

PARISH OF GODALMING

Tel: 01483 523575
Fax: 01483 523077
E-Mail: office@godalming-tc.gov.uk
Website: www.godalming-tc.gov.uk

Municipal Buildings
Bridge Street
Godalming
Surrey GU7 1HT

Sir/Madam

I HEREBY SUMMON YOU to attend the Full Council Meeting of the Godalming Town Council to be held in the Council Chamber, Municipal Buildings, Bridge Street, Godalming on THURSDAY, 22 MARCH 2018 at 7.30pm or at the conclusion of the preceding Policy & Management Committee, whichever is later.

DATED this 16th day of March 2018.

Andy Jeffery
Clerk to the Town Council

A G E N D A

1. THE TOWN MAYOR to sign as a correct record the Minutes of the Meeting of the Council held on the 11 January 2018.
2. TO RECEIVE apologies for absence.
3. PETITIONS/STATEMENTS/QUESTIONS FROM MEMBERS OF THE PUBLIC

THE TOWN MAYOR to allow members of the public to ask the Council questions, or make a statement or present a petition. This forum to be conducted in accordance with Standing Order 4.

4. DISCLOSABLE PECUNIARY INTERESTS AND NON-PECUNIARY INTERESTS

To receive from Members any declarations of interests in relation to any items included on the Agenda for this meeting required to be disclosed by the Localism Act 2011 and the Godalming Members' Code of Conduct.

5. TO RECEIVE official announcements, letters, etc.
6. TO RECEIVE Chairmen's reports of the Committees as under:

Audit Committee

Report of the Internal Auditor

Members to consider the report of an internal audit conducted on 21 November 2017 by the Council's Internal Auditor Mulberry & Co (the report is attached for the information of Members) and to note the comments of the Audit Committee thereon.

Members of the Public have the right to attend all meetings of the Town Council and its Committees and are welcome.

Risk Assessments

The Audit Committee reviewed and updated the Councils Risk Assessments in the following areas (all attached for the information of Members):

- Environment
- Health & Safety
- Legal
- Physical Security
- Reputation
- Financial

Members to consider and resolve to accept updated risk assessments.

Policy & Management Committee

There were no recommendations.

Staffing Committee

Social Media & IT Code of Conduct Policies

The Members of the Staffing Committee recommend that the Social Media & IT Policies be adopted by Full Council (policy documents attached for the information of Members).

Management of Town Council Staff

The Members of the Staffing Committee recommend the Statement of Management of Council Staff (copy attached for the information of Members) to be adopted by Full Council.

Appointment of the Facilities Supervisor

The Chairman of the Staffing Committee to update Members on the appointment of the Facilities Supervisor.

7. TO RECEIVE the minutes of the undermentioned Committees:

	Meetings Dated
Audit Committee	25 January 2018
Policy & Management Committee	18 January 2018 1 March 2018
Staffing Committee	11 January 2018 25 January 2018 8 March 2018

8. **GODALMING JOINT BURIAL COMMITTEE – REPORT**

TO NOTE FOR INFORMATION the report of the Godalming Joint Burial Committee of its proceedings on the 9 November 2017.

9. GODALMING AND FARNCOMBE NEIGHBOURHOOD PLAN (GoFarNP)

Members are requested to approve the proposed GoFarNP (a copy of the GoFarNP was previously circulated to all Members with the Policy & Management Committee agenda for the 1 March 2018).

Additionally, Members are requested to consider an Officer's report regarding Regulation 14 of The Neighbourhood Planning (General) Regulations 2012 consultation for the GoFarNP (a copy of the report was previously circulated to all Members with the Policy & Management Committee agenda for the 1 March 2018). Having considered the report, Members are requested to approve the process for meeting the requirements of Regulation 14.

10. MEMBERS' CODE OF CONDUCT

Members are required to periodically review Council policies; the Council's Members' Code of Conduct (a copy of the Members' Code of Conduct was previously circulated to all Members with the Policy & Management Committee agenda for the 1 March 2018) and was last considered in September 2013.

Although based on the NALC's Model Code of Conduct (2012), the layout, (although not the substance of the content) of GTC's existing policy document is significantly altered from the model template. This deviation prevents easy comparison and update of required changes. As such, as part of the review of this policy, Officers recommend that, unless compelling grounds are specifically identified to deviate from the NALC/SALC 'model templates' that this Council follows, as far as practicable, the provided best practice model templates.

Members to approve the revised Members' Code of Conduct.

11. REVIEW OF STANDING ORDERS

Members to review Standing Orders noting that the amendments since the last review are detailed below:

20/07/17	Full Council	Standing Orders	Addition of Order 32 xvi regarding interested party's planning notification letters	120-17
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Members to approve the review of Standing Orders. Copy of Standing Orders will be tabled for Members' inspection half an hour prior to the start of this meeting and are available for Members to view prior to the meeting at <http://godalming-tc.gov.uk/wp-content/uploads/2017/12/Standing-Orders-27-April-2017.pdf>

12. TO AUTHORISE the Clerk to sign or, where appropriate to have sealed on behalf of the Town Council any orders, deeds, or documents necessary to give effect to any of the matters contained in the Reports received at this meeting or in any Resolution passed by the Council.

13. DATE OF NEXT MEETING

The date of the next Full Council meeting is scheduled to be held on Thursday, 26 April 2018 at 7.00 pm in the Council Chamber.

14. ANNOUNCEMENTS

Brought forward by permission of the Chairman. Requests to be submitted prior to commencement of the meeting.



MULBERRY & CO

Chartered Certified Accountants
Registered Auditors
& Chartered Tax Advisors

9 Pound Lane
Godalming
Surrey, GU7 1BX

t + 44(0)1483 423054
e office@mulberryandco.co.uk
w www.mulberryandco.co.uk

Our Ref: MARK/GOD001

Mr L Jeffery
Godalming Town Council
Town Council Offices Municipal Buildings
Bridge Street
Godalming
Surrey
GU7 1HR

29th November 2017

Dear Andy

Re: Godalming Town Council
Internal Audit Year Ended 31st March 2018

Following completion of our interim internal audit we enclose our report for your kind attention and presentation to the Council. The audit was conducted in accordance with current practices and guidelines and testing was risk based. Whilst we have not tested all transactions, our samples have where appropriate covered the entire year to date.

Interim Audit – Summary Findings

At the interim visit we reviewed and performed tests on the following areas:

- Review of the Financial Regulations & Standing Orders
- Review of the Risk Assessments
- Review of the Budgeting Process
- Proper Bookkeeping

It is our opinion that the systems and internal procedures at Godalming Town Council are very well established, regulated and followed. The clerk and the RFO are very experienced and ensures the Council follows best practice regulations and has over time adapted and changed the internal procedures as regulations and technologies have changed to maintain compliance.

It is clear the Council takes policies and procedures very seriously and I am pleased to report that overall the systems and procedures you have in place are fit for purpose. I have identified a number of minor recommendations for consideration by the Council. These are set out at Appendix A.

The results of my interim audit can be seen below. I have set out the results of my testing against each of the control objectives set out in the internal audit section of the annual return.

A. Books of Account

The Council continues to use RBS an industry specific accounting package. The RBS system is used daily to report and record the financial transactions of the council and a review of the cashbook shows that all data fields are being entered, the hard copy reports are easy to read and logically filed. I therefore make no recommendation to

change in this system. I am pleased to note that the Council is now running hall bookings directly through RBS, using the bookings module. This should help significantly in managing booking income.

I confirmed that the Council has brought forward the correct balances on the general ledger by checking the opening balance sheet back to the signed 16-17 accounts. I also confirmed that the Council has loaded the audited accounts and audit certificate to the Council website. **I have one minor recommendation, the conclusion of audit certificate should also be loaded on to the website.**

I checked that the Council has considered external audit and internal audit reports. I note that the external audit report was reviewed at the November meeting of Full Council, and a minute recorded. Internal Audit's year-end report was discussed at the Audit Committee in June – **I recommend that future reports are also discussed at Full Council.**

The Council is up to date with VAT reporting. VAT return for the period to 30.9.17 has been submitted to HMRC - balances on the return could be agreed back to reports on the RBS system.

B. Financial Regulations & Payments

The NALC model financial regulations were taken to council in November 2017. Standing orders, largely based on the NALC model, were approved at the Council meeting of April 2017. We understand that the Members Code of Conduct has not been reviewed since 2013. **We suggest that this is reviewed against the NALC model in the next 12 months.**

Council is given authority to spend via the annual budget process, payments are made so long as there is available budget. It is clear council has good robust systems, policies and regulations in place and takes seriously its responsibility in this regard. I reviewed a sample of expenditure transactions and was able to confirm the following:

- Cashbook entry could be agreed back to an invoice from the supplier
- Approval for the payment was recorded in a minute of a meeting of the JBC
- Signature of two committee members was viewed on each invoice tested and BACS payment slip / cheque stub
- Where appropriate I was able to confirm that financial regulations relating to procurement had been followed.

I therefore conclude that payments are authorised in accordance with financial regulations and a dual signatory system is in place for all payments. **I have one observation. I noted that VAT had not been levied on the invoice for administration charged by Godalming TC to Godalming JBC. This would appear to be a standard rate vatable supply and it is my opinion that VAT should have been added to this invoice.**

I note that Godalming TC is largely compliant with requirements of the Transparency Code. The Financial Information section of the website lists information required by the Code, including regular uploads of payments above £500, information on grants paid and budgetary information. There is scope for some improvement in order to achieve full compliance, **I would recommend Crowborough Town Council as an example of best practice.**

C. Risk Management & Insurance

The Council has a risk strategy in place and monitors and reviews risk on an ongoing basis. Council is aware of and has policies in place to mitigate financial risk. The risk assessment will be reviewed at the January meeting of the Audit Committee. **I have reminded the RFO that the risk assessment must also be taken to a meeting of Full Council before 31 March, and this review minuted.**

Godalming TC is insured with Aviva via WPS brokers on a standard local authority long term deal. This is the final year of three, and the Council is preparing to go retender its insurance. The Museum is insured with Ecclesiastical Insurance. I viewed the Council's policy document and confirmed it runs to 31.3.18. Asset and money cover appear adequate. I understand that the Council is planning to review the insured valued of fixed assets as part of the new insurance tender.

The Council's computer data is backed up by an external supplier to a remote location. **I recommend that the back-up is tested annually to provide assurance to the Council that it can access all data and applications necessary from back up.**

D: Budget, Precept & Reserves

I have confirmed that the 2018-19 budget cycle is well under way. Draft budgets were due to be discussed with the Policy and Management Committee in November 2017, with approval of budget and precept due at the Full Council meeting of January 2018. All precepting authority deadlines will be met.

Councillors receive regular reports on budget against actuals via reports to the Policy and Management Committee. I reviewed the report for the period to October 2017 and was able to confirm that the budget is well managed. Overspends have been properly explained and approval for funding sought from Councillors. I was pleased to note that in year monitoring of reserves is carried out, this is an example of good practice.

Reserves at 31.3.18 are projected to stand at £372K, of which £222K will be in the general fund. At around 40% of precept, this is an acceptable reserve level for a Council of this size.

E: Income

The Council has installed the RBS booking module in the course of the 2017-18 financial year. As a consequence, invoices are now raised at the point of booking, using pre-set fees and charges data. I tested a sample of transactions relating to income from room / hire, and was able to agree cashbook figures back to invoices. I was also able to agree rates back to approved fees and charges. **I noted that fees and charges were last approved in November 2016 and are therefore due to be taken to Council for review.**

F. Petty cash

The Council holds one petty cash account, with a maximum balance of £200 held at any one time. I will review this at my final accounts visit.

G. Payroll

Test at final accounts

H. Assets and investments

The asset registers are up to date and properly maintained. I can confirm that new assets such as the Museum have been added to the asset register. I also confirmed that expenditure on works at the William Noyce Centre costs have been recorded in a separate cost centre and will be added to the asset register before 31.3.17, as work is nearing completion. Detailed testing of fixed assets will be carried out at year end, as part of the process of reconciling the annual accounts to the fixed asset register.

I: Bank reconciliations

The Town Council has two bank accounts. The bank reconciliations for both accounts are properly prepared and presented to committee for verification and approval on a regular basis. I confirmed that reconciliations are completed promptly at the end of each month. The September 2017 bank reconciliations were reperformed. There were no errors, and I confirmed that the reconciliation and bank statements had been signed by the reviewing member of the committee. The system of reconciliation is working correctly.

I recommend that the Council considers moving monies to different financial institutions, in order to take full advantage of the Financial Services Guarantee Scheme.

J. Year end accounts

Test at year end.

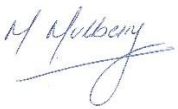
K. Trusteeship

No trusts.

Should you have any queries please do not hesitate to contact me.

Kind regards

Yours sincerely

A handwritten signature in black ink, appearing to read 'M. Mulberry', with a stylized flourish underneath.

