

GODALMING TOWN COUNCIL

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

17 February 2017

I HEREBY SUMMON YOU to attend the **POLICY & MANAGEMENT COMMITTEE** Meeting to be held in the Council Chamber, Municipal Buildings, Bridge Street, Godalming on THURSDAY, 23 FEBRUARY 2017 at 7.30 pm, or at the conclusion of the Planning & Environment Committee meeting, whichever is later.

Louise P Goodfellow
Town Clerk

Committee Members: Councillor Reynolds – Chairman
Councillor A Bott – Vice Chairman

Councillor P Martin
Councillor Poulter
Councillor Wheatley
Councillor Thornton
Councillor Noyce
Councillor Williams
Councillor Bolton
Councillor Walden
Councillor Purkiss

Councillor Gordon-Smith
Councillor Cosser
Councillor T Martin
Councillor S Bott
Councillor Welland
Councillor Pinches
Councillor Gray
Councillor Young

AGENDA

1. MINUTES

To approve as a correct record the minutes of the extraordinary meeting held on the 2 February 2017, a copy of which has been circulated previously.

2. APOLOGIES FOR ABSENCE

3. PETITIONS/STATEMENTS/QUESTIONS FROM MEMBERS OF THE PUBLIC

The Chairman to allow members of the public to ask the Council questions, 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. COMMITTEE WORK PROGRAMME

The Committee's work programme is attached for the information of Members.

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

6. ACCOUNTS PAID SINCE LAST MEETING & SCHEDULE OF PAYMENTS

Town Clerk to report on the accounts paid since the last meeting.

A schedule of the accounts paid will be tabled for the information of Members. The vouchers relating to these payments will also be tabled at the meeting for inspection. All payments made are in line with the agreed budget or other resolution of this Committee or Full Council.

Members to agree that the Chairman should sign the schedule of accounts paid.

7. BUDGET MONITORING

Members to consider the final budget monitoring report of the current financial year and to note that at this point the budget figures shown are the revised estimates agreed by Full Council on 19 January 2017. A detailed report is attached for the information of Members and a summary is shown below. An underspend against the revised estimate of £8,270 is predicted for the end of the financial year. However, Members are reminded that the revised estimates absorbed a projected overspend of £12,111 and that the underspend projected here serves merely to reduce the contribution that will be required from the revenue reserve.

Cost Centre		Full Year Revised Estimate	Year to date Variance	Projected Variance @ year end
		£	£	£
101	Head Office Costs	-74,932	413 u/s	5,000 u/s
102	Civic Expenses	15,750	573 o/s	0
104	Town Promotion	0	503 o/s	0
105	Staycation	3,232	0	0
106	Festivals & Markets	-400	3,657 o/s	0
108	Christmas Lights	39,000	291 o/s	0
109	Fireworks	0	30 o/s	30 o/s
110	Community Navigator	0	0	0
111	Neighbourhood Plan	0	21 o/s	0
201	BWP Community Centre	5,298	3,309 u/s	3,000 u/s
202	Pepperpot	1,068	2,356 u/s	2,300 u/s
203	The Square	-4,281	0	0
204	Allotments	2,033	37 u/s	0
205	Wilfrid Noyce Community Centre	2,995	2,999 o/s	2,000 o/s
206	Bandstand	405	830 u/s	0
208	Land & Property Other	6,510	668 o/s	0
301	Wilfrid Noyce Refurb	3,322	11,680 o/s	0
	TOTAL	0	13,477 o/s	8,270 u/s

8. AUTO ENROLMENT

Members to note that the law on workplace pensions has changed. Under the Pensions Act 2008, every employer in the UK must put certain staff into a pension scheme and contribute towards it. This is called 'automatic enrolment'. Godalming Town Council is an employer participating in the Local Government Pension Scheme (LGPS).

Every workplace was allocated a staging date – this is when the law comes into effect for that workplace. Godalming Town Council's staging date was 1 February 2017. On that date,

every person paid through our payroll system was assessed to determine whether they needed to be automatically enrolled in the LGPS (if not already enrolled in a pension scheme). Every employee was then sent a letter to inform them of whether Godalming Town Council was required to automatically enrol them and what their rights are going forward. All relevant staff were already enrolled in the LGPS.

The final step is to inform The Pensions Regulator how we have met our legal duties by completing an online declaration of compliance. This declaration must be completed by 30 June 2017 – Town Council officers completed ours on 10 February 2017.

9. LETTER FROM SURREY PENSIONS

Members to note the contents of a letter received from Surrey County Council's Pensions Fund & Treasury Manager (letter attached for the information of Members). With effect from 1 April 2017 the Town Council's employer's contribution rate to the LGPS will be 17.2%. That is less than the current contribution rate of 19%. The saving to the Council's employee budget in 2017/18 will be £3,201.

10. ANNUAL REVIEW OF FINANCIAL REGULATIONS

To comply with Standing Order 140 Financial Regulations should be reviewed at least annually. Officers have undertaken a review of the regulations and a draft showing the proposed amendments is attached for the information of Members. Those amendments are summarised in the table below.

FR Ref	Page	Amendment proposed	Reason
Preamble	5	Amend the date to read 30 March 2017	The date was not updated the last time the FRs were reviewed (31 March 2016) and should be amended to reflect the date that these amended regulations should be adopted by Full Council.
3.1	9	Add the words "the end of" before the word December. And the words "no later than the end of January of the following year" to be added to the end of the sentence.	These additions clarify the budget process and make sure that the regulations reflect current practice at GTC.
4.4	10	Replace the words "in October" with the words "as part of the budget preparation process"	As above – specifying October is unduly prescriptive
6.5	12	Add the words "or payment schedule" after the word "counterfoil" in the final line.	Addition required to reflect that the majority of payments are made by direct credit and therefore have no cheque counterfoil.
13.5	21	Replace the number "14.2" with the number "13.2"	Amendment required to ensure correct cross reference.
14.1	21	Replace the number "17" with the number "15"	Amendment required to ensure correct cross reference.

Members are asked to consider and agree the proposed amendments and recommend the amended Financial Regulations to Full Council for adoption.

Members to note that the Audit Committee will also be asked to consider the proposed amendments.

11. RECEIPTS TAKEN BY DEBIT OR CREDIT CARDS

Members to consider a report from officers on the possibility of taking payments by debit or credit card – report attached for the information of Members. Members are asked to indicate how they would wish officers to proceed.

12. ENGAGEMENT OF INTERNAL AUDITOR

Members to agree the appointment of Mulberry & Co as Internal Auditors for the financial year 2017/18. Mulberry & Co's draft engagement letter is attached for the information of Members.

13. REPORT OF THE STAFFING SUB COMMITTEE – DRAFT APPRAISAL SCHEME

On 1 September 2016 this Committee agreed that (Minute 231-16 refers):

- That HR Services Partnerships be instructed to draft a new appraisal scheme which:
 - Uses SMART objectives. These would be derived from general Council objectives but would also include some personal development objectives where appropriate;
 - Offers constructive feedback on the actual objectives set;
 - Schedules regular (possibly 6 to 8 week) one-to-one meetings which give an opportunity to review progress towards objectives; promptly deals with obstacles and problems; and offers prompt support to the Town Clerk;
 - Seeks to reach agreement on the objectives set;
 - Seeks to reach agreement on the other aspects of the appraisal; and
 - Sets out mechanisms to be followed where agreement cannot be reached.

At the last meeting of the Staffing Sub-Committee Members considered a draft appraisal scheme tabled by the Chairman. It was agreed that the draft scheme would be submitted to this Committee for agreement. It was further agreed that Members and staff would submit comments to the Town Clerk by midday on Wednesday 15 February for collation and submission to this Committee. (Minute 506-16 refers).

The draft appraisal scheme considered by the Staffing Sub-Committee is attached for the information of Members. A second version of the scheme guidance incorporating comments from Members is also attached. Further there is a third version which incorporates the proof-reading corrections to the grammar, punctuation and terminology in the documents made by staff. Staff comments about the scope and content of the scheme are attached separately. In summary, staff are concerned about the underlying negativity of the scheme but are anxious to proceed with appraisals. The staff comments include suggestions for the way forward.

Members to consider all suggested amendments and the suggested way forward.

14. GODALMING WAR MEMORIAL

Members to consider a report (attached for the information of Members) on the commemoration of the Godalming War Memorial wall for of those who fell during the First World War.

Recommendations from the report:

- It is recommended that Members approve the installation of commemorative plaques for those from the town who fell during the First World War and the funds to be raised by public subscription; and
- Members allocate £1,000 in the financial year 2017/18 from the New Initiatives Fund for professional and other fees.

15. STAYCATION “DOGALMING” DOG SHOW AND FETE 2017

Members to receive a report from the Projects Co-ordinator (attached for the information of Members) for a proposed area-based initiative to develop a community event for the Aarons Hill and Ockford Ridge area.

Members are asked to agree the relocation of the Staycation Fete to Aaron’s Hill Recreation Ground and the introduction of the “Dogalming Parade”. Members are further asked to agree the addition of £1,500 to the Staycation budget for the financial year 2017/18 and going forward; to be funded from the New Initiatives Fund in 2017/18 and built into the base budget in 2018/19.

16. GODALMING SPRING FESTIVAL

Members are asked to agree the budget for Godalming Spring Festival to be held in Godalming town centre from 10.00 to 17.00 on Saturday 1 April 2017 (budget attached for the information of Members).

17. TREE RISK MANAGEMENT

Members to receive a report from the Facilities Manager (attached for the information of Members) relating to tree risk management.

18. WILFRID NOYCE REFURBISHMENT PROJECT – PHASE 2

Members to consider a confidential tender report for award of contract for the building of phase two of the Wilfrid Noyce refurbishment project (attached for the information of Members).

