	Paid
20 Aug 2026	SSE Energy Solutions	IV04816056	389.32	Paid
21 Aug 2026	Hart District Council	41000915	200.00	Paid
22 Aug 2026	RU40	RU/GU27/RB	800.00	Paid
24 Aug 2026	Los Pacaminos	LP/MOV/227/2026	3,600.00	Paid
24 Aug 2026	Sixth Sense Marketing	2910	46.96	Paid
25 Aug 2026	Jonathan Kalthoeber	MOTV	1,600.00	Paid
25 Aug 2026	Euro Hire Sound & Light Ltd	29	9,942.00	Paid
25 Aug 2026	HSBC - DD	13668240	92.72	Paid
26 Aug 2026	NPower Business Solutions - DD	IN16213070	50.22	Paid
27 Aug 2026	St John Ambulance	260025249	332.10	Paid
28 Aug 2026	The Ecology Co-operation Limited	4280517	6,240.00	Paid
28 Aug 2026	Odiham Scouts	MOTV - Scouts 2026	330.00	Paid
28 Aug 2026	Global Payments GPUK LLP - DD	STMTAUG26	885.38	Paid
31 Aug 2026	CH Cleaning Services	2472	2,959.14	Paid
31 Aug 2026	Global Payments GPUK LLP - DD	50427447	79.52	Paid
31 Aug 2026	Ben Crane	EXP310826	45.71	Paid
31 Aug 2026	Nigel Jeffries Landscapes Ltd	21415	18,364.18	Paid
31 Aug 2026	CH Cleaning Services	2478	178.56	Paid
31 Aug 2026	CH Cleaning Services	2476	80.70	Paid
31 Aug 2026	CH Cleaning Services	2475	160.08	Paid
31 Aug 2026	CH Cleaning Services	2474	533.10	Paid
31 Aug 2026	CH Cleaning Services	2473	874.50	Paid
31 Aug 2026	CH Cleaning Services	2477	160.08	Paid
31 Aug 2026	Sian Taylor	MILEAGE AUG	24.75	Paid
31 Aug 2026	Fleet Jazz Club	26/10	720.00	Paid
31 Aug 2026	Luna Safety Group Ltd	LSG/146	2,802.00	Paid
31 Aug 2026	Amethyst Horticulture	29705	8,628.94	Paid
31 Aug 2026	Paymentsense Ltd - DD	STMT310826	119.51	Paid
31 Aug 2026	Chambers Waste Management Limited	P864288	158.28	Paid
31 Aug 2026	Chambers Waste Management Limited	P864290	39.53	Paid
31 Aug 2026	Chambers Waste Management Limited	P864289	352.45	Paid

31 Aug 2026	Ticketsolve Ltd	INV-9602	1,647.04	Paid
31 Aug 2026	BOC Limited - DD	3089004738	91.61	Paid
31 Aug 2026	HSBC Credit Card - Alex Robins - DD	CC AUG 26 - AR	1,074.22	Paid
31 Aug 2026	HSBC Credit Card - Charlotte Benham - DD	CCSTMT Aug 26	1,057.07	Paid
1 Sept 2026	Hampshire County Council	58355323	696.00	Paid
1 Sept 2026	Shelfguard Systems	18734	84.00	Paid
1 Sept 2026	The Festive Lighting Company	03-000-1110	8,679.79	Paid
1 Sept 2026	Cloudy IT	12864	90.96	Paid
1 Sept 2026	Molson Coors	908889380	1,751.00	Paid
2 Sept 2026	Castle Water Limited - Harlington - DD	10011115504	1,174.97	Paid
2 Sept 2026	NP Tree Management Ltd	4436	504.00	Paid
2 Sept 2026	South & South East Bloom	4267	100.00	Paid
2 Sept 2026	Kraken Print & Design Ltd	4243	259.20	Paid
2 Sept 2026	NP Tree Management Ltd	4439	528.00	Paid
2 Sept 2026	Hogs Back Brewery Ltd	69816	562.82	Paid
2 Sept 2026	Fleet Jazz Club	26/11	747.95	Paid
2 Sept 2026	Castle Water Limited - Calthorpe Park - DD	10011100214	165.69	Paid
2 Sept 2026	Castle Water Limited - AFCC - DD	10011116623	109.87	Paid
2 Sept 2026	Castle Water Limited - Cemetery - DD	10011103069	664.32	Paid
3 Sept 2026	Castle Water Limited - Ancells Park - DD	10011159642	29.38	Paid
4 Sept 2026	HSBC Credit Card - Rodney Marshall - DD	CCSTMTSEP26	227.75	Paid
5 Sept 2026	Jools Warren	22	150.00	Paid
6 Sept 2026	Sage (UK) Ltd - DD	02476198	116.16	Paid
6 Sept 2026	Rajesh Nagula	AF-00282	100.00	Paid
6 Sept 2026	Luna Safety Group Ltd	INV-441	303.98	Paid
7 Sept 2026	Cloudy IT	13053	1,874.40	Paid
7 Sept 2026	HSBC - DD	STMT070906	23.83	Paid
8 Sept 2026	Gilly Tarrant Agency	PJDK030926	2,129.66	Paid
8 Sept 2026	Wild Boys Productions Ltd	397	3,780.00	Paid
8 Sept 2026	HSBC Credit Card - Ben Crane - DD	CC AUG 26	155.24	Paid
8 Sept 2026	Booker Limited - DD	0458364	113.32	Paid
9 Sept 2026	KBO Lock & Safe	51635	150.60	Paid
9 Sept 2026	EE Mobile	V02513246537	30.66	Paid
10 Sept 2026	Total Energies Gas & Power Limited - DD	423477455/26	46.41	Paid
10 Sept 2026	Nigel Jeffries Landscapes Ltd	21505	252.00	Paid
10 Sept 2026	Total Energies Gas & Power Limited - DD	423477400/26	128.12	Paid
10 Sept 2026	Ashley Sherlock Band	1140	150.00	Paid
11 Sept 2026	Xero (UK) Ltd - DD	31476084	84.00	Paid
11 Sept 2026	Rushmoor Rotary	VOUCHER	170.00	Paid
11 Sept 2026	Chubb	11612914	1,258.93	Paid
11 Sept 2026	Paymentsense Ltd - DD	6497431	113.94	Paid
11 Sept 2026	Chris Trimby Audio	483	150.00	Paid

12 Sept 2026	GC Lighting	61	165.00	Paid
14 Sept 2026	The Fate Group Ltd	2528	4,200.00	Paid
14 Sept 2026	Focus Group - DD	11266695	57.71	Paid
15 Sept 2026	Infinity Playgrounds Ltd	02196	1,013.54	Paid
15 Sept 2026	Infinity Playgrounds Ltd	02191	2,100.00	Paid
15 Sept 2026	Miles Wheway	MWI0150	300.00	Paid
15 Sept 2026	Infinity Playgrounds Ltd	02193	330.66	Paid
15 Sept 2026	AGMP Artists Ltd	1261	1,200.00	Paid
16 Sept 2026	The Columbaria Company	110889	174.00	Paid
16 Sept 2026	Hogs Back Brewery Ltd	70277	307.31	Paid
16 Sept 2026	NP Tree Management Ltd	4456	552.00	Paid
16 Sept 2026	MS Music Limited	Counterfeit Beatles	1,400.00	Paid
18 Sept 2026	Comfort Building Services Limited	#Z003422	297.60	Paid
18 Sept 2026	The Columbaria Company	INV0110934	258.00	Paid
18 Sept 2026	Full Throttle Disco	FTD HAR601809	250.00	Paid
19 Sept 2026	Virgin Media	446188-032	223.00	Paid
19 Sept 2026	Virgin Media	446188032	223.00	Paid
21 Sept 2026	Castle Water Limited - Basingbourne Park - DD	10011379065	7.98	Paid
21 Sept 2026	Red River Artists	1166	3,234.54	Paid
22 Sept 2026	BDO	00879804	3,024.00	Paid
22 Sept 2026	London Catering & Hygiene Solutions	171868	6.72	Paid
22 Sept 2026	Comfort Building Services Limited	Q14863	444.00	Paid
22 Sept 2026	Vimto (Out of Home) Limited	90102242	367.27	Paid
22 Sept 2026	London Catering & Hygiene Solutions	171869	250.55	Paid
22 Sept 2026	HSBC - DD	13746241	76.84	Paid
23 Sept 2026	Paymentsense Ltd - DD	6497430	17.88	Paid
23 Sept 2026	Infinity Playgrounds Ltd	02224	1,602.00	Paid
23 Sept 2026	The Columbaria Company	INV0111013	354.00	Paid
24 Sept 2026	Luna Safety Group Ltd	INV-446	607.97	Paid
24 Sept 2026	AGMP Artists Ltd	1282	855.00	Paid
24 Sept 2026	AGMP Artists Ltd	1287	1,710.00	Paid
25 Sept 2026	Ecology Solutions Ltd	4280517	6,240.00	Paid
25 Sept 2026	The Ecology Co-operation Limited	Wrong acc	(6,240.00)	Paid
28 Sept 2026	Rita Tong - Expenses	Mileage Sep 2026	64.01	Paid
29 Sept 2026	Infinity Playgrounds Ltd	BH-26.138	392.88	Paid
29 Sept 2026	Ecology Solutions Ltd	#INV04297095	2,880.00	Paid
29 Sept 2026	GFI Music Promotions	1002	2,885.57	Paid
29 Sept 2026	Comfort Building Services Limited	#Z0036860	537.60	Paid
Total			**308,153.10**	

Location	Owing (£)	Days Overdue	Customer Name
Harlington	£ 163.20	166	Dinny Warwick
Ancells	£ 445.40	165	June White
Ancells	£ 22.20	165	Preethikhaa Ravichanthaar
Ancells	£ 187.20	165	Paul Carson
Ancells	£ 100.00	161	Michelle Prince
Harlington	£ 1.20	154	Emily Dyson
Harlington	£ 1.20	154	Emily Dyson
Ancells	£ 49.50	139	Andrew Steel
Harlington	£ 0.20	133	Denise Cook
Harlington	£ 12.00	133	Dinny Warwick
Ancells	£ 140.40	133	Paul Carson
Ancells	£ 212.50	133	Grace Greensitt
Open Spaces	£ 1,830.00	128	Circus World
Harlington	£ 16.50	120	Helen Vincent
Harlington	£ 36.00	116	Pete Woodford
Harlington	£ 122.10	112	Rock Choir .
Harlington	£ 2.00	105	Abbie Jennings
Harlington	£ 409.20	104	Abbie Jennings
Open Spaces	£ 60.00	96	Bootcamp UK
Open Spaces	£ 17.50	96	Multiple Bookings
Harlington	£ 142.80	88	Abbie Jennings
Harlington	£ 61.20	85	Sarah Murray
Harlington	£ 61.20	85	Denise Cook
Harlington	£ 20.40	85	Scarlett Chau
Harlington	£ 1,399.20	85	Harlington Shows and Events
Harlington	£ 1,639.20	85	Mark Cooper
Harlington	£ 479.52	85	Emma Ralph
Harlington	£ 163.20	82	Dinny Warwick
Harlington	£ 1,435.20	70	Pete Woodford
Harlington	£ 997.50	70	Clare Bywaters
Ancells	£ 268.00	55	Victoria Theron
Ancells	£ 0.60	54	Suzanne Way
Ancells	£ 256.06	53	uttam gurung
Harlington	£ 1,296.78	46	Clare Bywaters
Harlington	£ 144.00	46	Vicky Ewen
Harlington	£ 441.00	40	Robyn Jarrett
Open Spaces	£ 16.41	33	FTCFC test
Harlington	£ 102.00	28	Sylvia Cresswell
Ancells	£ 202.37	28	Daniel Taylor
Ancells	£ 2,514.60	28	Kim Edwards
Ancells	£ 292.00	21	Sophie Little
Harlington	£ 120.00	20	Aimee Smith
Harlington	£ 1,246.80	18	Jade Fitchett
Harlington	£ 1,596.00	18	Clare Bywaters
Harlington	£ 285.60	18	Abbie Jennings
Harlington	£ 144.00	18	Vicky Ewen
Harlington	£ 102.00	18	Denise Cook

Harlington	£	5,054.40	18	Sheila Mellors
Harlington	£	216.00	18	Emily Dyson
Ancells	£	146.26	18	Daniel Taylor
Ancells	£	99.90	18	Peter Robertson
Ancells	£	140.40	18	Paul Carson
Ancells	£	7.80	18	Samantha Culyer
Harlington	-£	1.20	0	Clare Bywaters
	£	24,919.50		

Aged Receivables Summary

Fleet Town Council
As at 30 September 2026
Ageing by due date

CONTACT	CURRENT	< 1 MONTH	1 MONTH	2 MONTHS	3 MONTHS	OLDER	TOTAL
Caleb's Coffee	-	583.34	-	-	-	-	583.34
Fleet Town Football Club	2,000.00	-	-	-	-	-	2,000.00
Total	**2,000.00**	**583.34**	**-**	**-**	**-**	**-**	**2,583.34**
Percentage of total	**77.42%**	**22.58%**	**-**	**-**	**-**	**-**	**100.00%**

2026/27 **Monthly Performance Totals (net of VAT)**

April	Hall Hire Income	Ticket sales	% of capacity	Perf costs	Contribution	Ancillary sales	Cost of stock	Contribution	Casual Staffing	Total performance income	Total performance costs	Total performance contribution
Lunchtime Jazz	£ -	£ -	n/a	£ -	£ -	£ 139.83	£ 56.13	£ 83.70	£ -	£ 139.83	£ 56.13	£ 83.70
Floyd Effect - SOLD OUT	£ -	£ 5,460.00	100%	£ 3,793.50	£ 1,666.50	£ 1,803.90	£ 726.01	£ 1,077.89	£ 368.60	£ 7,263.90	£ 4,888.11	£ 2,375.79
Private Party	£ 480.00	£ -	n/a	£ -	£ -	£ 384.66	£ 153.86	£ 230.80	£ 117.57	£ 864.66	£ 271.43	£ 593.23
Film Club x 2	£ 300.00	£ -	n/a	£ -	£ -	£ 302.07	£ 121.61	£ 180.46	£ 19.07	£ 602.07	£ 140.68	£ 461.39
Cheesy Bingo - SOLD OUT	£ -	£ 3,630.00	100%	£ 2,525.67	£ 1,104.33	£ 2,547.82	£ 1,027.86	£ 1,519.96	£ 423.12	£ 6,177.82	£ 3,976.65	£ 2,201.17
Comedy Club	£ -	£ 2,227.50	80%	£ 1,383.65	£ 843.85	£ 1,832.90	£ 746.97	£ 1,085.93	£ 302.58	£ 4,060.40	£ 2,433.20	£ 1,627.20
Jazz Club	£ -	£ 1,662.50	72%	£ 1,137.54	£ 524.96	£ 583.99	£ 235.77	£ 348.22	£ 79.44	£ 2,246.49	£ 1,452.75	£ 793.74
ELO Encounter x 2	£ -	£ 6,837.50	74%	£ 4,436.58	£ 2,400.92	£ 3,412.40	£ 1,373.37	£ 2,039.03	£ 537.02	£ 10,249.90	£ 6,346.97	£ 3,902.93
Steve Craddock - SOLD OUT	£ -	£ 9,200.00	100%	£ 6,820.24	£ 2,379.76	£ 1,892.99	£ 761.33	£ 1,131.66	£ 260.55	£ 11,092.99	£ 7,842.12	£ 3,250.87
TOTALS FOR APRIL	£ 780.00	£ 29,017.50		£ 20,097.18	£ 8,920.32	£ 12,900.56	£ 5,202.91	£ 7,697.65	£ 2,107.95	£ 42,698.06	£ 27,408.04	£ 15,290.02
May	Hall Hire Income	Ticket sales	% of capacity	Perf costs	Contribution	Ancillary sales	Cost of stock	Contribution	Casual Staffing	Total performance income	Total performance costs	Total performance contribution
Awards Ceremony	£ 783.00	£ -	n/a	£ -	£ -	£ 2,763.67	£ 393.20	£ 2,370.47	£ 142.99	£ 3,546.67	£ 536.19	£ 3,010.48
Lunchtime Jazz	£ -	£ -	n/a	£ -	£ -	£ 199.58	£ 80.38	£ 119.20	£ 33.82	£ 199.58	£ 114.20	£ 85.38
Luke Combs Experience	£ -	£ 3,666.67	58%	£ 2,500.00	£ 1,166.67	£ 2,183.82	£ 877.73	£ 1,306.09	£ 324.10	£ 5,850.49	£ 3,701.83	£ 2,148.66
Mac*Busted	£ -	£ 1,613.33	30%	£ 2,000.00	-£ 386.67	£ 825.66	£ 334.06	£ 491.60	£ 92.14	£ 2,438.99	£ 2,426.20	£ 12.79
Film Club x 1	£ 150.00	£ -	n/a	£ -	£ -	£ 88.50	£ 35.22	£ 53.28	£ -	£ 238.50	£ 35.22	£ 203.28
90's v 2000's Rewind	£ -	£ 3,740.00	46%	£ 3,150.00	£ 590.00	£ 3,309.65	£ 1,328.01	£ 1,981.64	£ 406.73	£ 7,049.65	£ 4,884.74	£ 2,164.91
Comedy Club	£ -	£ 1,260.83	46%	£ 1,000.00	£ 260.83	£ 1,119.98	£ 451.77	£ 668.21	£ 228.77	£ 2,380.81	£ 1,680.54	£ 700.27
Matt Long Album Launch - SOLD OUT	£ 1,086.20	£ 6,445.83	100%	£ -	£ 6,445.83	£ 2,538.15	£ 1,030.27	£ 1,507.88	£ 527.47	£ 10,070.18	£ 1,557.74	£ 8,512.44
Jazz CLub	£ -	£ 1,525.00	65%	£ 1,237.20	£ 287.80	£ 641.99	£ 258.28	£ 383.71	£ 82.62	£ 2,166.99	£ 1,578.10	£ 588.89
True West x 2	£ -	£ 3,316.67	32%	£ 1,558.83	£ 1,757.84	£ 966.15	£ 386.06	£ 580.09	£ 168.41	£ 4,282.82	£ 2,113.30	£ 2,169.52
Nouveau Cabaret	£ 883.00	£ 471.67	n/a	£ -	£ 471.67	£ 258.65	£ 105.55	£ 153.10	£ 79.43	£ 1,613.32	£ 184.98	£ 1,428.34
TOTALS FOR MAY	£ 2,902.20	£ 22,040.00		£ 11,446.03	£ 10,593.97	£ 14,895.80	£ 5,280.53	£ 9,615.27	£ 2,086.48	£ 39,838.00	£ 18,813.04	£ 21,024.96
June	Hall Hire Income	Ticket sales	% of capacity	Perf costs	Contribution	Ancillary sales	Cost of stock	Contribution	Casual Staffing	Total performance income	Total performance costs	Total performance contribution
Film Club x 3	£ 450.00	£ -	n/a	£ -	£ -	£ 438.57	£ 177.36	£ 261.21	£ 19.07	£ 888.57	£ 196.43	£ 692.14
Lunchtime Jazz	£ -	£ -	n/a	£ -	£ -	£ 190.91	£ 77.71	£ 113.20	£ 31.78	£ 190.91	£ 109.49	£ 81.42
Guns 2 Roses	£ -	£ 2,970.00	37%	£ 1,500.00	£ 1,470.00	£ 1,690.91	£ 678.36	£ 1,012.55	£ 168.40	£ 4,660.91	£ 2,346.76	£ 2,314.15
Money For Nothing - SOLD OUT	£ -	£ 4,670.00	100%	£ 2,700.00	£ 1,970.00	£ 2,236.65	£ 903.73	£ 1,332.92	£ 276.45	£ 6,906.65	£ 3,880.18	£ 3,026.47
Hollie Rogers Album Launch - SOLD OUT	£ -	£ 3,727.50	100%	£ 2,599.98	£ 1,127.52	£ 1,433.49	£ 583.21	£ 850.28	£ 308.22	£ 5,160.99	£ 3,491.41	£ 1,669.58
Flash - A Tribute to Queen	£ -	£ 3,712.50	57%	£ 2,646.89	£ 1,065.61	£ 1,967.57	£ 681.58	£ 1,285.99	£ 260.54	£ 5,680.07	£ 3,589.01	£ 2,091.06
Jazz Club	£ -	£ 1,608.33	69%	£ 1,123.67	£ 484.66	£ 537.07	£ 215.81	£ 321.26	£ 76.26	£ 2,145.40	£ 1,415.74	£ 729.66
Good Times - Cancelled	£ -	£ -	n/a	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Comedy Club - Cancelled	£ -	£ -	n/a	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
TOTALS FOR JUNE	£ 450.00	£ 16,688.33		£ 10,570.54	£ 6,117.79	£ 8,495.17	£ 3,317.76	£ 5,177.41	£ 1,140.72	£ 25,633.50	£ 15,029.02	£ 10,604.48
July	Hall Hire Income	Ticket sales	% of capacity	Perf costs	Contribution	Ancillary sales	Cost of stock	Contribution	Casual Staffing	Total performance income	Total performance costs	Total performance contribution
Lunchtime Jazz	£ -	£ -	n/a	£ -	£ -	£ 138.07	£ 55.44	£ 82.63	£ -	£ 138.07	£ 55.44	£ 82.63
Cheesy Bingo - SOLD OUT	£ -	£ 3,660.00	100%	£ 2,546.82	£ 1,113.18	£ 3,832.58	£ 1,588.41	£ 2,244.17	£ 394.04	£ 7,492.58	£ 4,529.27	£ 2,963.31
Film Club x 1	£ 150.00	£ -	n/a	£ -	£ -	£ 116.99	£ 46.87	£ 70.12	£ -	£ 266.99	£ 46.87	£ 220.12
Sweet & Sour - Cancelled	£ -	£ -	n/a	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Jazz Club - SOLD OUT	£ -	£ 3,595.83	100%	£ 1,667.95	£ 1,927.88	£ 1,067.49	£ 428.07	£ 639.42	£ 88.98	£ 4,663.32	£ 2,185.00	£ 2,478.32
TOTALS FOR JULY	£ 150.00	£ 7,255.83		£ 4,214.77	£ 3,041.06	£ 5,155.13	£ 2,118.79	£ 3,036.34	£ 483.02	£ 12,560.96	£ 6,816.58	£ 5,744.38
August	Hall Hire Income	Ticket sales	% of capacity	Perf costs	Contribution	Ancillary sales	Cost of stock	Contribution	Casual Staffing	Total performance income	Total performance costs	Total performance contribution
Music on the Views	£ -	£ -	n/a	£ -	£ -	£ 3,397.92	£ 1,508.79	£ 1,889.13	£ -	£ 3,397.92	£ 1,508.79	£ 1,889.13
Lunchtime Jazz	£ -	£ -	n/a	£ -	£ -	£ 150.83	£ 60.59	£ 90.24	£ -	£ 150.83	£ 60.59	£ 90.24
TOTALS FOR AUGUST	£ -	£ -	£ -	£ -	£ -	£ 3,548.75	£ 1,569.38	£ 1,979.37	£ -	£ 3,548.75	£ 1,569.38	£ 1,979.37
September	Hall Hire Income	Ticket sales	% of capacity	Perf costs	Contribution	Ancillary sales	Cost of stock	Contribution	Casual Staffing	Total performance income	Total performance costs	Total performance contribution
An Evening With Paul Jones & Dave Kelly	£ -	£ 2,407.50	35%	£ 1,774.72	£ 632.78	£ 435.07	£ 174.89	£ 260.18	£ 133.45	£ 2,842.57	£ 2,083.06	£ 759.51

Creedence Clearwater Review	£	-	£	3,870.83	79%	£	2,695.45	£	1,175.38	£	2,190.07	£	882.22	£	1,307.85	£	270.10	£	6,060.90	£	3,847.77	£	2,213.13
Northern Soul Extravaganza	£	1,351.00	£	-	40%	£	-	£	-	£	2,621.74	£	1,052.04	£	1,569.70	£	384.48	£	3,972.74	£	1,436.52	£	2,536.22
Lunchtime Jazz	£	-	£	-	n/a	£	-	£	-	£	140.00	£	56.00	£	84.00	£	-	£	140.00	£	56.00	£	84.00
Film Club x 2	£	300.00	£	-	n/a	£	-	£	-	£	325.98	£	131.88	£	194.10	£	19.07	£	625.98	£	150.95	£	475.03
King King	£	-	£	4,503.33	43%	£	3,500.00	£	1,003.33	£	1,635.49	£	260.06	£	1,375.43	£	333.64	£	6,138.82	£	4,093.70	£	2,045.12
Jazz Club	£	-	£	2,279.17	98%	£	1,389.84	£	889.33	£	918.90	£	368.95	£	549.95	£	82.62	£	3,198.07	£	1,841.41	£	1,356.66
80's Rewind	£	-	£	7,718.33	94%	£	3,250.00	£	4,468.33	£	5,112.65	£	2,047.78	£	3,064.87	£	543.36	£	12,830.98	£	5,841.14	£	6,989.84
Comedy Club	£	-	£	1,990.83	74%	£	1,213.93	£	776.90	£	1,701.50	£	690.38	£	1,011.12	£	270.07	£	3,692.33	£	2,174.38	£	1,517.95
TOTALS FOR SEPTEMBER	£	1,651.00	£	22,769.99		£	13,823.94	£	8,946.05	£	15,081.40	£	5,664.20	£	9,417.20	£	2,036.79	£	39,502.39	£	21,524.93	£	17,977.46
TOTALS	**£**	**5,933.20**	**£**	**97,771.65**		**£**	**60,152.46**	**£**	**37,619.19**	**£**	**60,076.81**	**£**	**23,153.57**	**£**	**36,923.24**	**£**	**7,854.96**	**£**	**163,781.66**	**£**	**91,160.99**	**£**	**72,620.67**

Grant Policy

Full Council Approved:	October 2017
Last Reviewed:	October 2026
Due for next Review:	October 2029

1. Policy Statement

Fleet Town Council recognises that grants are an important means of supporting local organisations, voluntary groups and community initiatives that enhance the wellbeing of residents and contribute to the social, cultural, environmental, sporting and recreational life of the town.