Mark Mulberry

Appendix 1 **Points Forward – Action Plan**

Matter Arising	Recommendation	Council Response
I confirmed that the Council has loaded the audited accounts and audit certificate to the Council website.	I have one minor recommendation, the conclusion of audit certificate should also be loaded on to the website.	
Internal Audit's year-end report was discussed at the Audit Committee in June	I recommend that future reports are also discussed at Full Council	
We understand that the Members Code of Conduct has not been reviewed since 2013.	We suggest that this is reviewed against the NALC model in the next 12 months.	
I noted that VAT had not been levied on the invoice for administration charged by Godalming TC to Godalming JBC.	This would appear to be a standard rate vatable supply and it is my opinion that VAT should have been added to this invoice.	
I note that Godalming TC is largely compliant with requirements of the Transparency Code.	There is scope for some improvement in order to achieve full compliance, I would recommend Crowborough Town Council as an example of best practice	
The risk assessment will be reviewed at the January meeting of the Audit Committee	I have reminded the RFO that the risk assessment must also be taken to a meeting of Full Council before 31 March, and this review minuted.	
The Council's computer data is backed up by an external supplier to a remote location	I recommend that the back up is tested annually to provide assurance to the Council that it can access all data and applications necessary from back up.	
I noted that fees and charges were last approved in November 2016	Fees and Charges are due to be taken to Council for review.	
All cash is held with one bank	I recommend that the Council considers moving monies to a	

	different financial institutions, in order to take full advantage of the Financial Services Guarantee Scheme.	
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Internal Audit Year Ended 31 March 2018

Interim Audit Report

Matter Arising	Recommendation	Council Response
I confirmed that the Council has loaded the audited accounts and audit certificate to the website.	I have one minor recommendation, the conclusion of audit certificate should also be loaded onto the website.	Noted – have included 2016/17 notice and will include for 2017/18 financial year.
Internal Audit's year-end report was discussed at the Audit Committee in June.	I recommend that future reports are discussed at Full Council	Noted - this is already our practice.
We understand that the Members Code of Conduct has not been reviewed since 2013.	We suggest that this is reviewed against the NALC model in the next 12 months.	Review completed at P&M meeting on 1 March 2018.
I noted that VAT had not been levied on the invoice for administration charged by GTC to JBC.	This would appear to be a standard rate vatable supply and it is my opinion that VAT should have been added to this invoice.	Noted – will ensure that VAT is added to this invoice in future.
I note that GTC is largely compliant with requirements of the Transparency Code	There is scope for some improvement in order to achieve full compliance, I would recommend Crowborough Town Council as an example of best practice.	RFO reviewed Crowborough TC's website and identified two areas GTC could add to its own website to improve its Transparency requirements. These are: <ul style="list-style-type: none"> • Contracts • Land ownership This work has been completed and can be found on the website page called 'Transparency'
The risk assessment will be reviewed at the January meeting of the Audit Committee	I have reminded the RFO that the risk assessment must also be taken to a meeting of Full Council before 31 March and this review minuted.	Review completed 25 January 2018 – onward recommendation to Full Council at its meeting on 22 March 2018
The Council's computer data is backed up by an external supplier to a remote location	I recommend that the back-up is tested annually to provide assurance to the Council that it can access all data and applications necessary from back up.	Back up tested 5 January 2018 – no issues identified.
I noted fees and charges were last approved in November 2016	Fees and Charges are due to be taken to Council for review.	Fees and Charges for 2018/19 were approved at the P&M meeting held on 30 November 2017
All cash is held with one bank	I recommend that the Council considers moving monies to different financial institutions, in order to take full advantage of the Financial Services Guarantee Scheme	Council is in the process of reviewing how to invest excess funds. Members consider that HSBC is a low risk financial institution and that it is unlikely to need to take advantage of

		the FSGS. However, the Council will consider putting some funds into a second financial institution to safeguard cash flow should something ever happen to HSBC.
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Major Risk Area: Environment 2018

An environmental risk assessment assesses the likelihood of Godalming Town Council causing harm to the environment.

Risk (What could happen)	Impact	Scenario (How it could happen)	Likely	Control Measure	Status Who/When
<p>Lack of awareness of the Environment as it is constantly changing.</p> <p>Not taking account of the tasks that can be adopted Eg: Recycling</p> <p>Correct Disposal of Hazardous materials including Asbestos</p>	M	<p>Environmental issues are integral to most areas of our business and therefore there may be something unforeseen that occurs.</p> <p>Not recycling or sorting rubbish</p> <p>Inadequate disposal of Asbestos</p> <p>Eradication of Japanese Knotweed at Wilfrid Noyce Centre</p>	L	<p>To keep up to date with environmental changes and encourage good practice and an awareness of the environment.</p> <p>There is a separate container for all paper waste which is emptied by the Facilities Manager on a regular basis.</p> <p>Glass bottles are also recycled as required.</p> <p>All buildings checked for Asbestos and disposed of in an appropriate way. Recent asbestos found in Wilfrid Noyce Centre – specialists contracted for safe removal and disposal.</p> <p>Contracted specialists to identify, eradicate and safely dispose of.</p>	<p>Report any occurrences that are likely to be an issue to TC, Committees or Chairman so that everyone is aware of the problem in order that suitable/ appropriate action may be taken.</p> <p>Completed as part of refurbishment project.</p> <p>Two year eradication programme entered into.</p>

Risk (What could happen)	Impact	Scenario (How it could happen)	Likely	Control Measure	Status Who/When
<p>Using Environmentally Friendly goods</p> <p>Electricity/gas</p> <p>Electric Bulbs</p>		<p>Not purchasing Fair trade goods or articles that could be used/disposed of in an environmentally friendly way.</p> <p>Energy is being wasted.</p> <p>Not using long-life bulbs.</p>		<p>Fair Trade Policy Agreement for Tea and coffee etc for use by the organisation adopted 17 November 2011.</p> <p>Ensuring that in all centres there are controls/timers on the gas and electricity to ensure that buildings are heated but energy isn't being wasted.</p> <p>Using energy efficient bulbs.</p> <p>WNC installed energy and smart lights as part of its refurbishment. The Council considered the use of solar panels as a sustainable energy source but concluded that disposal at the end of its useful life was more damaging to the environment than the potential savings gained.</p> <p>BWP lighting needs to be updated as and when budget funds become available.</p>	<p>Facilities Manager to look into sourcing products with reduced environmental impact</p> <p>Facilities Manager reviews energy usage on a regular basis</p>

Major Risk Area: Health & Safety
 That an accident/incident occurs that demonstrates that the Town Council has breached Health & Safety legislation or has in some other respect been negligent.
 (note that this analysis of risk is difference from risk assessments undertaken in fulfilment of Health & Safety legislation)

Risk (What could happen)	Impact	Scenario (How it could happen)	Likely	Control Measure	Action Who/When
That the breach is so significant that a death or serious injury arises and that the Council and/or one of its officers faces prosecution (in the worst case for Corporate Manslaughter)	H	Numerous scenarios– but likely to involve fire or failure of part of premises or equipment therein. Or, trip/fall, toppled memorial, or collapsed grave in a cemetery. Or, road traffic accident on a parade. Or, assault on member of staff while lone-working	L	<ul style="list-style-type: none"> • Have and, regularly review a Health & Safety Policy Statement and supporting Policies – including lone-working policy • Risk Assessments for all events and activities and action taken as a result of risk assessments • Regular review of Risk Assessments and action taken • Consider whether there is anything that we do not have a risk assessment for that we should have • Regular and documented inspection regime (i.e. checklist of questions e.g. are fire exits clear, does fire alarm, emergency lighting work etc.) • Regular and specific training for staff • Training for Members • Undertake regular condition surveys of buildings and all statutory tests • Use reputable and qualified contractors and ensure they provide relevant certification for electrical and gas work. 	<p>Review of Health & Safety Policies –to be undertaken by Staffing committee as most relate to staff.</p> <p>Fire Safety Risk Assessments (WNC Fire Risk Assessment attached)</p> <p>Review of training needs for staff via annual Appraisal scheme and - Town Clerk to assess on the commencement of new staff.</p>

Risk (What could happen)	Impact	Scenario (How it could happen)	Likely	Control Measure	Action Who/When
				<ul style="list-style-type: none"> Obtain Contractor's safety plan for longer contracts Maintain adequate insurance 	
<p>That an injury (or damage to property) occurs on our premises or at one of our events that results in a claim against the Council alleging our negligence. And, that claim cannot adequately be defended.</p>	M		L	<ul style="list-style-type: none"> As above 	<p>Make sure safety plan is in place for each of the properties and that they are updated regularly. Report any obvious gaps that cannot be rectified due to resources etc to Chairmen or committee asap so that remedial action may be taken.</p>
<p>That the injury referred to above is caused to a member of staff and arises over a prolonged period of time.</p>	M	<p>Injury may be physical (eg repetitive strain injury) or psychological (eg work-related stress)</p>	L/M	<ul style="list-style-type: none"> Regular workstation and work place risk assessments – with specific review each time something changes Members' Health & Safety Training 	<p>Town Clerk to arrange training sessions in new financial year (2017/18) for staff on:</p> <ul style="list-style-type: none"> Workstation assessments Manual handling <p>All GTC full time staff have had fire safety training. Health & Safety Training for Members to be arranged as part of the above by the Town Clerk</p>

Risk (What could happen)	Impact	Scenario (How it could happen)	Likely	Control Measure	Action Who/When
That a death, serious injury or near miss occurs in circumstances that would not necessarily lead to a prosecution but that it is not reported properly under RIDDOR	H	Ignorance of the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995 (RIDDOR), leading to an omission or delay in reporting an incident. Likely to occur if an accident happens when a member of Town Council staff is not present e.g. on our premises during a hiring or at a council organised event where no staff present. Note likelihood of an incident needing a RIDDOR report is very low; likelihood of a failure to make such a report in a timely manner is higher.	L	<ul style="list-style-type: none"> Clarity in all hire agreements about the need to report any incident arising during a hire All hirers need to have GTC contact details so that they can report an incident. Staff and Members' Health & Safety Training 	<p>Training needs reviewed after staff Appraisals and when new staff are appointed - Town Clerk to review on an annual basis.</p> <p>Health & Safety Training for Members Town Clerk to arrange.</p>
That an injury occurs on our premises (not as the result of a failure of ours) but a claim against the Council arises because of the inadequacy of the hirer's insurance.	M	That a user of our premises has inadequate public or employers' liability insurance.	L	<ul style="list-style-type: none"> Ensure insurance certificates of all users are checked and copies kept Ensure that all officers are advised that there is a process for accidents. That there is an accident log for all incidents regardless of how minor they may be. This should be completed and forwarded to TC to be retained in a locked drawer. 	GTC require regular users to indemnify GTC against claims made by their customers. Some do this via holding their own Public Liability insurance but some assess the risk as low and do not. WNC & BWP regular users were reminded of requirement to indemnify in 2017. No issues have been identified.

Risk (What could happen)	Impact	Scenario (How it could happen)	Likely	Control Measure	Action Who/When
					Hire Agreements (where the requirement for Indemnity resides) were reviewed for all centres and reissued as required).

Major Risk Area: Legal 2018

That the Council (and/or its officers, volunteers or Members) does something it does not have the power to do – i.e. something that is “ultra vires”. Or, by action or by omission, breaches the law.

Risk (What could happen)	Impact	Scenario (How it could happen)	Likely	Control Measure	Action Who/When
The Council fails to conduct its affairs and meetings in accordance with local government law.	M	Meetings not conducted in accordance with Standing Orders. Pressure from Members to change the way in which meetings are conducted and to draft changes to Standing Orders to effect those changes meaning that the resulting Standing Orders are not in accordance with the law	L	<ul style="list-style-type: none"> • Maintain properly drafted Standing Orders (drafted in accordance with the law and reviewed at least annually) and follow them • Either use Standing Orders as drafted by NALC; or • Use a third party to check significant variances from NALC Standing Orders to verify compliance with the law 	Reviewed Standing Orders April 2017 Reviewed Financial Regulations November 2017 Amend Standing Orders for known law changes whenever required
That the Council and/or its officers miss a change in legislation that impacts on the Council.	H	The Council is a small organisation which can do only the things the law says it can – i.e. it must be “intra vires” and which must be compliant with a huge raft of legislation (including employment law, Health & Safety legislation, burial laws, freedom of information requirements and specific local government acts). A small staff group and heavy workloads mean that there is always a risk of a legislative change being missed – particularly if it is not picked up by other bodies (e.g. NALC ⁱ or SSALC ⁱⁱ) and GTC informed.	L	<ul style="list-style-type: none"> • Employ competent Clerk & other officers • Members’ & officers’ training and networking opportunities • Subscribe (as an organisation or as individual employees) to relevant support organisations (NALCⁱ, SSALCⁱⁱ, SLCCⁱⁱⁱ & CIPFA^{iv}) • Purchase/subscribe to relevant publications (mainly journals of the above organisations) and purchase up to date texts as revised • Evidence awareness of legislative changes to Audit Committee and P&M Committee or Joint Burial 	Acknowledge that we have made endeavours to stay abreast of current legislation by reporting changes to committee when they occur. Insurance is reviewed on an annual basis to ensure it covers risk of failure (last reviewed 21 February 2017). Meeting with current Insurers booked for 16 January 2018. Meetings to be

Risk (What could happen)	Impact	Scenario (How it could happen)	Likely	Control Measure	Action Who/When
		Council or officers don't know what they don't know – have to live with some risk of missing a legislative change.		Committee and reporting to the relevant committee when they occur. <ul style="list-style-type: none"> • Maintain adequate insurance 	arranged with other providers.
That the Council knows that the law has changed but does not have the resources to react to that change.	M	Lack of staffing capacity and/or financial resources to implement the changes required.	L	<ul style="list-style-type: none"> • Risk assessment regime that covers legislative changes and assesses the risk to the Council of non-compliance • Maintain significant reserves so that the costs of implementing unforeseen (& therefore unbudgeted) legislative changes may be met if non-compliance puts the Council at risk 	Make such risk assessment part of annual report on legislative changes – see above. Inform Chairman or relevant committee that the law has changed and discuss the relevant action to be taken. All Risk Assessments to be reviewed once new Facilities Supervisor is appointed.
That the Council is badly advised as to what the law is and therefore breaches the law.	L	The Clerk or other officer (or independent adviser) offers inaccurate advice	L	<ul style="list-style-type: none"> • Employ competent Clerk & other officers • Members' & officers' training and networking opportunities • Subscribe (as an organisation or as individual employees) to relevant support organisations (NALC, SSALC, SLCC & CIPFA) • Provide independent Member access to SSALC & NALC 	Town Clerk to support Members in identifying their general training needs. To be reviewed annually. Review Members Training to assess what training may be required.