Following an earlier decision of this committee, investigation works were conducted to determine the degree of soil contamination within the proposed build area and to establish a practical method of removal. On receipt of the tender documents, it became apparent that this work presents a significant challenge, is required to be carried out before other works can progress and incurred significant contractor’s overheads.

If Members agree to the awarding of contract for the construction of Phase 2 of the Wilfrid Noyce Centre project (subject to borrowing approval from DCLG and other funding) it is recommended that:

- the lowest tender is accepted subject to the successful negotiations with that contractor;
- Members approve the deletion of the works required for the removal of Japanese Knotweed from the main contract and for those works to be conducted as enabling works (as was the case with asbestos removal for Phase 1) thereby saving in the region of £12,500 from the overall cost of the work;
- Drake & Kannemeyer LLP are appointed to conduct Post-Contract Services & CDM Principle Designers;
- JM Partnership are appointed as Building Regulation Inspectors.

Overall costs (in addition to the £20,000 already committed for pre-contract fees) for the project are projected as:

Build Costs	£309,600.43*
Professional Fees	£16,234.02
Enabling Works	£22,500.00
Total	£348,334.45

*further savings on build costs may be achieved subject to further negotiations.

As per the attached tender report, it is recommended that Members allow for a contingency of £18,000 to cover unforeseen eventualities.

Funding of the Project

Available funding is as follows:

PWLB Loan**	£300,000
Earmarked Reserve (the Square)***	£21,000
Total available funding	£321,000
Shortfall	£45,000

** at the time of writing borrowing approval has not been received from DCLG

*** this reserve was earmarked for a purpose and is no longer required for that purpose

Members are asked to note the Responsible Finance Officer's advice that at the current time the Town Council has insufficient funds to proceed with this project.

19. TOWN COUNCIL REPRESENTATION ON EXTERNAL BODIES – REPORT ON SALC

Members are asked to note a report from Councillor Cosser on the SALC (report attached for the information of Members) an organisation on which Councillor Cosser represents the Town Council.

20. TOWN COUNCIL REPRESENTATION ON EXTERNAL BODIES – REPORT ON GODALMING TOGETHER CIC

Members are asked to note a report from Councillor A Bott on the Godalming Together Community Interest Company (report to be tabled) an organisation on which Councillor Bott represents the Town Council.

21. COMMUNITY GOVERNANCE STUDY DAY

Members to note a report from the Finance Administrator – report attached for the information of Members.

22. DATE OF NEXT MEETING

The next meeting of the Policy & Management Committee is scheduled to be held on Thursday, 6 April 2017 at 7.30 pm in the Council Chamber or at the conclusion of the Planning & Environment Committee, whichever is the later.

23. ANNOUNCEMENTS

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

THE COMMITTEE MAY WISH TO EXCLUDE THE PUBLIC AND PRESS FROM THE MEETING AT THIS POINT PRIOR TO CONSIDERATION OF THE FOLLOWING ITEM BY REASON OF THE CONFIDENTIAL NATURE OF THE BUSINESS TO BE TRANSACTED IE. COMMERCIALY SENSITIVE MATTERS.

24. GODALMING MUSEUM

Members to consider a confidential report from the Town Clerk, report attached for the information of Members.

5. POLICY & MANAGEMENT COMMITTEE – WORK PROGRAMME

TASK	WHO?	MINUTE REF	PROGRESS	ORIGINAL TARGET COMPLETION DATE	AMENDED TARGET COMPLETION DATE	ACTUAL COMPLETION DATE
COMMUNITY CENTRES – PERFORMANCE MONITORING	Town Clerk	46-16	On-going item for approximately quarterly reporting. Monitoring report received on 12 January 2017 next expected on 6 April 2017.	On-going		
ANNUAL REVIEW OF FINANCIAL REGULATIONS	Town Clerk & RFO	Annual Event	To be completed annually by 31 March and on the agenda for this meeting.	31/03/17		
FARNCOMBE INITIATIVE	Cllr Cosser	274-13	Most recent report received on 15 December 2016. Further reports expected at approximately six-monthly intervals so next report expected 29 June 2017.	N/A		
FLOOD ALLEVIATION	Town Clerk	405-13 428-14	Full Council resolved to sign a Memorandum of Understanding with other agencies and to create a £25,000 earmarked reserve for a future Flood Alleviation scheme and, in principle to contribute land if necessary. Successful public consultation event in the Borough Hall on Thursday 21 January 2016. MoU signed on 4 March 2016.	23/10/14	unknown	
COMMUNICATIONS WORKING GROUP	Cllr Reynolds		Awaiting external report of use of social media.	21/07/16 30/09/16		
DEVOLUTION OF SERVICES FROM PRINCIPAL AUTHORITIES	Town Clerk	46-16	Report on Godalming Museum on the agenda for this meeting	12/01/17	23/02/17	
WW1 2018 (INC GODALMING WAR MEMORIAL)	Deputy Town Clerk	46-16	Report on the agenda for this meeting	12/01/17	23/02/17	

TASK	WHO?	MINUTE REF	PROGRESS	ORIGINAL TARGET COMPLETION DATE	AMENDED TARGET COMPLETION DATE	ACTUAL COMPLETION DATE
CHURCH STREET ENVIRONMENTAL IMPROVEMENTS	Deputy Town Clerk	46-16	Item considered on 9 June and agreed. S106 funding approved by WBC. Orders have been placed. New bollards installed – bench delivered but fixing brackets to be crafted. Bench Installed 6/02/17	21/07/16		6/02/17
PUBLIC REALM (TO INCLUDE AUDIT OF GTC'S NOTICEBOARDS)	Town Clerk	46-16	Report considered on 15 December 2016 and 12 January 2017 – referred to working party on resources.	12/01/17		12/01/17
RECEIVING PAYMENTS BY CARD etc.	Finance Administrator	46-16	Report on the agenda for this meeting	12/01/17	23/02/17	
FIREWORKS	Deputy Town Clerk	173-16	Update report considered on 15 December 2016 – Working group for 2017 formed on 12 January 2017.	4/11/16		4/11/16
CONDITION OF TREES IN THE TOWN COUNCIL'S OWNERSHIP	Deputy Town Clerk	414-16	This inclusion of this matter arose from recent press coverage of a High Court case involving Witley Parish Council and a fallen tree in its ownership. A report on tree risk management outlining how the Town Council manages trees in its ownership is on the agenda for this meeting.	23/02/17		
INVESTMENT STRATEGY	Finance Administrator	N/A	Financial Regulation (8.4) identifies the need for an Investment Strategy & Policy and Councillor Bolton drew attention to this at the last meeting of the Committee.	6/04/17		
APPROVAL OF VARIABLE DIRECT DEBITS	RFO	N/A	Financial Regulations (6.6) require the approval of a use of variable direct debit shall be renewed by this Committee at least every two years. The last approval was 9 April 2015	6/04/17		

TASK	WHO?	MINUTE REF	PROGRESS	ORIGINAL TARGET COMPLETION DATE	AMENDED TARGET COMPLETION DATE	ACTUAL COMPLETION DATE
ENGAGEMENT OF INTERNAL AUDIT	RFO	N/A	Standing Orders delegates the annual appointment of the Internal Auditor to this Committee and the matter is included here to ensure it happens. Letter of Engagement for 2017/18 on the agenda for this meeting.	23/02/17		
REPRESENTATION ON EXTERNAL BODIES REPORTS:						
Godalming/Joigny Friendship Association	Cllr A Bott	81-15	Report received 19 May 2016	19/05/16		19/05/16
Godalming/Mayen Association	Cllr Hunter	51-16	Report received 1 September 2016	09/06/16	1/09/16	1/09/16
Waverley Citizens' Advice Bureau	Cllr S Bott	51-16	Report received 21 July 2016	09/06/16	21/07/16	21/07/16
Godalming Transportation Task Group (SCC)	Cllr Walden Cllr Bolton	51-16	Report received 21 July 2016.	21/07/16		21/07/16
Godalming & District Chamber of Commerce	Cllr Poulter	51-16	Report received 1 September 2016	21/07/16	1/09/16	1/09/16
Go Godalming Association	Cllr Gordon-Smith	51-16	Report received 1 September 2016	1/09/16		1/09/16
Holloway Hill Sports Association	Cllr T Martin	51-16	Report received 13 October 2016	13/10/16		13/10/16
Godalming Museum Trust :	Cllr Gordon-Smith	51-16	Report received 13 October 2016	13/10/16		13/10/16
St Mark's Community Centre Management Committee	Cllr Pinches	51-16	Report received 15 December 2016	15/12/16		15/12/16

TASK	WHO?	MINUTE REF	PROGRESS	ORIGINAL TARGET COMPLETION DATE	AMENDED TARGET COMPLETION DATE	ACTUAL COMPLETION DATE
REPRESENTATION ON EXTERNAL BODIES REPORTS Continued						
St Mark's Community Initiative Group	Cllr Bolton	51-16	Report received 12 January 2017	12/01/17		12/01/17
Godalming Together CIC	Cllr A Bott	51-16	Report expected 23 February 2017	12/01/17	23/02/17	
SALC	Cllr Cosser	51-16	Report expected 23 February 2017	23/02/17		
SCC – Tree Wardens	Cllr Williams	51-16	Report expected 6 April 2017	6/04/17		
Sport Godalming	Cllr P Martin	51-16	Report expected 18 May 2017	18/05/17		

TASK	WHO?	MINUTE REF	PROGRESS	ORIGINAL TARGET COMPLETION DATE	AMENDED TARGET COMPLETION DATE	ACTUAL COMPLETION DATE
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Key Dates for Members' Information (Town Events etc.)