This policy establishes a fair, transparent and consistent framework for the assessment and award of grants, ensuring that public funds are distributed responsibly and deliver clear community benefit.

2. Scope

This policy applies to all discretionary grant applications submitted to Fleet Town Council.

The Council operates a single Community Grants budget for discretionary grant applications.

Recurring annual grants approved by the Council, including grants funded through separately identified budget provisions, will continue to be funded through their existing arrangements unless otherwise determined by the Council.

This policy should be read alongside the Council's Financial Regulations, Standing Orders and annual approved budget.

Nothing within this policy obliges the Council to award any grant.

3. Statutory Authority

Fleet Town Council will only award grants where it has the legal power to do so under the relevant legislation.

Applications will only be considered where the proposed activity or project provides a demonstrable benefit to Fleet or its residents.

The amount of any grant awarded shall be proportionate to the anticipated community benefit and subject to the availability of funding.

4. Grant Administration

4.1. Decision Making

Responsibility for determining grant applications is delegated to the Policy & Finance Committee within the annual grants budget approved by Full Council.

Grant applications will normally be considered at the four scheduled Policy & Finance Committee meetings each municipal year.

Where an application is considered urgent and cannot reasonably wait until the next scheduled meeting, it may be referred to Full Council for determination.

4.2. Grant Limits

There is no prescribed maximum grant available to any individual organisation, subject to the approved annual budget.

Applications exceeding **£1,000** may be considered where the Committee considers that the level of community benefit justifies an award above this amount.

4.3. Frequency of Applications

Only one application from any organisation will normally be considered during any financial year.

The Council may consider additional applications where they relate to separate, unrelated projects or events that each demonstrate clear community benefit.

4.4. Application Process

Applications must be submitted using the Council's prescribed Grant Application Form available on the Council's website.

Applications must include all supporting information requested by the Council.

This may include, where appropriate:

- governing document or constitution;

- latest annual accounts;
- recent bank statement;
- project budget;
- quotations or estimates;
- evidence of match funding;
- safeguarding policy (where applicable); and
- any other information reasonably requested by the Council.

Applications that are incomplete or unsupported by the required documentation may be rejected by the Executive Officer without being referred to Committee.

4.5. Grant Aid in Kind

The Council may provide Grant Aid in Kind in the form of the waiver or reduction of standard room hire charges at Council community facilities where the activity provides demonstrable community benefit.

The delegated Grant Aid in Kind scheme is subject to the following conditions:

- the activity must provide demonstrable community benefit and be delivered by a not-for-profit organisation, public service, registered charity or constituted community group;
- Grant Aid in Kind may only be used to offset the standard room hire charge;
- other services, including technical support, staffing and equipment hire, are not eligible;
- Grant Aid in Kind may only be awarded where the room is not already booked by a paying customer and the booking does not displace potential income;
- the Executive Officer may approve individual requests for Grant Aid in Kind of up to £75 under delegated authority up to a maximum aggregate value of £500 in any financial year.

Grant Aid in Kind awards shall be recorded and reported in accordance with the Council's arrangements for grant awards.

The Council may review the delegated limits and conditions of the Grant Aid in Kind scheme from time to time.

4.6. Presentations

The Committee may invite applicants to attend a meeting or give a short presentation where this would assist the assessment of an application.

5. Assessment Criteria

All applications will be assessed on their individual merits.

In determining applications, the Committee will have regard to:

- the benefit to Fleet and its residents;
- the number of people expected to benefit;
- the longevity and sustainability of the project;
- value for money;
- the level of community need;
- the organisation's financial position;
- evidence of self-help or volunteer contribution;
- availability of match funding or alternative funding sources;
- previous grants awarded by the Council and compliance with any previous grant conditions; and
- the availability of funds within the Council's approved grants budget.

Where the total value of applications exceeds the available budget, applications will be prioritised using the above criteria.

Organisations holding unrestricted financial reserves significantly exceeding their operational requirements may be required to demonstrate why grant funding is necessary.

6. Conflicts of Interest

Councillors shall declare any Disclosable Pecuniary Interest or other registrable or non-registrable interest in accordance with the Council's Code of Conduct.

Members with an interest shall act in accordance with the relevant legal requirements and the Council's adopted procedures.

7. Conditions of Grant

All successful applicants shall be deemed to have accepted the conditions contained within this policy.

Unless otherwise agreed by the Council:

- grants will not be awarded retrospectively;
- grants must only be used for the approved purpose;
- grant funding must not be transferred to another organisation without the Council's prior written approval;
- grants must be spent within twelve months of payment unless an extension has been approved by the Council.

Where grant funding is not fully utilised within twelve months, any unspent balance shall normally be returned to the Council unless satisfactory evidence is provided that exceptional circumstances have delayed the project.

The Council may determine that grants shall be:

- paid in advance;
- paid in stages;
- reimbursed upon receipt of invoices or receipts; or
- subject to additional grant conditions,

depending upon the nature and scale of the project.

8. Monitoring and Reporting

The Council may require successful applicants to provide evidence demonstrating that grant funding has been used appropriately.

This may include:

- copies of invoices or receipts;
- a short project report;
- photographs;
- publicity material acknowledging the Council's support; and
- details of the outcomes achieved.

Failure to provide reasonable evidence of expenditure may affect future grant applications.

The Council may also maintain records of Grant Aid in Kind awards for monitoring and reporting purposes.

9. Recovery of Grant

The Council reserves the right to require repayment of all or part of a grant where:

- false or misleading information has been provided;
- grant conditions have been breached;
- the grant has not been used for its approved purpose; or
- the funded project does not proceed and the grant is no longer required.

Where Grant Aid in Kind has been awarded and the conditions of the award are subsequently found not to have been met, the Council may require the standard room hire charge to be paid.

10. Publicity

Successful applicants shall, where reasonably practicable, acknowledge the Council's support in publicity, printed material, websites and social media using wording such as:

"Supported by Fleet Town Council."

Successful applicants also grant the Council permission to publicise grant awards and details of the supported project through its own publications, website and social media channels.

The Council may promote the availability of its grant funding through its website, social media channels and other appropriate communication channels.

The Council may publicise Grant Aid in Kind awards in the same manner as cash grant awards.

11. Eligibility

Eligible Applications
Grants may be awarded towards:

- capital expenditure for new or improved community facilities or equipment;
- provision of community services;
- projects that improve the wellbeing of Fleet residents;
- events that enhance the profile of the town and demonstrate community benefit;
- transport costs for community activities;
- training or specialist advice that provides long-term benefit to the organisation and community; and
- other activities considered by the Council to provide significant community benefit.

Grant Aid in Kind may be awarded towards eligible room hire in accordance with Section 4.5 of this policy.

Eligible Organisations
Grants may be awarded to:

- local clubs, societies and voluntary organisations;
- registered charities;
- community interest companies operating on a not-for-profit basis;
- organisations supporting disadvantaged or vulnerable groups within Fleet; and

- organisations located outside Fleet where clear evidence demonstrates significant benefit to Fleet residents.

Grant Aid in Kind may also be provided to a public service, not-for-profit organisation or constituted community group where the requirements of Section 4.5 are met.

Ineligible Applications

Grants will not normally be awarded to:

- individuals;
- commercial organisations operating for private profit;
- political organisations or campaigns;
- organisations promoting party political activity;
- projects that are the statutory responsibility of another public authority;
- retrospective expenditure;
- repayment of loans or debts;
- charitable donations made by an applicant organisation to third parties;
- activities taking place during normal school curriculum time;
- projects primarily promoting religious beliefs where there is no wider community benefit; or
- room hire at any venue, including Council premises, unless the Council is satisfied that the event provides clear community benefit and the organiser is unable to generate sufficient income or does not hold significant unrestricted reserves.

The provision of Grant Aid in Kind for room hire at Council premises is subject to the specific conditions set out in Section 4.5.

12. Equality and Data Protection

Applications will be considered fairly, consistently and without discrimination.

Information provided as part of a grant application will be processed in accordance with the Council's Privacy Notice and applicable data protection legislation.

13. Related Documents

- Financial Regulations
- Standing Orders
- Code of Conduct
- Equality Policy
- Privacy Notice
- Grant Application Form

Grant Policy

Full Council Approved:	October 2017
Reviewed:	February 2022
Due for further Review:	February 2025

1. STATUTORY AUTHORITY

1.1. Fleet Town Council will consider Grant Applications for activities which it can legally support

1.2. The amount of grant requested is commensurate with the benefit to the community of Fleet.

2. ADMINISTRATION

2.1. The awarding of grants is delegated to the Policy and Finance Committee. Grants will only be considered and awarded at the four main Policy and Finance Meetings per Council year unless there is an urgent requirement, when it will be taken to Full Council.

2.2. There is no maximum grant available to any one organisation (within the budgetary limit set each year) However grants exceeding £1,000 will only be considered in exceptional circumstances

2.3. Only one grant application by any organisation may be considered in any one year, except where the organisation is promoting more than one unrelated event and each event is deemed to be of benefit to the community

2.4. All grant applications shall be considered on merit. The primary selection criteria are:

- Benefit to the parish at large or its inhabitants
- Longevity of the project/benefit.
- Degree of self help proposed by organisation (match funding in money or physical input)
- Access to other funds and evidence of efforts to secure other funds.

2.5. Where more applications are submitted than funds available the applications shall be prioritised on the above criteria.

2.6. All grant applications must be made on the appropriate form which is available on the FTC website
- Only applications accompanied by a completed form will be assessed by the Policy and Finance Committee.
- Failure to provide all requested supporting information including financial returns or financial status of the organisation or project will result in rejection of the application by the Clerk to Council.

2.7. Applicants for grants will be called to make a presentation.

2.8. Committee may stipulate payment only on receipt of invoice (s)

3. **CONDITIONS**.

3.1. All grant applicants are bound by the conditions set out in this policy

3.2. Grants will not be awarded retrospectively.

3.3. Grants must be used for the purpose declared.

3.4. All grant monies must be accounted for.
- Any grant money not used for the declared purpose within 12 months shall be returned, unless evidence can be provided of extenuating circumstances delaying the expenditure.

3.5. Recipient organisation will acknowledge the grant made by including “supported by Fleet Town Council” or similar in all communication or publicity.

3.6. Successful applicants grant the Town Council the right to use the authorisation of the grant and the details of the project in Council promotions.

4. ELIGIBILTY

4.1. For the sake of clarity, eligible claims includes:
- Capital cost of new or improved facilities or equipment.
- Provision of a public service.

- Support for a specific event which raises the profile of the Town and is deemed of a community benefit
- Transport for trips.
- Training or purchase of expertise to the long-term benefit of the organisation and thus the community

4.2. Grants will be made to:

- Local clubs, societies and organisations demonstrating a benefit to the town or its inhabitants.
- Organisations or activities supporting disadvantaged groups within the parish area

4.3. Grants will **NOT** be made to:

- Individuals.
- Commercial organisations.
- Political or quasi political groups.
- Organisations located outside the town unless there is specific proof of benefit to Fleet or its residents.
- Charity appeals or be used for charitable donations made by the applicant organisation
- School activity within normal school time.
- Cover the cost of room hire at any venue including Town Council rooms except where an event for the benefit of the residents of Fleet is arranged and the organiser is unable to generate its own income or hold significant reserves.

FLEET TOWN COUNCIL
APPLICATION FOR COMMUNITY GRANT

Please read the Council's Grants Policy before completing this form.

Please note:
• Grants cannot be awarded to individuals.
• Applications exceeding £1,000 may be considered where the Committee considers that the level of community benefit justifies an award above this amount.
• The Council operates a single Community Grants budget for discretionary grant applications.
• Successful grants must be used for the purpose approved and are subject to the Council's Grants Policy and any additional conditions.

1. Organisation details

Name of organisation

_____

Address

_____

_____

Website / social media (if applicable)

_____

Bank account name

_____

Bank account number

_____

Sort code

_____

2. Main contact

Name

_____

Address

_____

_____

Telephone number

_____

Email address

_____

Position / role within organisation

_____

3. Organisation type and eligibility

Please tick the option that best describes your organisation:

☐ Registered charity – Charity Number: _____

☐ Community Interest Company (CIC)

☐ Voluntary / community organisation

☐ Club or society

☐ Other not-for-profit organisation – please specify: _____

Date organisation established

_____

☐ The organisation is based in Fleet.

☐ The organisation is based outside Fleet but the application demonstrates significant benefit to Fleet residents.

If based outside Fleet, please explain the benefit to Fleet residents:

_____

_____

_____

4. Project / event / activity

Name / title of project, event or activity

_____

Date(s) / proposed delivery period

_____

Please describe what the grant will be used for, what the project/event/activity will deliver, why it is needed, and how it will benefit Fleet residents:

_____

_____

_____

_____

_____

_____

_____

_____

5. Who will benefit?

Please explain who will benefit, including the estimated number of Fleet residents who will benefit and how you have arrived at this figure. Please explain how you will measure or demonstrate the benefits achieved. Where appropriate, provide postcodes or other information demonstrating the geographical area from which beneficiaries are drawn.

_____

_____

_____

_____

_____

_____

_____

6. Amount requested and project costs

Amount applied for

_____

£ _____

Total cost of project / event / activity

_____

£ _____

Please attach a project budget showing projected income and expenditure, including quotations or estimates where appropriate.

7. How will the project be funded?

Please provide details of your organisation's contribution, other grants or funding applied for, confirmed contributions or sponsorship, income expected from the project/event/activity, and any funding still required.

_____

_____

_____

_____

_____

_____

Funding source	Amount	Date applied	Status	Confirmed?

8. Financial position and reserves

Please provide details of your organisation's unrestricted reserves and explain why grant funding is required for this project/event/activity.

_____

_____

_____

_____

_____

9. If the application is unsuccessful

☐ Yes – the project/event/activity will still go ahead.

☐ No – the project/event/activity will not go ahead.

If yes, please explain how it will be funded or delivered:

_____

_____

_____

_____

10. Previous Fleet Town Council grants

Please provide details of any grants awarded to your organisation by Fleet Town Council during the last three years, including the amount awarded and the project/event/activity funded.

Year	Amount	Project / activity	Monitoring completed?

Please confirm whether all required monitoring information and evidence of expenditure has been provided for previous grants:

☐ Yes

☐ No – please provide details below.

_____

_____

11. Acknowledgement and publicity

Please describe how you intend to acknowledge Fleet Town Council's contribution, for example through social media, websites, publicity material, event programmes or signage.

_____

_____

_____

_____

Please note that successful grant awards and details of supported projects may be publicised by Fleet Town Council through its website, social media and other publications.

12. Supporting documents

Please provide the following documents where applicable. The Council may request additional information where reasonably necessary to assess the application.

Document	Attached	Council check
Latest financial year's accounts	☐	☐
Constitution / governing document	☐	☐
Most recent bank statement for all accounts	☐	☐
Project budget	☐	☐
Quotations / estimates, where applicable	☐	☐
Evidence of match funding, where applicable	☐	☐
Safeguarding policy, where applicable	☐	☐
Other supporting information, where requested	☐	☐

13. Declaration

I confirm that the information provided in this application is accurate and complete to the best of my knowledge. I understand that any grant awarded must be used only for the purpose approved by Fleet Town Council and in accordance with the Council's Grants Policy and any additional conditions attached to the award.

I understand that providing false or misleading information, or failing to comply with the conditions of a grant, may result in the grant being recovered and may affect future applications.

I consent to the information provided being processed in accordance with Fleet Town Council's Privacy Notice and applicable data protection legislation.

I understand that, if a grant is awarded, Fleet Town Council may publicise details of the award and the supported project through its website, social media and other publications.

Signed

_____

Name

_____

Position

_____

Date

_____

OFFICE USE ONLY

Action / check	Officer	Date	Completed
Grant application verified			☐
Eligibility checked			☐
Supporting documentation checked			☐
Previous grant compliance checked			☐
Application referred to Policy & Finance Committee			☐
Committee decision recorded			☐
Applicant notified			☐
Grant conditions issued			☐
Funds released			☐
Monitoring / evaluation information requested			☐
Monitoring information received			☐
Publicity / social media action			☐

Fleet Town Council – Community Grant Application

Application for Grant Form

Please note that grants cannot be given to individuals and are normally for a maximum of £1000 unless you can demonstrate benefit for a significant percentage of residents of Fleet (not including Elvetham Heath and Church Crookham who have their own Parish Councils).

1.	Name of Organisation Address Bank Account details for payment Account Sort Code	
2.	Name, Address and Status of Contact & position	
3.	Telephone Number of Contact	
4.	Is the Organisation a Registered Charity?	Yes/No Charity Number:
5.	Date of establishment of Organisation	
6.	Details of purpose of Grant (please use additional sheet to include details)	
7.	Amount applied for	£
8.	Details of who will benefit - how many residents from Fleet Town Council will benefit and how will you measure this? Please supply postcodes.	

Fleet Town Council, The Harlington, 236 Fleet Road, Fleet Hants GU51 4BY Tel: 01252 625246

9.	Projected income and expenditure of project/event						
10.	Details of any other grants applied for this project/event/activity and status	Body	Amount	Date applied	Approved	Refused	Pending
11.	If your Grant application to Fleet Town Council is not successful how will the event/project still go ahead? If so how?						
12.	Details of any previous Grant awarded to your organisation by Fleet Town Council.						
13.	How will you publically acknowledge Fleet Town Council's contribution?						

You may use a separate sheet of paper to submit any other information which you feel will support this application.

Signed……. Date……

The following documents must be included with your application for it to be considered.

	YES	T.C. USE CHECKED
Last Financial Years Accounts		
Constitution		
Copy of most recent Bank Statement for all accounts		
Safeguarding Policy		

Office Use

	Officer	Date
Grant Application verified?		
Committee decision?		
Applicant notified?		
If approved funds released?		
Press Release and Photo?		
Self-evaluation form of Event sent?		

Fleet Town Council, The Harlington, 236 Fleet Road, Fleet Hants GU51 4BY Tel: 01252 625246

Application for Grant Form

Please note that grants cannot be given to individuals and are normally for a maximum of £1000 unless you can demonstrate benefit for a significant percentage of residents of Fleet (not including Elvetham Heath and Church Crookham who have their own Parish Councils).

1.	Name of Organisation Address Bank Account details for payment Account Sort Code	Fleet & District Carnival Association PO Box 508, Fleet, GU51 9GH [redacted]
2.	Name, Address and Status of Contact & position E-mail address	Leanne Walmsley Treasurer [redacted]
3.	Telephone Number of Contact	[redacted]
4.	Is the Organisation a Registered Charity?	Yes/No Charity Number: 264443
5.	Date of establishment of Organisation	10th July 1972
6.	Details of purpose of Grant (please use additional sheet to include details)	2026 Fleet & District Carnival – Funding Support The cost of running the carnival goes up each year, with the 2026 event costing over £25,000. As the only free event for the Fleet & District community, the carnival is something everyone looks forward to and 2027 will be extra special as we celebrate the 70th anniversary of this much-loved tradition! We want to make the 2027 carnival our best yet, bringing even more fun, colour, and excitement for everyone to enjoy. This grant would help cover the cost of first aiders who will be on hand during the High Street procession and throughout Calthorpe Park, ensuring everyone can celebrate safely. We'd be so grateful for the continued support of Fleet Town Council in helping us make this milestone year one to remember for the whole community.
7.	Amount applied for	£1,000
8.	Details of who will benefit - how many residents from Fleet Town Council will benefit and how will you	The whole Fleet community

<table>
<tr><td></td><td>measure this? Please supply postcodes.</td><td colspan="6"></td></tr>
<tr><td>9.</td><td>Projected income and expenditure of project/event</td><td colspan="6">£25,000</td></tr>
<tr><td>10.</td><td>Details of any other grants applied for this project/event/activity and status</td><td>Body</td><td>Amount</td><td>Date applied</td><td>Approved</td><td>Refused</td><td>Pending</td></tr>
<tr><td></td><td></td><td>Councillor Steve Forster
Councillor Stephen Parker
Councillor Tim Davies
Councillor Jonathan Glen
Councillor Adrian Collett
David Neighbour
Jane Warlock
Elvetham Heath Parish Council
Church Crookham Parish Council
Crookham Village Parish Council
Ewshot Parish Council
Dogmersfield Parish Council</td><td>TBC</td><td></td><td></td><td></td><td>Pending</td></tr>
<tr><td>11.</td><td>If your Grant application to Fleet Town Council is not successful how will the event/project still go ahead? If so how?</td><td colspan="6">We rely heavily on councillor and council grants, along with local business sponsorships.</td></tr>
<tr><td>12.</td><td>Details of any previous Grant awarded to your organisation by Fleet Town Council.</td><td colspan="6">N/A</td></tr>
<tr><td>13.</td><td>How will you publically acknowledge Fleet Town Council’s contribution?</td><td colspan="6">We will advertise Fleet Town Council’s support on our website, social media and programme.</td></tr>
</table>

You may use a separate sheet of paper to submit any other information which you feel will support this application.