Risk (What could happen)	Impact	Scenario (How it could happen)	Likely	Control Measure	Action Who/When
<p><i>That the Council is badly advised as to what the law is and therefore breaches the law. (contd)</i></p>		<p><i>The Clerk or other officer (or adviser) offers inaccurate advice. (contd)</i></p>		<p>advice by:</p> <ol style="list-style-type: none"> 1. Appointing a Member to SSALC & 2. Giving all Members full access to the SSALC website. <ul style="list-style-type: none"> • Purchase/subscribe to relevant publications (mainly journals of the above organisations) and purchase up to date texts as revised • Retain access to competent legal advice and allow/require officers to seek advice as appropriate • Maintain adequate budgets for subscriptions/publications and for professional fees and significant reserves. • Include reference to relevant legislation in all reports to the Council and its Committees. • Maintain adequate insurance • Seek independent relevant advice subject to budget. 	<p>Town Clerk circulated login details for the SSALC website to all Members for competent and independent advice.</p> <p>Insurance is reviewed on an annual basis to ensure it covers risk of failure (last reviewed 21 February 2017).</p> <p>Meeting with current Insurers booked for 16 January 2018. Meetings to be arranged with other providers.</p>
<p>That the Council is properly advised as to what the law is but decides not to act on that advice.</p>	M		L	<ul style="list-style-type: none"> • All relevant advice offered by officers and independent advisors to be properly minuted. 	<p>All decisions of Members are properly minuted.</p>

Risk (What could happen)	Impact	Scenario (How it could happen)	Likely	Control Measure	Action Who/When
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That an individual councillor or officer purporting to act for the Councils acts illegally	M		M	<ul style="list-style-type: none"> • Ensure Councillors undertake appropriate training. • Maintain up to date Standing Orders that are clear about delegation to officers 	<p>General Power of Competence adopted by Full Council 15 May 2015 (min 15-15 refers)</p> <p>Town Clerk to support Members in identifying their general training needs. To be reviewed annually.</p> <p>Review Members' Training to assess what training may be required.</p> <p>Town Clerk circulated login details for the SSALC website to all Members for competent and independent advice.</p>
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ⁱ National Association of Local Councils (Council subscribes)

ⁱⁱ Surrey & Sussex Association of Local Councils (Council subscribes)

ⁱⁱⁱ Society of Local Council Clerks (Town Clerk subscribes – funded by Council)

^{iv} Chartered Institute of Public Finance & Accountancy (Currently not subscribed to)

Major Risk Area: Physical Security 2018

Physical security measures aim to either prevent a direct assault on our premises or reduce the potential damage and injuries that can be inflicted should an assault occur

Risk (What could happen)	Impact	Scenario (How it could happen)	Likely	Control Measure	Status Who/When
Break-in or unauthorised entry to Town Council premises	M	Criminal/malicious activity	M	<ul style="list-style-type: none"> • Alarm systems where appropriate • Good quality locks on all doors • Good control of keys • Introduced Slave and Master key system • Controlled entry system whereby visitors buzz to be let into main office • Maintain Business Continuity Plan to minimise impact of damage to computer & paper systems • Test of back up to be done to ensure it works • Adequate insurance • Maintain the fabric of our buildings to ensure the effectiveness of security measures 	<ul style="list-style-type: none"> • Slave and master key system so that security is maintained and keys cannot be copied but allow officers a skeleton key for all properties. • JBC plot registers have been transferred to computer and a non-tear paper record for everyday office use. • Our IT Providers have tested our back up to ensure it works (5/1/18) • Facilities Manager to conduct regular inspection of all premises to identify any maintenance issues and take appropriate action to rectify any deficiencies identified • CCTV cameras installed at WNC as preventative measure against malicious damage. • New gates and anti-climb paint on roof at WNC as preventative measure against malicious damage.

Risk (What could happen)	Impact	Scenario (How it could happen)	Likely	Control Measure	Status Who/When
Assault on Member of Staff or Councillor	M	Criminal/malicious activity	L	<ul style="list-style-type: none"> • Maintain lone-working policy and ensure staff are aware of it and follow its guidance • Include Councillors within lone-working policy if on GTC business • Controlled entry system whereby visitors buzz to be let into main office 	Lone Working Policy adopted November 2013 and on Staffing Sub-Committee work programme for regular review.

Major Risk Area: Reputation 2018

The potential that negative publicity regarding Godalming Town Council’s organisational practices, whether true or not, will cause a decline in the customer base, costly litigation or revenue reductions.

Risk (What could happen)	Impact	Scenario (How it could happen)	Likely	Control Measure	Status Who/When
Failure in some area of the Council’s activity – by act of negligence or omission – that generates negative publicity	H	Numerous scenarios which could include failure to dig a grave; double booking of a community building;	L	<ul style="list-style-type: none"> • Competent staff • Good recruitment processes • Appraisal system • Induction & training of staff • Good office systems and clarity about who is responsible for what • Effective press strategy • Disciplinary procedures • Good contract management 	Town Clerk & RFO – ongoing
Inaccurate information generates the perception that the Council has failed in circumstances that generates negative publicity	M	<p>Numerous scenarios which could include a failure by a third party eg Go Godalming or the Chamber of Commerce where public perception cannot distinguish between the third party & the Town Council</p> <p>Particular risk associated with social media</p>	M	<ul style="list-style-type: none"> • Clarify relationships & partnership working • Good press strategy • Good working relationship with local journalists • Monitoring of social media & IT Code of Conduct 	<p>Live with some risk as part of the nature of our loose affiliations with partner organisations</p> <p>All staff & Members to monitor social media. Staffing Committee to develop Social Media Policy (on Staffing 25 January 2018 agenda). Factual inaccuracies to be corrected as and when encountered.</p>

Risk (What could happen)	Impact	Scenario (How it could happen)	Likely	Control Measure	Status Who/When
An individual Councillor presumes to act or speak for the Council in contravention of Council policy, says something controversial or contravenes the law.	M	Numerous scenarios ranging from an unguarded remark by a Councillor to a malicious attempt to bring the Council into disrepute.	L	<ul style="list-style-type: none"> • Clarity of Members understanding of respective roles and management processes • Induction & training of Members • Effective press strategy • Code of Conduct • Monitoring Officer • 2015 Guidance on the role of the Council's representatives on external bodies 	<p>Town Clerk responsible for Members' training and induction</p> <p>Any individual can bring a matter of concern to the Monitoring Officer.</p>
A member of staff while acting or speaking for the Council does so in contravention of Council policy, says something controversial or contravenes the law.	M	Numerous scenarios ranging from an unguarded remark by a member of staff to a malicious attempt to bring the Council into disrepute. Use of social increases the risk	L	<ul style="list-style-type: none"> • Competent staff • Good recruitment processes • Appraisal system • Induction & training of staff • Good office systems and clarity about who is responsible for what • Effective press strategy • Disciplinary procedures • IT Code of Conduct 	Town Clerk responsible for staff training and induction.

6. FINANCIAL RISKS

The Council uses a system of risk assessments which helps reduce the likelihood of officers making errors and a claim being brought against Godalming Town Council.

There will always exist a risk of financial loss through fraud, theft or criminal activity, but this is mitigated through strict adherence to agreed processes with appropriate internal controls. These internal controls are regularly tested for compliance (as evidence by items on previous agendas and by work done by the Internal Auditor).

Risk Description	Assessment	Comment
Insufficient revenue is generated to fund operations	Low Risk	Majority of revenue is guaranteed through Precept and is not subject to fluctuation. However, this is a potential risk that increasing the Precept may be capped in future which needs to be born in mind (though the cap has been deferred for three years).
Long term concern over ability to repay debt	Low Risk	Repayments are fixed interest (not variable) and are built into base budget.
Insufficient current/liquid assets to cover current liabilities	Low Risk	Cash flow is not an issue as we receive the precept in two instalments in advance and hold healthy levels of cash reserves in the bank.
Inability to replace capital items when necessary	Low Risk	Annual transfers to reserves are made for precisely this purpose.
Unable to recover debtors' amount	Low Risk	Casual debtors are required to pay their account before we provide the service. Regular users are subject to our Credit Control procedures which have proved to be very effective. In 2016/17 we had no write offs. In 2017/18 we anticipate one minor write off (£16.80 in total).

Godalming Town Council's Policy
on the use of Social Media

CODE OF CONDUCT



GODALMING TOWN COUNCIL

Town Clerk
December 2017

GODALMING TOWN COUNCIL

POLICY ON THE ACCEPTABLE USE OF SOCIAL MEDIA

1. PURPOSE AND SCOPE

This should be read in conjunction with the linked policies listed below:

Linked policies and procedures:

- Code of Conduct
- Disciplinary Procedure & Rules
- Equality & Diversity Policy
- Data Protection Policy
- Use of IT Facilities

Social media is an online method to instantly communicate with others or to share data in a public forum. Examples include Twitter, Facebook and LinkedIn. Social media also includes blogs, video and image sharing websites such as You Tube and Flickr. There are many more examples of social media than these; employees need to be aware that this is a constantly changing area.

The purpose of this policy is to set clear standards of behaviour and conduct in the use of social media and you should follow these guidelines in relation to any social media that you use. This policy also covers the use of social media in your personal life which may have an impact upon the reputation of Godalming Town Council (the Council).

This policy applies to all staff (whether full time, part time, casually employed or temporary workers), and agency workers working for or on behalf of the Council and anyone using the Council's information and communication technology equipment.

This policy deals with the use of all forms of social media, including Facebook, MySpace, LinkedIn, Twitter, YouTube, Instagram, Tumblr, Snapchat, Pinterest, Wikipedia, all other social networking sites, and all other internet postings, including blogs.

It applies to the use of social media accessed for work or on behalf of the Town Council, whether during office hours or otherwise. The policy applies regardless of whether the social media is accessed using the Council's IT facilities and equipment or equipment belonging to members of staff. This policy equally applies to the use of personal social media if reference is made to Godalming Town Council or your employment thereof.

The Council recognises that the internet provides unique opportunities to participate in interactive discussions and share information on particular topics using a wide variety of social media. However, use of social media can pose risks to confidential information, and reputation, and can jeopardise the Council's compliance with legal obligations.

The Council may require staff to remove internet postings which are deemed to constitute a breach of this policy. Failure to comply with such a request may in itself result in disciplinary action.

Any misuse of social media should be reported to the Town Clerk.

References or endorsements for individuals or organisations on social or networking sites on behalf of Godalming Town Council are to be approved in advance by the Town Clerk.

2. SOCIAL MEDIA

Social media is part of the modern communication environment, staff are to keep use of social media during work hours to a reasonable level.

The use of Council computers, networks and IT resources for use of social media activities will be subject to monitoring as appropriate.

Staff are to seek the approval of the Town Clerk before responding to or posting comments on potentially controversial subjects/matters. Where duties require staff to represent the Council in a social media environment, they are to do so in a neutral and non-controversial manner. If doubt exists then they are to liaise with the Town Clerk prior to posting.

Circulating chain letters, spam or political solicitations is never permitted. The approval of the Town Clerk is required for the promotion on social media of commercial organisations, individuals or religious activities/events not associated with the Council. Such approval will be limited to individuals and organisations of merit and/or benefit to the Godalming community.

Likewise, staff who are contacted for comments about the Council for publication anywhere, including in any social media outlet, must direct the inquiry to the Town Clerk. Staff are not to respond without clear approval.

3. THE DOS AND DON'TS WHEN USING SOCIAL MEDIA

The following section provides staff with common-sense guidelines and recommendations for using social media responsibly and safely whether inside or outside of work.

Protecting the Council's reputation

- Do not post disparaging or defamatory statements about the Council or its stakeholders.
- Avoid social media communications that might be misconstrued in a way that could damage the Council's reputation, even indirectly.
- Do not breach copyright for example by using someone else's images or written content without permission or failing to give acknowledgement where permission has been given to reproduce something.
- Individuals are personally responsible for what they communicate in social media. Remember that what is published might be available to be read by a wide and diverse audience, including the Council itself, future employers and social acquaintances and may be visible for a long time. This should be borne in mind before posting content.
- If any uncertainty or concern about the appropriateness of any statement or posting exists then it is advised to refrain from making the communication until discussed with the Town Clerk.
- Social media content that disparages or reflects poorly on the Council should be reported to the Town Clerk. All staff are responsible for protecting the Council's reputation.

Respecting colleagues, stakeholders, partners and suppliers:

- Consider carefully whether your posts could be considered offensive by your colleagues, the Town Council or other stakeholders, partners or suppliers of the Town Council.
- You are reminded that the same laws, rules and regulations regarding discrimination, bullying and harassment apply equally to a social media environment as any other.

4. RECRUITMENT

Depending upon the position, the Council may use internet searches to perform due diligence on candidates in the course of recruitment. Where this is done, the Council will act in accordance with its data protection and equal opportunities obligations. Candidates will be given the opportunity to comment upon any concerns.

5. DISCIPLINARY ACTION OVER SOCIAL MEDIA USE

Any breach of this policy may lead to disciplinary action. Serious breaches of this policy, for example incidents of bullying of colleagues or social media activity causing serious damage to the Council, may constitute gross misconduct and lead to summary dismissal.

This is a non-contractual policy, which will be reviewed from time to time

Godalming Town Council's Policy
on the use of IT Facilities

CODE OF CONDUCT



GODALMING TOWN COUNCIL

Town Clerk
December 2017

GODALMING TOWN COUNCIL

POLICY ON THE ACCEPTABLE USE OF IT FACILITIES

This policy should be read in conjunction with the linked policies listed below:

Linked policies and procedures:

- Code of Conduct
- Disciplinary Procedure & Rules
- Equality & Diversity Policy
- Data Protection Policy
- Social Media Policy

1. INTRODUCTION

Godalming Town Council's (the Council) information and communication technology systems are used as a tool for managing and delivering the Council's services. Electronic communications play an essential role in the way the Council communicates. All communications from the Council not only reflect on staff members as individuals but also on the Council as an organisation.

The internet assists staff to do their jobs and access information. This policy is designed to help staff understand the Council's expectations for the use of Council resources and to ensure staff use those resources wisely.

This policy seeks to ensure that:

- The Council benefits from technologies whilst maintaining security and legality, avoiding abuse of the systems and protecting the good name of the Council.
- The Council set clear standards of behaviour and conduct in the use of IT.