Event	Date
Mayor's Charity Event – Band Night	Saturday, 25 February 2017
Pancake Races	Tuesday, 28 February 2017
Mayor's Charity Event – Film Night	Friday, 10 March 2017
Farmers' Market	Saturday, 25 March 2017
Spring Festival – Spring into Godalming	Saturday, 1 April 2017
Farmers' Market	Saturday, 29 April 2017
St John's Spring Fair	Saturday, 29 April 2017 (TBC)
Annual Council/Mayor Making	Thursday, 11 May 2017
Godalming Run	Sunday, 14 May 2017
Farmers' Market	Saturday, 27 May 2017
Town Show & Carnival	Saturday, 3 June 2017
Farmers' Market	Saturday, 24 June 2017
Summer Food Festival	Saturday, 1 July 2017
Farmers' Market	Saturday, 29 July 2017
Staycation	Saturday, 5–Sunday, 13 August 2017
Farmers' Market	Saturday, 26 August 2017
Farmers' Market	Saturday, 23 September 2017
Farmers' Market	Saturday, 28 October 2017
Godalming Fireworks (TBC)	Friday, 3 November 2017
Remembrance Sunday	Sunday, 12 November 2017
Christmas Festival & Light Switch-On	Saturday, 25 November 2017
Blessing of the Crib and Carol Service	Saturday, 9 December 2017

Detailed Income & Expenditure by Year to Date Budget Heading 31/01/2017

Month No : 10

Cost Centre Report

		Current Mth Actual	Current Mnth Budget	Current Mnth Variance	Year to Date Actual	Year to Date Budget	Year to Date Variance	Total Annual Budget	Committed Expenditure	Funds Available
101 Head Office Costs										
5001	Transfers from Reserves	0	0	0	-13,000	-13,000	0	-36,556		-23,556
5101	Contrib. to Premises Provision	0	0	0	1,600	1,600	0	1,600		0
5102	Contrib. to Other Provisions	0	0	0	33,630	33,630	0	33,630		0
	Head Office Costs :- Expenditure	0	0	0	22,230	22,230	0	-1,326	0	-23,556
4001	Salaries	13,545	13,545	1	136,245	136,247	2	163,334		27,089
4002	Employer's NIC	1,428	1,428	0	10,241	10,242	1	14,351		4,110
4003	Employer's Superannuation	2,370	2,370	0	23,888	23,889	1	29,446		5,558
4011	Staff Training	235	235	0	2,628	2,628	1	3,000		373
4012	Recruitment Advertising	0	0	0	0	0	0	1,500		1,500
4013	Other Staff Expenses	0	0	0	0	0	0	100		100
4101	Repair/Alteration of Buildings	405	405	0	5,792	5,792	0	5,792		0
4102	Property Maintenance	0	0	0	450	188	-262	188		-262
4121	Rents	0	0	0	20	20	1	13,000		12,981
4151	Fixtures & Fittings	0	0	0	55	55	0	100		45
4161	Cleaning	0	0	0	6	6	0	30		24
4163	Domestic Supplies	14	0	-14	29	0	-29	0		-29
4201	Public Transport	0	0	0	53	0	-53	0		-53
4202	Car Allowances	0	0	0	455	455	0	1,000		545
4203	Other Transport Costs	0	0	0	93	0	-93	0		-93
4301	Equipment	0	0	0	231	273	42	500		269
4302	Furniture	0	0	0	159	0	-159	0		-159
4304	Catering	12	17	5	199	170	-29	200		1

Detailed Income & Expenditure by Year to Date Budget Heading 31/01/2017

Month No : 10

Cost Centre Report

		Current Mth Actual	Current Mnth Budget	Current Mnth Variance	Year to Date Actual	Year to Date Budget	Year to Date Variance	Total Annual Budget	Committed Expenditure	Funds Available
4305	Clothes, Uniform & Laundry	0	0	0	0	0	0	100		100
4306	Printing	138	138	0	1,184	1,184	0	1,300		116
4307	Stationery	408	408	1	3,798	3,797	-1	3,900		102
4308	General Office Expense	0	0	0	3	0	-3	0		-3
4312	Professional Fees - Surveyors	0	0	0	2,250	2,250	0	2,250		0
4313	Professional Fees - Other	6,243	6,243	0	14,530	14,530	0	26,110		11,580
4314	Audit Fees	0	0	0	2,416	2,416	0	3,300		884
4315	Insurance	0	0	0	7,851	7,851	0	7,851		0
4321	Bank Charges	59	59	0	632	630	-2	800		168
4322	Postage	0	0	0	1,074	1,074	0	2,000		926
4323	Telephones	75	75	0	1,120	1,121	1	1,500		380
4325	Computing	512	512	0	5,417	5,417	0	8,000		2,583
4326	Website	0	0	0	18,500	18,500	0	18,500		0
4327	Publicity Advertising	-500	0	500	-500	0	500	0		500
4331	Newsletter	0	0	0	3,000	3,000	0	4,000		1,000
4341	Grants	1,423	2,550	1,127	53,026	54,153	1,127	54,153		1,127
4342	Subscriptions	517	517	0	5,142	5,142	0	6,000		858
4343	Licensing/PRS	0	0	0	152	0	-152	0		-152
4401	Payments to Godalming JBC	30,761	30,760	-1	61,521	61,521	0	61,521		0
4900	Miscellaneous Expenses	10	10	0	714	714	0	1,500		786
6000	Debt Charges - Principal	4,316	4,245	-71	12,856	12,785	-71	17,080		4,224
6001	Debt Charges - Interest	6,931	7,001	70	20,925	20,963	38	27,990		7,065
	Head Office Costs :- Expenditure	68,902	70,518	1,617	396,155	397,013	858	480,396	0	84,241
1001	Precept	0	0	0	514,242	514,242	0	514,242		

Detailed Income & Expenditure by Year to Date Budget Heading 31/01/2017

Month No : 10

Cost Centre Report

	Current Mth Actual	Current Mnth Budget	Current Mnth Variance	Year to Date Actual	Year to Date Budget	Year to Date Variance	Total Annual Budget	Committed Expenditure	Funds Available
1202 Grants - WBC	0	0	0	11,510	11,510	0	11,510		
1303 Other customer/client receipts	0	0	0	120	420	-300	420		
1304 Donations	0	0	0	1	0	1	0		
1401 Interest Received	0	0	0	555	700	-145	830		
1501 Recharges to Godalming JBC	0	0	0	27,000	27,000	0	27,000		
Head Office Costs :- Income	0	0	0	553,427	553,872	-445	554,002		
Net Expenditure over Income	68,902	70,518	1,617	-135,042	-134,629	413	-74,932		
102 Civic Expenses									
5102 Contrib. to Other Provisions	0	0	0	4,000	4,000	0	4,600		600
Civic Expenses :- Expenditure	0	0	0	4,000	4,000	0	4,600	0	600
4005 Agency Staff	0	0	0	150	150	0	150		0
4301 Equipment	0	0	0	313	313	0	500		187
4302 Furniture	0	0	0	7	0	-7	0		-7
4303 Materials	49	0	-49	100	0	-100	0		-100
4304 Catering	0	0	0	681	681	0	800		119
4305 Clothes, Uniform & Laundry	0	0	0	0	0	0	300		300
4306 Printing	484	200	-284	484	200	-284	200		-284
4307 Stationery	0	0	0	28	0	-28	0		-28
4313 Professional Fees - Other	0	0	0	327	0	-327	0		-327
4332 Mayor's Expenses	21	21	0	2,883	2,883	0	8,000		5,117
4333 Members' Expenses	0	100	100	556	1,000	444	1,200		644

Detailed Income & Expenditure by Year to Date Budget Heading 31/01/2017

Month No : 10

Cost Centre Report

	Current Mth Actual	Current Mnth Budget	Current Mnth Variance	Year to Date Actual	Year to Date Budget	Year to Date Variance	Total Annual Budget	Committed Expenditure	Funds Available
4334 Members' Training	0	0	0	110	0	-110	0		-110
4343 Licensing/PRS	15	0	-15	15	0	-15	0		-15
4900 Miscellaneous Expenses	0	0	0	345	0	-345	0		-345
Civic Expenses :- Expenditure	569	321	-248	6,000	5,227	-773	11,150	0	5,150
1303 Other customer/client receipts	200	0	200	200	0	200	0		
Civic Expenses :- Income	200	0	200	200	0	200	0		
Net Expenditure over Income	369	321	-48	9,800	9,227	-573	15,750		
104 Town Promotion									
5001 Transfers from Reserves	0	0	0	-7,692	-7,692	0	-8,538		-846
Town Promotion :- Expenditure	0	0	0	-7,692	-7,692	0	-8,538	0	-846
4101 Repair/Alteration of Buildings	0	0	0	1,455	0	-1,455	0		-1,455
4102 Property Maintenance	0	0	0	4,856	4,856	0	6,780		1,924
4151 Fixtures & Fittings	0	0	0	3,294	3,294	0	3,294		0
4162 Waste Removal	0	0	0	424	424	0	424		0
4203 Other Transport Costs	0	0	0	101	101	1	101		1
4301 Equipment	0	0	0	738	738	0	1,316		578
4302 Furniture	575	0	-575	984	0	-984	0		-984
4327 Publicity Advertising	0	0	0	300	300	0	300		0
4900 Miscellaneous Expenses	0	0	0	1,271	1,271	0	1,271		0
Town Promotion :- Expenditure	575	0	-575	13,423	10,984	-2,439	13,486	0	63