Signed……*L S Walmsley*…… Date…21st September 2026

The following documents must be included with your application for it to be considered.

	YES	T.C. USE CHECKED
Last Financial Years Accounts	Yes	Yes
Constitution	Yes	Yes
Copy of most recent Bank Statement for all accounts	Yes	Yes
Safeguarding Policy	Yes	Yes

Office Use

	Officer	Date
Grant Application verified?	RCT	13/10/26
Committee decision?		
Applicant notified?		
If approved funds released?		
Press Release and Photo?		
Self-evaluation form of Event sent?		

A. COMMUNITY GRANTS - CASH

COMMUNITY GRANTS BUDGET 2026/27:	£	5,878
Total cash grants awarded:	£	2,580
Balance remaining:	**£**	**3,298**

Ref	Recipient	Purpose	Award £	Date	Approval	Paid	Comments
CG01	Fleet Carnival	Contribution towards cost of celebrating 70th Anniversary	£ 1,000	18/02/2026	P&F	26/05/2026	
CG02	Fleet Lions	Contribution towards protective jackets	£ 580	18/02/2026	P&F	16/06/2026	
CG03	St Philip's & St James Church	Contribution towards refurbishing toilets in community hall	£ 1,000	22/07/2026	P&F	28/07/2026	
	Total Community Grant		£ 2,580				

B. GRANT AID IN KIND

Ref	Recipient	Type	Facility	Value £	Date / Period	Approval	Comments
GAIK01	Fleet Phoenix	Room hire	The Point	£ 15,834	2026/27	FC	Annual arrangement
GAIK02	Sasha's Project	Room hire	The Point	£ 10,933	2026/27	FC	Annual arrangement
GAIK03	Fleet Repair Café	Room hire	The Harlington	£ 630	Various dates	P&F	Individual room hire awards - cost taken out of Climate budget
	Total Grant Aid in Kind			£ 27,397			

C. RENT WAIVERS & OTHER NON-CASH COMMUNITY SUPPORT

Ref	Recipient	Type	Asset	Normal Value	Charged	Support Value	Comments
RW1	Fleet Cricket Club	Rent waiver	Calthorpe Park	£ 4,140	£ -	£ 4,140	
RW2	1st Crookham Scouts	Peppercorn rent	Basingbourne Park	£ 500	£ -	£ 500	Granted peppercorn rent for remainder of lease at Full Council 20/5/26
RW3	22nd & 26th Odiham Scouts	Peppercorn rent	Calthorpe Park	£ 500	£ -	£ 500	Granted peppercorn rent for remainder of lease at Full Council 20/5/26
RW4	Lions Community Store	Peppercorn rent	Basingbourne Park	£ 500	£ -	£ 500	Granted peppercorn rent for remainder of lease at Full Council 20/5/26
RW5	Fleet Phoenix	Rent waiver	Office/Store Room	£ 1,200	£ -	£ 1,200	
	Total Rent Waivers & Other Non-Cash Community Support					£ 6,840	

D. RECURRING ANNUAL GRANTS

Ref	Recipient	Purpose	Annual Budget £	Date Approved	Approval	Date Paid	Comments
AG1	Fleet Connect	Contribution towards community bus service	£ 16,302	07/01/2026	FC	15/07/2026	£5.6k paid to HCC; £2.9k transferred to EMR
AG2	Basingstoke Canal	Contribution towards the maintenance of the Canal	£ 18,309	07/01/2026	FC		
	Total Recurring Annual Grants		£ 34,611				

Complaints Policy and Procedure

Policy and Finance Approved:	October 2017
Reviewed by Council:	October 2026
Due for Review:	October 2029

1. Introduction

Fleet Town Council is committed to providing a high standard of service to everyone who lives, works in, or visits Fleet.

We recognise that, from time to time, things may go wrong. When this happens, we want to know about it so that we can put matters right where possible and improve our services.

This policy explains how to raise a complaint, how the Council will deal with it, and what you can expect from us.

2. Scope of this Policy

This policy applies to complaints about:

- the standard of a Council service;
- the actions or conduct of a Council officer;
- the actions or conduct of a Councillor, where a complaint is made under the adopted Code of Conduct;
- decisions or actions taken on behalf of the Council.

This policy does not replace any legal right of complaint, appeal, or statutory process. Some matters may need to be dealt with under a separate policy or procedure, including:

- grievance or disciplinary procedures for staff;
- the Code of Conduct complaint process for Councillors;
- Freedom of Information or Data Protection procedures;
- safeguarding or whistleblowing arrangements, where relevant.

3. Our complaints principles

The Council will aim to deal with complaints:

- promptly;
- fairly;
- sensitively;
- consistently;
- confidentially, so far as is lawful and appropriate;
- and with a view to learning from the outcome.

A complaint will not affect the standard of service you receive from the Council.

4. How to raise a complaint

Where possible, we encourage you to raise concerns informally first, as many issues can be resolved quickly without the need for a formal complaint.

You may contact the Executive Officer in the first instance.

If your complaint concerns the Executive Officer, please contact the Chair of the Council.

If you are unsure who to contact, the Council office will be pleased to guide you.

5. Informal resolution

If possible, the matter will first be discussed informally with the relevant officer or Councillor.

If the matter can be resolved at this stage, the Council will take reasonable steps to do so and may record the issue for internal monitoring purposes.

If informal resolution is not possible, or if you prefer to make a formal complaint, the matter will move to the formal stage.

6. Formal complaints procedure

6.1. How to make a formal complaint

Please submit your complaint in writing, by email or by post. If you need assistance in doing so, a member of staff will help you.

You should include:

- your name and contact details;
- details of the complaint;
- dates, times, and relevant facts;

- any steps already taken to try to resolve the matter;
- what outcome you are seeking.

The Council will not normally accept anonymous complaints.

6.2. Where to send your complaint

Please submit your complaint using one of the following methods:

In person
Fleet Town Council
The Harlington
236 Fleet Road
Fleet
GU51 4BY
Office hours: Monday to Friday, 9.00am to 5.00pm

By post
Fleet Town Council
The Harlington
236 Fleet Road
Fleet
GU51 4BY

By telephone
01252 625246

By email
executive.officer@fleet-tc.gov.uk
bob.schofield@fleet-tc.gov.uk

If you are unsure whom to contact, please telephone the office and your complaint will be directed to the appropriate person.

6.3. Acknowledgement

The Council will acknowledge receipt of a formal complaint as soon as reasonably practicable and normally within 5 working days.

6.4. Investigation

The complaint will be considered by the appropriate officer or Councillor, depending on the nature of the matter.

The Council may:

- seek further information;
- invite comments from relevant parties;

- refer the matter to a panel of Councillors where appropriate;
- or deal with the matter directly where this is appropriate and proportionate.

6.5. Timescales

The Council aims to respond to formal complaints within 20 working days.

If the matter is more complex and requires additional time, we will let you know and provide an updated timescale.

7. Complaint about Council officers

Complaints about the conduct or actions of a Council officer should normally be directed to the Executive Officer.

If the complaint is about the Executive Officer, it should be directed to the Chair of the Council.

Where appropriate, the matter may be referred to the Chair of the Establishment Committee and, if necessary, investigated under the relevant staffing procedure.

8. Complaint about Council operations

Where a complaint relates to the Council's operations, service delivery, policy application, or administrative procedures, the Executive Officer will normally seek to resolve it in the first instance.

If the matter cannot be resolved informally, it may be considered under the formal complaints process and, where necessary, referred to the relevant committee or to Full Council.

9. Complaint about Councillors and the Code of Conduct

Councillors are required to comply with the Council's adopted Code of Conduct.

If you wish to complain that a Councillor has breached the Code of Conduct, you should submit your complaint to the Monitoring Officer at Hart District Council.

The Council does not investigate Code of Conduct complaints itself. These are dealt with by the District Council under its standards arrangements.

Where the Monitoring Officer issues a finding or recommendation, this will be considered in accordance with the relevant standards procedure and the Council's constitutional arrangements.

If you are unsure whether your concern is a service complaint or a Code of Conduct matter, the Council office will be pleased to advise.

10. Confidentiality and data protection

Complaints will be handled sensitively and on a need-to-know basis.

Information may be shared internally or externally where necessary to:

- investigate the complaint;
- seek advice;
- comply with legal obligations;
- or progress the matter properly.

The Council will process personal data in accordance with its Privacy Notice and data protection obligations.

11. Outcomes and responses

At the end of the process, the Council may:

- uphold the complaint in full or in part;
- not uphold the complaint;
- offer an apology;
- explain the reasons for a decision;
- take remedial action;
- recommend service improvements;
- or refer the matter to a relevant committee or procedure.

Where a change to policy or procedure is required, the matter may be referred to the Policy and Finance Committee or Full Council as appropriate.

12. Vexatious, unreasonable or persistent complaints

The Council values constructive complaint handling. However, if a complainant behaves in a persistently unreasonable, repetitive, abusive or vexatious manner, the Council may apply a separate management process and may limit further contact where justified.

Any such decision will be taken carefully and proportionately.

13. What if you remain dissatisfied?

If you remain dissatisfied after the Council has completed its process, you may wish to seek independent advice from Citizens Advice or, where appropriate, contact the Local Government and Social Care Ombudsman.

Please note that some complaints may not be eligible for Ombudsman consideration, depending on the nature of the matter and whether other remedies are available.

14. Recording and monitoring complaints

The Council will keep a record of complaints received and their outcomes.

Complaint records will be used to:

- identify trends;
- improve services;
- inform policy review;
- and support good governance.

FLEET TOWN COUNCIL
COMPLAINTS FORM

Before completing this form
We aim to resolve complaints promptly, fairly and proportionately. Where appropriate, you may wish to raise the matter informally with the Executive Officer first.

Please provide as much relevant information as possible. If you need additional space, please attach a separate sheet and clearly identify it as part of your complaint.

Complaints about Councillor conduct should be submitted to the Monitoring Officer at Hart District Council rather than through this form.

1. Your details

Name	
Address	
Telephone	
Email	
Preferred method of contact	☐ Email ☐ Telephone ☐ Post

2. What is your complaint about?

☐ A Council service or Council operation

☐ The Executive Officer / Town Clerk

☐ Other matter (please specify):
_____

3. Details of your complaint

Please describe clearly what happened, when and where it happened, and who was involved (if known).
_____

4. What outcome are you seeking?

Please explain what you believe would resolve the matter. We will consider this when reviewing your complaint, but the outcome will depend on the findings of the investigation and the Council's responsibilities and powers.

_____

5. Supporting information

Documents / evidence attached	☐ Yes ☐ No
Number of attachments	
Date complaint submitted	

6. Declaration

I confirm that the information provided in this form is accurate to the best of my knowledge.

Signature	
Date	

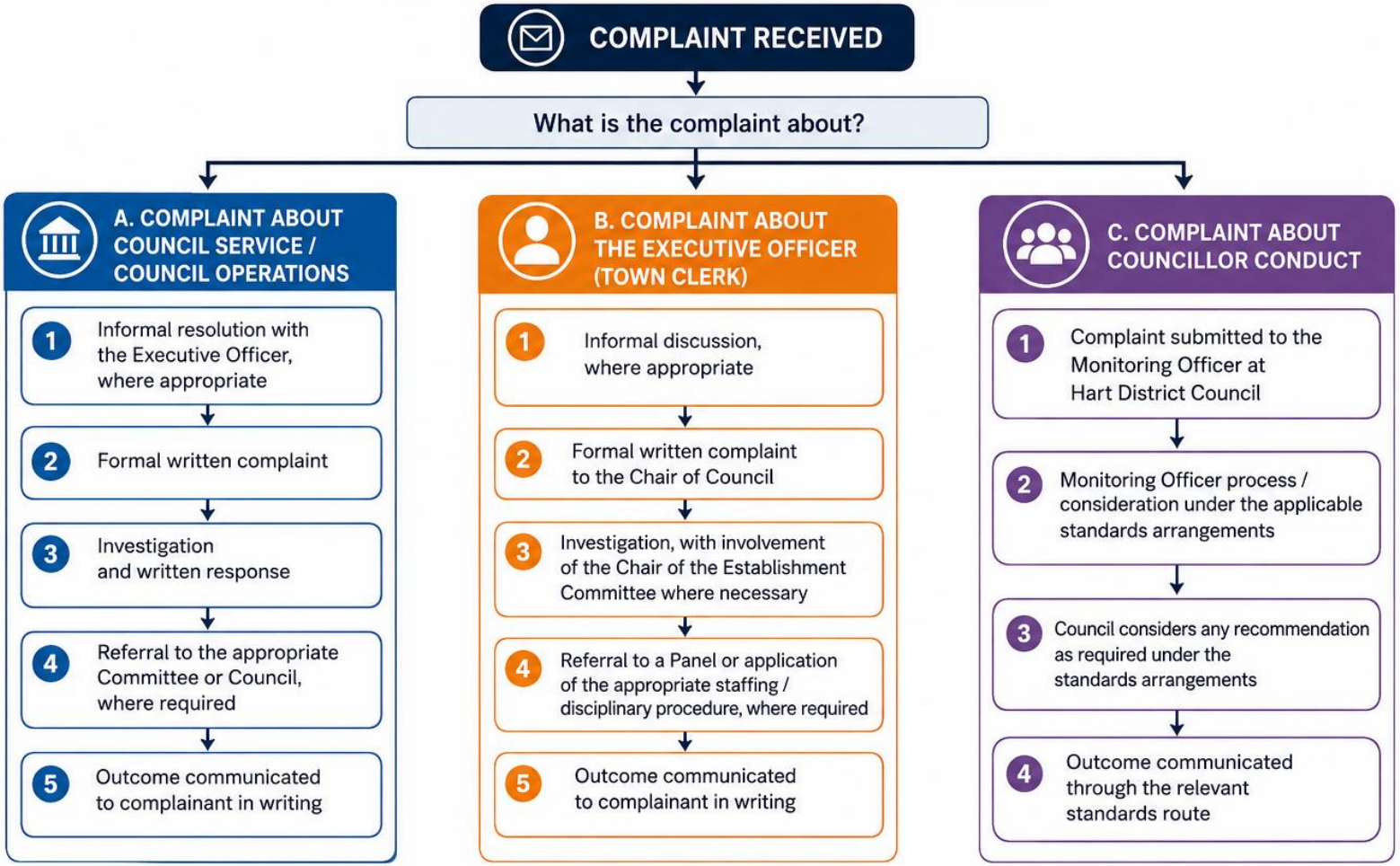
FOR COUNCIL USE ONLY

Complaint reference number	
Date received	
Acknowledgement sent	Date: _____ By: ☐ Email ☐ Post ☐ Other
Officer dealing with complaint	
Action / investigation undertaken	
Committee / Council referral required	☐ No ☐ Yes Details: _____
Decision / outcome	
Date outcome communicated	

Complaints will be handled in accordance with Fleet Town Council's Complaints Procedure.

COMPLAINTS PROCEDURE – FLOW CHART

All complaints will be treated fairly, sensitively and in confidence.



Complaints Policy and Procedure

Policy and Finance Approved:	October 2017
Reviewed by Council:	September 2023
Due for Review:	September 2026

1. Introduction

1.1. Fleet Town Council Councillors and Officers serve you, whether you live or work in Fleet or are a visitor. In everything we do we try to put you first. However, like all organisations we can make mistakes.

1.2. Fleet Town Council makes a commitment, to listen to your complaint and respond to it quickly and fairly. We will do everything we can to put matters right.

1.3. Complaints about a level of service, or an individual Councillor or a Council Officer should be directed in the first instance to the Executive Officer unless the complaint is about the conduct of the Executive Officer which should in the first instance be directed to the Chairman of the Council.

1.4. Councillors, in addition, are subject to a Code of Conduct, which if deemed to be breached is dealt with in a very specific manner the details of which are given in Section 8.

1.5. Appendix A shows the full process for how the Council manage complaints, according to these 3 categories:

- Against Executive Officer
- Relating to the Council's operations
- Against Councillor Code of Conduct

2. Fleet Town Council's Complaints Code

The Council ensure that staff are aware of the entitlement of members of the public to make a complaint and to ensure that complainant is guided positively and efficiently through the complaint procedure.

The overall aim of the complaints system is to deal with complaints: **swiftly, fairly and with understanding.**

Remember these are your rights and every effort will be taken to resolve complaints satisfactorily.

3. Complaints Procedure

3.1. Initial / Informal route: we would ask you to see if the problem can be satisfactorily resolved by the Executive Officer or the Councillor concerned without proceeding further. If the initial communication is by phone, an Officer will take your name, address, and the details of your complaint (sufficient to complete the Complaint Form appended to this Policy) and pass the information to the Executive Officer.

3.2. If the issue cannot be resolved by discussion with the Executive Officer or Councillor concerned the matter will be escalated to a Formal Route.

3.3. Formal Route: to make a formal complaint you are requested to submit your complaint in writing, preferably using the Complaint Form attached to this Policy, but otherwise providing sufficient personal details that we can get back to you. Other persons can make a complaint on your behalf if you wish. Details of the subsequent procedure are set out in Section 5 below.

3.4. If you require help to complete the complaint form, please ask a member of the Council staff.

3.5. If you are not sure which Officer or Councillor is the focus of your complaint, please contact the Town Council where a member of staff will give you further advice.

3.6. If you prefer, you can submit your complaint in writing as long as you provide sufficient details for an Officer to complete a Complaints Form on your behalf.

3.7. The Council will not consider anonymous complaints.

3.8. Independent help is also available from Citizens Advice your Town Councillor. His or her name can be obtained from the Town Council offices, the Council's website, or from any copy of the Council's newsletter "Town Talk".

4. Where to forward your complaint

Please forward your complaint by the following methods:

In Person: at the Harlington during office hours

Office hours – Monday to Friday 9.00am to 5.00pm

Fleet Town Council
The Harlington
236 Fleet Road
Fleet
GU51 4BY

By post
Fleet Town Council
The Harlington
236 Fleet Road
Fleet
GU51 4BY

By telephone: (01252) 625246

By e-mail: executive.officer@fleet-tc.gov.uk OR
chairman@fleet-tc.gov.uk

5. Detailed Procedure

5.1. If the complaint cannot be dealt with informally, the complainant will be asked to put their concern in writing to the Executive Officer and they will receive an acknowledgement of the complaint and an assurance that the matter will be dealt with expediently.

5.2. All complaints will be dealt with in strict confidence. The Council will not reveal your personal details to any outside party without your permission.

5.3. If a complainant would prefer not to put the complaint to the Executive Officer, or the complaint is against the Executive Officer then they should put it to the Chairman of the Council.

5.4. When a written complaint is received the Executive Officer or the Chairman of the Council will try to resolve the issue directly with the complainant. In respect of a complaint about the conduct of the Executive Officer, or an Officer it will then be reported to the Chairman of the Establishment Committee, who will, where appropriate, set up a panel of Councillors to investigate the complaint.

5.5. Councillors will be appointed as required to the complaints panel, a separate Councillor will be appointed to investigate the complaint and gather evidence from all parties. Evidence will be heard by the complaints panel which may require staff and the complainant to attend. The complaints panel will determine a recommendation to resolve the complaint.

5.6. The Executive Officer or the Chairman of the Council will report to the next meeting of the Council all written complaints including those disposed of by direct action with the complainant.

5.7. When resolution of the complaint requires Council Policy to be amended, the Executive Officer or the Chairman of the Policy and Finance Committee shall bring the matter to the next meeting of the Committee.

5.8. The Council shall consider whether the circumstances of the complaint warrant the matter being discussed in the absence of the press and the public.

5.9. The service you receive from the Council will not be affected because you have complained. If your complaint is substantiated, the Council will use your complaint to help improve its service and to avoid similar problems in the future.

5.10. As soon as possible, after a decision has been made, any action to be taken will be communicated in writing to the complainant. If a panel has been convened to hear the complaint the complainant will be informed of the decision after the panel meeting has taken place. If the decision has been determined by Council or Policy and Finance Committee the complainant will be notified of the decision after the respective meeting has taken place.

5.11 In the event of serial facetious, vexatious, or malicious complaints from a member of the public the Council will consider taking legal advice before any further communication with the complainant.

6. Dissatisfied with the Complaint Decision?

6.1. If you are dissatisfied with the Council's decision, you are advised to consult the Local Government Ombudsman or seek advice from Citizens Advice.

7. Complaint against a Councillor for a breach of the Code of Conduct

7.1 Introduction

Councillors are bound by a Code of Conduct that requires them to:

- Show respect to Officers, fellow Councillors, and members of the public.
- Not bully, harass, intimidate, or discriminate.
- Not disclose confidential information and observe data protection regulation.
- Not bring the Council into disrepute.
- Not improperly use their position.
- Not use social media in such a way as to confuse the public as to whether statements are personal or official.
- Not show bias or predetermination.

7.2 Complaint Procedure

a. If an Officer, a fellow Councillor, or a member of the public is concerned that a Councillor has breached the Code they should submit a complaint, in writing, to the Monitoring Officer at Hart District Council.
   You can use this link to complete the form online on the Hart District Council website, https://www.hart.gov.uk/about-council/councilor_complaint
b. The Monitoring Officer alone, in simple decisions, or together with an independent panel, in more serious situations, will deliver a recommendation to the Town Council and the individuals complained of. The recommendations of the Monitoring Officer will be put into the public domain via the District Council's website.
c. The recommendations of the Monitoring Officer will be brought before the next available Ordinary Council meeting for ratification or amendment by Full Council.
d. In the case of disagreement with the recommendation of the Monitoring Officer a full explanation will be given by Full Council.
e. The debate of the Monitoring Officer's recommendation will be held in confidential session, but the public meeting will be reconvened to announce the Council's resolution.