The communications and IT equipment refers to, but it is not limited to, computers, internet access, remote access connections, email services, file storage, webmail, personal digital assistants (iPhones, iPads, Smart-Phones etc.) telephones, mobile phones and computing and networking facilities owned and operated by the Council.

2. POLICY OVERVIEW

Information and communication technology systems provide a means for communicating both internally and externally and a means for storing information, including personal or sensitive information. All staff and other users are therefore expected to use the systems provided in ways which:

- i. Comply with the law (e.g. data protection, equality legislation, health and safety);
- ii. Enhance efficiency and productivity; and
- iii. Protect the reputation of the Council.

Users must not misuse IT facilities by taking any action which would bring the Council into disrepute, cause offence, interfere with the Council's work or jeopardise the security of data, networks, equipment or software.

The facilities are provided for appropriate Council business. Personal use of IT facilities may be subject to appropriate monitoring. The Council expects all employees to adhere to this policy and is a condition for using the Council's equipment and networks.

The guiding principle is that, despite its immediacy and ease of distribution, electronic communication and information should be treated no differently from that on paper.

3. APPLICABILITY

The policy applies to:-

- All Council full time, part time, casually employed, or temporary employees engaged in work for the Council, including working from home or non-Council locations.
- Other persons working for the Council, whilst engaged on Council business or using Council equipment and networks, including agency workers.

4. PEOPLE RESPONSIBLE FOR IMPLEMENTING THE POLICY

The Town Clerk has overall responsibility for the effective operation of this policy. Responsibility for monitoring and reviewing the operation of this policy and making recommendations for change to minimise risks also lies with the Town Clerk.

Any misuse of the IT resources should be reported to the Town Clerk.

5. COMPLIANCE WITH RELATED POLICIES AND AGREEMENTS

Godalming Town Council's policies and procedures e.g. Codes of Conduct, Disciplinary, and Equality and Diversity apply equally to behaviour online as offline. The IT resources should never be used in a way that breaches any of its other policies.

It is the responsibility of each individual to ensure that information and data that they hold on the Council's computer system fully comply with the principles of the data protection regulations. In brief, the protection of data requires that anyone who inputs, stores, or uses personal information must ensure that the information e.g. names, addresses, other information kept on individuals, is:

- Accurate and up to date;
- Only kept for legitimate purposes;
- Only kept for as long as required;
- Only used for legitimate purposes;
- Not passed on to third parties without the consent of the individual and
- Kept secure.

6. MONITORING

The content of the Council's IT resources and communications systems are the property of the Council. Therefore, staff should have no expectation of privacy in any message, files, data, document, facsimile, telephone conversation, social media post conversation or message, or any other kind of information or communications transmitted to, received or printed from, stored or recorded on the Council's IT and communications systems.

The Council reserves the right to monitor, intercept and review, without further notice, staff's use of the Council's IT resources and communications systems, including but not limited to emails, social media postings and activities, to ensure that it's rules are being complied with and for legitimate business purposes. Staff consent to such monitoring by their acknowledgement of this policy and their use of such resources and systems. This might include, without limitation, the monitoring, interception, accessing, recording, disclosing, inspecting, reviewing, retrieving and printing of transactions, messages, communications, postings, log-ins, recordings, and other uses of the systems as well as keystroke capturing and other networking monitoring technologies.

The Council may store copies of such data or communications for a period of time after they are created, and may delete such copies from time to time without notice.

Employees should not use the Council's IT resources and communications systems for any matter that they wish to be kept private or confidential from the Council.

The Council exercises the right to intercept emails and internet access under the Telecommunications (Lawful Business Practice) (Interception of Communications) Regulations 2000 for the following reasons:

- To investigate or detect the unauthorised use of the systems,
- To maintain an adequate level of security for its computer systems;
- To detect any computer viruses; and,
- To check mailboxes of absent employees.

To exercise the Council's right under the Regulations, Godalming Town Council must have made all reasonable efforts to inform every person who may use the system that interception may take place. The Council believe that the communication of this policy to all employees meets this requirement.

7. PASSWORDS

- All systems require an authenticated User ID/password combination prior to gaining access.
- Staff should change their password as required by the Council and if they believe their password has been compromised.
- Staff should keep their login details secure.
- A record of all logins, login IDs and passwords for all systems is to be maintained by the Support Services Executive to allow for business continuity. This record is to be maintained in a manuscript format and kept securely.
- It is the responsibility of all staff members to ensure that the Support Services Executive is kept informed of any changes or the creation of any new logins, login IDs or passwords.
- In order to protect information, appropriate passwords on sensitive or confidential data must be set and not disclosed to others except for the point noted above. Responsibility for the security of an individual staff member's password lies with the individual and they should not divulge it to anyone without the Town Clerk's express permission except as indicated above for business continuity purposes.
- Should any staff believe that a login, login ID or password is compromised, they should change it immediately and notify the Support Services Executive and Town Clerk who will take any appropriate further action to maintain the security of the system and the data contained therein.
- Any confidential documents should be encrypted prior to sending via e-mail – the password should be notified separately to the receiver.

8. COMPUTER USAGE

- Computers should be fully shut down and turned off at the end of each day. This includes turning off the screens.
- To prevent unauthorised access to files by third parties eg. members of the public, staff should take appropriate actions/precautions to ensure that data is not accessible by members of the public.
- The computer systems are backed up regularly, however, staff must ensure their work is adequately saved in a secure location that is accessible for backup; desktops and local drives are not backed up.

9. MOBILE PHONE TEXTING

- Texting should be avoided wherever possible. Text messages are the same as any other communication. They must not be illegal, discriminatory, obscene, pornographic or otherwise abusive or threatening messages.

10. APPROPRIATE USE AND MISUSE

10.1 Misuse of Internet and E-Mail

Misuse includes using electronic media for:-

- Creation, use, transmission or encouragement of material that breaches any existing law.
- Transmission of unsolicited commercial or advertising material.
- Obtaining unauthorised access to the Council's or another organisation's IT facilities.
- Violating the privacy of other people.
- Excessive personal use of the internet.
- Deliberately disrupting other users' work in any way, including by viruses or data corruption.
- Expressing personal views, which could be misinterpreted as those of the Council.
- Committing the Council to purchasing or acquiring goods or services without proper authorisation.
- Downloading copyrighted or confidential information, unless authorised. Downloading confidential and/or personal data from the Council's systems without the express permission of the Town Clerk is forbidden.
- Attempting to circumvent by any means the computer or network security.
- Attempting to discover another person's username and password, by any means.
- Installing any software by whatever medium (e.g. data sticks, data transfer) not virus checked and approved by the Council's IT providers.
- Using the computer systems for any activity not related to your work for the Council for personal financial gain.
- Failing to adhere to this policy.

This is not an exhaustive list, but is an indication of the types of conduct that may result in disciplinary action and possible dismissal.

10.2 Offensive and Illegal Material

- a. Offensive material is anything, which is pornographic; involves threats or violence; promotes illegal acts, racial or religious hatred or discrimination of any kind. It also covers the use of material that is not in itself explicitly offensive, in a reckless manner such that it causes offence to a colleague.
- b. Use of the Council's facilities for accessing offensive material will be considered as gross misconduct.
- c. If illegal material is accessed, the Council will inform the Police and criminal prosecution may follow.
- d. Accidental access to undesirable web sites should not be a disciplinary matter. Such accidental access should be reported to the Town Clerk. Failure to report accidental access may be considered as a disciplinary matter.
- e. People receiving offensive or sexually explicit mail should not forward it to any person but should inform the Town Clerk immediately. Such material may not be identifiable

until an E-Mail is opened and in these cases, staff will not be held responsible provided they report it immediately.

- f. It is not permitted for any user of the Council's IT facilities to subscribe to inappropriate online services or subscription internet sites.

10.3 Private Use of Facilities

- a. Staff may use their Internet connections for occasional private purposes provided that:
 - The use is reasonable;
 - It does not interfere with Council work;
 - It is not related to a personal business use;
 - It is not used for commercial purposes, including sale or purchase of goods and services;
 - It complies with this policy, including its provisions regarding misuse.
- b. The Town Clerk is responsible for monitoring time spent in personal use and if deemed necessary may take appropriate action if required.

10.4 E-Mail

- a. E-Mail should be regarded as public and permanent. It is never completely confidential or secure and, despite its apparent temporary nature, it can be stored, re-sent and distributed to large numbers of people.
- b. Sending an E-Mail is the same as sending a letter or publishing a document in law, so defamatory comments could result in legal action.
- c. It is easy to be misunderstood in E-Mail. People often treat it like telephone calls, but forget that the emotional meaning is often lost in text. Humour can be misinterpreted. E-Mail should be unambiguous.
- d. Careful consideration should be given to using bulk E-Mail to external individuals and organisations.
- e. Junk mail ("spam") is a hazard of Internet life. Staff should use the Panda security system to block notified spam.
- f. All external E-Mails must contain the Council's standard confidentiality clause.

11. INTERNET

11.1 Connections

All connections to the Internet, with the exception of those otherwise authorised, must be via the network to ensure that maximum control and protection is achieved.

11.2 Access

Staff may only join newsgroups or electronically register with other organisations where they relate to professional or Council interest. If in any doubt, staff are to refer to the Town Clerk.

11.3 Virus Protection

- a. Viruses can be transferred by files and E-Mail attachments and thereby threaten the security of the Council's network. E-Mail attachments should not be opened unless the

E-Mail is from a known source and the covering E-Mail refers to the attachment. If in any doubt staff should delete the email.

- b. If staff believe that their system has been or may be infected by a virus they should immediately notify the Council's IT provider.
- c. Virus protection software is installed onto each PC. It must not be disabled and the settings must not be altered in any way.

11.4 Software

- a. All licensing requirements, payment conditions and deletion dates associated with software must be met.
- b. Any software identified as causing problems to the functioning of a PC or the Council's network must be reported to the Council's IT provider.
- c. Appropriate screensavers may be used.
- d. All installation of software is to be conducted by the Council's IT provider.

12. PUBLICATION ON THE INTERNET

- a. The Council's website and its network, are important parts of its external and internal communications. Staff are encouraged to contribute material to both and to seek innovative ways of using them to improve services and consultation.
- b. The Council's policy is to operate a single public website.
- c. The style and design of the public website is directed by Council policy. All providers of information must adhere to these standards.
- d. New material published on the Council website is subject to review and approval by the Town Clerk, who will resolve any queries.
- e. Each item of information should have its provider and date of publication identified.
- f. Anyone publishing material must not infringe another person's or organisation's copyright and permission must be obtained before using images, text or other material not produced by the Council.
- g. If links are desired between the Council's website and those of other organisations the link may only be made by the Support Services Executive. The site to be linked to will be contacted, as a courtesy, to make sure the Council is informed if the site address later changes.
- h. The Council owns the copyright to all of its own material. Anyone finding misuse of Godalming material, or its corporate identity on the Internet, should inform the Town Clerk.

13. DISCIPLINARY ACTION OVER SOCIAL MEDIA USE

Failure to follow this policy is a serious disciplinary offence, which could lead to dismissal. Disciplinary action may be taken regardless of whether or not the breach is committed during working hours and regardless of whether or not the Council's equipment or facilities are used for the purpose of committing the breach. Any staff member suspected of committing a breach of this policy will be required to co-operate with the Council's investigation, which

may involve handing over relevant passwords and login details. It could also lead to criminal or civil action if illegal material is involved or if legislation, for example the Data Protection Act 1998 or General Data Protection Regulations 2018 are contravened.

This is a non-contractual policy which will be reviewed from time to time.

STATEMENT ON STAFF MANAGEMENT

Introduction

1. Godalming Town Council is committed to supporting its staff in order for the Council to deliver its services as efficiently and effectively as possible. To achieve this, it is important that clear lines of management are established and understood by staff and Members alike. This statement sets out the guiding principles of the Council.

Management of the Town Clerk

2. It is essential that there is a formal and regular link between the Town Clerk as the Council's senior employee and representative(s) of the Council as employer so that the needs and aspirations of both groups can be understood and discussed and objectives set and progress monitored.
3. The responsibility for line management of the Town Clerk on behalf of the Council will be shared by the Chairman of the Staffing Committee and the Chairman of the Policy & Management Committee. They will jointly undertake the Town Clerk's annual appraisal and will also arrange to meet with the Town Clerk on at least a quarterly basis to review progress against agreed objectives and to discuss any other staffing issues that either the Town Clerk or the two Chairmen wish to raise.
4. Outside of the formal appraisal and review process described in 3 above, it is anticipated that there will be a range of staffing related issues that the Town Clerk may wish to discuss with Members both to seek a view on and to seek support on. The Chairman of the Staffing Committee will act as the employer representative and support to the Town Clerk in these circumstances.

Management of other staff

5. The overall responsibility for the general management of staff employed by the Town Council will rest with the Town Clerk as the Council's principal officer. Specific day to day management of individual Members of staff will be in accordance with arrangements described in their contracts of employment and the Council's staffing policies. Individual Members of the Council should not seek to interfere in these arrangements and any concerns on this account should be raised initially by the Town Clerk with the Chairman of the Staffing Committee.
6. In discharging his/her role the Town Clerk can, when considered necessary, seek support and guidance from Members in accordance with arrangements set out in paragraphs 4 and 5 above. Professional advice can also be accessed by the Town Clerk, on behalf of the employer, in accordance with any contracts that may exist with an external organisation to provide such advice.
7. Without prejudice to the arrangements set out in this paper or to the staffing policies of the Council, the Chairman of the Policy & Management Committee and the Chairman of the Staffing Committee will meet periodically with all staff to give them an opportunity to hear directly about the Council's policies and plans and for staff to be able to offer views and raise questions directly with Members.