Detailed Income & Expenditure by Year to Date Budget Heading 31/01/2017

Month No : 10

Cost Centre Report

	Current Mth Actual	Current Mnth Budget	Current Mnth Variance	Year to Date Actual	Year to Date Budget	Year to Date Variance	Total Annual Budget	Committed Expenditure	Funds Available
1202 Grants - WBC	0	0	0	2,973	2,973	0	2,973		
1303 Other customer/client receipts	0	0	0	885	885	-1	1,975		
1304 Donations	0	0	0	1,090	0	1,090	0		
1502 Other Recharges	0	0	0	847	0	847	0		
Town Promotion :- Income	0	0	0	5,795	3,858	1,937	4,948		
Net Expenditure over Income	575	0	-575	-63	-566	-503	0		
105 Staycation									
4162 Waste Removal	0	0	0	630	630	0	630		0
4203 Other Transport Costs	0	0	0	140	140	0	140		0
4301 Equipment	0	0	0	310	310	0	310		0
4313 Professional Fees - Other	0	0	0	180	180	0	180		0
4327 Publicity Advertising	0	0	0	2,000	2,000	0	2,000		0
4900 Miscellaneous Expenses	0	0	0	27	27	1	27		1
Staycation :- Expenditure	0	0	0	3,287	3,287	0	3,287	0	0
1303 Other customer/client receipts	0	0	0	55	55	0	55		
Staycation :- Income	0	0	0	55	55	0	55		
Net Expenditure over Income	0	0	0	3,232	3,232	0	3,232		

Detailed Income & Expenditure by Year to Date Budget Heading 31/01/2017

Month No : 10

Cost Centre Report

	Current Mth Actual	Current Mnth Budget	Current Mnth Variance	Year to Date Actual	Year to Date Budget	Year to Date Variance	Total Annual Budget	Committed Expenditure	Funds Available
106 Festivals & Markets									
5102 Contrib. to Other Provisions	0	0	0	0	0	0	4,009		4,009
Festivals & Markets :- Expenditure	0	0	0	0	0	0	4,009	0	4,009
4001 Salaries	0	0	0	1,500	1,500	0	1,860		360
4002 Employer's NIC	0	0	0	147	150	3	240		93
4202 Car Allowances	0	0	0	7	0	-7	0		-7
4203 Other Transport Costs	0	0	0	179	180	1	186		7
4301 Equipment	0	0	0	875	875	0	1,084		209
4303 Materials	0	0	0	209	0	-209	0		-209
4304 Catering	11	11	0	131	131	0	150		19
4306 Printing	585	0	-585	585	0	-585	0		-585
4313 Professional Fees - Other	1,895	0	-1,895	4,033	1,760	-2,273	1,760		-2,273
4327 Publicity Advertising	500	0	-500	2,735	2,235	-500	2,235		-500
4343 Licensing/PRS	0	0	0	372	160	-212	160		-212
4900 Miscellaneous Expenses	0	0	0	536	536	0	1,000		464
Festivals & Markets :- Expenditure	2,991	11	-2,980	11,308	7,527	-3,781	8,675	0	-2,633
1302 Rents	0	0	0	-116	0	-116	0		
1303 Other customer/client receipts	0	0	0	12,685	12,685	0	13,084		
1304 Donations	0	0	0	240	0	240	0		
Festivals & Markets :- Income	0	0	0	12,809	12,685	124	13,084		
Net Expenditure over Income	2,991	11	-2,980	-1,501	-5,158	-3,657	-400		

Detailed Income & Expenditure by Year to Date Budget Heading 31/01/2017

Month No : 10

Cost Centre Report

	Current Mth Actual	Current Mnth Budget	Current Mnth Variance	Year to Date Actual	Year to Date Budget	Year to Date Variance	Total Annual Budget	Committed Expenditure	Funds Available
108 Christmas Lights									
5001	Transfers from Reserves	0	0	0	-3,680	-3,680	0	-3,680	0
	Christmas Lights :- Expenditure	0	0	0	-3,680	-3,680	0	-3,680	0
4301	Equipment	0	0	0	291	0	-291	0	-291
4313	Professional Fees - Other	0	0	0	43,262	43,261	-1	45,880	2,618
	Christmas Lights :- Expenditure	0	0	0	43,552	43,261	-291	45,880	0
1304	Donations	0	0	0	3,200	3,200	0	3,200	
	Christmas Lights :- Income	0	0	0	3,200	3,200	0	3,200	
	Net Expenditure over Income	0	0	0	36,672	36,381	-291	39,000	
109 Fireworks Night									
5001	Transfers from Reserves	0	0	0	0	0	0	-1,345	-1,345
	Fireworks Night :- Expenditure	0	0	0	0	0	0	-1,345	-1,345
4001	Salaries	0	0	0	250	250	0	250	0
4301	Equipment	0	0	0	849	1,930	1,081	1,930	1,081
4303	Materials	0	0	0	1,079	0	-1,079	0	-1,079
4306	Printing	0	0	0	117	0	-117	0	-117
4313	Professional Fees - Other	0	0	0	7,420	7,420	0	7,420	0
4315	Insurance	0	0	0	887	890	3	890	3
4327	Publicity Advertising	0	0	0	600	600	0	600	0

Detailed Income & Expenditure by Year to Date Budget Heading 31/01/2017

Month No : 10

Cost Centre Report

	Current Mth Actual	Current Mnth Budget	Current Mnth Variance	Year to Date Actual	Year to Date Budget	Year to Date Variance	Total Annual Budget	Committed Expenditure	Funds Available	
111 Neighbourhood Plan										
4121	Rents	0	0	0	200	200	0	400	200	
4303	Materials	0	0	0	21	0	-21	0	-21	
4313	Professional Fees - Other	0	0	0	2,094	2,094	0	10,590	8,496	
4342	Subscriptions	0	0	0	195	195	0	260	65	
4900	Miscellaneous Expenses	0	0	0	110	110	0	200	90	
	Neighbourhood Plan :- Expenditure	0	0	0	2,620	2,599	-21	11,450	0	8,830
1502	Other Recharges	0	0	0	0	0	0	11,450		
	Neighbourhood Plan :- Income	0	0	0	0	0	0	11,450		
	Net Expenditure over Income	0	0	0	2,620	2,599	-21	0		
201 BWP Community Centre										
5101	Contrib. to Premises Provision	0	0	0	3,000	3,000	0	3,000	0	
	BWP Community Centre :- Expenditure	0	0	0	3,000	3,000	0	3,000	0	
4001	Salaries	839	840	1	8,391	8,400	9	10,075	1,684	
4002	Employer's NIC	82	82	0	822	820	-2	991	169	
4003	Employer's Superannuation	0	160	160	0	160	160	480	480	
4101	Repair/Alteration of Buildings	0	250	250	0	2,500	2,500	3,000	3,000	
4102	Property Maintenance	130	0	-130	416	0	-416	0	-416	
4103	Maintenance Contracts	0	0	0	847	0	-847	0	-847	
4111	Energy Costs	503	275	-228	2,516	2,750	234	3,300	784	

Detailed Income & Expenditure by Year to Date Budget Heading 31/01/2017

Month No : 10

Cost Centre Report

	Current Mth Actual	Current Mnth Budget	Current Mnth Variance	Year to Date Actual	Year to Date Budget	Year to Date Variance	Total Annual Budget	Committed Expenditure	Funds Available
4131 Rates	0	0	0	1,307	1,307	0	1,307		0
4141 Water Services	109	0	-109	345	338	-7	450		106
4151 Fixtures & Fittings	0	0	0	10	0	-10	0		-10
4161 Cleaning	1,005	638	-367	5,143	6,380	1,237	7,650		2,507
4162 Waste Removal	0	0	0	454	0	-454	0		-454
4163 Domestic Supplies	0	0	0	194	0	-194	0		-194
4171 Grounds Maintenance Costs	0	0	0	719	720	1	1,000		281
4181 Premises Insurance	0	0	0	920	920	0	920		0
4301 Equipment	35	58	23	316	580	264	700		384
4306 Printing	0	8	8	0	80	80	100		100
4323 Telephones	18	18	0	236	237	1	300		64
4324 Broadband	19	0	-19	178	0	-178	0		-178
4325 Computing	0	0	0	39	39	0	800		761
4343 Licensing/PRS	0	0	0	224	225	2	225		2
BWP Community Centre :- Expenditure	2,741	2,329	-412	23,077	25,456	2,379	31,298	0	8,221
1301 Premises Hire Charges	2,763	2,417	346	25,099	24,170	929	29,000		
1303 Other customer/client receipts	0	0	0	0	0	0	0		
BWP Community Centre :- Income	2,763	2,417	346	25,100	24,170	930	29,000		
Net Expenditure over Income	-23	-88	-65	977	4,286	3,309	5,298		
202 Pepperpot									
5101 Contrib. to Premises Provision	0	0	0	2,000	2,000	0	2,000		0
Pepperpot :- Expenditure	0	0	0	2,000	2,000	0	2,000	0	0

Detailed Income & Expenditure by Year to Date Budget Heading 31/01/2017

Month No : 10

Cost Centre Report

	Current Mth Actual	Current Mnth Budget	Current Mnth Variance	Year to Date Actual	Year to Date Budget	Year to Date Variance	Total Annual Budget	Committed Expenditure	Funds Available
4102 Property Maintenance	0	0	0	5	0	-5	0		-5
4103 Maintenance Contracts	0	0	0	1,137	1,000	-137	1,000		-137
4111 Energy Costs	47	83	36	692	830	138	1,000		308
4121 Rents	0	0	0	1,110	1,110	0	1,110		0
4131 Rates	0	0	0	666	666	1	666		1
4161 Cleaning	457	250	-207	2,331	2,500	169	3,000		669
4162 Waste Removal	0	0	0	216	0	-216	0		-216
4163 Domestic Supplies	13	0	-13	13	0	-13	0		-13
4181 Premises Insurance	0	0	0	210	210	0	210		0
4301 Equipment	0	0	0	0	0	0	500		500
4303 Materials	0	0	0	295	0	-295	0		-295
4313 Professional Fees - Other	0	0	0	30	0	-30	0		-30
4323 Telephones	47	47	0	445	470	25	560		115
4324 Broadband	21	21	0	211	210	-1	250		39
4343 Licensing/PRS	0	0	0	272	272	0	272		0
Pepperpot :- Expenditure	585	401	-184	7,633	7,268	-365	8,568	0	935
1301 Premises Hire Charges	808	792	16	10,072	7,916	2,156	9,500		
1303 Other customer/client receipts	0	0	0	565	0	565	0		
Pepperpot :- Income	808	792	16	10,637	7,916	2,721	9,500		
Net Expenditure over Income	-222	-391	-169	-1,004	1,352	2,356	1,068		