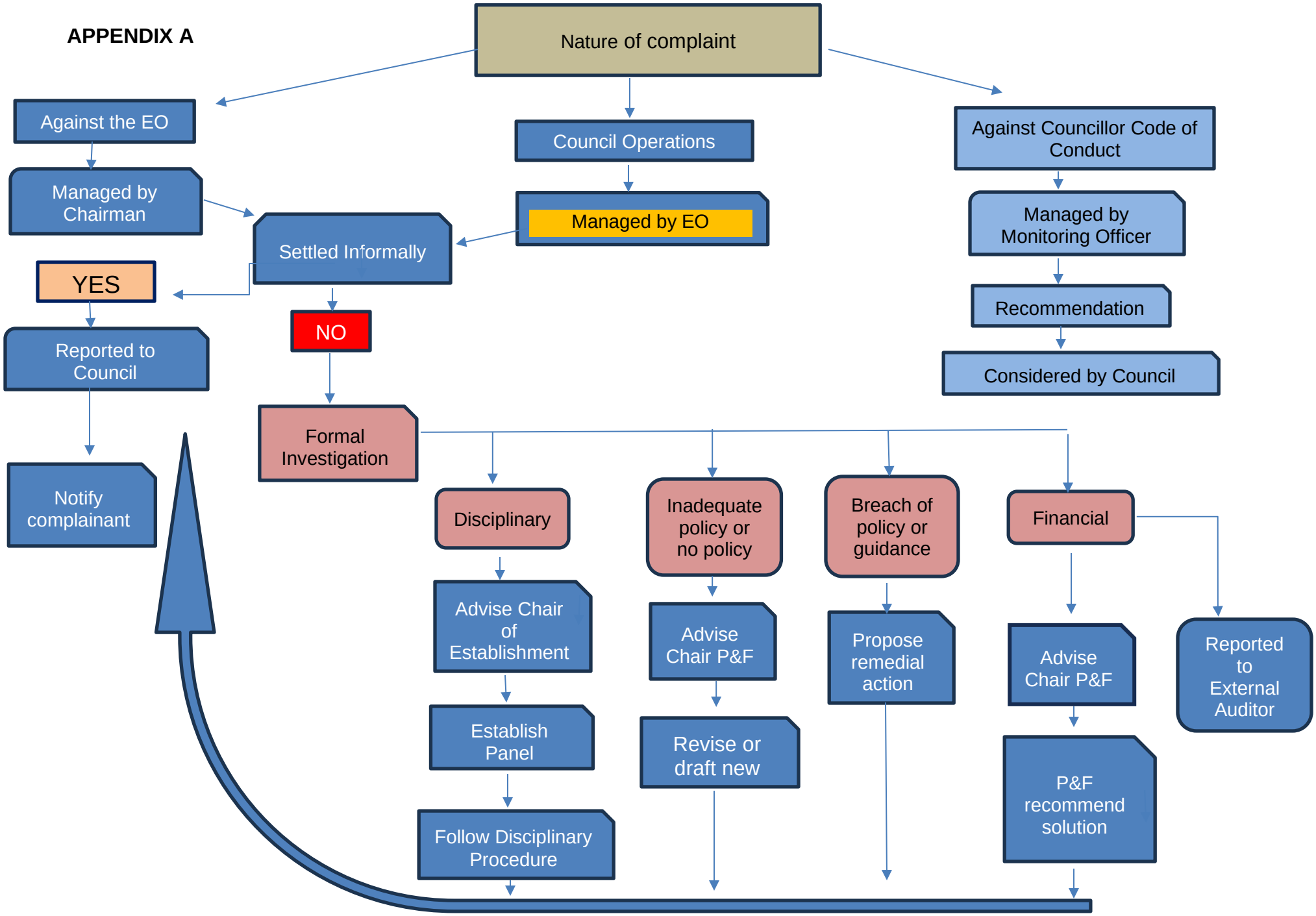
7.3 Dissatisfied with the Complaint Decision

a. If the complainant is dissatisfied with the decision of the Council, they are advised to consult the Local Government Ombudsman.

Fleet Town Council
Complaints Form

Date / reference number	
Your Name	
Address	
Contact Tel / email	
Details of Complaint	Please attach separate sheets if required
What action do you consider should be taken	
Action taken by FTC	
Date of notification of decision	
Officer dealing with complaint	

APPENDIX A


Nature of complaint
Against the EO
Council Operations
Against Councillor Code of Conduct
Managed by Chairman
Managed by EO
Managed by Monitoring Officer
Settled Informally
YES
NO
Recommendation
Reported to Council
Considered by Council
Notify complainant
Formal Investigation
Disciplinary
Inadequate policy or no policy
Breach of policy or guidance
Financial
Advise Chair of Establishment
Advise Chair P&F
Propose remedial action
Advise Chair P&F
Reported to External Auditor
Establish Panel
Revise or draft new
P&F recommend solution
Follow Disciplinary Procedure

Fleet Town Council
Biodiversity Statement

Policy and Finance Approved:	December 2023
Last Reviewed:	October 2026
Due for Review:	October 2029

1. Purpose and Legislative Background

Fleet Town Council recognises the importance of protecting and enhancing the natural environment and the benefits that biodiversity provides to the local community, including supporting wildlife, improving green spaces, addressing climate change and contributing to the health and wellbeing of residents.

The Environment Act 2021 strengthened the biodiversity duty contained within the Natural Environment and Rural Communities Act 2006. As a public authority operating in England, Fleet Town Council must:

- consider what it can do to conserve and enhance biodiversity;
- agree policies and specific objectives based on that consideration; and
- act to deliver those policies and achieve those objectives.

The Council will consider biodiversity as part of its relevant functions, including the management of Council-owned and managed land, buildings, open spaces, planning consultations, procurement and community engagement.

2. Council Commitment

Fleet Town Council is committed to conserving and enhancing biodiversity within the areas it manages and through the decisions and activities it undertakes.

The Council will seek to:

- protect and enhance existing habitats and biodiversity;
- identify opportunities to create new habitats and improve ecological connectivity;
- manage its land and open spaces in ways which support wildlife and biodiversity, where appropriate;
- consider biodiversity alongside other environmental, social and financial considerations when making decisions;
- work with partners, community organisations and residents to support local nature recovery; and
- raise awareness of the importance of biodiversity and encourage positive action within the community.

The Council will take a proportionate and practical approach, recognising that biodiversity measures must take account of the purpose, use, accessibility, safety and maintenance requirements of its land and facilities.

This Statement complements the Council's Climate Change Policy by addressing the conservation and enhancement of biodiversity and the natural environment.

3. Planning and Development

Fleet Town Council is not the Local Planning Authority but has an important role as a statutory consultee and through its involvement in neighbourhood planning.

The Council will:

- consider biodiversity and opportunities for nature recovery when responding to relevant planning applications and planning policy consultations;
- have regard to the statutory Biodiversity Net Gain framework when considering relevant development proposals;
- support the protection and enhancement of existing habitats and locally important sites through its planning responses;
- seek to ensure that biodiversity considerations are appropriately reflected in the Fleet Neighbourhood Plan and other relevant planning work; and
- work with the Local Planning Authority and other relevant bodies, where appropriate, to support effective delivery of biodiversity objectives.

The Council will have regard to current national planning policy and guidance when considering Biodiversity Net Gain and will not seek to duplicate or conflict with the statutory framework.

4. Council Land and Open Spaces

The Council manages a range of parks, open spaces and other land which can provide important habitats for wildlife. Where appropriate, biodiversity opportunities will be considered as part of the development and review of individual Park Development Plans.

The Council will:

- manage its open spaces with appropriate consideration of biodiversity;
- protect and enhance locally important habitats and sites, including the Council's Sites of Importance for Nature Conservation (SINCs);
- support appropriate habitat creation, restoration and enhancement;
- consider opportunities to establish or improve wildlife corridors and ecological connectivity;
- use ecological surveys, local environmental data and specialist advice where appropriate to inform land management decisions;
- consider the use of native and appropriate species in planting schemes;
- support measures which benefit pollinators, birds, insects and other wildlife;
- consider the timing and methods of maintenance works to minimise unnecessary disturbance to wildlife; and
- seek to use maintenance practices which minimise adverse impacts on biodiversity, where operationally appropriate.

Biodiversity objectives will be balanced with the Council's responsibilities for public access, recreation, sports provision, play areas, safety, amenity and effective management of its open spaces.

5. Trees, Planting and Habitat Management

Trees, hedgerows, shrubs, grassland, wildflower areas and other vegetation can provide important habitats and contribute to the character and environmental quality of Fleet.

The Council will consider biodiversity when managing existing trees and vegetation and when planning new planting or landscaping schemes.

Where appropriate, the Council will seek opportunities to:

- increase habitat diversity;
- improve the quality and resilience of existing planting;
- provide suitable areas for pollinators and other wildlife;
- retain suitable natural features and habitats; and
- incorporate biodiversity improvements into new or renewed landscaping schemes.

The Council's Tree Policy and other relevant open-space management arrangements will support this approach.

6. Buildings and Council Operations

The Council will consider opportunities to conserve and enhance biodiversity in the management, maintenance, development and improvement of its buildings and associated land.

Where appropriate, this may include:

- considering biodiversity when undertaking building and landscaping projects;
- reducing unnecessary disturbance to wildlife during maintenance and construction;
- considering opportunities for wildlife features such as bird or bat boxes where suitable;
- considering the impact of external lighting on wildlife;
- considering water use and pollution risks; and
- considering biodiversity requirements, where relevant and proportionate, when procuring works and services and managing contractors.

7. Local Nature Recovery and Partnerships

The Council will have regard to relevant Local Nature Recovery Strategies and other applicable biodiversity, species conservation and protected site strategies when considering its functions and the management of land within its control.

The Council will work, where appropriate, with:

- Hart District Council and Hampshire County Council;
- Natural England and other relevant environmental organisations;
- local environmental and community groups;
- Friends groups and volunteers;
- neighbouring councils; and
- residents and local businesses.

The Council will seek to share information and good practice and avoid unnecessary duplication of effort.

8. Community Engagement and Awareness

The Council recognises that local residents, community groups, schools, businesses and landowners can all contribute to biodiversity and nature recovery.

The Council will seek to raise awareness through its communications and, where appropriate, support or participate in community initiatives which promote biodiversity and environmental improvement.

Where appropriate, the Council will consider opportunities for residents and community groups to become involved in biodiversity projects on Council land.

9. Funding and Resources

The Council will consider opportunities to secure external funding, grants and partnership contributions for projects which conserve or enhance biodiversity.

Biodiversity considerations will be taken into account alongside other relevant environmental, social, operational and financial considerations when determining priorities and allocating Council resources.

10. Decision Making and Review

Biodiversity considerations will be incorporated into relevant Council decision-making processes, policies, projects and service planning.

Where appropriate, reports to Council or its Committees will identify significant biodiversity impacts or opportunities arising from a proposal.

The Council will maintain a record of relevant biodiversity actions and initiatives to support monitoring and future reviews.

This Statement will be reviewed at least every five years, in accordance with the statutory biodiversity duty, and may be reviewed sooner where there are significant changes to legislation, national guidance, Council responsibilities or local environmental priorities.

The Council will use each review to reconsider the actions it can take to conserve and enhance biodiversity and to identify appropriate policies, objectives and actions for the future.

Fleet Town Council
Biodiversity Statement
Approved December 2023

1. Background

The Environment Act 2021 places obligations on Parish and Town Councils, as well as all public authorities, to consider what they can do to protect and enhance biodiversity. This duty includes agreeing policies and specific objectives based on what might be possible and taking action to achieve objectives.

By 1st January 2024, Councils are required to:

- Have an agenda item to discuss what steps it will take to protect and enhance biodiversity.
- Note what action is already taking place in the parish.
- Agree the next steps to set environmental objectives and a delivery plan.

2. Biodiversity Statement

The Council agreed the following Biodiversity Statement at the Recreation, Leisure and Amenities meeting in December 2023.

Vision Statement

- The Council has agreed a Vision for Fleet which acknowledges the need to build sustainability into the Council's strategic objectives and actions. The Council is committed to becoming more environmentally conscious and promoting green initiatives.

Planning Applications

- Working with the Local Planning Authority to ensure all planning development achieves a net biodiversity gain.
- Updating the Council's Neighbourhood Plan to reflect the biodiversity net gain required.

Partnerships

- Implementing the Greening Campaign initiatives and taking best practice forward into the Council's operations.
- Setting up an independent Climate Action Network to support a range of environmental initiatives, including lobbying.
- Developing links with the District and County Councils to share plans, gain knowledge and to prevent duplication of effort.
- Attending Climate Engagement meetings offered by the District Council, and engaging with any initiatives that help improve biodiversity.
- Sharing best practice between local Councils.
- Connecting with national campaigns, such as Keep Britain Tidy.

Land and Property Management

- Maintaining and developing the Council's open spaces policies to ensure that the preservation of plants and wildlife are a key consideration.
- Utilising the Greening Campaign to carry out biodiversity surveys to identify areas that would benefit or lend themselves from a wider range of planting.
- Considering biodiversity issues when implementing changes to buildings or land.

- Making use of specialist advisors at the District or County to inform the Council's plans to improve biodiversity.

Local Community

- Raising awareness of biodiversity through the Greening Campaign and through general communications from the Council.

Funding

- Using grant opportunities, where possible, to enable open spaces projects that enhance the environment.

Governance

- Implementing environmental considerations and impact (positive and negative) into Council decision making and awarding contracts.

unity trust bank



Local Councils

Account opening guidance

This guide provides useful information to help you progress an application for a new or additional bank account with Unity Trust Bank.

If your turnover exceeds £2m or if you require a call to discuss the solutions/ products available for councils (or your future requirements), please contact the Public & Third Sectors team by email: localcouncils@unity.co.uk prior to submitting your application.

Below is a list of documents of information that will be needed.

1. **Balance sheet total and annual budget or latest AGAR Report (showing income/expenditure)**
2. **Information about organisation e.g. number of employees / volunteers, activities**
3. **Last six months' bank statements for the Council**
4. **Governing documents:**
   - Rules / Standing Orders
   - Minutes from the last meeting held (on Council letterhead)
5. **Personal details of individuals (e.g. key contact, signatories, internet banking users):**
   - Their full name
   - Date of birth
   - Nationality
   - Current home address (plus previous address(es) if they have moved within last 3 years)
   - Mobile telephone number **and** Email address for each official

NB: It is recommended that **internet banking users** add **mobile numbers** rather than landlines (if they have them). This is because verification codes are easier to receive and see via text message. Any landlines should be personal rather than office based too, for ease.

Important: each person requiring internet banking access will be asked to provide a memorable word. Please ensure they remember the word provided, as it is often forgotten by the time it comes to register for the first time.

Identity checks are carried out automatically when the application form is submitted. Please ensure **FULL LEGAL NAMES** are inserted in the application. If electronic identity searches are unsuccessful for any individual listed on the application form, customers are notified if the searches are unsuccessful. Additional proof of identity and residence will then be requested - Full details here: www.unity.co.uk/identity

If the Current Account Switch Service (CASS) is being used to transfer from old to new accounts, please advise, and further information can be supplied regarding the types of switch available.

Application Form Link: https://apply.unity.co.uk/

See guidance on Page 2

On completion of application form

Once you have submitted the online application form, you will receive an automated link to download a copy of your application form for signing.

You will also receive a copy of the completed online form and transfer mandate (as applicable).

The submission/application form will need to be:

- **Printed and signed by all signatories in black ink**
  (electronic signatures are not acceptable)
- **Accompanied by any supporting documentation**
  (as specified on the submission form)
- **Uploaded online via the link provided or scanned and emailed directly to us@unity.co.uk**
- **If you email the application, please cc the Public & Third Sectors team, for them to monitor progress – localcouncils@unity.co.uk**

The account will need to be opened with the correct key contact and signatories in place and an account number allocated. Once this happens, internet banking password(s) will be issued. Our Unity Connect Team can help with the registration process at that stage.

Useful Links

Step-by-Step Internet Banking Video Tutorials: https://www.unity.co.uk/tutorials/

Tips for running your bank account: https://www.unity.co.uk/running-your-account/

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

unity trust bank



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Fees & Charges

Standard Service Tariff

Effective from 1 February 2026

For Businesses. **For Communities. For Good.**

www.unity.co.uk

Standard Service Tariff

Unity Business Current Account

Unity Tier 1 Current Account	
Turnover per annum[1]	Under £100k
Fee	£7 per month
Charged	Monthly
Opening deposit	Minimum £50
Interest	No credit interest paid

Unity Tier 2 Current Account	
Turnover per annum[1]	£100k — £2m
Fee	£7 per month plus 15p per individual transaction
Charged	Monthly
Opening deposit	Minimum £50
Interest	No credit interest paid

Unity Tier 3 Current Account	
Turnover per annum[1]	£2m+
Fee	£7 per month[2]
Charged	Monthly
Opening deposit	Minimum £50
Interest	No credit interest paid

[1]Turnover is the total value of payments received into your account, excluding internal transfers, in a 12-month period.

[2]Plus Negotiated transaction fees. A different fee will be agreed for each of the following: faster payments, automated payments and manual transactions.

Please note: Unity Trust Bank may also charge for services not included in the Standard Service Tariff if they are considered outside of your day-to-day activity. The charges will be reasonable and based on the time we expect to take or costs we will incur to support you. We'll tell you how much this will cost before providing the service.

Standard Service Tariff

Unity Business Current Account (continued)

Unity Tier 0 Loan Servicing Account	
Turnover per annum[1]	N/A
Fee	Free with limited facilities. Only to deposit payments to service your loan with us.
Opening deposit	Nil
Interest	No credit interest paid

Products no longer available

Unity Custom Account	
Turnover per annum[1]	£2m+
Fee	Negotiated
Charged	Negotiated
Opening deposit	Minimum £50
Interest	No credit interest paid

[1]Turnover is the total value of payments received into your account, excluding internal transfers, in a 12-month period.

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Standard Service Tariff

The Additional Charges set out below apply to your Unity Current Account and Instant Access accounts.

Account Admin

Item	Charge
Audit letter	£29.17[1]
Bankers reference/status enquiry	£12.50[1]
Certificate of balance	£12.50[1]
Copy cheque/deposit slip	£6.00
Copy statement (per statement)	£8.00

Payments

Item	Charge
Bankers draft/cheque	£15.00
Bill payment – via telephone	£15.00
CHAPS payment	£25.00
Special presentation	£15.00
Stop cheque via phone via Online Banking	 £15.00 £8.00
Trace missing funds	£25.00

[1]plus VAT

Please note: Unity Trust Bank may also charge for services not included in the Standard Service Tariff if they are considered outside of your day-to-day activity. The charges will be reasonable and based on the time we expect to take or costs we will incur to support you. We'll tell you how much this will cost before providing the service.

Unpaid Items

Item	Charge
Unarranged overdraft letter (Where a payment has taken your account balance overdrawn, and we have honoured that payment, we will write to advise that the unarranged overdraft rate has been applied to the overdrawn balance)	£10.00
Unpaid cheque (Where drawer's bank has returned a cheque unpaid, which you had previously deposited)	£6.00
Unpaid items per item maximum charge per day	£15 £45
Unauthorised interest rate	25% nominal rate 28.07% EAR[2]

[2]EAR stands for Equivalent Annual Rate. This is equivalent to the rate of interest you'll pay if you're overdrawn for a year. You'll pay interest on the amount you're overdrawn by, and on the interest that builds up from being overdrawn.

Please note: Unity Trust Bank may also charge for services not included in the Standard Service Tariff if they are considered outside of your day-to-day activity. The charges will be reasonable and based on the time we expect to take or costs we will incur to support you. We'll tell you how much this will cost before providing the service.

Standard Service Tariff

Charges for manual transactions are set out below.

These apply to your T1 & T2 Current Accounts and Instant Access accounts. T3 customers, please refer to the documentation provided by your Relationship Manager for your specific charges.

Paying cash into your account

You can pay cash into your account at one of our Partner Bank[1] or Post Office branches.

Cash paid in	70p[2] per £100

Paying cheques into your account

You can pay cheques into your account at one of our Partner Bank[1] branches or by sending them to our FREEPOST address noted below.

Cheques paid in	40p per cheque

Cash charges apply to all Instant Access accounts and Current Accounts[3]

Cheques charges apply to all Current Accounts[3]

Posted cheques should be sent with a paying in slip, with sort code: **60-83-01** printed on it, to:

Freepost UNITY TRUST BANK 1984

Please note, if cheques are sent to any other Unity Trust Bank address, then this will delay funds being available.

Reconciliation Service

This service gives customers the ability to reconcile receipts and payments by automated means.

Internet download set-up	£100.00 per account
Re-creation of internet download	£10.00
Daily internet download	£62.50 per quarter
Weekly internet download	£25.00
Monthly internet download	£12.50

[1]Our Partner Bank is NatWest group, known generally as NatWest in England and Wales, Ulster Bank in Northern Ireland and RBS in Scotland.

[2]Cash paid in per £100 or part thereof, for each payment calculated monthly and charged quarterly.

[3]Limits apply to Current Accounts on the T1 tariff. You'll be charged if you exceed £,1500 cash or 15 cheques per month. Charges apply to the whole cash amount and/or all cheques paid in during that month.

Please note: Unity Trust Bank may also charge for services not included in the Standard Service Tariff if they are considered outside of your day-to-day activity. The charges will be reasonable and based on the time we expect to take or costs we will incur to support you. We'll tell you how much this will cost before providing the service.

Standard Service Tariff

Additional Services

Bacstel IP - Set up Costs	
Bacstel IP set up costs are set by NatWest.	
SUN	£200.00
AUDDIS	£200.00
Paperless Direct Debit	£200.00
New Smart Card[1]	£85.00 per card
Smart Card reader and software	£35.00
HSM certificate[1]	£1,100.00

Bacstel Transaction Costs - Standard	
Per transaction	15p[2]
File (Per file)	£8.00
Exceeding agreed credit limit	£100.00
Transfer of sponsorship	£100.00
File extractions/ Stop/Reinput	£195.00
Recall Bacs payment	£20.00
File referral	£45.00

[1]This is also payable when renewing the facility every 3 years.

[2]These charges are set by NatWest or other third party provider.

AUDDIS: the process that enables the electronic set up of Direct Debits once your organisation has received instructions from your customer.

Paperless Direct Debits: the process that enables your organisation to receive your customers Direct Debit instructions over the telephone or internet i.e. there is no need for a paper instruction from your customer.

Please note that all customers originating direct debits must use AUDDIS.

Please note: Unity Trust Bank may also charge for services not included in the Standard Service Tariff if they are considered outside of your day-to-day activity. The charges will be reasonable and based on the time we expect to take or costs we will incur to support you. We'll tell you how much this will cost before providing the service.