Godalming & Farncombe Neighbourhood Plan 2017-2032

Draft 3.3

February 2018

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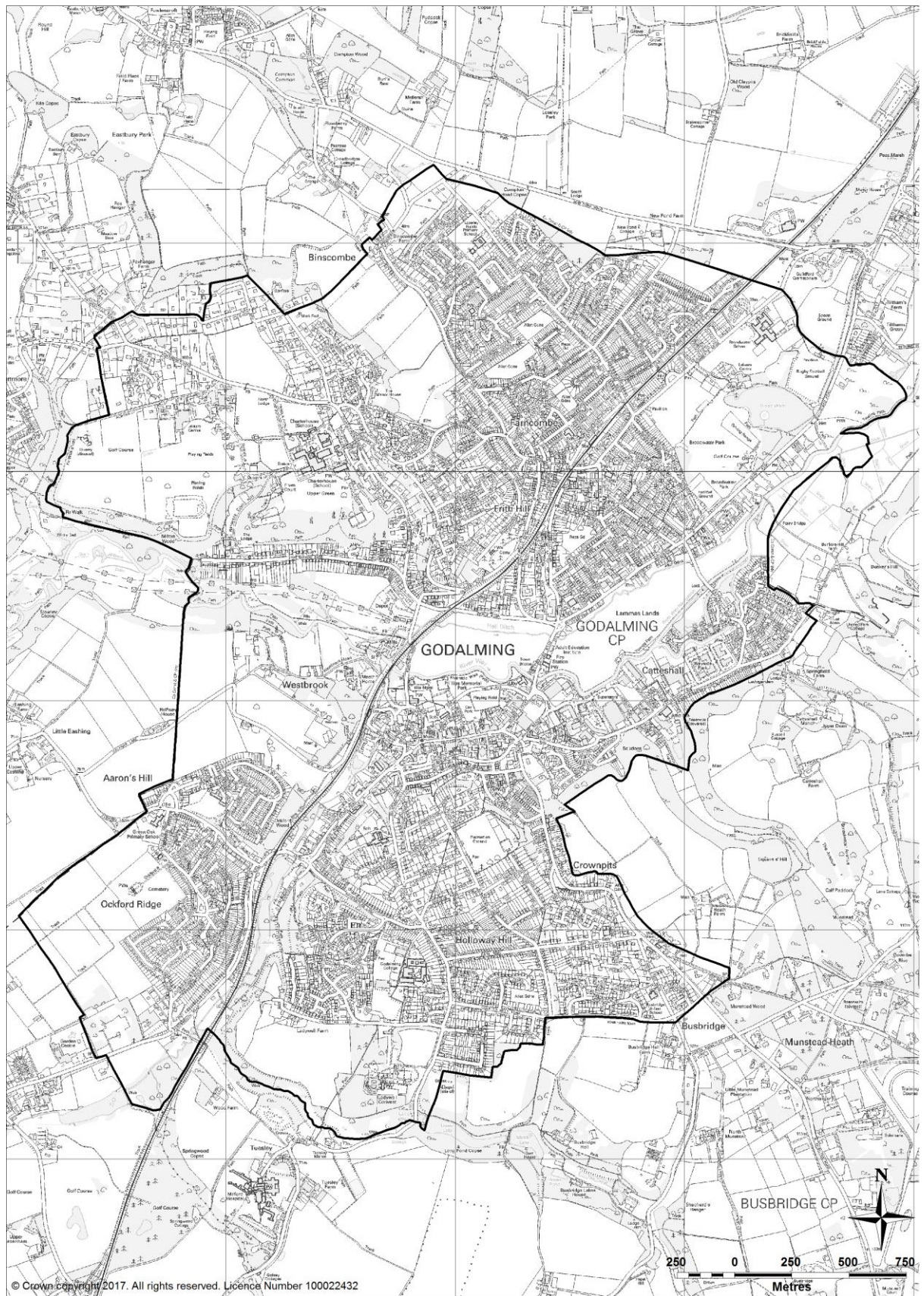
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Appendix A Building for Life 12 criteria

1 INTRODUCTION

- 1.1 This document represents the Godalming & Farncombe Neighbourhood Plan (GoFarNP) for Godalming parish. It represents one part of the development plan for the parish over the period 2017 to 2032, the other part being the Waverley Local Plan Part One (2018). It is important that the Neighbourhood Plan has due regard for the strategic policies in the Local Plan Part One. In addition, Waverley Borough Council is preparing a Local Plan Part Two which will include the allocation of non-strategic sites and other development management policies. This will complement the Local Plan Part One and the Neighbourhood Plan policies and is due for adoption in 2019.
- 1.2 Waverley Borough Council, as the local planning authority, designated a Neighbourhood Area for the whole of Godalming parish in July 2013 to enable Godalming Town Council to prepare the GoFarNP. The GoFarNP has been prepared by the community through the GoFarNP Group.
- 1.3 The GFNP is being prepared in accordance with the Town & Country Planning Act 1990, the Planning & Compulsory Purchase Act 2004, the Localism Act 2011 and the Neighbourhood Planning Regulations 2012. The GoFarNP Group has prepared the plan to establish a vision for the future of the parish and to set out how that vision will be realised through planning and controlling land use and development change over the plan period 2015 to 2032.
- 1.4 The map in Figure 1.1 shows the boundary of the GoFarNP area, which is contiguous with the boundary of Godalming parish.
- 1.5 The purpose of the GoFarNP is to guide development within the parish and provide guidance to any interested parties wishing to submit planning applications for development within the parish. The process of producing a plan has sought to involve the community as widely as possible and the different topic areas are reflective of matters that are of considerable importance to Godalming and Farncombe, its residents, businesses and community groups.
- 1.6 Each section of the plan covers a different topic. Under each heading there is the justification for the policies presented which provides the necessary understanding of the policy and what it is seeking to achieve. The policies themselves are presented in the blue boxes. It is these policies against which planning applications will be assessed. It is advisable that, in order to understand the full context for any individual policy, it is read in conjunction with the supporting text.

Figure 1.1: Godalming and Farncombe Neighbourhood Plan Area



National Policy

- 1.7 The National Planning Policy Framework (NPPF) states:

"Neighbourhood planning gives communities direct power to develop a shared vision for their neighbourhood and deliver the sustainable development they need. Parishes ... can use neighbourhood planning to set planning policies through neighbourhood plans to determine decisions on planning applications (para.183).

Neighbourhood planning provides a powerful set of tools for local people to ensure that they get the right types of development for their community. The ambition of the neighbourhood should be aligned with the strategic needs and priorities of the wider local area.

Neighbourhood plans must be in general conformity with the strategic policies of the Local Plan. To facilitate this, local planning authorities should set out clearly their strategic policies for the area and ensure that an up-to-date Local Plan is in place as quickly as possible. Neighbourhood plans should reflect these policies and neighbourhoods should plan positively to support them. Neighbourhood plans and orders should not promote less development than set out in the Local Plan or undermine its strategic policies (para.184).

Outside these strategic elements, neighbourhood plans will be able to shape and direct sustainable development in their area. Once a neighbourhood plan has demonstrated its general conformity with the strategic policies of the Local Plan and is brought into force, the policies it contains take precedence over existing non-strategic policies in the Local Plan for that neighbourhood, where they are in conflict. Local planning authorities should avoid duplicating planning processes for non-strategic policies where a neighbourhood plan is in preparation (para.185)".

- 1.8 The Local Plan for Waverley Borough consists of the Local Plan Part One (2018). This is an up-to-date plan and therefore provides the strategic framework for growth in Godalming and Farncombe.
- 1.9 The Waverley Local Plan Part One covers the period to 2032. It identifies Godalming as one of the main settlements for accommodating the residential and commercial growth required across the borough. It is the role of the GoFarNP to provide a spatial framework for the delivery of this growth.

Consultation

- 1.10 The GoFarNP Group has developed the GoFarNP through extensive engagement with the community.
- 1.11 In October 2013, Godalming Town Council agreed to promote and resource the GoFarNP process for Godalming and Farncombe and engaged professional planning consultants to advise on the process. A public meeting was held in January 2014 at the Borough Hall, with nearly 300 people attending; the event had to be streamed live into the adjoining Council Chamber as well as being streamed live on a webcast.
- 1.12 From this meeting residents were asked to complete feedback forms from which over 70 volunteers came forward to form six working groups - Transport, Community & Infrastructure, Natural

Environment & Water Management, Housing, Economy and Heritage and Design. These groups started their investigations and evidence gathering phase in March 2014, with an oversight steering group being set up in September 2014.

- 1.13 The working groups gathered information and evidence through a number of processes including online surveys and public consultations exercises at the main town events; Godalming Town Show, Farncombe Fete, Spring Show, Farmers Markets, Spring and Summer Festival Markets.
- 1.14 From the feedback received via these events, the Steering Group collated information from the individual working groups to create the GoFarNP Survey, which over the period September 2015, was distributed via the Royal Mail to all postal addresses within the GU7 area, approximately 9,500 addresses. In conjunction with the postal survey an online version was made available via the Godalming Town Council website. In total, 2,084 responses were received.
- 1.15 The survey information was collated during November 2015, with the results being used to inform debate within twelve Focus Group sessions held at various times and locations throughout March 2016. During the same period, themes identified from the survey were explored with the Godalming & District Chamber of Commerce.
- 1.16 Having identified the main issues of concern within the community, a public exhibition of the work of the volunteer groups was held at Godalming Museum during April 2016, with representatives of the GoFarNP Steering Group being in attendance to assist and inform the visitors to the exhibition.
- 1.17 During July 2016 and October 2017, a further online survey was conducted with local businesses, followed by a call for sites to establish any potential sites that might be allocated for development in the GoFarNP.
- 1.18 Throughout the process, updates were published within the Town Council's newsletters which were distributed to all GU7 households.
- 1.19 The beginning of 2017 saw an end of the evidence gathering phase and the submission of Working Group Reports to the Steering Group in order to produce the first draft GoFarNP Report. Throughout a series of meetings the Steering Group reviewed the draft report, with the final version forwarded for scrutiny by Godalming Town Council prior to the Pre-Submission Consultation.

2 LOCAL CONTEXT

History of Godalming and Farncombe

- 2.1 Godalming, located within the Borough of Waverley, was first mentioned in the Domesday Book. It is an historic market town with some 22,000 inhabitants. Located in south-west Surrey the town is four miles from Guildford and 30 miles from London. Being on the route from London to Portsmouth the town is close to the A3 and served by two railway stations with regular services to and from London Waterloo.
- 2.2 Godalming has a strong sense of identity and community. Widely considered to be a very desirable place to live, the town straddles the River Wey and its most important distinguishing landscape feature is the large water meadow area, central to the town, known as the Lammas Lands. Its hillsides that rise from either side of the meadow very much assist in defining its character. These features, along with the presence of the Green Belt around much of the town and the recognition of the quality of the landscape through the Area of Outstanding Natural Beauty to the west and north and the Area of Great Landscape Value in the west and north-west of the parish, represent significant environmental assets that need to be protected as Godalming and Farncombe grow.
- 2.3 The town has a long history and a built environment that reflects that heritage. There are five conservation areas in and around Godalming and 227 listed buildings. The town is still growing with twenty-first century development sitting beside older buildings.
- 2.4 The administrative area that is Godalming encompasses a number of different communities including Farncombe, Binscombe, Frith Hill, Aarons Hill, Ockford Ridge, Catteshall, Crownpits, Charterhouse and (almost all of) Busbridge. Of these, the Farncombe community has a distinctive 'village' identity of its own and is served by one of the train stations.
- 2.5 Farncombe was initially established around the Manor which was located where Manor Gardens is now. The second phase of its development came with the railway in 1849.
- 2.6 Godalming is regarded as an expensive residential town, partly due to its visual appeal, favourable transport links and high proportion of private housing¹. Since the post war era, Godalming has experienced a large expansion in housing with new estates being built on previous greenfield sites in Binscombe, South Hill, Farncombe Hill/Twycross, Bargate Wood and Aarons Hill areas of the town. In addition, there have been a growing number of developments in the once industrial area of Catteshall Road, resulting in the loss of industrial buildings and land.
- 2.7 The Borough of Waverley, which includes Godalming, was judged in 2013 to have the highest quality of life in Great Britain² and in 2016 to be the most prosperous place in the UK³. Although predominantly a prosperous area Godalming is not without areas of difficulty. The 2015 Index of Multiple Deprivation (IMD) showed that Aarons Hill in Godalming and the Northbourne/Long Gore/Furze Lane area of Farncombe remain two of the three most disadvantaged Super Output Areas (SOAs) in Waverley borough (although Aarons Hill has improved from sixth to 26th in Surrey).⁴

¹ Dyckhoff, Tom (19 September 2009). "Let's move to Godalming, Surrey". The Guardian. London. Retrieved 19 September 2009.

² Bingham, John (29 March 2013). "Waverley tops list of best places to live". Daily Telegraph. London. Retrieved 29 March 2013.