Detailed Income & Expenditure by Year to Date Budget Heading 31/01/2017

Month No : 10

Cost Centre Report

		Current Mth Actual	Current Mnth Budget	Current Mnth Variance	Year to Date Actual	Year to Date Budget	Year to Date Variance	Total Annual Budget	Committed Expenditure	Funds Available
203 The Square										
4181	Premises Insurance	0	0	0	0	7,010	7,010	7,010		7,010
4315	Insurance	0	0	0	7,010	0	-7,010	0		-7,010
	The Square :- Expenditure	0	0	0	7,010	7,010	0	7,010	0	0
1302	Rents	0	0	0	2,531	2,531	0	4,281		
1303	Other customer/client receipts	0	0	0	7,010	7,010	0	7,010		
	The Square :- Income	0	0	0	9,541	9,541	0	11,291		
	Net Expenditure over Income	0	0	0	-2,531	-2,531	0	-4,281		
204 Allotments										
5101	Contrib. to Premises Provision	0	0	0	1,000	1,000	0	1,000		0
	Allotments :- Expenditure	0	0	0	1,000	1,000	0	1,000	0	0
4141	Water Services	0	0	0	37	75	38	100		63
4171	Grounds Maintenance Costs	0	0	0	2,634	2,634	0	3,000		366
	Allotments :- Expenditure	0	0	0	2,671	2,709	38	3,100	0	429
1302	Rents	0	0	0	2,067	2,067	0	2,067		
	Allotments :- Income	0	0	0	2,067	2,067	0	2,067		
	Net Expenditure over Income	0	0	0	1,605	1,642	37	2,033		

Detailed Income & Expenditure by Year to Date Budget Heading 31/01/2017

Month No : 10

Cost Centre Report

	Current Mth Actual	Current Mnth Budget	Current Mnth Variance	Year to Date Actual	Year to Date Budget	Year to Date Variance	Total Annual Budget	Committed Expenditure	Funds Available
<u>205 Wilfrid Noyce Community Centre</u>									
5101 Contrib. to Premises Provision	0	0	0	4,083	4,083	0	4,083		0
Wilfrid Noyce Community Centre :- Expenditure	0	0	0	4,083	4,083	0	4,083	0	0
4001 Salaries	186	186	0	1,634	1,637	3	2,230		596
4005 Agency Staff	0	0	0	375	0	-375	70		-305
4101 Repair/Alteration of Buildings	0	0	0	3,332	3,332	0	6,000		2,668
4102 Property Maintenance	0	0	0	578	0	-578	0		-578
4103 Maintenance Contracts	1,076	0	-1,076	2,283	0	-2,283	0		-2,283
4111 Energy Costs	198	198	0	3,301	3,301	0	5,000		1,699
4131 Rates	0	0	0	4,723	4,723	0	4,723		0
4141 Water Services	0	0	0	761	761	0	900		139
4151 Fixtures & Fittings	0	0	0	54	0	-54	0		-54
4161 Cleaning	1,967	1,083	-884	10,613	10,830	217	13,600		2,987
4162 Waste Removal	0	0	0	798	0	-798	0		-798
4163 Domestic Supplies	28	0	-28	194	0	-194	0		-194
4181 Premises Insurance	0	0	0	1,148	1,148	0	1,148		0
4301 Equipment	-10	-10	0	1,727	1,728	1	3,500		1,773
4303 Materials	0	0	0	181	0	-181	0		-181
4304 Catering	0	0	0	750	0	-750	750		0
4313 Professional Fees - Other	0	0	0	2,766	2,770	4	2,770		4
4323 Telephones	22	25	3	223	250	27	300		77
4324 Broadband	116	116	0	583	579	-4	620		37
4327 Publicity Advertising	0	0	0	31	0	-31	31		0

Detailed Income & Expenditure by Year to Date Budget Heading 31/01/2017

Month No : 10

Cost Centre Report

	Current Mth Actual	Current Mnth Budget	Current Mnth Variance	Year to Date Actual	Year to Date Budget	Year to Date Variance	Total Annual Budget	Committed Expenditure	Funds Available
4343 Licensing/PRS	0	0	0	145	145	0	145		0
Wilfrid Noyce Community Centre :- Expenditure	3,584	1,598	-1,986	36,201	31,204	-4,997	41,787	0	5,586
1301 Premises Hire Charges	3,837	3,837	0	37,508	37,508	0	42,875		
1302 Rents	0	0	0	-85	0	-85	0		
1304 Donations	0	0	0	2,083	0	2,083	0		
Wilfrid Noyce Community Centre :- Income	3,837	3,837	0	39,506	37,508	1,998	42,875		
Net Expenditure over Income	-252	-2,239	-1,987	778	-2,221	-2,999	2,995		
206 Bandstand									
4101 Repair/Alteration of Buildings	0	83	83	0	830	830	1,000		1,000
4343 Licensing/PRS	0	0	0	320	320	0	320		0
Bandstand :- Expenditure	0	83	83	320	1,150	830	1,320	0	1,000
1301 Premises Hire Charges	0	0	0	668	668	0	668		
1303 Other customer/client receipts	0	0	0	247	247	0	247		
Bandstand :- Income	0	0	0	915	915	0	915		
Net Expenditure over Income	0	83	83	-595	235	830	405		
208 Land & Property - Other									
5101 Contrib. to Premises Provision	0	0	0	1,000	1,000	0	1,000		0
Land & Property - Other :- Expenditure	0	0	0	1,000	1,000	0	1,000	0	0

Detailed Income & Expenditure by Year to Date Budget Heading 31/01/2017

Month No : 10

Cost Centre Report

	Current Mth Actual	Current Mnth Budget	Current Mnth Variance	Year to Date Actual	Year to Date Budget	Year to Date Variance	Total Annual Budget	Committed Expenditure	Funds Available
4101 Repair/Alteration of Buildings	0	0	0	0	0	0	1,650		1,650
4102 Property Maintenance	0	0	0	41	0	-41	0		-41
4103 Maintenance Contracts	0	0	0	324	0	-324	0		-324
4151 Fixtures & Fittings	0	0	0	2,860	2,860	0	2,860		0
4171 Grounds Maintenance Costs	0	83	83	355	830	475	1,000		645
4301 Equipment	0	0	0	340	0	-340	0		-340
4303 Materials	57	0	-57	57	0	-57	0		-57
4313 Professional Fees - Other	0	0	0	375	0	-375	0		-375
4900 Miscellaneous Expenses	0	0	0	5	0	-5	0		-5
Land & Property - Other :- Expenditure	57	83	26	4,358	3,690	-668	5,510	0	1,152
Net Expenditure over Income	57	83	26	5,358	4,690	-668	6,510		
301 Capital Project - Wilfrid Noyc									
4101 Repair/Alteration of Buildings	0	0	0	4,008	4,008	0	24,498		20,490
4151 Fixtures & Fittings	0	0	0	993	993	1	993		1
4301 Equipment	0	0	0	5,664	5,664	0	6,013		349
4303 Materials	0	0	0	349	0	-349	0		-349
4312 Professional Fees - Surveyors	9,200	0	-9,200	9,200	0	-9,200	0		-9,200
4313 Professional Fees - Other	0	0	0	2,443	993	-1,450	993		-1,450
4327 Publicity Advertising	297	0	-297	297	0	-297	0		-297
4343 Licensing/PRS	385	0	-385	385	0	-385	0		-385
Capital Project - Wilfrid Noyc :- Expenditure	9,882	0	-9,882	23,338	11,658	-11,680	32,497	0	9,159

Detailed Income & Expenditure by Year to Date Budget Heading 31/01/2017

Month No : 10

Cost Centre Report

	Current Mth Actual	Current Mnth Budget	Current Mnth Variance	Year to Date Actual	Year to Date Budget	Year to Date Variance	Total Annual Budget	Committed Expenditure	Funds Available
1502 Other Recharges	0	0	0	0	0	0	29,175		
Capital Project - Wilfrid Noyc :- Income	0	0	0	0	0	0	29,175		
Net Expenditure over Income	9,882	0	-9,882	23,338	11,658	-11,680	3,322		
Other Expenditure	89,886	75,344	-14,542	627,798	605,969	-21,829	730,202	0	102,404
Income	7,607	7,046	561	682,778	674,427	8,351	730,202		
Net Expenditure over Income	82,279	68,298	-13,981	-54,981	-68,458	-13,477	0		

Tel: 020 8541 9894
e-mail: phil.triggs@surreycc.gov.uk

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SURREY
COUNTY COUNCIL

Head of Finance
Godalming Town Council
Municiple Buildings
Bridge Street
Surrey
GU7 1HA

Finance Pension and
Treasury
Surrey County Council
County Hall, G40
Penrhyn Road
Kingston Upon Thames
Surrey KT1 2DN

Dear Sir/Madam,

3 February 2017

SURREY COUNTY COUNCIL PENSION FUND RESULTS OF ACTUARIAL VALUATION AT 31 MARCH 2016

I am pleased to report that the Pension Fund Actuary has presented his initial report on the funding position of the Surrey Pension Fund ("the Fund") at 31 March 2016. The triennial actuarial valuation is used to determine the required contribution rates for the next valuation period; from 1 April 2017 to 31 March 2017. The new contribution rate is applicable from 1 April 2017.