Unity e-Payments		
	Tariff 1	Tariff 2
Set up[1]	£300.00	
Template	£125.00	
Monthly charge[2]	£15.00	£30.00
Transaction per item[3]	60p	25.2p
File submissions (per file)	£3.00	
Exceeding agreed credit limit	£100.00	

If you require additional SUN or authorised users the following charges apply:

Additional SUN	£6.00 per month
Additional user	£6.00 per month

[1]These charges are set by NatWest or other third party provider.

[2]All prices include three SUN and six users

[3]This charge applies to all debit and credit payments and AUDDIS transactions. Please note that Unity e-Payment can be used for direct debit collection, however to do this, you would need to be set up as an AUDDIS originator.

Bulk Faster Payments	
Transaction fee	25p per transaction[1]

[1]Negotiable as part of the T3 Account tariff.

Please note: Unity Trust Bank may also charge for services not included in the Standard Service Tariff if they are considered outside of your day-to-day activity. The charges will be reasonable and based on the time we expect to take or costs we will incur to support you. We'll tell you how much this will cost before providing the service.

Corporate Purchasing Card	
Set up fee (one off)	£50.00
Card fee	£3.00 per month, per card
Transaction fee	Free
Cash Advance fee	2.5% (min £2.50) and min £50 withdrawal
Overseas transaction fee	2.75% of transaction
Non sterling transaction fee	1.75%
Returned payment charge	£30.00
Card re-issue at customer request	£10.00 (excluding lost, stolen, damaged or expiry)
Copy of sales voucher	£10.00
Copy of statement report	£10.00
Urgent card request	£25.00 (excluding delivery)
Emergency card replacement	£120.00
Settlement	14 days post statement date
Late payment fee	2% (min) of £10

Foreign Service Charges		
Foreign cheque	**Minimum**	**Maximum**
Negotiation with recourse	£10.00	£71.00
Collection	£20.00	£71.00
Inward collection (£10.00 of the charge is deducted from the outward proceeds)	£15.00	£21.00
Foreign cheque unpaid (cheque returned unpaid)	£10.00	
Foreign draft (sterling or currency)	£30.00	£36.00
Foreign transfer (sterling or currency)[1]	£20.00	

[1]Commission fees may also be payable per transaction.

Please note: Unity Trust Bank may also charge for services not included in the Standard Service Tariff if they are considered outside of your day-to-day activity. The charges will be reasonable and based on the time we expect to take or costs we will incur to support you. We'll tell you how much this will cost before providing the service.

Important information about Unity Foreign Services

Fees, margins and commission

Foreign Transfer Fee

We'll charge £20 for each foreign transfer payment sent plus a margin based on transaction value.

Margins

The margin applies to each foreign transfer payment sent and Unity typically receives 20% of this. A breakdown of how this is calculated is below:

Transaction Value Margin applicable Unity receives

Transaction Value	Margin applicable	Unity receives
Up to £10,000	1.85%	0.37%
£10,00.01 to £100,000	1.45%	0.29%
£100,000.01 to £250,000	1.2%	0.24%
Higher than £250,000	1%	0.20%

For example, if you send a £12,000 payment, Unity will receive £34.80 in commission (0.29%)

Third party agents

Your payment will be processed via our third-party supplier Convera. Depending on the country receiving the payment, an additional processing charge may be made which Unity has no control over. If this happens, we will notify you accordingly.

Please note: Unity Trust Bank may also charge for services not included in the Standard Service Tariff if they are considered outside of your day-to-day activity. The charges will be reasonable and based on the time we expect to take or costs we will incur to support you. We'll tell you how much this will cost before providing the service.

For more information, visit www.unity.co.uk

Unity Trust Bank is authorised by the Prudential Regulation Authority and regulated by the Financial Conduct Authority and the Prudential Regulation Authority. Unity Trust Bank is entered in the Financial Services Register under number 204570.Registered Office: Four Brindleyplace, Birmingham, B1 2JB. Registered in England and Wales no. 1713124.
Calls are recorded and may be monitored for security, training and quality purposes.

U1207_1025

Fleet Town Council Town Council
Statement of Variation 2027/28

	£		2027/28	2028/29
Base Budget (net) i.e. Precept 2026/27	1,537,194		1,653,795	1,720,909
Add 4% Inflationary increase & minor adjustments	61,962	Add inflation at 3%	49,614	51,627
Add Reduction in Interest Income	47,000			
Add Reduction in Cemetery Income	9,780	Ancells - Fencing	15,000	
Add SINC Management	10,000	Ancells - Bin Store	2,500	
Add OPM Tree Management	5,000	Ancells - Table / Chair Replacement		5,000
Add Net Reduction in The Harlington income	41,800	Ancells - Heating System		5,000
Add Increase in Business Rates	17,640	Ancells - Guttering		5,000
Less Harlington Water Savings	-6,000			
Less Edenbrook PWLB Savings	-18,400			
Less Harlington Gas Savings	-32,500			
Less Harlington Electricity Savings	-19,680			
Estimated Budget Requirement 2027/28	1,653,795		1,720,909	1,787,537
Total increase required	116,602		67,114	66,627
% increase in cash terms	7.59%		4.06%	3.87%
Tax base 2026/27 (Band D Equivalent figure)	11021.5			
Precept per Band D property	£139.47			
Tax base 2027/28 (Band D Equivalent figure)	11021.5		11021.5	11021.5
Precept per Band D property	£150.05		£ 156.14	£ 162.19
Increase per Band D Property	£10.58		£6.09	£6.05
% Increase per Band D Property	7.59%		4.06%	3.87%

Fleet Town Council Town Council
Statement of Variation 2026/27

	£		2027/28	2028/29
Base Budget (net) i.e. Precept 2025/26	1,435,992		1,537,194	1,610,809
Add 4% Inflationary increase & minor adjustments	57,022	Add inflation at 3%	46,116	48,324
Add 2nd 1/2 Year PWLB Loan Repayment - Parks	28,500	Ancells - Toilets	10,000	
Less Pension Liability	-10,000	Ancells - Fencing	15,000	
Add Ancells Kitchen Replacement	14,000	Ancells - Bin Store	2,500	
Less Staff IT Replacement	-12,000	Ancells - Table / Chair Replacement		5,000
Less Decrease in Utility Costs	-10,470	Ancells - Heating System		5,000
Add Loss of Fleet Preschool Income	4,750	Ancells - Guttering		5,000
Add Rateable Value Increase impact	2,500			
Add increase to Marketing	10,000			
Add increase to Professional Fees	16,900			
Estimated Budget Requirement 2026/27	1,537,194		1,610,809	1,674,134
Total increase required	101,202		73,616	63,324
% increase in cash terms	7.05%		4.79%	3.93%
Tax base 2025/26 (Band D Equivalent figure)	10939.3			
Precept per Band D property	£131.27			
Tax base 2026/27 (Band D Equivalent figure)	11021.5		11021.5	11021.5
Precept per Band D property	£139.47		£ 146.15	£ 151.90
Increase per Band D Property	£8.20		£6.68	£5.75
% Increase per Band D Property	6.25%		4.79%	3.93%

Fleet Town Council Town Council
Statement of Variation 2025/26

	£		2026/27	2027/28
Base Budget (net) i.e. Precept 2024/25	1,342,858		1,435,992	1,511,212
Less Increased Interest Income	-14,000	Add inflation at 2%	28,720	30,224
Less Increase in Harlington Events	-19,058	Tablets for Councillors	18,000	
Add Increased NI Costs	17,000	Resurfacing Basingbourne Playground		100,000
Add Increased Utility Costs	11,330	2nd 1/2 Year PWLB Loan Repayment	28,500	
Add Increased Insurance for The Harlington	4,360			
Add Increased Building Maintenance Costs	3,350			
Add Increased Cleaning Costs	3,400			
Add Newsletter	2,500			
Add Increase due to Martyns Law	6,000			
Add Increased Grounds Maintenance Costs	13,300			
Add Staff Computers	12,000			
Add Previous Funded by Use of Reserves	67,230			
Less Edenbrook Funding	-60,000			
Add 1/2 Year PWLB Repayment over 15 years	28,500			
Add Increase to Harlington Precept	16,000			
Add net other cumulative minor adjustments	1,222			
Estimated Budget Requirement 2025/26	1,435,992		1,511,212	1,641,436
Total increase required	93,134		75,220	130,224
% increase in cash terms	6.94%		5.24%	8.62%
Tax base 2024/25 (Band D Equivalent figure)	10836.2			
Precept per Band D property	£123.92			
Tax base 2025/26 (Band D Equivalent figure)	10939.3		10939.3	10939.3
Precept per Band D property	£131.27	£2.52	£ 138.15	£ 150.05
Increase per Band D Property	£7.35		£6.88	£11.90
% Increase per Band D Property	5.93%		5.24%	8.62%

£2.52

£0.14

2027-28 Budget
Fleet Town Council
April 2027 to March 2028

Account

Income
Bar Sales (1400)
Box Office Charges (1403)
Donations / Sponsorship Receipt
Food Sales (1402)
Government Grants (1200)
Grants - HCC (1201)
Grants - HDC (1202)
Grants - Other (1204)
Interest Received (1115)
Interment (1700)
Memorials & Monuments (1701)
Merchandise Sales (1401)
Miscellaneous Income / Receipt (
Other Cemetery Fees - Receipt (
Outdoor Space Hire (1302)
Precept (1001)
Premises Hire Charges (1301)
Purchase of Grave Space (1702)
PWLB Loan (1601)
Recharges (1550)
Rents (1303)
S106 (1102)
Sale of Assets (1315)
Ticket Sales Income (1404)
Total Income

Gross Profit

Other Income
Transfer from Reserves (6001)
Total Other Income

Less Overheads
Audit & Accountancy Fees (4333)
Bank Charges (4301)
Bar Purchases (4501)
Bar Consumables (4502)
Building Maintenance (4120)
Card Charges (4302)
Chairman's Expense Allowance (
Christmas Day Lunch (4657)
Christmas Festival Costs (4200)
Cleaning (4115)
Climate Change (4700)
Computer Contracts (4311)
Computer Maintenance (4309)
Computer Software (4310)
Councillor Development (4313)
Councillor Expense (4315)
Elections (4317)
Electricity (4113)
Electronic Sales Costs (4312)
Employers National Insurance (4
Employers Pension (4002)
Equipment Hire (4124)
Equipment Maintenance (4125)
Equipment Purchases (4123)
Event/Performance Costs (4500)
Fixtures & Fittings (4122)
Food Purchases (4503)
Friends of Group (4404)
Gas (4112)
Grant (4316)
Grave Digging (4602)
Health & Safety (4334)
Hospitality (4505)
HR and Welfare Costs (4331)
Insurance (4114)
Interments (4600)
Legal and Professional Fees (43
Licences (4504)
Maintenance Contracts (4121)
Marketing (4304)
Merchandise Purchases (4502)
Miscellaneous Expenditure (4900
Monuments & Memorials (4601)
Other Cemetery Fees - Purchase
Outdoor Space - Speedwatch an
Outdoor Space CCTV (4402)
Outdoor Space Contracts (4400)
Outdoor Space Maintenance (44
Payroll Costs (4330)
Postage (4307)
Promotion/Publicity/Vision (4303)
PWLB Loan Repayments (4800)
Rates (4110)
Refuse/Recycling Collection (411
Remembrance Events (4701)
Salaries (4000)
Staff Expenses (4012)
Staff Recruitment (4010)
Staff Training (4011)
Stationery & Consumables (4300
Subscriptions (4308)
Telephone, Broadband and Mobi
Tennis Costs (4406)
Transfer to Reserves (6000)
Water & Sewerage (4111)
Website (4305)
Total Overheads

Total Expenses

Net Profit

£72.39 Budget	2026-27 Forecast	2026-27 Budget	B to B Variance		Comments
£76,000.00	£117,062.03	£117,062.03	-£41,062.03	-35.1%	
£7,350.00	£12,961.09	£12,961.09	-£5,611.09	-43.3%	
£0.00	£0.00	£0.00	£0.00	#DIV/0!	
£1,300.00	£9,800.00	£9,800.00	-£8,500.00	-86.7%	
£0.00	£0.00	£0.00	£0.00	#DIV/0!	
£3,300.00	£3,300.00	£3,300.00	£0.00	0.0%	
£0.00	£0.00	£0.00	£0.00	#DIV/0!	
£0.00	£0.00	£0.00	£0.00	#DIV/0!	
£36,000.00	£128,262.00	£83,000.00	-£47,000.00	-56.6%	Reduced EMR
£21,940.00	£19,040.00	£21,940.00	£0.00	0.0%	
£17,600.00	£14,500.00	£17,600.00	£0.00	0.0%	
£0.00	£0.00	£0.00	£0.00	#DIV/0!	
£0.00	£0.00	£0.00	£0.00	#DIV/0!	
£4,000.00	£3,000.00	£4,000.00	£0.00	0.0%	
£23,200.00	£20,300.00	£20,300.00	£2,900.00	14.3%	
£1,653,796.00	£1,537,194.00	£1,537,194.00	£116,602.00	7.6%	
£84,000.00	£141,832.00	£140,167.00	-£56,167.00	-40.1%	£26.7k The Point hire offset by Grants
£19,320.00	£18,875.00	£29,100.00	-£9,780.00	-33.6%	Only 14 spaces left
£7,200,000.00	£0.00	£8,384,000.00	-£1,184,000.00	-14.1%	Interest rates have gone up, can borrow less for same repa
£0.00	£13,500.00	£13,500.00	-£13,500.00	-100.0%	Decoupling of Library
£11,500.00	£11,500.00	£11,500.00	£0.00	0.0%	
£400,000.00	£0.00	£400,000.00	£0.00	0.0%	
£0.00	£0.00	£0.00	£0.00	#DIV/0!	
£147,000.00	£199,401.35	£199,401.35	-£52,401.35	-26.3%	
£9,706,306.00	**£2,250,527.47**	**£11,004,825.47**	**-£1,298,519.47**		
£9,706,306.00	**£2,250,527.47**	**£11,004,825.47**	**-£1,298,519.47**		
£3,316,431.80	£414,600.52	£2,646,096.00	£670,335.80		
£3,316,431.80	**£414,600.52**	**£2,646,096.00**	**£670,335.80**		
£4,000.00	£4,120.00	£4,120.00	£120.00	2.9%	
£2,500.00	£2,500.00	£2,500.00	£0.00	0.0%	
£1,100.00	£46,824.81	£46,824.81	£45,724.81	97.7%	
£30,400.00	£2,000.00	£2,000.00	-£28,400.00	-1420.0%	
£37,600.00	£106,665.00	£106,665.00	£69,065.00	64.7%	
£11,935.00	£15,000.00	£15,000.00	£3,065.00	20.4%	
£1,200.00	£1,200.00	£1,200.00	£0.00	0.0%	
£2,200.00	£2,200.00	£2,200.00	£0.00	0.0%	
£8,625.00	£8,125.00	£8,125.00	-£500.00	-6.2%	
£27,240.80	£90,385.00	£90,385.00	£63,144.20	69.9%	
£3,500.00	£3,500.00	£3,500.00	£0.00	0.0%	
£12,420.00	£12,000.00	£12,000.00	-£420.00	-3.5%	
£1,500.00	£1,500.00	£1,500.00	£0.00	0.0%	
£6,520.00	£8,500.00	£8,500.00	£1,980.00	23.3%	
£500.00	£1,200.00	£500.00	£0.00	0.0%	
£800.00	£200.00	£800.00	£0.00	0.0%	
£5,000.00	£5,000.00	£5,000.00	£0.00	0.0%	
£37,991.38	£57,300.00	£57,300.00	£19,308.62	33.7%	
£17,800.00	£17,800.00	£17,800.00	£0.00	0.0%	
£70,712.80	£67,760.00	£67,760.00	-£2,952.80	-4.4%	
£28,368.00	£28,055.00	£28,055.00	-£313.00	-1.1%	
£1,000.00	£1,000.00	£1,000.00	£0.00	0.0%	
£2,450.00	£2,500.00	£2,500.00	£50.00	2.0%	
£326,640.39	£50,000.00	£400,000.00	£73,359.61	18.3%	
£110,000.00	£135,592.92	£135,592.92	£25,592.92	18.9%	
£500.00	£500.00	£500.00	£0.00	0.0%	
£600.60	£4,800.00	£4,800.00	£4,199.40	87.5%	
£440.00	£440.00	£440.00	£0.00	0.0%	
£3,722.19	£36,310.00	£36,310.00	£32,587.81	89.7%	
£39,811.00	£66,578.00	£66,578.00	£26,767.00	40.2%	
£0.00	£0.00	£0.00	£0.00	#DIV/0!	
£7,635.00	£7,810.00	£7,810.00	£175.00	2.2%	
£750.00	£586.94	£500.00	-£250.00	-50.0%	
£1,200.00	£3,300.00	£3,300.00	£2,100.00	63.6%	
£33,180.00	£28,416.00	£32,716.00	-£464.00	-1.4%	
£1,140.00	£1,000.00	£1,000.00	-£140.00	-14.0%	
£10,483,035.00	£764,533.00	£10,856,500.00	£373,465.00	3.4%	
£9,070.00	£9,254.58	£9,170.00	£100.00	1.1%	
£102,320.00	£16,905.00	£16,905.00	-£85,415.00	-505.3%	£82k MSU4 service charge
£32,000.00	£40,000.00	£40,000.00	£8,000.00	20.0%	
£0.00	£0.00	£0.00	£0.00	#DIV/0!	
£400.00	£400.00	£400.00	£0.00	0.0%	
£1,800.00	£2,000.00	£2,000.00	£200.00	10.0%	
£0.00	£0.00	£0.00	£0.00	#DIV/0!	
£1,100.00	£1,100.00	£1,100.00	£0.00	0.0%	
£10,650.00	£10,650.00	£10,650.00	£0.00	0.0%	
£239,296.05	£225,220.00	£225,220.00	-£14,076.05	-6.2%	3.5% general uplift + £10k to manage SINCs
£91,000.00	£84,895.00	£82,595.00	-£8,405.00	-10.2%	3.5% general uplift + £5k to manage OPM at Ancells
£1,800.00	£840.00	£840.00	-£960.00	-114.3%	Offset by lower HR costs
£150.00	£500.00	£500.00	£350.00	70.0%	
£8,920.00	£11,777.00	£11,777.00	£2,857.00	24.3%	
£540,990.46	£23,650.00	£591,116.00	£50,125.54	8.5%	
£53,005.00	£31,365.00	£35,365.00	-£17,640.00	-49.9%	MSU4 unit but may get reduction with change of use
£5,280.00	£8,225.00	£8,225.00	£945.00	15.2%	
£3,500.00	£3,500.00	£3,500.00	£0.00	0.0%	
£551,377.80	£531,755.00	£531,755.00	-£19,622.80	-3.7%	
£2,900.00	£2,900.00	£3,000.00	£100.00	3.3%	
£1,500.00	£1,500.00	£1,500.00	£0.00	0.0%	
£5,100.00	£5,600.00	£5,600.00	£500.00	8.9%	
£3,505.82	£3,140.00	£3,140.00	-£365.82	-11.7%	
£5,350.00	£4,430.00	£4,430.00	-£920.00	-20.8%	
£7,170.00	£7,426.00	£7,426.00	£256.00	3.4%	
£8,450.00	£8,450.00	£8,450.00	£0.00	0.0%	
£4,000.00	£4,000.00	£4,000.00	£0.00	0.0%	
£6,985.00	£11,875.00	£11,875.00	£4,890.00	41.2%	
£1,100.00	£1,100.00	£1,100.00	£0.00	0.0%	
£13,022,737.29	**£2,635,659.25**	**£13,650,920.73**	**£628,183.44**		
£13,022,737.29	**£2,635,659.25**	**£13,650,920.73**	**£628,183.44**		
£0.51	**£29,468.74**	**£0.74**	**-£0.23**		

2027-28 Ancells Community Centre
Fleet Town Council
April 2027 to March 2028

Account	£72.39 Budget	2026-27 Forecast	2026-27 Budget	B to B Variance
Income				
Premises Hire Charges (1301)	£33,000.00	£30,065.00	£28,400.00	£4,600.00
Total Income	**£33,000.00**	**£30,065.00**	**£28,400.00**	**£4,600.00**
Gross Profit	**£33,000.00**	**£30,065.00**	**£28,400.00**	**£4,600.00**
Other Income				
Transfer from Reserves (6001)	£0.00	£0.00	£0.00	£0.00
Total Other Income	**£0.00**	**£0.00**	**£0.00**	**£0.00**
Less Overheads				
Building Maintenance (4120)	£2,400.00	£3,500.00	£3,500.00	£1,100.00
Cleaning (4115)	£9,060.00	£10,000.00	£10,000.00	£940.00
Electricity (4113)	£2,277.00	£2,200.00	£2,200.00	-£77.00
Employers National Insurance (4	£3,480.00	£3,145.00	£3,145.00	-£335.00
Employers Pension (4002)	£1,272.00	£1,225.00	£1,225.00	-£47.00
Equipment Hire (4124)	£0.00	£0.00	£0.00	£0.00
Equipment Maintenance (4125)	£0.00	£0.00	£0.00	£0.00
Equipment Purchases (4123)	£40.59	£0.00	£0.00	-£40.59
Gas (4112)	£2,915.75	£3,190.00	£3,190.00	£274.25
Health & Safety (4334)	£75.00	£150.00	£150.00	£75.00
Hospitality (4505)	£0.00	£0.00	£0.00	£0.00
Licences (4504)	£3,000.00	£3,000.00	£3,000.00	£0.00
Maintenance Contracts (4121)	£3,600.00	£0.00	£0.00	-£3,600.00
Miscellaneous Expenditure (490	£0.00	£0.00	£0.00	£0.00
Outdoor Space Maintenance (44	£10,000.00	£10,000.00	£10,000.00	£0.00
Postage (4307)	£0.00	£100.00	£100.00	£100.00
Promotion/Publicity/Vision (4303	£0.00	£0.00	£0.00	£0.00
PWLB Loan Repayments (4800)	£0.00	£0.00	£0.00	£0.00
Rates (4110)	£0.00	£0.00	£0.00	£0.00
Refuse/Recycling Collection (41	£600.00	£525.00	£525.00	-£75.00
Salaries (4000)	£26,640.00	£24,480.00	£24,480.00	-£2,160.00
Staff Expenses (4012)	£0.00	£500.00	£500.00	£500.00
Staff Recruitment (4010)	£0.00	£0.00	£0.00	£0.00
Staff Training (4011)	£0.00	£0.00	£0.00	£0.00
Stationery & Consumables (430	£0.00	£0.00	£0.00	£0.00
Subscriptions (4308)	£120.00	£0.00	£0.00	-£120.00
Telephone, Broadband and Mob	£600.00	£300.00	£300.00	-£300.00
Transfer to Reserves (6000)	£0.00	£0.00	£0.00	£0.00
Water & Sewerage (4111)	£1,800.00	£600.00	£600.00	-£1,200.00
Website (4305)	£0.00	£0.00	£0.00	£0.00
Total Overheads	**£67,880.34**	**£62,915.00**	**£62,915.00**	**-£4,965.34**
Total Expenses	**£67,880.34**	**£62,915.00**	**£62,915.00**	**-£4,965.34**
Net Profit	**-£34,880.34**	**-£32,850.00**	**-£34,515.00**	**-£365.34**