³ "The 22 happiest, richest, healthiest, and most crime-free areas in Britain". The Independent. London. 13 October 2016

⁴ <https://mycouncil.surreycc.gov.uk/documents/s26451/PRIORITY%20NEIGHBOURHOODS%20AND%20DATA.pdf>

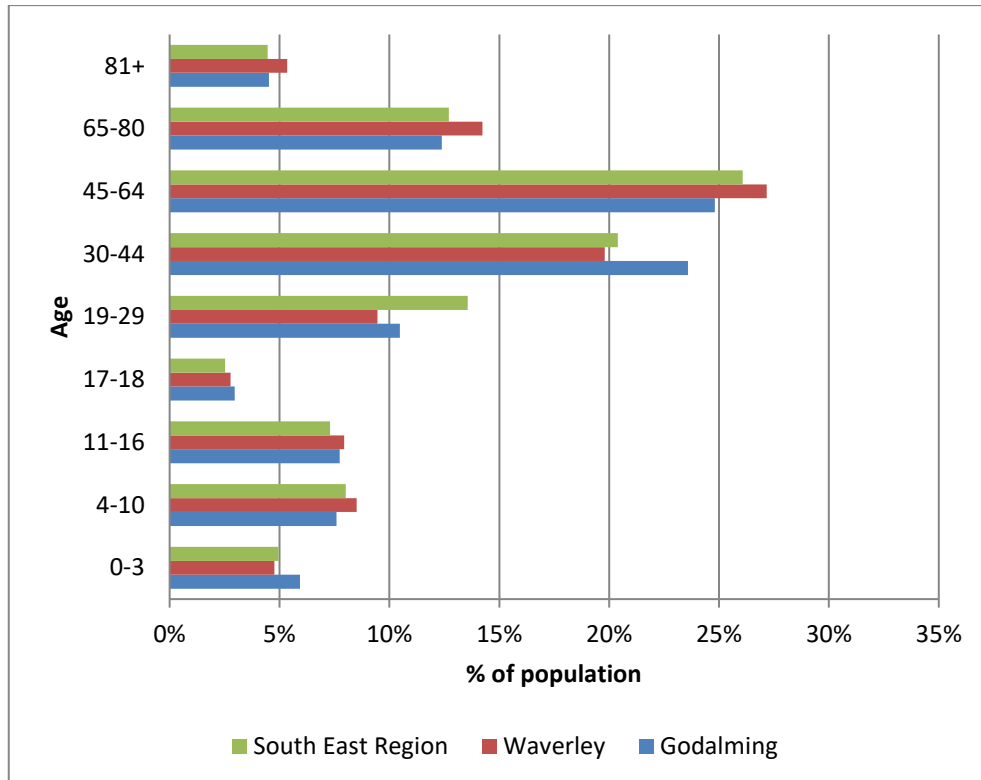
Profile of the Community Today

2.8 Unless stated otherwise, the profile of the community has come from the 2011 Census.

Population

2.9 In 2011, the population of the parish was 21,804. Godalming has a significantly higher proportion of people aged 30-44 than Waverley or the South East region (see Figure 2.1).

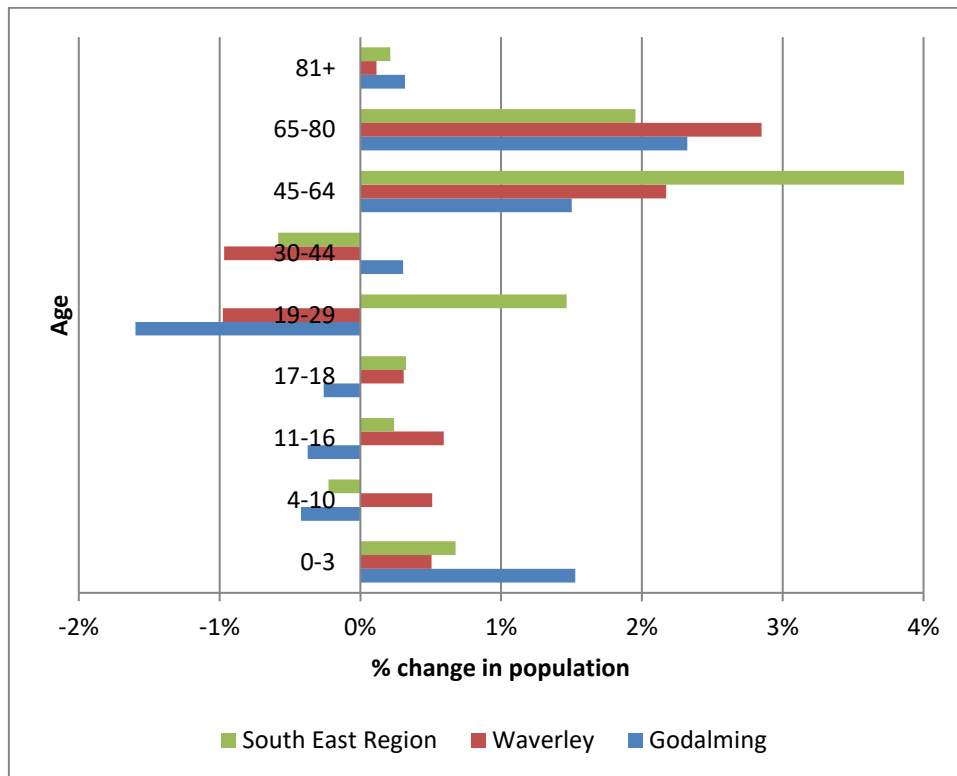
Figure 2.1: Population Profile, 2011



Source: 2011 Census

2.10 Between 2001 and 2011 the population of the parish grew by 700 persons, or 3%. This is below the growth in Waverley (5%) and the South East region (8%).

Figure 2.2: Change in Population, 2001-2011



Source: 2011 Census

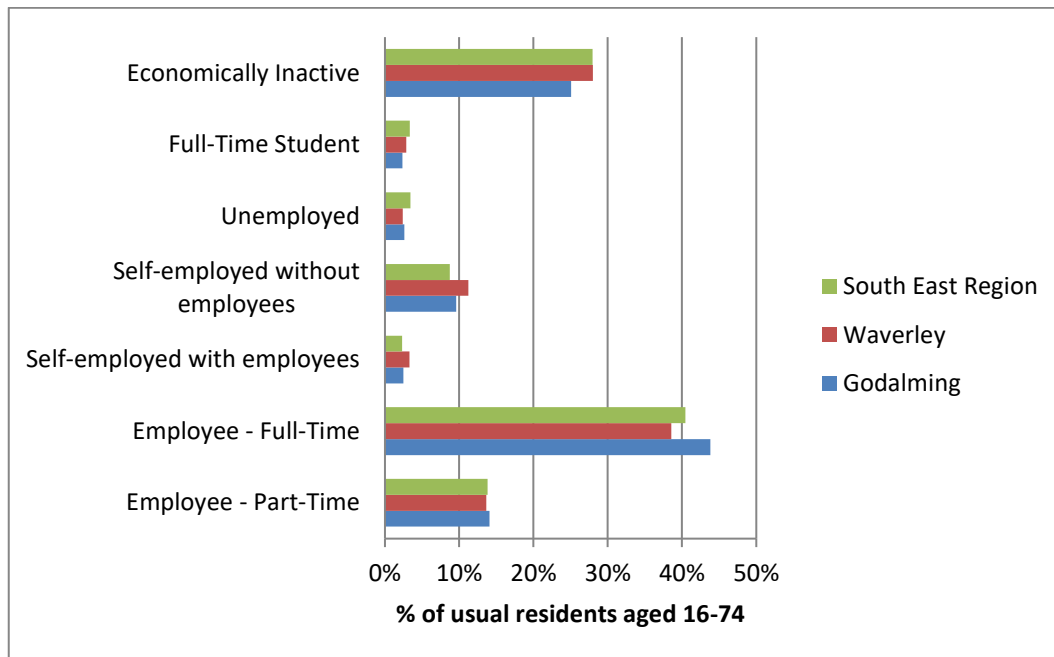
- 2.11 Godalming has seen a significantly higher percentage of its growth in very young children aged 0-3 years. By contrast, it has seen a decline in the population of all other young people (aged 4-18) when the borough and region have all seen growth over the same period. This is shown in Figure 2.2.

Godalming is a place where young families live but is seeing growth increasingly of the retirement age population.

Work

- 2.12 The proportion of Godalming’s population of working age (16 to 74) is high, with 44% in full-time employment compared to 39% in Waverley borough and 40% across the South East region.
- 2.13 The economically inactive population is low due to the comparatively low proportion of retirees in Godalming.
- 2.14 There is a good proportion of people in self-employment, at 12%. This is shown in Figure 2.3.

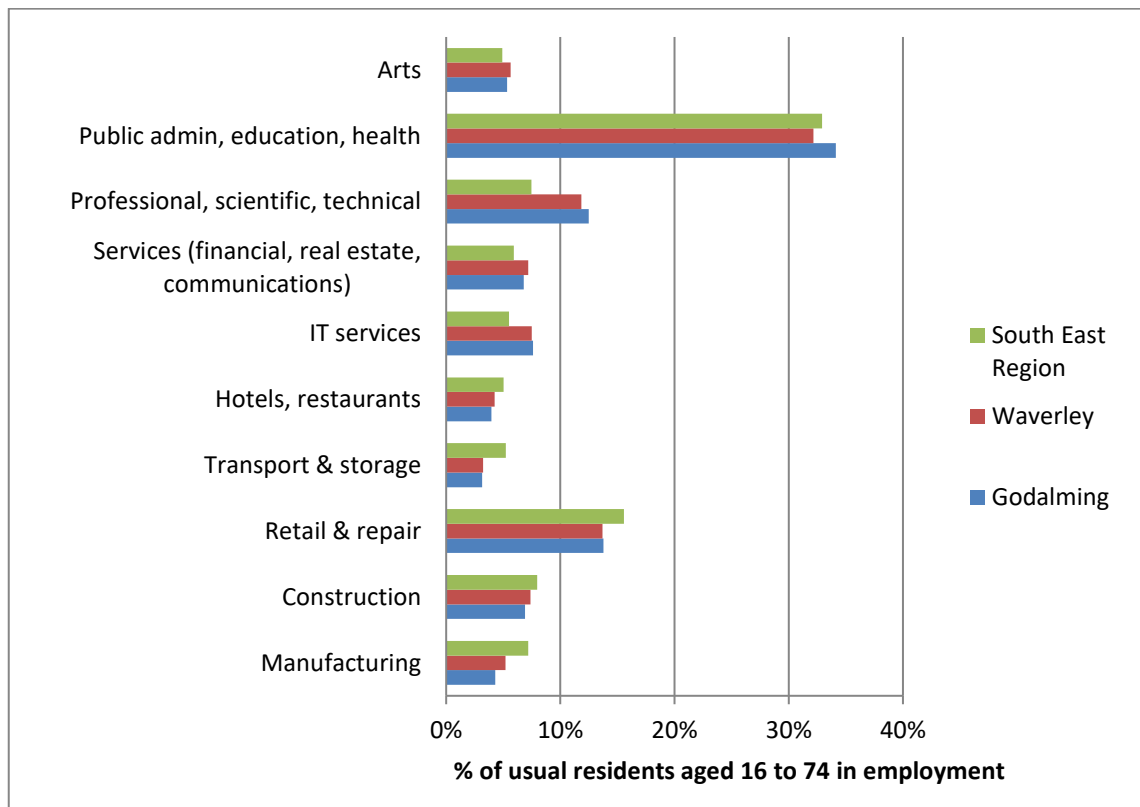
Figure 2.3: Economic Activity, 2011



Source: 2011 Census

2.15 Godalming is strongly represented by workers in the public administration, education and health sectors. It also has above-average numbers of people working in the professional, scientific, technical industries. This is shown in Figure 2.4.

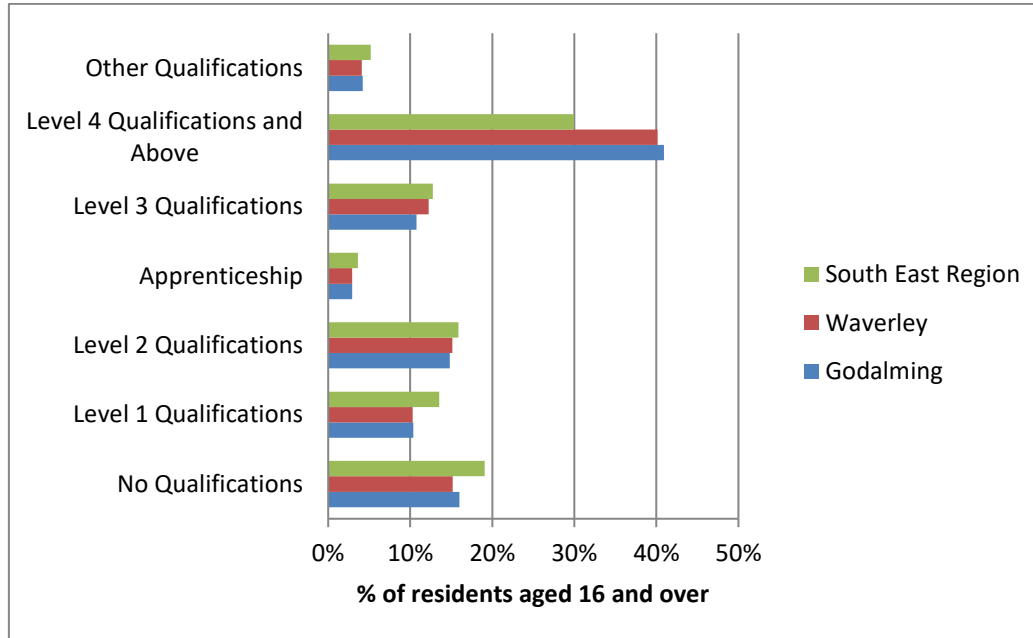
Figure 2.4: Type of Industry, 2011



Source: 2011 Census

- 2.16 Figure 2.5 shows that nearly 41% of the population is educated to Level 4 or above (degree level), which is above the borough average and well above the South East region. Those only qualified to Level 1 or unqualified is below that of Waverley or the South East region.

Figure 2.5: Qualifications of Residents Aged 16 and Over



Source: 2011 Census

Godalming has a high proportion of well-educated people working in professional occupations.