The Fund objective is to achieve an overall fully funded position, where assets are sufficient to meet all future liabilities on a prudent long term basis. Within this objective the Fund aims to set contributions that are affordable and stable for employers, that reflect the differing characteristics of employers and also to reduce the risk to employers of another employer defaulting on its pension obligation.

To achieve these aims, the Fund has developed a risk covenant categorisation system in order to determine the level of assurance required for individual employer funding targets. This approach seeks to better reflect the differing characteristics of employers within the Fund and reduce the risk of an employer defaulting upon their pension obligations.

The risk categories are outlined as follows:

- Category 1A – a tax-raising or precepting employer;
- Category 1B – an employer with a guarantee from a tax-raising employer or an academy which is part of a pooled multi-academy or umbrella trust (MAT/UT);
- Category 2 – an employer with a satisfactory third party guarantee or that can provide evidence of a strong covenant through financial or other information, and a willingness and ability to pay scheme contributions as appropriate through an independent assessment approved by the Fund;
- Category 3 – stand-alone employers with no guarantee.

As an employer participating in the Fund, you have been categorised as a group 1A employer.

Based upon the current risk categorisation as set out above, the Fund is proposing the following as a minimum level of contributions for the three years from 1 April 2017 to 31 March 2020

The results of the 2016 actuarial valuation are as follows:

	31 March 2013 £000s	31 March 2016 £000s
Assets	858	1073
Liabilities	836	910
Surplus / Deficit (-)	22	164

Primary Rate: 17.2% of payroll

Secondary Rate: 0.0% of payroll

Total Rate: 17.2% of Payroll

The primary rate is the percentage of pay required to meet the cost of future pension benefits earned by the active members within the scheme.

The secondary contribution rate is to take account of how the assets and estimated liability values may evolve over time and to ensure that the past service liabilities are fully funded over the deficit recovery period with a level of assurance required based upon your risk categorisation.

As such, the secondary rate contributions can look high relative to the current deficit. In some cases, they are set to achieve full funding, allowing for the projection of assets and liabilities, over an appropriate time horizon, for a given proportion of possible economic outcomes, which allows for the inherent liability and asset volatility over time.

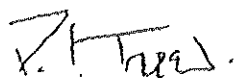
Please also note that the above contribution rates reflect the minimum amount due. If you wish to make additional payments, then please advise us before doing so.

A draft copy of the Funding Strategy Statement for the Surrey Pension Fund has been sent to you via email. This reflects the discussions between employers, officers, members and the Fund actuary during the valuation process. This document now enters a period of consultation and we welcome feedback to this document. The deadline for consultation is 1 March 2017.

This is also an opportune time to remind you that payments are due by the 19th day of the month following the month to which the payment relates.

I hope your position is clear, but if you have any queries please contact Neil Mason at neil.mason@surreycc.gov.uk. If you would like to investigate options to change your risk categorisation, we also look forward to hearing from you.

Yours sincerely



Phil Triggs
Pension Fund & Treasury Manager



GODALMING TOWN COUNCIL

FINANCIAL REGULATIONS

Adopted by Full Council on
~~31 March 2016~~ 30 March 2017

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These Financial Regulations are made under Standing Order 140 and were adopted by the Council at its Meeting held on ~~15-30 March 2017~~ January 2015.

1. General

- 1.1. These financial regulations govern the conduct of financial management by the Council and may only be amended or varied by resolution of the Council. Financial regulations are one of the Council's three governing policy documents providing procedural guidance for members and officers. Financial regulations must be observed in conjunction with Godalming Town Council Standing Orders and any individual financial regulations relating to contracts.
- 1.2. The Council is responsible in law for ensuring that its financial management is adequate and effective and that the Council has a sound system of internal control which facilitates the effective exercise of the Council's functions, including arrangements for the management of risk.
- 1.3. The Council's accounting control systems must include measures:
 - for the timely production of accounts;
 - that provide for the safe and efficient safeguarding of public money;
 - to prevent and detect inaccuracy and fraud; and
 - identifying the duties of officers.
- 1.4. These financial regulations demonstrate how the Council meets these responsibilities and requirements.
- 1.5. At least once a year, prior to approving the Annual Governance Statement, the Council must review the effectiveness of its system of internal control which shall be in accordance with proper practices.
- 1.6. A breach of these regulations by an employee is gross misconduct.
- 1.7. Members of Council are expected to follow the instructions within these regulations and not to encourage employees to breach them. Failure to follow instructions within these regulations brings the office of Councillor into disrepute.
- 1.8. The Town Clerk has been appointed as RFO for this Council and these regulations will apply accordingly.

- 1.9. The RFO;
- acts under the policy direction of the Council;
 - administers the Council's financial affairs in accordance with all Acts, Regulations and proper practices;
 - determines on behalf of the Council its accounting records and accounting control systems;
 - ensures the accounting control systems are observed;
 - maintains the accounting records of the Council up to date in accordance with proper practices;
 - assists the Council to secure economy, efficiency and effectiveness in the use of its resources; and
 - produces financial management information as required by the Council.
- 1.10. The accounting records determined by the RFO shall be sufficient to show and explain the Council's transactions and to enable the RFO to ensure that any income and expenditure account and statement of balances, or record of receipts and payments and additional information, as the case may be, or management information prepared for the Council from time to time comply with the Accounts and Audit Regulations¹.
- 1.11. The accounting records determined by the RFO shall in particular contain:
- entries from day to day of all sums of money received and expended by the Council and the matters to which the income and expenditure or receipts and payments account relate;
 - a record of the assets and liabilities of the Council; and
 - wherever relevant, a record of the Council's income and expenditure in relation to claims made, or to be made, for any contribution, grant or subsidy.
- 1.12. The accounting control systems determined by the RFO shall include:
- procedures to ensure that the financial transactions of the Council are recorded as soon as reasonably practicable and as accurately and reasonably as possible;
 - procedures to enable the prevention and detection of inaccuracies and fraud and the ability to reconstruct any lost records;
 - identification of the duties of officers dealing with financial transactions and division of responsibilities of those officers in relation to significant transactions;

¹ Accounts and Audit (England) Regulations 2011/817

- procedures to ensure that uncollectable amounts, including any bad debts are not submitted to the Council for approval to be written off except with the approval of the RFO and that the approvals are shown in the accounting records; and
- measures to ensure that risk is properly managed.

1.13. The Council is not empowered by these regulations or otherwise to delegate certain specified decisions. In particular any decision regarding:

- setting the final budget or the precept (Council tax requirement);
- approving accounting statements;
- approving an annual governance statement;
- borrowing;
- writing off bad debts;
- declaring eligibility for the General Power of Competence; and
- addressing recommendations in any report from the internal or external auditors,

shall be a matter for the Full Council only.

1.14. In addition the Council must:

- determine and keep under regular review the bank mandate for all Council bank accounts;
- approve any grant or a single commitment in excess of £50,000; and
- in respect of the annual salary for any employee have regard to recommendations about annual salaries of employees made by the relevant committee in accordance with its terms of reference.

1.15. In these financial regulations, references to the Accounts and Audit Regulations or 'the regulations' shall mean the regulations issued under the provisions of section 27 of the Audit Commission Act 1998, or any superseding legislation, and then in force unless otherwise specified.

In these financial regulations the term 'proper practice' or 'proper practices' shall refer to guidance issued in *Governance and Accountability for Local Councils - a Practitioners' Guide (England)* issued by the Joint Practitioners Advisory Group (JPAG), available from the websites of NALC and the Society for Local Council Town Clerks (SLCC).

2. Accounting and Audit (Internal and External)

- 2.1. All accounting procedures and financial records of the Council shall be determined by the RFO in accordance with the Accounts and Audit Regulations, appropriate guidance and proper practices.
- 2.2. On a regular basis, at least once in each quarter, and at each financial year end, an officer other than the RFO shall be required to produce bank reconciliations (for all accounts). The RFO shall sign the reconciliations and the original bank statements (or similar document) as evidence of verification. This activity shall on conclusion be reported, including any exceptions, to and noted by the Audit Committee, evidenced by the signature of the Committee Chairman upon the reconciliations.
- 2.3. The RFO shall complete the annual statement of accounts, annual report, and any related documents of the Council contained in the Annual Return (as specified in proper practices) as soon as practicable after the end of the financial year and having certified the accounts shall submit them and report thereon to the Council within the timescales set by the Accounts and Audit Regulations.
- 2.4. The Council shall ensure that there is an adequate and effective system of internal audit of its accounting records, and of its system of internal control in accordance with proper practices. Any officer or member of the Council shall make available such documents and records as appear to the Council to be necessary for the purpose of the audit and shall, as directed by the Council, supply the RFO, internal auditor, or external auditor with such information and explanation as the Council considers necessary for that purpose.
- 2.5. The internal auditor shall be appointed annually by the Council and shall carry out the work in relation to internal controls required by the Council in accordance with proper practices. The appointment will be reviewed every seven years.
- 2.6. The internal auditor shall:
 - be competent and independent of the financial operations of the Council;
 - report to Council in writing, or in person, on a regular basis with a minimum of one annual written report during each financial year;
 - to demonstrate competence, objectivity and independence, be free from any actual or perceived conflicts of interest, including those arising from family relationships; and
 - have no involvement in the financial decision making, management or control of the Council.
- 2.7. Internal or external auditors may not under any circumstances:
 - perform any operational duties for the Council;
 - initiate or approve accounting transactions; or

- direct the activities of any Council employee, except to the extent that such employees have been appropriately assigned to assist the internal auditor.
- 2.8. For the avoidance of doubt, in relation to internal audit the terms 'independent' and 'independence' shall have the same meaning as is described in proper practices.
- 2.9. The RFO shall make arrangements for the exercise of electors' rights in relation to the accounts including the opportunity to inspect the accounts, books, and vouchers and display or publish any notices and statements of account required by Audit Commission Act 1998, or any superseding legislation, and the Accounts and Audit Regulations.
- 2.10. The RFO shall, without undue delay, bring to the attention of all councillors any correspondence or report from internal or external auditors.