Comments

FTC Office will be based here
3.5% Increase on 2026/27 actual applied
3.5% Increase applied

PPL PRS Music License
£1.2k Gas Boiler Mtce, £1k Legionella, £1.1k Fire Alarm/Fire Extinguisher

Car Park mtce charge from Masons

FTC Office will be based here

Door lock charges
Wifi

2026-27 Ancells Park & Pavillion
Fleet Town Council
April 2026 to March 2027

Account	£72.39 Budget	2026-27 Forecast	2026-27 Budget	B to B *Variance*
Income				
Miscellaneous Income / Receipt	£0.00	£0.00	£0.00	£0.00
Outdoor Space Hire (1302)	£2,300.00	£2,300.00	£2,300.00	£0.00
Total Income	**£2,300.00**	**£2,300.00**	**£2,300.00**	**£0.00**
Gross Profit	**£2,300.00**	**£2,300.00**	**£2,300.00**	**£0.00**
Other Income				
Transfer from Reserves (6001)	£1,677.00	£0.00	£0.00	£1,677.00
Total Other Income	**£1,677.00**	**£0.00**	**£0.00**	**£1,677.00**
Less Overheads				
Building Maintenance (4120)	£1,200.00	£2,600.00	£2,600.00	£1,400.00
Cleaning (4115)	£1,860.00	£1,700.00	£1,700.00	-£160.00
Electricity (4113)	£665.00	£560.00	£560.00	-£105.00
Equipment Maintenance (4125)	£500.00	£500.00	£500.00	£0.00
Equipment Purchases (4123)	£0.00	£0.00	£0.00	£0.00
Friends of Group (4404)	£100.00	£100.00	£100.00	£0.00
Gas (4112)	£806.44	£570.00	£570.00	-£236.44
Health & Safety (4334)	£300.00	£300.00	£300.00	£0.00
Legal and Professional Fees (43	£0.00	£0.00	£0.00	£0.00
Licences (4504)	£0.00	£0.00	£0.00	£0.00
Maintenance Contracts (4121)	£1,320.00	£0.00	£0.00	-£1,320.00
Marketing (4304)	£0.00	£0.00	£0.00	£0.00
Merchandise Purchases (4502)	£0.00	£0.00	£0.00	£0.00
Miscellaneous Expenditure (490	£0.00	£0.00	£0.00	£0.00
Monuments & Memorials (4601)	£0.00	£0.00	£0.00	£0.00
Other Cemetery Fees - Purchas	£0.00	£0.00	£0.00	£0.00
Outdoor Space - Speedwatch ar	£0.00	£0.00	£0.00	£0.00
Outdoor Space CCTV (4402)	£250.00	£250.00	£250.00	£0.00
Outdoor Space Contracts (4400)	£33,327.00	£32,200.00	£32,200.00	-£1,127.00
Outdoor Space Maintenance (44	£18,900.00	£15,280.00	£12,980.00	-£5,920.00
Promotion/Publicity/Vision (4303	£70.00	£70.00	£70.00	£0.00
PWLB Loan Repayments (4800)	£0.00	£0.00	£0.00	£0.00
Rates (4110)	£1,295.00	£1,235.00	£1,235.00	-£60.00
Refuse/Recycling Collection (41	£0.00	£0.00	£0.00	£0.00
Transfer to Reserves (6000)	£0.00	£0.00	£0.00	£0.00
Water & Sewerage (4111)	£420.00	£540.00	£540.00	£120.00
Website (4305)	£0.00	£0.00	£0.00	£0.00
Total Overheads	**£61,013.44**	**£55,905.00**	**£53,605.00**	**-£7,408.44**
Total Expenses	**£61,013.44**	**£55,905.00**	**£53,605.00**	**-£7,408.44**
Net Profit	**-£57,036.44**	**-£53,605.00**	**-£51,305.00**	**-£5,731.44**

Comments

3.5% Increase

Offset by increase in Maintenance Contracts
3.5% on 2026/27 actuals applied
3.5% increase applied on 4 year average consumption

Insufficient budget - increase in 2027/28 budget

Land Registry title search re boundary issue

£0.2k Gas Boiler mtce; £1k Legionella; £0.1k PAT testing - offset by Building Maintenance

3.5% increase applied
£1k General Mtce; £9.6k Play Equipment; £8.3k Tree Maintenance (which includes a £5k increase to manage OPM)

4% on 2025/26 actual

£5k OPM hazard management

2026-27 Basingbourne Park
Fleet Town Council
April 2026 to March 2027

Account	£72.39 Budget	2026-27 Forecast	2026-27 Budget	B to B Variance
Income				
Miscellaneous Income / Receipt	£0.00	£0.00	£0.00	£0.00
Outdoor Space Hire (1302)	£2,400.00	£1,500.00	£1,500.00	£900.00
Total Income	**£2,400.00**	**£1,500.00**	**£1,500.00**	**£900.00**
Gross Profit	**£2,400.00**	**£1,500.00**	**£1,500.00**	**£900.00**
Other Income				
Transfer from Reserves (6001)	£0.00	£0.00	£0.00	£0.00
Total Other Income	**£0.00**	**£0.00**	**£0.00**	**£0.00**
Less Overheads				
Building Maintenance (4120)	£300.00	£1,500.00	£1,500.00	£1,200.00
Cleaning (4115)	£1,680.00	£1,600.00	£1,600.00	-£80.00
Electricity (4113)	£633.60	£480.00	£480.00	-£153.60
Equipment Purchases (4123)	£100.00	£100.00	£100.00	£0.00
Friends of Group (4404)	£120.00	£120.00	£120.00	£0.00
Health & Safety (4334)	£160.00	£160.00	£160.00	£0.00
Maintenance Contracts (4121)	£1,200.00	£0.00	£0.00	-£1,200.00
Outdoor Space CCTV (4402)	£3,200.00	£3,200.00	£3,200.00	£0.00
Outdoor Space Contracts (4400)	£35,120.00	£29,100.00	£29,100.00	-£6,020.00
Outdoor Space Maintenance (44	£11,400.00	£11,100.00	£11,100.00	-£300.00
Promotion/Publicity/Vision (4303	£135.00	£120.00	£120.00	-£15.00
Water & Sewerage (4111)	£900.00	£900.00	£900.00	£0.00
Website (4305)	£0.00	£0.00	£0.00	£0.00
Total Overheads	**£54,948.60**	**£48,380.00**	**£48,380.00**	**-£6,568.60**
Total Expenses	**£54,948.60**	**£48,380.00**	**£48,380.00**	**-£6,568.60**
Net Profit	**-£52,548.60**	**-£46,880.00**	**-£46,880.00**	**-£5,668.60**

Comments

3.5% on 2026/27 actual
3.5% increase applied on 4 year average consumption

£1k Legionella; £0.2k PAT Testing

3.5% increase applied + £5k for SINC works
£2.4k General Mtce; 2.6k Play Equipment; £6.4k Tree Mtce
SSEIB entry

£5k SINC management

2026-27 Calthorpe Park
Fleet Town Council
April 2026 to March 2027

Account	£72.39 Budget	2026-27 Forecast	2026-27 Budget	B to B Variance
Income				
Miscellaneous Income / Receipt	£0.00	£0.00	£0.00	£0.00
Outdoor Space Hire (1302)	£14,100.00	£12,100.00	£12,100.00	£2,000.00
Rents (1303)	£11,500.00	£11,500.00	£11,500.00	£0.00
Total Income	**£25,600.00**	**£23,600.00**	**£23,600.00**	**£2,000.00**
Gross Profit	**£25,600.00**	**£23,600.00**	**£23,600.00**	**£2,000.00**
Other Income				
Transfer from Reserves (6001)	£0.00	£0.00	£0.00	£0.00
Total Other Income	**£0.00**	**£0.00**	**£0.00**	**£0.00**
Less Overheads				
Building Maintenance (4120)	£800.00	£2,000.00	£2,000.00	£1,200.00
Cleaning (4115)	£840.00	£1,065.00	£1,065.00	£225.00
Electricity (4113)	£3,000.00	£3,060.00	£3,060.00	£60.00
Equipment Maintenance (4125)	£200.00	£200.00	£200.00	£0.00
Equipment Purchases (4123)	£0.00	£0.00	£0.00	£0.00
Event/Performance Costs (4500	£0.00	£0.00	£0.00	£0.00
Fixtures & Fittings (4122)	£500.00	£500.00	£500.00	£0.00
Friends of Group (4404)	£110.00	£110.00	£110.00	£0.00
Health & Safety (4334)	£300.00	£300.00	£300.00	£0.00
Licences (4504)	£70.00	£70.00	£70.00	£0.00
Maintenance Contracts (4121)	£1,200.00	£0.00	£0.00	-£1,200.00
Outdoor Space CCTV (4402)	£4,000.00	£4,000.00	£4,000.00	£0.00
Outdoor Space Contracts (4400)	£35,604.00	£34,400.00	£34,400.00	-£1,204.00
Outdoor Space Maintenance (44	£14,900.00	£14,550.00	£14,550.00	-£350.00
Promotion/Publicity/Vision (4303	£95.00	£80.00	£80.00	-£15.00
Tennis Costs (4406)	£8,450.00	£8,450.00	£8,450.00	£0.00
Transfer to Reserves (6000)	£0.00	£0.00	£0.00	£0.00
Water & Sewerage (4111)	£870.00	£840.00	£840.00	-£30.00
Website (4305)	£0.00	£0.00	£0.00	£0.00
Total Overheads	**£70,939.00**	**£69,625.00**	**£69,625.00**	**-£1,314.00**
Total Expenses	**£70,939.00**	**£69,625.00**	**£69,625.00**	**-£1,314.00**
Net Profit	**-£45,339.00**	**-£46,025.00**	**-£46,025.00**	**£686.00**

Comments

3.5% on 2026/27 actual
Budget suffcient based on 4 year average with 3.5% uplift

£2.0k Playground equopment

£1k Legionella; £0.2k Pat Testing

3.5% increase applied
£3.0k General Mtce; £4.4k Play Equipment; £7.5k Tree Mtce

2026-27 Cemetery
Fleet Town Council
April 2026 to March 2027

Account	£72.39 Budget	2026-27 Forecast	2026-27 Budget	B to B Variance
Income				
Interment (1700)	£21,940.00	£19,040.00	£21,940.00	£0.00
Memorials & Monuments (1701)	£17,600.00	£14,500.00	£17,600.00	£0.00
Miscellaneous Income / Receipt	£0.00	£0.00	£0.00	£0.00
Other Cemetery Fees - Receipt	£4,000.00	£3,000.00	£4,000.00	£0.00
Purchase of Grave Space (1702	£19,320.00	£18,875.00	£29,100.00	-£9,780.00
Total Income	**£62,860.00**	**£55,415.00**	**£72,640.00**	**-£9,780.00**
Gross Profit	**£62,860.00**	**£55,415.00**	**£72,640.00**	**-£9,780.00**
Other Income				
Transfer from Reserves (6001)	£0.00	£0.00	£0.00	£0.00
Total Other Income	**£0.00**	**£0.00**	**£0.00**	**£0.00**
Less Overheads				
Building Maintenance (4120)	£400.00	£400.00	£400.00	£0.00
Cleaning (4115)	£200.00	£200.00	£200.00	£0.00
Computer Software (4310)	£500.00	£500.00	£500.00	£0.00
Employers National Insurance (4	£343.80	£350.00	£350.00	£6.20
Employers Pension (4002)	£360.00	£365.00	£365.00	£5.00
Equipment Purchases (4123)	£0.00	£0.00	£0.00	£0.00
Grave Digging (4602)	£0.00	£0.00	£0.00	£0.00
Health & Safety (4334)	£100.00	£100.00	£100.00	£0.00
Interments (4600)	£1,140.00	£1,000.00	£1,000.00	-£140.00
Legal and Professional Fees (43	£0.00	£0.00	£0.00	£0.00
Licences (4504)	£0.00	£0.00	£0.00	£0.00
Maintenance Contracts (4121)	£0.00	£0.00	£0.00	£0.00
Miscellaneous Expenditure (490	£0.00	£0.00	£0.00	£0.00
Monuments & Memorials (4601)	£1,800.00	£2,000.00	£2,000.00	£200.00
Other Cemetery Fees - Purchas	£0.00	£0.00	£0.00	£0.00
Outdoor Space Contracts (4400)	£26,496.00	£25,600.00	£25,600.00	-£896.00
Outdoor Space Maintenance (44	£9,000.00	£7,450.00	£7,450.00	-£1,550.00
Promotion/Publicity/Vision (4303	£105.00	£100.00	£100.00	-£5.00
PWLB Loan Repayments (4800)	£0.00	£0.00	£0.00	£0.00
Rates (4110)	£2,210.00	£2,160.00	£2,160.00	-£50.00
Refuse/Recycling Collection (41	£1,440.00	£1,100.00	£1,100.00	-£340.00
Salaries (4000)	£7,291.80	£7,315.00	£7,315.00	£23.20
Staff Expenses (4012)	£500.00	£500.00	£500.00	£0.00
Staff Recruitment (4010)	£0.00	£0.00	£0.00	£0.00
Staff Training (4011)	£0.00	£0.00	£0.00	£0.00
Stationery & Consumables (430	£0.00	£0.00	£0.00	£0.00
Subscriptions (4308)	£370.00	£100.00	£100.00	-£270.00
Telephone, Broadband and Mob	£0.00	£80.00	£80.00	£80.00
Tennis Costs (4406)	£0.00	£0.00	£0.00	£0.00
Transfer to Reserves (6000)	£0.00	£0.00	£0.00	£0.00
Water & Sewerage (4111)	£595.00	£595.00	£595.00	£0.00
Website (4305)	£0.00	£0.00	£0.00	£0.00
Total Overheads	**£52,851.60**	**£49,915.00**	**£49,915.00**	**-£2,936.60**

Total Expenses	**£52,851.60**	**£49,915.00**	**£49,915.00**	**-£2,936.60**
Net Profit	**£10,008.40**	**£5,500.00**	**£22,725.00**	**-£12,716.60**

Comments

Only have 14 spaces left. Resident rate is £1610 so budgeted one a month

£55,415.00

£25.8k earned in 1st four months last year, compared with £8.1k this financial year - concerning if trend.

3.5% increase applied
£4.0k Badgers; £2.0k General Mtce; £3.0k Trees
SSEIB entry

4% increase applied

£250 Pear; £120 ICCM Membership

2026-27 Central Administration
Fleet Town Council
April 2026 to March 2027

Account	2027-28 Budget	2027-28 Forecast	2026-27 Budget	Variance
Income				
Interest Received (1115)	£36,000.00	£128,262.00	£83,000.00	-£47,000.00
Miscellaneous Income / Receipt	£0.00	£0.00	£0.00	£0.00
Precept (1001)	£1,151,466.00	£1,537,194.00	£1,537,194.00	-£385,728.00
Premises Hire Charges (1301)	£0.00	£0.00	£0.00	£0.00
PWLB Loan (1601)	£0.00	£0.00	£0.00	£0.00
S106 (1102)	£0.00	£0.00	£0.00	£0.00
Sale of Assets (1315)	£0.00	£0.00	£0.00	£0.00
Total Income	**£1,187,466.00**	**£1,665,456.00**	**£1,620,194.00**	**-£432,728.00**
Gross Profit	**£1,187,466.00**	**£1,665,456.00**	**£1,620,194.00**	**-£432,728.00**
Other Income				
Transfer from Reserves (6001)	£0.00	£0.00	£0.00	£0.00
Total Other Income	**£0.00**	**£0.00**	**£0.00**	**£0.00**
Less Overheads				
Audit & Accountancy Fees (4333	£4,000.00	£4,120.00	£4,120.00	£120.00
Bank Charges (4301)	£2,500.00	£2,500.00	£2,500.00	£0.00
Card Charges (4302)	£175.00	£0.00	£0.00	-£175.00
Computer Contracts (4311)	£12,420.00	£12,000.00	£12,000.00	-£420.00
Computer Maintenance (4309)	£1,500.00	£1,500.00	£1,500.00	£0.00
Computer Software (4310)	£4,020.00	£6,000.00	£6,000.00	£1,980.00
Employers National Insurance (4	£22,105.00	£23,305.00	£23,305.00	£1,200.00
Employers Pension (4002)	£12,000.00	£12,250.00	£12,250.00	£250.00
Equipment Hire (4124)	£0.00	£0.00	£0.00	£0.00
Equipment Maintenance (4125)	£0.00	£0.00	£0.00	£0.00
Equipment Purchases (4123)	£6,800.00	£6,800.00	£6,800.00	£0.00
Event/Performance Costs (4500	£0.00	£0.00	£0.00	£0.00
Fixtures & Fittings (4122)	£0.00	£0.00	£0.00	£0.00
Food Purchases (4503)	£0.00	£0.00	£0.00	£0.00
Friends of Group (4404)	£0.00	£0.00	£0.00	£0.00
Gas (4112)	£0.00	£0.00	£0.00	£0.00
Grant (4316)	£39,811.00	£66,578.00	£66,578.00	£26,767.00
Health & Safety (4334)	£5,200.00	£4,800.00	£4,800.00	-£400.00
Hospitality (4505)	£0.00	£0.00	£0.00	£0.00
HR and Welfare Costs (4331)	£1,200.00	£3,300.00	£3,300.00	£2,100.00
Insurance (4114)	£17,600.00	£15,800.00	£17,600.00	£0.00
Legal and Professional Fees (43	£12,000.00	£12,000.00	£12,000.00	£0.00
Payroll Costs (4330)	£1,800.00	£840.00	£840.00	-£960.00
Postage (4307)	£150.00	£150.00	£150.00	£0.00
Promotion/Publicity/Vision (4303	£2,500.00	£5,577.00	£5,577.00	£3,077.00
Salaries (4000)	£172,380.00	£180,370.00	£180,370.00	£7,990.00
Staff Expenses (4012)	£1,200.00	£100.00	£100.00	-£1,100.00
Staff Recruitment (4010)	£300.00	£300.00	£300.00	£0.00
Staff Training (4011)	£3,600.00	£3,600.00	£3,600.00	£0.00
Stationery & Consumables (430	£3,000.00	£2,640.00	£2,640.00	-£360.00
Subscriptions (4308)	£4,860.00	£4,330.00	£4,330.00	-£530.00
Telephone, Broadband and Mob	£3,600.00	£3,696.00	£3,696.00	£96.00
Transfer to Reserves (6000)	£0.00	£0.00	£0.00	£0.00

Website (4305)	£1,100.00	£1,100.00	£1,100.00	£0.00
Total Overheads	**£335,821.00**	**£373,656.00**	**£375,456.00**	**£39,635.00**
Total Expenses	**£335,821.00**	**£373,656.00**	**£375,456.00**	**£39,635.00**
Net Profit	**£851,645.00**	**£1,291,800.00**	**£1,244,738.00**	**-£393,093.00**

Comments

Interest income will decrease due to excess funds being used for Harlington project. £1.2m @ 3%

Harlington project bit in separate tracking code

£9.8k Cyber Essentials; £2.2k Ancells Bus for Grants

Credit Card annual fees x 5
Hard to tell if really over - need to look at

Photocopier?