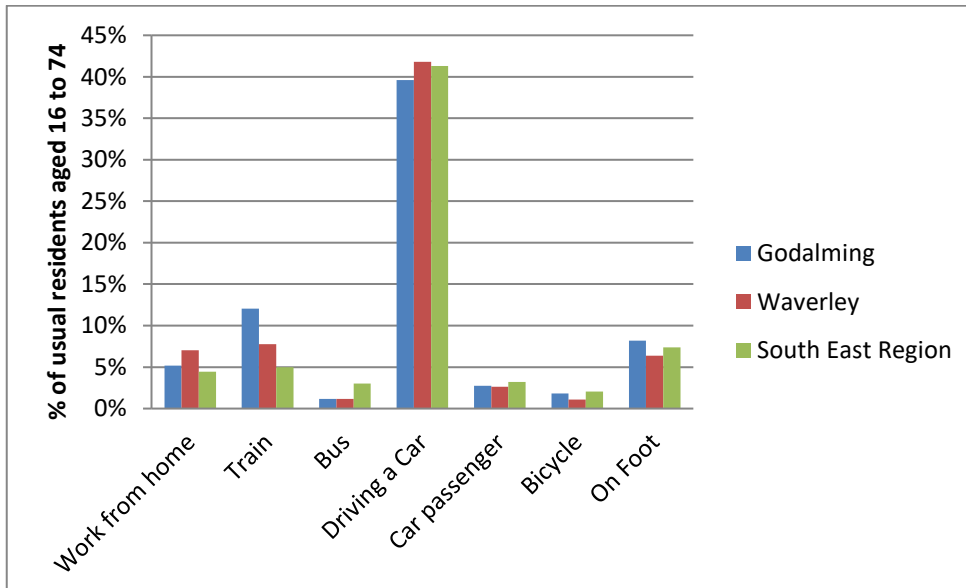
- 2.17 The large majority of those who travel to work do so by car, with most driving themselves. This is supported by the figures on households with access to a car. On an average, each Godalming household has access to 1.38 cars. This compares to 1.58 cars per household in Waverley borough and 1.36 cars per household across the South East region. When compared with the average across England of 1.16 cars per household, this represents reasonably high levels of car ownership.
- 2.18 Whilst average car ownership in Godalming is below the borough average, the high proportions of non-detached houses (semi-detached, terraced and flats), as shown in Figure 2.7, mean that the town has a higher density of built development than average. It also has limited off-street parking as a result of this mix of housing stock, which creates significant problems with on-street parking despite the below-average levels of car ownership.

Typical Levels of On-street Parking in Godalming



- 2.19 With the area being well served by rail links to several major employment centres, Godalming has a comparatively high proportion that travel by train - 12% as compared to Waverley (8%) and South East region (5%).
- 2.20 A significant proportion of people (8%) walk to work when compared to the same Waverley and South East region averages. This is shown in Figure 2.6.

Figure 2.6: Mode of Transport to Work



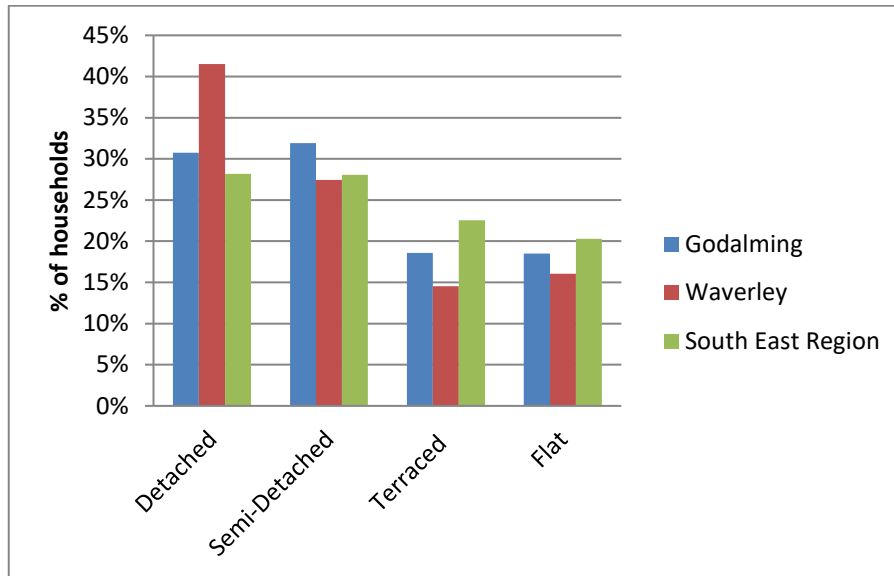
Source: 2011 Census

Godalming has relatively high car ownership and its built structure means that the impact of on-street parking is significant. Commuting by train is a well-used alternative to the private car.

Housing

- 2.21 Godalming nearly has an equal proportion of its housing stock accounted for by detached and semi-detached housing. In total, these account for 31% and 32% respectively. The proportion of detached properties in Godalming is well below that of Waverley and the South East region.
- 2.22 There is also an equal proportion of terraced housing and flatted development of 19%. These are higher proportions than across Waverley borough, reflecting Godalming's function as one of the larger settlements in the borough. This is shown in Figure 2.7.

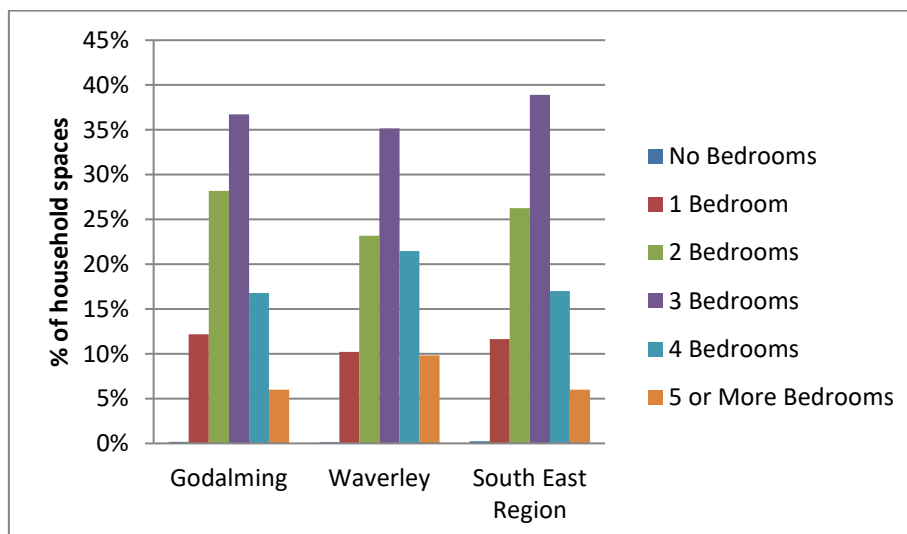
Figure 2.7: Type of Dwelling



Source: 2011 Census

- 2.23 This is reinforced when looking at the number of bedrooms that properties in Godalming have. Figure 2.8 shows that it has a higher proportion of 2-bed properties. By contrast, the proportion of 5-bed properties is very low. Its predominant stock is of 3-bed properties which is a typical size for semi-detached houses.

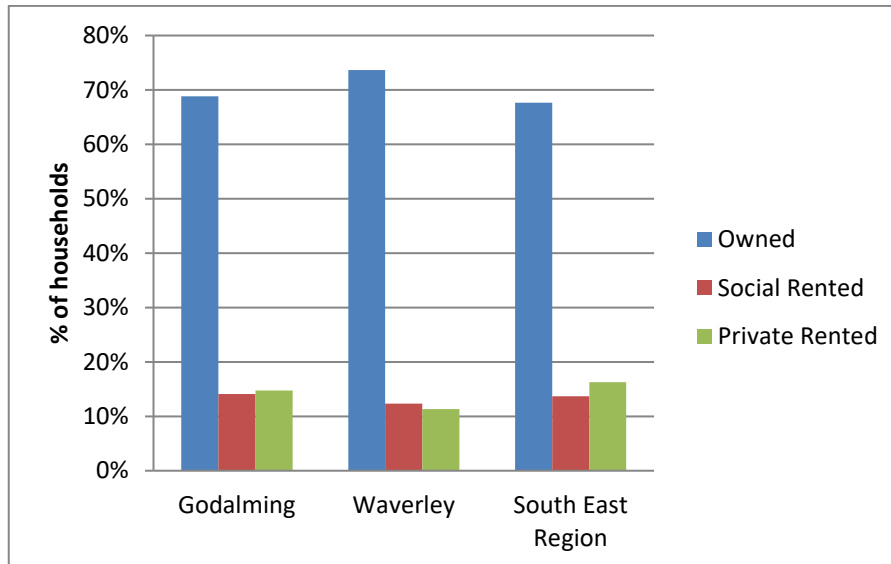
Figure 2.8: Number of Bedrooms



Source: 2011 Census

- 2.24 The ownership profile of these dwellings reinforces the profile of Godalming as an affluent area. Figure 2.9 shows that a high proportion of people own their property – in excess of 60%. In fact, 33% of the properties in Godalming are owned outright with no mortgage on them.

Figure 2.9: Ownership Profile



Source: 2011 Census

- 2.25 By contrast, Godalming has a slightly above-average proportion of social rented housing stock, at 14%, but this is not significantly higher than the borough level and is actually below the regional average.

Godalming has a significant stock of owner-occupied 2 and 3-bed properties which likely reflects a combination of the demand in the area and the relatively high density that has shaped development of the town.

Local Infrastructure

- 2.26 One of the distinctive characteristics, as well as a defining geographical restriction of Godalming is its location set in the Wey Valley with large water meadows and surrounding hillsides. Whilst the valley floor sets the North/South direction of the main arterial transport routes, rail (London to Portsmouth main line) and road (A3100), the ability to expand the capacity of either is limited. The easterly road links towards the A281 is severely restricted in its ability for increased capacity by the built environment, particularly within the Brighton Road area. Similarly, the western road links towards the A3 are limited by height restricted bridges. Expansion within the town boundaries will inevitably result in increased traffic movements both within the town itself and along the arterial routes. Increased housing within the hinterland surrounding Godalming, particularly to the east at Dunsfold Park and South at Milford, has the potential to place significant strain on the road infrastructure, with the likelihood of increased private transport journeys being exacerbated by the paucity of public transport operating in the east/west direction. Associated with any increase in vehicle movements into Godalming is the shortage of parking at journey's end, both public and private car parking, including on-road parking spaces.
- 2.27 Hand in hand with any further expansion of population within Godalming and, to a large extent, within the immediate hinterland is the provision of medical facilities. Whilst the majority of

residents surveyed as part of the GoFarNP process felt that there is easy access to primary health provision (doctors 77%, dentist 68% and Pharmacy 95%), a number of concerns emerged surrounding timely appointments, insufficient parking and availability of public transport to and from both Medical Centres. Although an additional bus service was introduced to the Mill Medical Practice post survey date, its frequency of 1 per hour remains a limiting factor in people's choice of transportation methods to this medical facility.

- 2.28 Of the two medical practices, The Mill does have capacity for further expansion of medical provision. However, its parking provision will not be able to increase in line with any expansion. Of the other medical practice, Binscombe Surgery is considered by the senior partners to have reached capacity and they believe that within the next 5-10 years it will need to relocate to a larger purpose built facility as, "there is no doubt our current practice would be insufficient in size and GP numbers to cope with additional large numbers of new patients [new] housing developments would bring to the area". No suitable location has been identified for any potential relocation.
- 2.29 As with other areas of local infrastructure current school provision would be placed under additional strain if large scale housing development took place within the town or surrounding areas. Whilst primary schooling provision should be adequate to meet demand, both within the town and surrounding areas, population expansion could see a shortage of Secondary School provision, especially if large scale developments take place outside the town's boundaries but within the Godalming School Planning Area. Expansion of either of the secondary schools within the Godalming School Planning Area due to increased population within the surrounding villages, especially Dunsfold Park, could also see significant travel journeys on the already vulnerable eastern transport routes.
- 2.30 Although, as housing need numbers are met and the population increases, transport (including parking provision), health care provision and schooling remain the areas of greatest concern relating to local infrastructure, challenges also exist around the softer edges of local infrastructure, such as affordable child care provision, play areas for younger children and safe spaces for older children, especially youth provision within the 12–18 year age groups and the provision of such facilities to meet the demands/requirements of an increased population.

Local Plan Policy

- 2.31 The Local Plan Part One (covering strategic policies and sites) was adopted in February 2018.
- 2.32 The GoFarNP must be in general conformity with the strategic policies of the adopted Local Plan Part One.
- 2.33 The Local Plan Part One seeks to deliver at least 11,210 dwellings over the period to 2032. The main location where approximately one-quarter of this growth is to be delivered is at Dunsfold Park. The remaining focus for development is in the main towns, one of which is Godalming. In total, Godalming is expected to deliver 1,520 dwellings between 2013 and 2032 although a significant proportion of that figure has already either been built, is under construction, has planning permission or is allowed for as windfall (1,168 dwellings in total as at 1st April 2017).
- 2.34 A series of strategic sites is identified to deliver the growth and this includes Woodside Park in Godalming which is identified to deliver approximately 100 dwellings. Therefore, the emerging Local Plan identifies that a further 252 dwellings are to be allocated in the Local Plan Part Two, which is being prepared and is planned to be adopted by 2019.
- 2.35 The Local Plan Part One has made amendments to the Green Belt, including the removal of land south-east of Binscombe and land between Aaron's Hill and Halfway Lane. This does not

automatically mean that these sites will be allocated for development in the Local Plan Part Two but it does create the opportunity for them to come forward as, for example, housing sites.

- 2.36 Sustainable transport is a key theme of the Local Plan Part One, with Policy ST1 seeking to ensure that development is located where it is accessible by means other than the private car and placing a focus on the improvement of networks for cycling and walking. Equally, infrastructure is a vital part of the strategy, with Policy ICS1 seeking to protect existing infrastructure and secure new infrastructure for wider community benefit.
- 2.37 The Local Plan Part One stresses the importance of the borough's town centres and the need to protect and promote a range of uses there so that they retain and enhance their vitality and viability (Policy TCS1). It also recognises the importance of Farncombe as a Local Centre (Policy TCS2).