3. Annual Estimates (Budget) and Forward Planning

- 3.1. The RFO must each year, by no later than [the end of](#) December, prepare detailed estimates of all receipts and payments including the use of reserves and all sources of funding for the following financial year in the form of a budget to be considered by the Policy & Management Committee and the Council [no later than the end of January of the following year](#).
- 3.2. The Council shall consider annual budget proposals in relation to the Council's three year forecast of revenue and capital receipts and payments including recommendations for the use of reserves and sources of funding and update the forecast accordingly.
- 3.3. The Council shall fix the precept (council tax requirement), and relevant basic amount of council tax to be levied for the ensuing financial year not later than by the end of January each year. The RFO shall issue the precept to the billing authority and shall supply each member with a copy of the approved annual budget.
- 3.4. The approved annual budget shall form the basis of financial control for the ensuing year.

4. Budgetary Control and Authority to Spend

- 4.1. Expenditure on revenue items may be authorised up to the amounts included for that class of expenditure in the approved budget. This authority is to be determined by:
- the Council for all items over £50,000;
 - a duly delegated committee of the Council for items over £2,000; or
 - the Town Clerk, for any items below £2,000.

Such authority is to be evidenced by a minute or by an authorisation slip duly signed by the Town Clerk.

Contracts may not be disaggregated to avoid controls imposed by these regulations.

- 4.2. No expenditure may be authorised that will exceed the amount provided in the revenue budget for that class of expenditure other than by resolution of the Council, or duly delegated committee. During the budget year and with the approval of Council having considered fully the implications for public services, unspent and available amounts may be moved to other budget headings or to an earmarked reserve as appropriate ('virement').
- 4.3. Unspent provisions in the revenue or capital budgets for completed projects shall not be carried forward to a subsequent year.
- 4.4. The salary budgets are to be reviewed at least annually ~~in October~~ [as part of the budget preparation process](#) for the following financial year and such review shall be evidenced by a hard copy schedule signed by the Town Clerk and the Chairman of Council or relevant committee. The RFO will inform committees of any changes impacting on their budget requirement for the coming year in good time.
- 4.5. In cases of extreme risk to the delivery of Council services, the Town Clerk may authorise revenue expenditure on behalf of the Council which in the Town Clerk's judgement it is necessary to carry out. Such expenditure includes repair, replacement or other work, whether or not there is any budgetary provision for the expenditure, subject to a limit of £1,000. The Town Clerk shall report such action to the Chairman of the Policy & Management Committee as soon as possible and to the Policy & Management Committee as soon as practicable thereafter.
- 4.6. No expenditure shall be authorised in relation to any capital project and no contract entered into or tender accepted involving capital expenditure unless the Council is satisfied that the necessary funds are available and the requisite borrowing approval has been obtained.
- 4.7. All capital works shall be administered in accordance with the Council's standing orders and financial regulations relating to contracts.
- 4.8. The RFO shall regularly provide the Council with a statement of receipts and payments to date under each head of the budgets, comparing actual and projected

annual expenditure against that planned as shown in the budget. These statements are to be prepared at least at the end of each financial quarter and shall show explanations of material variances. For this purpose “material” shall be in excess of 15% of the budget or 2% of the precept.

- 4.9. Changes in earmarked reserves shall be approved by Council as part of the budgetary control process.

5. Banking Arrangements and Authorisation of Payments

- 5.1. The Council's banking arrangements, including the bank mandate, shall be made by the RFO and approved by the Council; banking arrangements may not be delegated to a committee. They shall be regularly reviewed for security and efficiency.
- 5.2. The RFO shall cause to be prepared a schedule of payments requiring authorisation made and, together with the relevant invoices, present the schedule to the Policy & Management Committee. The Committee shall review the schedule for compliance and, having satisfied itself, shall confirm by a resolution of the Committee that the payments made were appropriate. The approved schedule shall be signed by the Chairman of the Meeting. A detailed list of all payments shall be disclosed within or as an attachment to the minutes of the meeting at which payment was authorised. Personal payments (including salaries, wages, expenses and any payment made in relation to the termination of a contract of employment) may be summarised to remove public access to any personal information.
- 5.3. All invoices for payment shall be verified and certified by the officer procuring the good/services to confirm that the work, goods or services to which each invoice relates has been received or carried out. All invoices for payment shall be checked by the officer arranging payment to confirm that the invoice represents expenditure previously approved by the Council and has not previously been paid.
- 5.4. The RFO shall ensure that all invoices are examined for arithmetical accuracy and analyse them to the appropriate expenditure heading. The RFO shall take all steps to pay all properly verified and certified invoices submitted.

6. Instructions for the Making of Payments

- 6.1. The Council will make safe and efficient arrangements for the making of its payments.
- 6.2. The Town Clerk/RFO shall give instruction that each payment authorised in accordance with Regulation 5 above shall be made.
- 6.3. All payments shall be effected by cheque or other instructions to the Council's bankers, or otherwise, in accordance with a resolution of Council.
- 6.4. Cheques or orders for payment drawn on the bank account in accordance with the schedule as presented to Council or committee shall be signed by two members of Council. No Councillor should be a signatory to a transaction in which they have declared a disclosable pecuniary interest or in which they have any other interest.
- 6.5. To indicate agreement of the details shown on the cheque or order for payment with the counterfoil and the invoice or similar documentation, the signatories shall each also initial the cheque counterfoil [or payments schedule](#) and the invoice or other voucher.
- 6.6. If thought appropriate by the Council, payment for utility supplies (energy, telephone and water) and any National Non-Domestic Rates may be made by variable direct debit provided that the instructions are signed by two members and any payments are reported to the Policy & Management Committee as made. The approval of the use of a variable direct debit shall be renewed by resolution of the Policy & Management Committee at least every two years.
- 6.7. If thought appropriate by the Council, payment for certain items (principally salaries) may be made by banker's standing order provided that the instructions are signed, or otherwise evidenced by two members are retained and any payments are reported to the Policy & Management Committee as made. The approval of the use of a banker's standing order shall be renewed by resolution of the Policy & Management Committee at least every two years.
- 6.8. If thought appropriate by the Council, payment for certain items may be made by BACS or CHAPS methods provided that the instructions for each payment are signed, or otherwise evidenced, by two authorised bank signatories are retained and any payments are reported to Policy & Management Committee as made. The approval of the use of BACS or CHAPS shall be renewed by resolution of the of the Policy & Management Committee at least every two years.
- 6.9. If thought appropriate by the Council payment for certain items may be made by internet banking transfer provided evidence is retained showing which members approved the payment.
- 6.10. Where a computer requires use of a personal identification number (PIN) or other password(s), for access to the Council's records on that computer, a note shall be

made of the PIN and Passwords and shall be kept securely in the Council's strongroom in a sealed dated & timed envelope signed by two Councillors across the seal. This envelope may not be opened other than in the presence of two Councillors. After the envelope has been opened, in any circumstances, the PIN and/or passwords shall be changed as soon as practicable. The fact that the sealed envelope has been opened, in whatever circumstances, shall be reported to all members immediately and formally to the next available meeting of the Council or the Policy & Management Committee. This will not be required for a member's personal computer used only for remote authorisation of bank payments.

- 6.11. No employee or Councillor shall disclose any PIN or password, relevant to the working of the Council or its bank accounts, to any person not authorised in writing by the Council or the Policy & Management Committee.
- 6.12. Regular back-up copies of the records on any computer shall be made and shall be stored securely away from the computer in question, and at a different location from the original data.
- 6.13. The Council, and any members using computers for the Council's financial business, shall ensure that anti-virus, anti-spyware and firewall, software with automatic updates, together with a high level of security, is used.
- 6.14. Where internet banking arrangements are made with any bank, an officer (not the Town Clerk or RFO) shall be appointed as the Service Administrator. The bank mandate approved by the Council shall identify a number of Councillors who will be authorised to approve transactions on those accounts. The bank mandate will state clearly who and what approvals are needed for each type of payment.
- 6.15. Access to any internet banking accounts will be directly to the access page (which may be saved under "favourites"), and not through a search engine or e-mail link. Remembered or saved passwords facilities must not be used on any computer used for Council banking work. Breach of this Regulation will be treated as a very serious matter under these regulations.
- 6.16. Changes to account details for suppliers, whether used for internet banking or not, may only be changed on written hard copy notification by the supplier, verified by a telephone call, and supported by hard copy authority for change signed by the Town Clerk or in her absence the Deputy Town Clerk. A programme of regular checks of standing data with suppliers will be followed.
- 6.17. The RFO may provide imprests to officers for the purpose of defraying operational and other expenses. Vouchers for payments made shall be forwarded to the RFO with a claim for reimbursement.
 - a) The RFO shall advance imprests up to a maximum of £500 for the purpose of defraying operational and other expenses to officers named by the Policy & Management Committee.