No grants to Fleet Phoenix or Sashas Project - offset by reduced Premises Hire income in The Harli
Smartlog £4k; General £1.2k

Bright HR cost £2.3k per annum; balance to be used to provide support to staff when requested.
Unknown how this will change with renovation and M&Co

Offset by decrease in HR & Welfare Costs

3.7% Uplift

ngton

2026-27 Civic & Democratic
Fleet Town Council
April 2026 to March 2027

Account	2027-28 Budget	2026-27 Forecast	2026-27 Budget	Variance
Income				
Miscellaneous Income / Receipt	£0.00	£0.00	£0.00	£0.00
Total Income	**£0.00**	**£0.00**	**£0.00**	**£0.00**
Gross Profit	**£0.00**	**£0.00**	**£0.00**	**£0.00**
Other Income				
Transfer from Reserves (6001)	£0.00	£0.00	£0.00	£0.00
Total Other Income	**£0.00**	**£0.00**	**£0.00**	**£0.00**
Less Overheads				
Chairman's Expense Allowance	£1,200.00	£1,200.00	£1,200.00	£0.00
Councillor Development (4313)	£500.00	£1,200.00	£500.00	£0.00
Councillor Expense (4315)	£800.00	£200.00	£800.00	£0.00
Elections (4317)	£5,000.00	£5,000.00	£5,000.00	£0.00
Hospitality (4505)	£250.00	£0.00	£0.00	-£250.00
Promotion/Publicity/Vision (4303	£5,500.00	£5,500.00	£5,500.00	£0.00
Staff Expenses (4012)	£0.00	£0.00	£100.00	£100.00
Total Overheads	**£13,250.00**	**£13,100.00**	**£13,100.00**	**-£150.00**
Total Expenses	**£13,250.00**	**£13,100.00**	**£13,100.00**	**-£150.00**
Net Profit	**-£13,250.00**	**-£13,100.00**	**-£13,100.00**	**-£150.00**

Comments

New Councillor training - won't be repeated in 2027/28

EMR needs to be £5.5k x 5 = £27.5k. It is currently £16.25k so need to continue build up

2 x Newsletters
Mileage covered under Councillor Expenses

2026-27 Edenbrook
Fleet Town Council
April 2026 to March 2027

Account	2027-28 Budget	2026-27 Forecast	2026-27 Budget	Variance
Income				
Miscellaneous Income / Receipt	£0.00	£0.00	£0.00	£0.00
Total Income	**£0.00**	**£0.00**	**£0.00**	**£0.00**
Gross Profit	**£0.00**	**£0.00**	**£0.00**	**£0.00**
Other Income				
Transfer from Reserves (6001)	£116,160.00	£0.00	£0.00	£116,160.00
Total Other Income	**£116,160.00**	**£0.00**	**£0.00**	**£116,160.00**
Less Overheads				
Equipment Purchases (4123)	£116,160.00	£0.00	£0.00	-£116,160.00
Outdoor Space Contracts (4400)	£6,023.05	£6,300.00	£6,300.00	£276.95
Outdoor Space Maintenance (44	£1,700.00	£1,705.00	£1,705.00	£5.00
Total Overheads	**£123,883.05**	**£8,005.00**	**£8,005.00**	**-£115,878.05**
Total Expenses	**£123,883.05**	**£8,005.00**	**£8,005.00**	**-£115,878.05**
Net Profit	**-£7,723.05**	**-£8,005.00**	**-£8,005.00**	**£281.95**

Comments

£0.3k General Mtce; £0.6k Play Equipment; £0.8k Trees

2026-27 Events, Town Centre & Clim

Fleet Town Council
April 2026 to March 2027

Account	2027-28 Budget	2026-27 Forecast	2026-27 Budget	Variance
Income				
Miscellaneous Income / Receipt	£0.00	£0.00	£0.00	£0.00
Total Income	**£0.00**	**£0.00**	**£0.00**	**£0.00**
Gross Profit	**£0.00**	**£0.00**	**£0.00**	**£0.00**
Other Income				
Transfer from Reserves (6001)	£0.00	£0.00	£0.00	£0.00
Total Other Income	**£0.00**	**£0.00**	**£0.00**	**£0.00**
Less Overheads				
Christmas Day Lunch (4657)	£2,200.00	£2,200.00	£2,200.00	£0.00
Christmas Festival Costs (4200)	£0.00	£8,125.00	£8,125.00	£8,125.00
Cleaning (4115)	£0.00	£0.00	£0.00	£0.00
Climate Change (4700)	£3,500.00	£3,500.00	£3,500.00	£0.00
Equipment Purchases (4123)	£0.00	£0.00	£0.00	£0.00
Miscellaneous Expenditure (490	£400.00	£400.00	£400.00	£0.00
Outdoor Space Contracts (4400)	£41,600.00	£41,500.00	£41,500.00	-£100.00
Outdoor Space Maintenance (44	£0.00	£0.00	£0.00	£0.00
Payroll Costs (4330)	£0.00	£0.00	£0.00	£0.00
Postage (4307)	£0.00	£0.00	£0.00	£0.00
Promotion/Publicity/Vision (4303	£170.00	£0.00	£0.00	-£170.00
PWLB Loan Repayments (4800)	£0.00	£0.00	£0.00	£0.00
Rates (4110)	£0.00	£0.00	£0.00	£0.00
Refuse/Recycling Collection (41	£0.00	£0.00	£0.00	£0.00
Remembrance Events (4701)	£3,500.00	£3,500.00	£3,500.00	£0.00
Total Overheads	**£51,370.00**	**£59,225.00**	**£59,225.00**	**£7,855.00**
Total Expenses	**£51,370.00**	**£59,225.00**	**£59,225.00**	**£7,855.00**
Net Profit	**-£51,370.00**	**-£59,225.00**	**-£59,225.00**	**£7,855.00**

Comments

£1k contribution; £1.2k DM/Chef - remaining costs covered through donations / contributions of other org
Moved to own tracking code

£21.6k Flowers; £20k Christmas Lights

SSEIB entry

£3k HVM Costs; £25 wreathe; £125 refreshments; £100 food for band; £350 sound tech

anisations & individuals

2026-27 Harlington Events
Fleet Town Council
April 2026 to March 2027

Account	2027-28 Budget	2026-27 Forecast	2026-27 Budget	Variance	
Income					
Bar Sales (1400)	£0.00	£117,062.03	£117,062.03	-£117,062.03	
Box Office Charges (1403)	£0.00	£12,961.09	£12,961.09	-£12,961.09	
Donations / Sponsorship Receip	£0.00	£0.00	£0.00	£0.00	
Food Sales (1402)	£0.00	£9,800.00	£9,800.00	-£9,800.00	
Miscellaneous Income / Receipt	£0.00	£0.00	£0.00	£0.00	
Premises Hire Charges (1301)	£0.00	£111,767.00	£111,767.00	-£111,767.00	
Purchase of Grave Space (1702	£0.00	£0.00	£0.00	£0.00	
PWLB Loan (1601)	£0.00	£0.00	£0.00	£0.00	
Recharges (1550)	£0.00	£13,500.00	£13,500.00	-£13,500.00	
Rents (1303)	£0.00	£0.00	£0.00	£0.00	
S106 (1102)	£0.00	£0.00	£0.00	£0.00	
Sale of Assets (1315)	£0.00	£0.00	£0.00	£0.00	
Ticket Sales Income (1404)	£0.00	£199,401.35	£199,401.35	-£199,401.35	
Total Income	**£0.00**	**£464,491.47**	**£464,491.47**	**-£464,491.47**	
Gross Profit	**£0.00**	**£464,491.47**	**£464,491.47**	**-£464,491.47**	
Other Income					
Transfer from Reserves (6001)	£0.00	£0.00	£0.00	£0.00	
Total Other Income	**£0.00**	**£0.00**	**£0.00**	**£0.00**	
Less Overheads					
Bar Consumables (4502)	£0.00	£46,824.81	£46,824.81	£46,824.81	
Bar Purchases (4501)	£0.00	£2,000.00	£2,000.00	£2,000.00	
Building Maintenance (4120)	£0.00	£19,665.00	£19,665.00	£19,665.00	
Card Charges (4302)	£0.00	£15,000.00	£15,000.00	£15,000.00	
Cleaning (4115)	£0.00	£36,970.00	£36,970.00	£36,970.00	
Computer Software (4310)	£0.00	£1,500.00	£1,500.00	£1,500.00	
Electricity (4113)	£0.00	£42,680.00	£42,680.00	£42,680.00	
Electronic Sales Costs (4312)	£0.00	£17,800.00	£17,800.00	£17,800.00	
Employers National Insurance (4	£0.00	£36,390.00	£36,390.00	£36,390.00	
Employers Pension (4002)	£0.00	£12,420.00	£12,420.00	£12,420.00	
Equipment Hire (4124)	£0.00	£1,000.00	£1,000.00	£1,000.00	
Equipment Maintenance (4125)	£0.00	£1,750.00	£1,750.00	£1,750.00	
Equipment Purchases (4123)	£0.00	£3,750.00	£3,750.00	£3,750.00	
Event/Performance Costs (4500	£0.00	£135,592.92	£135,592.92	£135,592.92	
Fixtures & Fittings (4122)	£0.00	£0.00	£0.00	£0.00	
Food Purchases (4503)	£0.00	£4,800.00	£4,800.00	£4,800.00	
Gas (4112)	£0.00	£32,550.00	£32,550.00	£32,550.00	
Health & Safety (4334)	£0.00	£900.00	£900.00	£900.00	
Hospitality (4505)	£0.00	£500.00	£500.00	£500.00	
Legal and Professional Fees (43	£0.00	£0.00	£0.00	£0.00	
Licences (4504)	£0.00	£6,000.00	£6,000.00	£6,000.00	
Maintenance Contracts (4121)	£0.00	£9,405.00	£9,405.00	£9,405.00	£4k genera
Marketing (4304)	£0.00	£30,000.00	£30,000.00	£30,000.00	
Merchandise Purchases (4502)	£0.00	£0.00	£0.00	£0.00	
Miscellaneous Expenditure (490	£0.00	£0.00	£0.00	£0.00	
Postage (4307)	£0.00	£125.00	£125.00	£125.00	
Promotion/Publicity/Vision (4303	£0.00	£0.00	£0.00	£0.00	

PWLB Loan Repayments (4800)	£0.00	£0.00	£0.00	£0.00
Rates (4110)	£0.00	£16,000.00	£20,000.00	£20,000.00
Refuse/Recycling Collection (41	£0.00	£2,385.00	£2,385.00	£2,385.00
Remembrance Events (4701)	£0.00	£0.00	£0.00	£0.00
Salaries (4000)	£0.00	£284,205.00	£284,205.00	£284,205.00
Staff Expenses (4012)	£0.00	£660.00	£660.00	£660.00
Staff Recruitment (4010)	£0.00	£600.00	£600.00	£600.00
Staff Training (4011)	£0.00	£1,500.00	£1,500.00	£1,500.00
Stationery & Consumables (430	£0.00	£375.00	£375.00	£375.00
Subscriptions (4308)	£0.00	£0.00	£0.00	£0.00
Telephone, Broadband and Mob	£0.00	£2,160.00	£2,160.00	£2,160.00
Tennis Costs (4406)	£0.00	£0.00	£0.00	£0.00
Transfer to Reserves (6000)	£0.00	£0.00	£0.00	£0.00
Water & Sewerage (4111)	£0.00	£8,400.00	£8,400.00	£8,400.00
Website (4305)	£0.00	£0.00	£0.00	£0.00
Total Overheads	**£0.00**	**£773,907.73**	**£777,907.73**	**£777,907.73**
Total Expenses	**£0.00**	**£773,907.73**	**£777,907.73**	**£777,907.73**
Net Profit	**£0.00**	**-£309,416.26**	**-£313,416.26**	**£313,416.26**

l mtce; £0.3k Sanitary; £1.0k Legionella; £2.5k Fire Alarm; £1.0k Fire Extinguishers; £1.0k PAT Testing:

: £1.2k Emergency Lighting

2026-27 Harlington Development
Fleet Town Council
April 2026 to March 2027

Account	2027-28 Budget	2026-27 Forecast	2026-27 Budget	Variance
Income				
Bar Sales (1400)	£0.00	£0.00	£0.00	£0.00
Food Sales (1402)	£0.00	£0.00	£0.00	£0.00
Precept (1001)	£502,330.00	£0.00	£0.00	£502,330.00
PWLB Loan (1601)	£7,200,000.00	£0.00	£8,034,000.00	-£834,000.00
S106 (1102)	£400,000.00	£0.00	£400,000.00	£0.00
Total Income	**£8,102,330.00**	**£0.00**	**£8,434,000.00**	**-£331,670.00**
Gross Profit	**£8,102,330.00**	**£0.00**	**£8,434,000.00**	**-£331,670.00**
Other Income				
Transfer from Reserves (6001)	£2,877,905.00	£254,600.52	£2,486,096.00	£391,809.00
Total Other Income	**£2,877,905.00**	**£254,600.52**	**£2,486,096.00**	**£391,809.00**
Less Overheads				
Hospitality (4505)	£0.00	£86.94	£0.00	£0.00
HR and Welfare Costs (4331)	£0.00	£0.00	£0.00	£0.00
Insurance (4114)	£2,500.00	£0.00	£2,500.00	£0.00
Interments (4600)	£0.00	£0.00	£0.00	£0.00
Legal and Professional Fees (43	£10,468,235.00	£732,833.00	£10,824,800.00	£356,565.00
Licences (4504)	£0.00	£84.58	£0.00	£0.00
PWLB Loan Repayments (4800)	£509,500.00	£0.00	£541,200.00	£31,700.00
Total Overheads	**£10,980,235.00**	**£733,004.52**	**£11,368,500.00**	**£388,265.00**
Total Expenses	**£10,980,235.00**	**£733,004.52**	**£11,368,500.00**	**£388,265.00**
Net Profit	**£0.00**	**-£478,404.00**	**-£448,404.00**	**£448,404.00**

To cover building whilst under renovation - may be covered by contractor

Total original Project costs less payments made to date

£7.2 million @ 6.83% over 50 years as at 12/10/26

2026-27 Harlington on Tour
Fleet Town Council
April 2026 to March 2027

Account	2027-28 Budget	2026-27 Forecast	2026-27 Budget	Variance
Income				
Bar Sales (1400)	£76,000.00	£0.00	£0.00	£76,000.00
Box Office Charges (1403)	£7,350.00	£0.00	£0.00	£7,350.00
Donations / Sponsorship Receip	£0.00	£0.00	£0.00	£0.00
Food Sales (1402)	£1,300.00	£0.00	£0.00	£1,300.00
Merchandise Sales (1401)	£0.00	£0.00	£0.00	£0.00
Miscellaneous Income / Receipt	£0.00	£0.00	£0.00	£0.00
Premises Hire Charges (1301)	£51,000.00	£0.00	£0.00	£51,000.00
Ticket Sales Income (1404)	£147,000.00	£0.00	£0.00	£147,000.00
Total Income	**£282,650.00**	**£0.00**	**£0.00**	**£282,650.00**
Gross Profit	**£282,650.00**	**£0.00**	**£0.00**	**£282,650.00**
Other Income				
Transfer from Reserves (6001)	£160,000.00	£160,000.00	£160,000.00	£0.00
Total Other Income	**£160,000.00**	**£160,000.00**	**£160,000.00**	**£0.00**
Less Overheads				
Bar Consumables (4502)	£1,100.00	£0.00	£0.00	-£1,100.00
Bar Purchases (4501)	£30,400.00	£0.00	£0.00	-£30,400.00
Building Maintenance (4120)	£12,000.00	£56,500.00	£56,500.00	£44,500.00
Card Charges (4302)	£11,760.00	£0.00	£0.00	-£11,760.00
Cleaning (4115)	£12,000.00	£37,250.00	£37,250.00	£25,250.00
Computer Software (4310)	£2,000.00	£500.00	£500.00	-£1,500.00
Electricity (4113)	£30,000.00	£7,000.00	£7,000.00	-£23,000.00
Electronic Sales Costs (4312)	£17,800.00	£0.00	£0.00	-£17,800.00
Employers National Insurance (4	£42,360.00	£2,360.00	£2,360.00	-£40,000.00
Employers Pension (4002)	£13,800.00	£930.00	£930.00	-£12,870.00
Equipment Hire (4124)	£1,000.00	£0.00	£0.00	-£1,000.00
Equipment Maintenance (4125)	£1,750.00	£0.00	£0.00	-£1,750.00
Equipment Purchases (4123)	£3,750.00	£250.00	£250.00	-£3,500.00
Event/Performance Costs (4500	£110,000.00	£0.00	£0.00	-£110,000.00
Fixtures & Fittings (4122)	£0.00	£0.00	£0.00	£0.00
Food Purchases (4503)	£600.60	£0.00	£0.00	-£600.60
Health & Safety (4334)	£1,200.00	£800.00	£800.00	-£400.00
Hospitality (4505)	£500.00	£0.00	£0.00	-£500.00
HR and Welfare Costs (4331)	£0.00	£0.00	£0.00	£0.00
Insurance (4114)	£11,880.00	£11,416.00	£11,416.00	-£464.00
Legal and Professional Fees (43	£0.00	£16,900.00	£16,900.00	£16,900.00
Licences (4504)	£6,000.00	£0.00	£0.00	-£6,000.00
Maintenance Contracts (4121)	£93,800.00	£7,500.00	£7,500.00	-£86,300.00
Marketing (4304)	£32,000.00	£10,000.00	£10,000.00	-£22,000.00
Merchandise Purchases (4502)	£0.00	£0.00	£0.00	£0.00
Miscellaneous Expenditure (490	£0.00	£0.00	£0.00	£0.00
Rates (4110)	£49,500.00	£11,970.00	£11,970.00	-£37,530.00
Refuse/Recycling Collection (41	£3,240.00	£2,215.00	£2,215.00	-£1,025.00
Salaries (4000)	£326,400.00	£18,135.00	£18,135.00	-£308,265.00
Staff Expenses (4012)	£1,200.00	£440.00	£440.00	-£760.00
Staff Recruitment (4010)	£1,200.00	£600.00	£600.00	-£600.00
Staff Training (4011)	£1,500.00	£500.00	£500.00	-£1,000.00

Stationery & Consumables (430	£500.00	£125.00	£125.00	-£375.00
Subscriptions (4308)	£0.00	£0.00	£0.00	£0.00
Telephone, Broadband and Mob	£2,880.00	£1,040.00	£1,040.00	-£1,840.00
Water & Sewerage (4111)	£2,400.00	£0.00	£0.00	-£2,400.00
Website (4305)	£0.00	£0.00	£0.00	£0.00
Total Overheads	**£824,520.60**	**£186,556.00**	**£186,556.00**	**-£637,964.60**
Total Expenses	**£824,520.60**	**£186,556.00**	**£186,556.00**	**-£637,964.60**
Net Profit	**-£381,870.60**	**-£26,556.00**	**-£26,556.00**	**-£355,314.60**

Loss of £26k from The Point hires

40% of sales
£12k general maintenance
8% of Ticket Sales
Internal clean of unit - need to get quotes
£135 Spotify; £300 ISSUU; £1.1 Hootsuite
Used 2/3rds of The Harlington as less floor space

74.8% of Ticket sales (normally 67%)

46.2% of Food Sales

4% Uplift

PPL PRS Music License
£4k general mtce; £0.3k Sanitary; £1.0k Legionella; £2.5k Fire Alarm; £1.0k Fire Extinguishers; £1.0k PAT Tes

4% Uplift - may get reduction with change of use
Don't know what arrangements are for Mall - have allowed same as The Harlington
3.7% Uplift

Only minimal toilets in unit

60% mark up
5% of ticket sales (normally 6.5%)

ting: £1.2k Emergency Lighting; £82.7k Service Charge

2026-27 Music on the Views
Fleet Town Council
April 2026 to March 2027

Account	£72.39 Budget	2026-27 Forecast	2026-27 Budget	B to B Variance
Income				
Bar Sales (1400)	£0.00	£0.00	£0.00	£0.00
Box Office Charges (1403)	£0.00	£0.00	£0.00	£0.00
Donations / Sponsorship Receip	£0.00	£0.00	£0.00	£0.00
Grants - HCC (1201)	£0.00	£0.00	£0.00	£0.00
Grants - HDC (1202)	£0.00	£0.00	£0.00	£0.00
Grants - Other (1204)	£0.00	£0.00	£0.00	£0.00
Miscellaneous Income / Receipt	£0.00	£0.00	£0.00	£0.00
Outdoor Space Hire (1302)	£0.00	£0.00	£0.00	£0.00
Ticket Sales Income (1404)	£0.00	£0.00	£0.00	£0.00
Total Income	**£0.00**	**£0.00**	**£0.00**	**£0.00**
Gross Profit	**£0.00**	**£0.00**	**£0.00**	**£0.00**
Other Income				
Transfer from Reserves (6001)	£0.00	£0.00	£0.00	£0.00
Total Other Income	**£0.00**	**£0.00**	**£0.00**	**£0.00**
Less Overheads				
Insurance (4114)	£1,200.00	£1,200.00	£1,200.00	£0.00
Interments (4600)	£0.00	£0.00	£0.00	£0.00
Legal and Professional Fees (43	£2,800.00	£2,800.00	£2,800.00	£0.00
Total Overheads	**£4,000.00**	**£4,000.00**	**£4,000.00**	**£0.00**
Total Expenses	**£4,000.00**	**£4,000.00**	**£4,000.00**	**£0.00**
Net Profit	**-£4,000.00**	**-£4,000.00**	**-£4,000.00**	**£0.00**

2026-27 Oakley Park
Fleet Town Council
April 2026 to March 2027

Account	£72.39 Budget	2026-27 Forecast	2026-27 Budget	B to B Variance
Income				
Miscellaneous Income / Receipt	£0.00	£0.00	£0.00	£0.00
Outdoor Space Hire (1302)	£2,900.00	£2,900.00	£2,900.00	£0.00
Total Income	**£2,900.00**	**£2,900.00**	**£2,900.00**	**£0.00**
Gross Profit	**£2,900.00**	**£2,900.00**	**£2,900.00**	**£0.00**
Other Income				
Transfer from Reserves (6001)	£0.00	£0.00	£0.00	£0.00
Total Other Income	**£0.00**	**£0.00**	**£0.00**	**£0.00**
Less Overheads				
Building Maintenance (4120)	£500.00	£500.00	£500.00	£0.00
Cleaning (4115)	£1,600.80	£1,600.00	£1,600.00	-£0.80
Electricity (4113)	£660.00	£660.00	£660.00	£0.00
Equipment Maintenance (4125)	£0.00	£50.00	£50.00	£50.00
Friends of Group (4404)	£110.00	£110.00	£110.00	£0.00
Health & Safety (4334)	£300.00	£300.00	£300.00	£0.00
Maintenance Contracts (4121)	£1,200.00	£0.00	£0.00	-£1,200.00
Marketing (4304)	£0.00	£0.00	£0.00	£0.00
Merchandise Purchases (4502)	£0.00	£0.00	£0.00	£0.00
Miscellaneous Expenditure (490	£0.00	£0.00	£0.00	£0.00
Monuments & Memorials (4601)	£0.00	£0.00	£0.00	£0.00
Other Cemetery Fees - Purchas	£0.00	£0.00	£0.00	£0.00
Outdoor Space - Speedwatch ar	£0.00	£0.00	£0.00	£0.00
Outdoor Space CCTV (4402)	£3,200.00	£3,200.00	£3,200.00	£0.00
Outdoor Space Contracts (4400)	£37,085.00	£31,000.00	£31,000.00	-£6,085.00
Outdoor Space Maintenance (44	£5,700.00	£5,500.00	£5,500.00	-£200.00
Promotion/Publicity/Vision (4303	£130.00	£120.00	£120.00	-£10.00
Total Overheads	**£50,485.80**	**£43,040.00**	**£43,040.00**	**-£7,445.80**
Total Expenses	**£50,485.80**	**£43,040.00**	**£43,040.00**	**-£7,445.80**
Net Profit	**-£47,585.80**	**-£40,140.00**	**-£40,140.00**	**-£7,445.80**

Budget suffcient based on 4 year average with 3.5% uplift

£1.0k Legionella; £0.2k PAT Testing

3.5% uplight applied + £5k SINC Management
£0.5 General; £1.9k Play Equipment; £3.3k Trees
SSEIB entry

2026-27 Open Spaces
Fleet Town Council
April 2026 to March 2027

Account	£72.39 Budget	2026-27 Forecast	2026-27 Budget	B to B Variance
Income				
Grants - HCC (1201)	£3,300.00	£3,300.00	£3,300.00	£0.00
PWLB Loan (1601)	£0.00	£0.00	£350,000.00	-£350,000.00
Total Income	**£3,300.00**	**£3,300.00**	**£353,300.00**	**-£350,000.00**
Gross Profit	**£3,300.00**	**£3,300.00**	**£353,300.00**	**-£350,000.00**
Other Income				
Transfer from Reserves (6001)	£0.00	£0.00	£0.00	£0.00
Total Other Income	**£0.00**	**£0.00**	**£0.00**	**£0.00**
Less Overheads				
Employers National Insurance (4	£2,424.00	£2,210.00	£2,210.00	-£214.00
Employers Pension (4002)	£936.00	£865.00	£865.00	-£71.00
Equipment Purchases (4123)	£1,000.00	£1,000.00	£351,000.00	£350,000.00
Licences (4504)	£0.00	£100.00	£100.00	£100.00
Outdoor Space - Speedwatch ar	£1,100.00	£1,100.00	£1,100.00	£0.00
Outdoor Space CCTV (4402)	£0.00	£0.00	£0.00	£0.00
Outdoor Space Contracts (4400)	£8,381.07	£8,820.00	£8,820.00	£438.93
Outdoor Space Maintenance (44	£7,660.00	£7,580.00	£7,580.00	-£80.00
Promotion/Publicity/Vision (4303	£150.00	£150.00	£150.00	£0.00
PWLB Loan Repayments (4800)	£0.00	£0.00	£34,000.00	£34,000.00
Salaries (4000)	£18,666.00	£17,250.00	£17,250.00	-£1,416.00
Staff Expenses (4012)	£0.00	£700.00	£700.00	£700.00
Telephone, Broadband and Mob	£90.00	£150.00	£150.00	£60.00
Total Overheads	**£40,407.07**	**£39,925.00**	**£423,925.00**	**£383,517.93**
Total Expenses	**£40,407.07**	**£39,925.00**	**£423,925.00**	**£383,517.93**
Net Profit	**-£37,107.07**	**-£36,625.00**	**-£70,625.00**	**£33,517.93**