3 VISION AND OBJECTIVES

Challenges for Godalming and Farncombe

- 3.1 The GoFarNP seeks to address, as far as is possible, the challenges and opportunities that face the community of Godalming and Farncombe. In summary the identified challenges are:
- The ageing population and the need for residential and social care provision to address people's needs as they age.
 - The importance of protecting the considerable heritage of Godalming and Farncombe and ensuring development enhances the character of the town.
 - Retaining and enhancing the vitality and retail offer of the High Street and Farncombe village centre so that local residents choose to shop in Godalming and Farncombe.
 - Significant road congestion on an historic network, which was not designed for the levels of traffic that use it.
 - The associated need to improve provision for pedestrians and cyclists, which discourages the use of sustainable modes of transport.
 - Retaining and enhancing the community infrastructure which serves a growing town.
 - Recognising the impact that strategic scale development at Dunsfold Park will have on Godalming and Farncombe and, in particular, through use of the railway stations as well as on the road infrastructure.
 - Parking issues for all types of development, with the particular need to improve accessibility for alternative modes of travel at the railway stations.
 - Protecting the sensitive natural environment in which Godalming and Farncombe sits, which is defined by the River Wey and the Lammas Lands, along with the hillsides that rise up and provide a very visible setting for the town.
 - The loss of employment in the town through the loss of employment sites and premises to housing, as well as the lack of provision for the needs of modern businesses.

Vision for Godalming and Farncombe

- 3.2 In consultation with the community, the established vision for Godalming and Farncombe is as follows:

'In 2032, Godalming and Farncombe has successfully retained its distinctive historic feel whilst sustainable growth has enabled it to address the challenges that its people have faced.

The historic core of the town has been protected and the increased footfall in the town has helped to retain the vitality of its shops and services. High quality external finishes to new shopfronts and signage have helped to give the community back its High Street that is distinctly 'Godalming'.

The increased footfall has been helped by a recognition that the car has been choking a town unable to resolve its congestion by providing new roads. Instead, pavements, footways and cyclepaths have been created and improved along key routes so now more people leave the car at home and instead come to shop, take their children to school or go to work on foot, by bicycle or by bus (including school buses).

Whilst traditional employment has fallen in Godalming and Farncombe, the highly skilled population has taken the opportunity created by the development of more modern workspaces. Small-scale, flexible workspaces and co-working hubs have been developed across the area which have encouraged a growing entrepreneurial spirit and the development of new companies which can share space and network. This has been complemented by the roll-out of faster broadband. Godalming and Farncombe have adapted in order to remain competitive.

This has all helped to encourage more young people with families to live in Godalming. This has been assisted by family housing being freed up by older people who have been able to move into newly built housing and facilities that are specifically designed to address their needs. Whilst this development has been modern in its thinking, it has been designed to be in keeping with the character of the area in which it sits; innovation in design is encouraged but in a way that still means new buildings sit comfortably within their surroundings.

The growing population has not been to the detriment of Godalming and Farncombe's environment or infrastructure. Existing community facilities have been protected and new facilities delivered alongside growth. Equally, new development has protected and enhanced the high quality natural environment which defines the setting of the town and has been designed to be as sustainable as possible. Godalming and Farncombe has grown, but not at the expense of the environment or the health and wellbeing of its people.'

Godalming and Farncombe Neighbourhood Plan Objectives

3.3 The objectives of the GoFarNP as identified through engagement with the community are as follows:

Housing

- To address the housing and social care needs of the population of Godalming and Farncombe.

Transport

- To increase walking and cycling as alternatives to the private car.
- To improve public transport networks and availability.
- To address parking problems, particularly at Godalming and Farncombe stations.

Economy

- To provide modern, flexible employment space for start-ups and growing micro-businesses.
- To ensure a flexible approach to Godalming town centre and Farncombe village centre which helps to preserve and enhance their vitality.

Community and Infrastructure

- To safeguard existing community infrastructure and to ensure new development provides the community facilities that are lacking in the town.
- To improve communications infrastructure so that Godalming and Farncombe remain competitive.

Heritage and Design

- To ensure that development respects the character of the area.
- To ensure that shopfronts in the town centre protect and enhance the heritage of the Town Centre Conservation Area.

Environment

- To protect and enhance the sensitive natural environment in which Godalming and Farncombe sits.
- To ensure development enhances the potential for local flora and fauna to thrive.
- To ensure that development is sustainable, particularly in its use of water and energy.
- To ensure development minimises air pollution and removes the need for Air Quality Management Areas.

4 HOUSING

- 4.1 The work undertaken with the community to inform the GoFarNP identified four sectors in which the housing market is failing to meet local needs:
- Lack of suitable accommodation for the over 55s, who represent the town's fastest growing resident group; and who will increasingly be needing to cope with mobility disabilities and illness, especially dementia.
 - Lack of reasonably priced accommodation for young and growing families.
 - Difficulties experienced by many young persons in securing their first independent accommodation.
 - General lack of social housing.
- 4.2 Approximately 60% of house re-sales in Waverley are to people from outside the borough, particularly London commuters. Accordingly, new house building, renovations and extensions have focused on creating large houses, particularly those with four bedrooms or more. As a result, gaps in housing provision have arisen.
- 4.3 The 2015 West Surrey Strategic Housing Market Assessment (SHMA)⁵ estimated that the net annual housing need in Godalming and Farncombe was 62 dwellings. Over the 15-year plan period this equates to 930 dwellings but a large proportion of this requirement has already been granted planning permission. Whilst many of these sites in the planning pipeline will be addressing the particular needs in respect of dwelling mix, it is likely that the need for specific types of housing to address the needs of younger people and older downsizers will continue
- 4.4 The need identified in the SHMA was as follows for Godalming and Farncombe:

Table 4.1: Estimated Need by Number of Bedrooms, Godalming and Farncombe, 2013-2033

Size of property	Affordable housing	Market housing
1-bed	41%	12%
2-bed	35%	36%
3-bed	22%	37%
4-bed or more	2%	14%

Source: 2015 SHMA

- 4.5 This suggests that the predominant need for smaller houses has been recognised and, as is being reflected in Waverley emerging Local Plan policy⁶, is being addressed. Strong support is given for this policy approach which should go some way to addressing the needs of young families and first-time buyers. For this reason, the GoFarNP does not seek to duplicate this by trying to address

⁵ GL Hearn (2015) *West Surrey Strategic Housing Market Assessment*, for Guildford, Waverley and Woking Borough Councils

⁶ Policy AHN1 (Affordable Housing on Development Sites) and Policy AHN3 (Housing Types and Size) both require new development to provide a mix of housing in line with the requirements of the 2015 SHMA.

issues relating to the needs of younger people or older people who do not have particular needs in terms of supported housing and care.

- 4.6 However, what this does not address are other types of accommodation that are needed to support the ageing population. Over the period to 2032, Waverley borough's population of people aged over 65 is forecast to grow by approximately 50%. In addition to considering how the number and proportion of older people is expected to change, one needs also to take into account specific illnesses (especially dementia-related) and disabilities (particularly mobility problems). The proportion of the population with a long term health problem or disability increases dramatically with age, with the vast majority of any increase concentrated among the over-65s.
- 4.7 The rising cost of social care, coupled with a falling demand for residential care, has meant that new models of extra-care housing have emerged. These aim to meet the needs of those who require high levels of care and support, alongside those who are still generally able to care for themselves. These models often allow for changing circumstances in situ rather than requiring a move.
- 4.8 Across Waverley the requirement for places will increase from the current 686 units to 2,926 by 2032. The need for extra-care and extended care housing developments that can cope with such specialist demands is clear if large numbers are going to avoid being isolated in specialist units, possibly separated from their partners.
- 4.9 Evidence from a major provider of extra care facilities which has delivered them in a range of locations nationally is that such development can be secured and delivered viably with the right policy framework. Whilst the GoFarNP has not identified any sites that are suitable for such provision, it seeks to encourage provision if sites become available.
- 4.10 Extra care is not the only requirement for the ageing population. Increasingly, older people are retaining their independence for longer and wish to remain in their own homes rather than move into an institutional setting. The provision of the right type of housing to address this need is paramount. Smaller dwellings are in strong demand from older people but what they are seeking is often different to the first-time buyer. Typically, older buyers are looking to downsize from large, family homes and therefore have significant amounts of equity. So a smaller home may well be a spacious two or three-bedroom property with a small garden. It is important that new development provides for these needs. This will also have the benefit of freeing up family homes as currently, many of these older people prefer to stay in their family homes rather than move out of their local community. Other factors such as the cost of stamp duty on a house sale deters some from moving, the lack of supply of smaller properties is also a significant factor.
- 4.11 This is supported by the West Surrey Strategic Housing Market Assessment 2015 which identified a need for nearly three-quarters of market dwellings and well over 50% of affordable dwellings in Godalming to be two or three-bed properties⁷. It is important that all new development properly reflects this need which will go a long way to addressing the needs of older people.
- 4.12 Under certain circumstances, delivery of a high proportion of two and three-bed properties may not be possible, e.g. in a high density flatted scheme close to the town centre. Under such circumstances, provided it can be demonstrated that such a mix is not viable or deliverable, then an alternative mix can be provided.

⁷ GL Hearn (2015) *West Surrey SHMA – Waverley Sub Area Addendum*, for Waverley Borough Council, Table 17

POLICY GOD1: ADDRESSING THE RESIDENTIAL NEEDS OF GODALMING

- A. All new residential development (Use Class C3) of at least 10 dwellings should provide at least 50% of those dwellings as two or three-bed properties, unless it can be demonstrated that such a mix would make a scheme technically unfeasible. An alternative dwelling mix will only be permitted where it is demonstrated that more current evidence of need should apply or where the required mix would fundamentally compromise the viability of the development, taking into account other requirements of the development.**
- B. Proposals to deliver extra care facilities (Use Class C2) in Godalming and Farncombe will be strongly encouraged.**

5 ECONOMY

5.1 Waverley Borough Council's 2015-2020 Economic Strategy⁸ has six key objectives:

- Safeguard the borough's attractive character and quality of life
- Maintain/enhance attractiveness and vitality of main settlements
- Provide high quality infrastructure
- Manage employment growth and encourage skilled well paid jobs
- Support businesses
- Provide affordable housing for key workers

5.2 Work to inform the GoFarNP identified that the management of the future economy of Godalming and Farncombe and the need to support businesses was key to its success. Godalming has seen a significant reduction in its business base in recent years. Whilst it is well located, with access to the major A3 and A31 roads, proximity to Guildford and rail links via two stations to London, this has served to have the opposite effect, with increased numbers of residents leaving in the morning to access jobs elsewhere. Whilst there are a significant number of in-commuters to Godalming and Farncombe each day, many of the jobs they are accessing are low paid, service jobs in sectors such as retail. This also highlights the problems that such people have with accessing affordable residential property locally.

5.3 One of the casualties of the national economic downturn, exacerbated by national changes to permitted development rights allowing conversion of employment space to residential, has been the loss of employment land and premises. This has been particularly significant in the main commercial employment area of Catteshall Lane, with the loss to residential use of Thornbrook House and Panda House at Weyside Park, Dolphin Works/Drumbeat House (as part of the Flambard Way Key Site development), the English Chain Company and Southern House.

5.4 It is not within the power of the GoFarNP to reverse this trend of loss of employment (this being national policy) and Local Plan Part One Policy EE2 (Protecting Existing Employment Sites) seeks to protect employment sites as best it can. The focus therefore is on developing the employment space required by the commercial sectors and activities which Godalming and Farncombe are well placed to thrive in over the plan period.

Key Sectors and Activities

5.5 Waverley lies within the Enterprise M3 Local Economic Partnership (EM3 LEP), a partnership between local authorities and businesses to help determine local economic priorities and undertake activities to lead economic growth and create jobs.

5.6 EM3 LEP's vision⁹ is to be 'the premier location in the country for enterprise and economic growth, balanced with an excellent environment and a high quality of life'. The EM3 LEP's objective is to achieve this vision through a number of interventions that support interlinked elements of the local economy. These comprise:

- enterprise development and competitiveness
- the generation and commercialisation of innovation

⁸ Waverley Economic Strategy 2015 -2020, February 2015

⁹ Working for a Smarter Future, EM3 Strategic Economic Plan 2014 – 2020

- the growth of high value industries
 - the development of skills needed by employers.
- 5.7 This focus is very much on quality of commercial activity rather than quantity. In the context of high value sectors, this means that the activity of small and medium sized enterprises (SMEs) is key and the Waverley Economic Strategy focuses on providing flexible, high quality space for these businesses.

Small Scale Start-up Space

- 5.8 As stated above, the focus is on the high value SME sector. Policy EE1 in the emerging Waverley Local Plan seeks to deliver at least 16,000m² of office and research and development space to facilitate this.
- 5.9 However, it is also considered that, in order to develop SME businesses, and ultimately grow larger businesses off the back of that, then it is necessary first to nurture even smaller businesses – micro-businesses. Nationally there has been strong growth in self-employment and this has been mirrored in Godalming and Farncombe – in 2011, 12% of residents aged 16 to 74 in the parish were self-employed, compared with a figure of 10% nationally and 11% in the South East region. Not all of these businesses will require employment space, as many people will work from home. However, for some micro-businesses, the ability to access workspace on flexible, 'easy-in, easy-out' terms helps to provide the foundation to grow a business. Godalming and Farncombe has a well-qualified workforce and this foundation creates the potential for new businesses to be started up by local residents who are keen to also work locally. There is also the potential to link in with some of the best economic drivers in the UK, particularly the Blackwater Valley high-tech corridor and the Surrey Research Park in Guildford. With the provision of business incubator space, this could help to turn a small, home-based business into a major high-tech business.
- 5.10 However, as was noted in the 2016 Waverley Employment Land Review¹⁰, Godalming has a very limited supply of employment premises for business start-ups. Despite this, the study considered that Godalming provided opportunities to create employment provision which was sufficiently flexible to respond to future business requirements.
- 5.11 In February 2017, permission was granted for a mixed use development of the Local Plan Part One allocation at Woodside Park in Catteshall Lane which included over 500m² of B1 office floorspace. This will help to make a contribution to addressing these small scale needs. However, over the lifetime of the Plan, further provision of flexible B1 floorspace is needed.
- 5.12 Strong support will therefore be given to the provision of small-scale businesses premises, ideally on flexible rental terms.

¹⁰ Atkins (2016) *Waverley Employment Land Review Update*, paras. 4.17-4.18.