2026-27 Projects
Fleet Town Council
April 2026 to March 2027

Account	£72.39 Budget	2026-27 Forecast	2026-27 Budget	B to B Variance	
Income					
Miscellaneous Income / Receipt	£0.00	£0.00	£0.00	£0.00	
Total Income	**£0.00**	**£0.00**	**£0.00**	**£0.00**	
Gross Profit	**£0.00**	**£0.00**	**£0.00**	**£0.00**	
Other Income					
Transfer from Reserves (6001)	£0.00	£0.00	£0.00	£0.00	
Total Other Income	**£0.00**	**£0.00**	**£0.00**	**£0.00**	
Less Overheads					
Building Maintenance (4120)	£20,000.00	£20,000.00	£20,000.00	£0.00	AFCC Toile
Card Charges (4302)	£0.00	£0.00	£0.00	£0.00	
Equipment Purchases (4123)	£38,000.00	£38,000.00	£38,000.00	£0.00	
Website (4305)	£0.00	£0.00	£0.00	£0.00	
Total Overheads	**£58,000.00**	**£58,000.00**	**£58,000.00**	**£0.00**	
Total Expenses	**£58,000.00**	**£58,000.00**	**£58,000.00**	**£0.00**	
Net Profit	**-£58,000.00**	**-£58,000.00**	**-£58,000.00**	**£0.00**	

ets

2026-27 The Views
Fleet Town Council
April 2026 to March 2027

Account	£72.39 Budget	2026-27 Forecast	2026-27 Budget	B to B Variance
Income				
Outdoor Space Hire (1302)	£1,500.00	£1,500.00	£1,500.00	£0.00
PWLB Loan (1601)	£0.00	£0.00	£0.00	£0.00
Total Income	**£1,500.00**	**£1,500.00**	**£1,500.00**	**£0.00**
Gross Profit	**£1,500.00**	**£1,500.00**	**£1,500.00**	**£0.00**
Other Income				
Transfer from Reserves (6001)	£160,689.80	£0.00	£0.00	£160,689.80
Total Other Income	**£160,689.80**	**£0.00**	**£0.00**	**£160,689.80**
Less Overheads				
Electricity (4113)	£755.78	£660.00	£660.00	-£95.78
Equipment Purchases (4123)	£160,789.80	£100.00	£100.00	-£160,689.80
Outdoor Space Contracts (4400)	£15,659.93	£16,300.00	£16,300.00	£640.07
Outdoor Space Maintenance (44	£11,740.00	£11,730.00	£11,730.00	-£10.00
Payroll Costs (4330)	£0.00	£0.00	£0.00	£0.00
Postage (4307)	£0.00	£0.00	£0.00	£0.00
Promotion/Publicity/Vision (4303	£65.00	£60.00	£60.00	-£5.00
PWLB Loan Repayments (4800)	£31,490.46	£23,650.00	£15,916.00	-£15,574.46
Stationery & Consumables (430	£5.82	£0.00	£0.00	-£5.82
Subscriptions (4308)	£0.00	£0.00	£0.00	£0.00
Telephone, Broadband and Mob	£0.00	£0.00	£0.00	£0.00
Tennis Costs (4406)	£0.00	£0.00	£0.00	£0.00
Transfer to Reserves (6000)	£4,000.00	£4,000.00	£4,000.00	£0.00
Water & Sewerage (4111)	£0.00	£0.00	£0.00	£0.00
Website (4305)	£0.00	£0.00	£0.00	£0.00
Total Overheads	**£224,506.79**	**£56,500.00**	**£48,766.00**	**-£175,740.79**
Total Expenses	**£224,506.79**	**£56,500.00**	**£48,766.00**	**-£175,740.79**
Net Profit	**-£62,316.99**	**-£55,000.00**	**-£47,266.00**	**-£15,050.99**

£0.9k General Mtce; £10.0k Play Equipment; £0.8k Trees

EMR Skatepark Maintenance & Replacement

2026-27 Xmas Festival
Fleet Town Council
April 2026 to March 2027

Account	£72.39 Budget	2026-27 Forecast	2026-27 Budget	B to B Variance	
Income					
Donations / Sponsorship Receip	£0.00	£0.00	£0.00	£0.00	
Grants - HCC (1201)	£0.00	£0.00	£0.00	£0.00	
Grants - HDC (1202)	£0.00	£0.00	£0.00	£0.00	
Grants - Other (1204)	£0.00	£0.00	£0.00	£0.00	
Miscellaneous Income / Receipt	£0.00	£0.00	£0.00	£0.00	
Ticket Sales Income (1404)	£0.00	£0.00	£0.00	£0.00	
Total Income	**£0.00**	**£0.00**	**£0.00**	**£0.00**	
Gross Profit	**£0.00**	**£0.00**	**£0.00**	**£0.00**	
Other Income					
Transfer from Reserves (6001)	£0.00	£0.00	£0.00	£0.00	
Total Other Income	**£0.00**	**£0.00**	**£0.00**	**£0.00**	
Less Overheads					
Christmas Festival Costs (4200)	£8,625.00	£0.00	£0.00	-£8,625.00	£1k Millers
Subscriptions (4308)	£0.00	£0.00	£0.00	£0.00	
Telephone, Broadband and Mob	£0.00	£0.00	£0.00	£0.00	
Tennis Costs (4406)	£0.00	£0.00	£0.00	£0.00	
Transfer to Reserves (6000)	£0.00	£0.00	£0.00	£0.00	
Water & Sewerage (4111)	£0.00	£0.00	£0.00	£0.00	
Website (4305)	£0.00	£0.00	£0.00	£0.00	
Total Overheads	**£8,625.00**	**£0.00**	**£0.00**	**-£8,625.00**	
Total Expenses	**£8,625.00**	**£0.00**	**£0.00**	**-£8,625.00**	
Net Profit	**-£8,625.00**	**£0.00**	**£0.00**	**-£8,625.00**	

Ark; £4k Stage; £0.2k Misc; £3k HVM

2026-27 Harlington Building
Fleet Town Council
April 2026 to March 2027

Account	£72.39 Budget	2026-27 Forecast	2026-27 Budget	B to B Variance
Income				
Bar Sales (1400)	£0.00		£0.00	£0.00
Box Office Charges (1403)	£0.00		£0.00	£0.00
Donations / Sponsorship Receip	£0.00		£0.00	£0.00
Food Sales (1402)	£0.00		£0.00	£0.00
Government Grants (1200)	£0.00		£0.00	£0.00
Grants - HCC (1201)	£0.00		£0.00	£0.00
Grants - HDC (1202)	£0.00		£0.00	£0.00
Grants - Other (1204)	£0.00		£0.00	£0.00
Interest Received (1115)	£0.00		£0.00	£0.00
Interment (1700)	£0.00		£0.00	£0.00
Memorials & Monuments (1701)	£0.00		£0.00	£0.00
Merchandise Sales (1401)	£0.00		£0.00	£0.00
Miscellaneous Income / Receipt	£0.00		£0.00	£0.00
Other Cemetery Fees - Receipt	£0.00		£0.00	£0.00
Outdoor Space Hire (1302)	£0.00		£0.00	£0.00
Precept (1001)	£0.00		£0.00	£0.00
Premises Hire Charges (1301)	£0.00		£0.00	£0.00
Purchase of Grave Space (1702	£0.00		£0.00	£0.00
PWLB Loan (1601)	£0.00		£0.00	£0.00
Recharges (1550)	£0.00		£0.00	£0.00
Rents (1303)	£0.00		£0.00	£0.00
S106 (1102)	£0.00		£0.00	£0.00
Sale of Assets (1315)	£0.00		£0.00	£0.00
Ticket Sales Income (1404)	£0.00		£0.00	£0.00
Total Income	**£0.00**		**£0.00**	**£0.00**
Gross Profit	**£0.00**		**£0.00**	**£0.00**
Other Income				
Transfer from Reserves (6001)	£0.00		£0.00	£0.00
Total Other Income	**£0.00**		**£0.00**	**£0.00**
Less Operating Expenses				
Bank Revaluations (497)	£0.00		£0.00	£0.00
Realised Currency Gains (499)	£0.00		£0.00	£0.00
Unrealised Currency Gains (498	£0.00		£0.00	£0.00
Total Operating Expenses	**£0.00**		**£0.00**	**£0.00**
Less Overheads				
Audit & Accountancy Fees (4333	£0.00		£0.00	£0.00
Bank Charges (4301)	£0.00		£0.00	£0.00
Bar Consumables (4502)	£0.00		£0.00	£0.00
Bar Purchases (4501)	£0.00		£0.00	£0.00
Building Maintenance (4120)	£0.00		£0.00	£0.00
Card Charges (4302)	£0.00		£0.00	£0.00
Chairman's Expense Allowance	£0.00		£0.00	£0.00
Christmas Day Lunch (4657)	£0.00		£0.00	£0.00
Christmas Festival Costs (4200)	£0.00		£0.00	£0.00
Cleaning (4115)	£0.00		£0.00	£0.00

Climate Change (4700)	£0.00		£0.00	£0.00
Computer Contracts (4311)	£0.00		£0.00	£0.00
Computer Maintenance (4309)	£0.00		£0.00	£0.00
Computer Software (4310)	£0.00		£0.00	£0.00
Councillor Development (4313)	£0.00		£0.00	£0.00
Councillor Expense (4315)	£0.00		£0.00	£0.00
Elections (4317)	£0.00		£0.00	£0.00
Electricity (4113)	£0.00		£0.00	£0.00
Electronic Sales Costs (4312)	£0.00		£0.00	£0.00
Employers National Insurance (4	£0.00		£0.00	£0.00
Employers Pension (4002)	£0.00		£0.00	£0.00
Equipment Hire (4124)	£0.00		£0.00	£0.00
Equipment Maintenance (4125)	£0.00		£0.00	£0.00
Equipment Purchases (4123)	£0.00		£0.00	£0.00
Event/Performance Costs (4500	£0.00		£0.00	£0.00
Fixtures & Fittings (4122)	£0.00		£0.00	£0.00
Food Purchases (4503)	£0.00		£0.00	£0.00
Friends of Group (4404)	£0.00		£0.00	£0.00
Gas (4112)	£0.00		£0.00	£0.00
Grant (4316)	£0.00		£0.00	£0.00
Grave Digging (4602)	£0.00		£0.00	£0.00
Health & Safety (4334)	£0.00		£0.00	£0.00
Hospitality (4505)	£0.00		£0.00	£0.00
HR and Welfare Costs (4331)	£0.00		£0.00	£0.00
Insurance (4114)	£0.00		£0.00	£0.00
Interments (4600)	£0.00		£0.00	£0.00
Legal and Professional Fees (43	£0.00		£0.00	£0.00
Licences (4504)	£0.00		£0.00	£0.00
Maintenance Contracts (4121)	£0.00		£0.00	£0.00
Marketing (4304)	£0.00		£0.00	£0.00
Merchandise Purchases (4502)	£0.00		£0.00	£0.00
Miscellaneous Expenditure (490	£0.00		£0.00	£0.00
Monuments & Memorials (4601)	£0.00		£0.00	£0.00
Other Cemetery Fees - Purchas	£0.00		£0.00	£0.00
Outdoor Space - Speedwatch ar	£0.00		£0.00	£0.00
Outdoor Space CCTV (4402)	£0.00		£0.00	£0.00
Outdoor Space Contracts (4400)	£0.00		£0.00	£0.00
Outdoor Space Maintenance (44	£0.00		£0.00	£0.00
Payroll Costs (4330)	£0.00		£0.00	£0.00
Postage (4307)	£0.00		£0.00	£0.00
Promotion/Publicity/Vision (4303	£0.00		£0.00	£0.00
PWLB Loan Repayments (4800)	£0.00		£0.00	£0.00
Rates (4110)	£0.00		£0.00	£0.00
Refuse/Recycling Collection (41	£0.00		£0.00	£0.00
Remembrance Events (4701)	£0.00		£0.00	£0.00
Salaries (4000)	£0.00		£0.00	£0.00
Staff Expenses (4012)	£0.00		£0.00	£0.00
Staff Recruitment (4010)	£0.00		£0.00	£0.00
Staff Training (4011)	£0.00		£0.00	£0.00
Stationery & Consumables (430	£0.00		£0.00	£0.00
Subscriptions (4308)	£0.00		£0.00	£0.00
Telephone, Broadband and Mob	£0.00		£0.00	£0.00
Tennis Costs (4406)	£0.00		£0.00	£0.00
Transfer to Reserves (6000)	£0.00		£0.00	£0.00
Water & Sewerage (4111)	£0.00		£0.00	£0.00
Website (4305)	£0.00		£0.00	£0.00

Total Overheads	**£0.00**		**£0.00**	**£0.00**
Total Expenses	**£0.00**		**£0.00**	**£0.00**
Net Profit	**£0.00**		**£0.00**	**£0.00**

Fleet Town Council
Revised Estimates 2025/26 and Budget 2026/27

		Balance b/f 1 April 2025 £	Deficit/Surplus from Revenue a/c £	Transfer from Revenue a/c £	Transfer to Revenue a/c £	Transfers between Reserves/ Bal. Sheet £	Balance c/f 31 March 2026 £
ACTUALS 2025/26 - Reserves to March 31 2026							
	Reserves						
	Unallocated Reserves						
1	Revenue Reserve	570,729	46,422			-85,000	**532,151**
	Sub-total unallocated reserves	570,729					**532,151**
	Earmarked Reserves						
2	Mall Unit Fitout	50,000		10,000	-8,100		**51,900**
3	The Views Skatepark	0		161,000			**161,000**
4	The Views Playground	0		50,000			**50,000**
5	Cyber Essentials - Cllr Devices	0		16,000			**16,000**
6	Cyber Essentials - Staff Devices	0		3,000			**3,000**
7	Friends of Ancells	0		4,762			**4,762**
8	Memorial Testing	6,075		1,325	-2,200		**5,200**
9	CP Tennis Sinking	65,563		7,000			**72,563**
10	S106 Sensory Garden	10,981					**10,981**
11	Sale of Assets	140					**140**
12	Cemetery Works - Badgers	7,000					**7,000**
13	Play Equipment	92,517		38,000			**130,517**
14	Harlington Development	3,207,505				85,000	**3,292,505**
15	Elections	11,250		5,000			**16,250**
16	Edenbrook Commuted Sum	116,160		0			**116,160**
17	Music on the Views	7,032			- 3,067		**3,966**
18	Christmas Day Lunch	5,139		635			**5,774**
19	Ancells Bus	2,178					**2,178**
20	Christmas Festival	6,956		3,909			**10,865**
21	VE80 Day	0		62	-62		**0**
		3,588,496					**3,960,761**
	Balances	**4,159,225**	**46,422**	**300,694**	**-13,429**	**0**	**4,492,912**

		Balance b/f 1 April 2026 £	Deficit/Surplus from Revenue a/c £	Transfer from Revenue a/c £	Transfer to Revenue a/c £	Transfers between Reserves/ Bal. Sheet £	Balance c/f 31 March 2027 £	
BUDGET 2026/27 - Reserves to March 31 2027								
	Reserves							
	Unallocated Reserves							
1	Revenue Reserve	526,705					**526,705**	
	Sub-total unallocated reserves	526,705					**526,705**	
	Earmarked Reserves							
2	Pension Obligation	51,900				-51,900	**0**	Liability has crystalized - reallocate to Mall fitout
3	Memorial Testing	5,200					**5,200**	
4	CP Tennis Sinking	72,563		7,000			**79,563**	Unsure how much needs to be set aside for this?
5	S106 Sensory Garden	10,981					**10,981**	
6	Sale of Assets	140					**140**	

7	Cemetery Works - Badgers	7,000				**7,000**	An amount now included in operational budget so this should be sufficient
8	Play Equipment	130,517		14,000		**144,517**	This reserve is inadequate for the number of playgrounds FTC maintain
9	Harlington Development	2,831,005			-2,596,096	**234,909**	
10	Elections	16,250		5,000		**21,250**	Elections to be held in May 2026 - will be able to determine how much needs to be set aside once held.
11	Edenbrook Commuted Sum	116,160				**116,160**	£200k is the estimated amount to renew both playgrounds.
12	Music on the Views	4,298				**4,298**	
13	Christmas Day Lunch	5,139				**5,139**	
14	Ancells Bus	2,178				**2,178**	
15	Christmas Festival	6,956				**6,956**	
16	VE80 Day	0				**0**	
17	Community Transport Replacement Bus	0		2,887		**2,887**	
18	Mall Unit Fitout	0			-50,000	51,900	**1,900**
		3,260,288					**643,079**
	Balances	**3,786,993**	**0**	**28,887**	**-2,646,096**	**0**	**1,169,784**

Printed

AREA	SHORT Term - within 3 years	MEDIUM Term - 3-5 years	LONG Term - 5-10 years
ANCELLS COMMUNITY CENTRE			
Decoration and tidying up			£20,000
Table/chair replacement	£10,000		
Ladies Toilets	£12,998		
Gents Toilets	£9,989		
DDA Toilet	£6,395		
Creche Toilet	£4,604		
Creche Flooring	£2,571		
Heating/air handling system	£5,000		
Guttering replacement		£5,000	
New doors		£9,000	
Replace auditorium flooring	£20,000		
Install sound proofing in second half of hall	£5,000		
Install curtain rail for black cloth		£10,000	
Install door in auditorium to garden		£10,000	
Fencing around garden	£15,000		
Bin Store Roof	£2,500		
Internal digital maglock locks		£36,000	
Digital display board	£2,000		
OAKLEY PARK			
Play Equipment - additional			£100,000
Complete resurfacing			
Pavilion Replacement			
Pavilion refurbishment	£25,000		
Repairs to footpaths			£10,000
EDENBROOK PARK			

Play Equipment - replacement	£200,000		
CALTHORPE PARK			
MUGA			£150,000
Drainage of the football Field and leveling pitches		£150,000	
Treat wooden fort			
The tennis courts		£40,000	
THE VIEWS			
Replace rear fencing		£10,000	
Play park Replacement	£150,000		
Sensory Garden	£10,000		
Install power supply to left hand side of field	£25,000		
ANCELLS FARM PARK			
Drainage to football Field		£30,000	
Surfacing around play equipment	£60,000		
Play park Replacement		£200,000	
Replace / increase Bollards or anti vehicle solution	£7,000		
BASINGBOURNE PARK			
Drainage to football Field			£30,000
Play Areas			
Pavilion Replacement			£350,000
Pavilion Refurbishment		£25,000	
CEMETERY			
Cemetery Road re tarmac		£50,000	
Renew pathways		£30,000	
Cemetery extension	£150,000		

TOWN CENTRE, GENERAL AREAS GREEN SPACES			
Park bins, park furniture, bollards and noticeboards		£15,000	
Outside Depot/ Storage area		£50,000	
Outdoor Sound System for Gurkha Square		£30,000	
GENERAL MANAGEMENT COSTS			
	£723,057	£700,000	£660,000

OPERATIONAL - Over 10 years	DETAILS	POTENTIAL FUNDING
	Keeping building presentable (5 yearly)	
	Replacement of broken/unsafe furniture. Consider tiered seating.	
	replace Lino	
	Currently gas powered unit which heats main hall. Control in chair cupboard - would like to relocate.	
	Replace all internal doors as warped (6)	
	Repalce parquet floor with wooden floor	
	To stop echoing	
	To enable hall to be hired for small shows	
	To increase access as currently only accesible from creche	
	Martyn's Law has any building with children as enhanced tier. This requires preventing access which includes the garden area.	
	Rubbish is being tossed over wall resulting in excess weight charges. Also highlighted as fire risk in FRA.	
	Stop access to rooms not hired (5 doors)	
	To promote activities in Centre	
	Play provision for ages under 8s	
	£50 per m2	
£350,000	To fully replace the current building	
	Painting toilets in pavilion	
	Repair damaged paths / footpaths through woodland	

	Wooden play equipment in poor condition	PWLB Loan & £112k in EMR
	Provision for ages 13-17	S106/grant funding
	Install new drainage across football pitches	
	To extend useful life	
	Providing tennis court Lighting	
	Repairs to misalighted gates and fences and improved park security	
	Dated play equipment	PWLB Loan
		S106
	Currently need to use a generator for events such as MoTV.	
	Install new drainage across football pitches	Grant funding?
	Becomes a mud bath when wet weather	PWLB Loan
	Timber is old and failing. Repairs are being made but funding options need to be considered now.	PWLB Loan
	Options to either chance wooden bollards to concrete. Or option to create an antivehicle mound	
	Install new drainage across football pitches	FA/Grant
£200,000	Under 8 Play Area	
	To fully replace the current building	
	Repairs done in 2026/27 but complete retarmac will be needed	
	Many paths are now very uneven and accessibility is extremely difficult for some people.	
	Very limited number of plots remain	

	Container and compound for storage of outside equipment etc.	
	To have a permanent cound installation for community events	
£550,000		

COMMENTS
2-3% should be added for inflation - Excludes and toilet roll holders/toilet brush cleaners
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2-3% should be added for inflation - • You may want to consider a wall hung baby
Intend to fund from Equipment budget either in current year or 2027/28

Intended to commence in 2026/76
Funding maybe availabel from the FA - due to landfill issues specialialist advice required on type of drainage required.
Less if only two courts are illuminated (5 & 6)
In progress
Funding from the FA?
Council agreement to get loan but waiting for information on estimated useful life of equipment to ensure worth doing
Funding from the FA
Last extension cost £50k and this extension is 4x the size.

Replacements
Most convenient location would be Calthorpe Park. Other location for consideration - the rear of the cemetery.
Cost is in the power supply not the equipment

SUBJECT: INVESTMENT AND CURRENT ACCOUNTS

Account balances for Fleet Town Council as of 30 September 2026

Account	Funds	Interest Rate	Comment
HSBC Current Bank Account, Account No: 61539272	£950,493.37		
HSBC Savings Account, Account No: 91620886	£1,282,905.26	1.41% per annum	Interest paid into HSBC Savings account monthly.
CCLA Investment Management Ltd, Public Sector Deposit Fund, Account No.: 0662920001	£3,154,437.59	3.86% per annum	Interest paid into CCLA, monthly.
TOTAL	**£5,387,836.22**		

Please note:

Interest received on 2 September 2026 into CCLA account:
CCLA £10,277.48

Interest received on 21 September 2026 into HSBC Savings account:
HSBC Savings £1,363.78

Recommendation

1. To note the balances held in the Fleet Town Council Accounts