- b) The RFO shall maintain a petty cash float of a maximum of £250 for the purpose of defraying operational and other expenses. Vouchers for payments made from petty cash shall be kept to substantiate the payment.
- c) Income received must not be paid into the petty cash float but must be separately banked, as provided elsewhere in these regulations.
- d) Payments to maintain the petty cash float shall be shown separately on the schedule of payments presented to Council under 5.2 above.

7. Payment of Salaries

- 7.1. As an employer, the Council shall make arrangements to meet fully the statutory requirements placed on all employers by PAYE and National Insurance legislation. The payment of all salaries shall be made in accordance with payroll records and the rules of PAYE and National Insurance currently operating, and salary rates shall be as agreed by Council, or duly delegated committee.
- 7.2. Payment of salaries and payment of deductions from salary such as may be required to be made for tax, national insurance and pension contributions, or similar statutory or discretionary deductions must be made in accordance with the payroll records and on the appropriate dates stipulated in employment contracts, provided that each payment is reported to the next available Council meeting, as set out in these regulations above.
- 7.3. No changes shall be made to any employee's pay, emoluments, or terms and conditions of employment without the prior consent of the Policy & Management Committee (or Council if the matter affects the Town Clerk alone).
- 7.4. Each and every payment to employees of net salary and to the appropriate creditor of the statutory and discretionary deductions shall be recorded in a separate confidential record (confidential cash book). This confidential record is not open to inspection or review (under the Freedom of Information Act 2000 or otherwise) other than:
- a) by any Councillor who can demonstrate a need to know;
 - b) by the internal auditor;
 - c) by the external auditor; or
 - d) by any person authorised under Audit Commission Act 1998, or any superseding legislation.
- 7.5. The total of such payments in each calendar month shall be reported with all other payments as made as may be required under these Financial Regulations, to ensure that only payments due for the period have actually been paid.
- 7.6. An effective system of personal performance management should be maintained for all staff.
- 7.7. Any termination payments shall be supported by a clear business case and reported to the Council. Termination payments shall only be authorised by Council.
- 7.8. Before employing interim staff the Policy & Management Committee must consider a full business case.

8. Loans and Investments

- 8.1. All borrowings shall be effected in the name of the Council, after obtaining any necessary borrowing approval. Any application for borrowing approval shall be approved by Council as to terms and purpose. The application for borrowing approval, and subsequent arrangements for the loan shall only be approved by full Council.
- 8.2. Any financial arrangement which does not require formal borrowing approval from the Secretary of State (such as Hire Purchase or Leasing of tangible assets) shall be subject to approval by the Full Council. In each case a report in writing shall be provided to Council in respect of value for money for the proposed transaction.
- 8.3. All loans and investments shall be negotiated in the name of the Council and shall be for a set period in accordance with Council policy.
- 8.4. The Council shall consider the need for an Investment Strategy and Policy which, if drawn up, shall be in accordance with relevant regulations, proper practices and guidance. Any Strategy and Policy shall be reviewed by the Council at least annually.
- 8.5. All investments of money under the control of the Council shall be in the name of the Council.
- 8.6. All investment certificates and other documents relating thereto shall be retained in the custody of the RFO.
- 8.7. Payments in respect of short term or long term investments, including transfers between bank accounts held in the same bank, or branch, shall be made in accordance with Regulation 5 (Authorisation of payments) and Regulation 6 (Instructions for payments).

9. Income

- 9.1. The collection of all sums due to the Council shall be the responsibility of and under the supervision of the RFO.
- 9.2. When raising an invoice an officer will deliver the top copy to the debtor, send one of the copies to the RFO and retain the second copy in their own records. If an invoice is voided all three copies should be kept in the officer's own records.
- 9.3. Each invoice pad shall be held securely by the officer to which it is issued and from time to time that officer may be called upon to account for each of the sequentially numbered invoices in the pad.
- 9.4. Particulars of all charges to be made for work done, services rendered or goods supplied shall be agreed annually by the Council, notified to the RFO and the RFO shall be responsible for the collection of all accounts due to the Council.
- 9.5. The Council will review all fees and charges at least annually, following a report of the Town Clerk.
- 9.6. Any sums found to be irrecoverable and any bad debts shall be reported to the Council and shall be written off in the year.
- 9.7. All sums received on behalf of the Council shall be banked intact as directed by the RFO. In all cases, all receipts shall be deposited with the Council's bankers with such frequency as the RFO considers necessary.
- 9.8. The origin of each receipt shall be entered on the paying-in slip.
- 9.9. Personal cheques shall not be cashed out of money held on behalf of the Council.
- 9.10. The RFO shall promptly complete any VAT Return that is required. Any repayment claim due in accordance with VAT Act 1994 section 33 shall be made at least annually coinciding with the financial year end.
- 9.11. Where any significant sums of cash are regularly received by the Council, the RFO shall take such steps as are agreed by the Council to ensure that more than one person is present when the cash is counted in the first instance, that there is a reconciliation to some form of control such as ticket issues, and that appropriate care is taken in the security and safety of individuals banking such cash.

10. Orders for Work, Goods and Services

- 10.1. An official order or letter shall be issued for all work, goods and services unless a formal contract is to be prepared or an official order would be inappropriate. Copies of orders shall be retained.
- 10.2. Order books shall be controlled by the RFO.
- 10.3. All members and officers are responsible for obtaining value for money at all times. An officer issuing an official order shall ensure as far as reasonable and practicable that the best available terms are obtained in respect of each transaction, usually by obtaining three or more quotations or estimates from appropriate suppliers, subject to any *de minimis* provisions in Regulation 11.1 below.
- 10.4. A member may not issue an official order or make any contract on behalf of the Council.
- 10.5. The RFO shall verify the lawful nature of any proposed purchase before the issue of any order.

11. Contracts

- 11.1. Procedures as to contracts are laid down as follows:
 - a. Every contract shall comply with these financial regulations, and no exceptions shall be made otherwise than in an emergency provided that this regulation need not apply to contracts which relate to items (i) to (vi) below:
 - i. for the supply of gas, electricity, water, sewerage and telephone services;
 - ii. for specialist services such as are provided by solicitors, accountants, surveyors and planning consultants;
 - iii. for work to be executed or goods or materials to be supplied which consist of repairs to or parts for existing machinery or equipment or plant;
 - iv. for work to be executed or goods or materials to be supplied which constitute an extension of an existing contract by the Council;
 - v. for additional audit work of the external auditor up to an estimated value of £500 (in excess of this sum the Town Clerk and RFO shall act after consultation with the Chairman and Vice Chairman the Policy & Management Committee); and
 - vi. for goods or materials proposed to be purchased which are proprietary articles and / or are only sold at a fixed price.

- b. Where it is intended to enter into a contract exceeding £60,000 in value for the supply of goods or materials or for the execution of works or specialist services other than such goods, materials, works or specialist services as are excepted as set out in paragraph (a) the Town Clerk shall invite tenders from at least three firms to be taken from the appropriate approved list.
- c. When applications are made to waive financial regulations relating to contracts to enable a price to be negotiated without competition the reason shall be embodied in a recommendation to the Council.
- d. Such invitation to tender shall state the general nature of the intended contract and the Town Clerk shall obtain the necessary technical assistance to prepare a specification in appropriate cases. The invitation shall in addition state that tenders must be addressed to the Town Clerk in the ordinary course of post. Each tendering firm shall be supplied with a specifically marked envelope in which the tender is to be sealed and remain sealed until the prescribed date for opening tenders for that contract.
- e. All sealed tenders shall be opened at the same time on the prescribed date by the Town Clerk in the presence of at least one member of Council.
- f. If less than three tenders are received for contracts above £60,000 or if all the tenders are identical the Council may make such arrangements as it thinks fit for procuring the goods or materials or executing the works.
- g. Any invitation to tender issued under this regulation shall be subject to Standing Order 142 and shall refer to the terms of the Bribery Act 2010.
- h. When it is to enter into a contract of less than £60,000 in value for the supply of goods or materials or for the execution of works or specialist services other than such goods, materials, works or specialist services as are excepted as set out in paragraph (a) the Town Clerk or RFO shall obtain 3 quotations (priced descriptions of the proposed supply); where the value is below £5,000 and above £1,000 the Town Clerk or RFO shall obtain 2 estimates. Otherwise, Regulation 10 (3) above shall apply.
- i. The Council shall not be obliged to accept the lowest or any tender, quote or estimate.
- j. Should it occur that the Council, or duly delegated committee, does not accept any tender, quote or estimate, the work is not allocated and the Council requires further pricing, provided that the specification does not change, no person shall be permitted to submit a later tender, estimate or quote who was present when the original decision making process was being undertaken.
- k. The European Union Procurement Directive shall apply and the terms of the Public Contracts Regulations 2006 and the Utilities Contracts Regulations 2006 including thresholds shall be followed.

12. Payments Under Contracts for Building or Other Construction Works

- 12.1. Payments on account of the contract sum shall be made within the time specified in the contract by the RFO upon authorised certificates of the architect or other consultants engaged to supervise the contract (subject to any percentage withholding as may be agreed in the particular contract).
- 12.2. Where contracts provide for payment by instalments the RFO shall maintain a record of all such payments. In any case where it is estimated that the total cost of work carried out under a contract, excluding agreed variations, will exceed the contract sum of 5% or more a report shall be submitted to the Council.
- 12.3. Any variation to a contract or addition to or omission from a contract must be approved by the Council and Town Clerk to the contractor in writing, the Council being informed where the final cost is likely to exceed the financial provision.

13. Assets, Properties and Estates

- 13.1. The Town Clerk shall make appropriate arrangements for the custody of all title deeds and Land Registry Certificates of properties held by the Council. The RFO shall ensure a record is maintained of all properties held by the Council, recording the location, extent, plan, reference, purchase details, nature of the interest, tenancies granted, rents payable and purpose for which held in accordance with Accounts and Audit Regulations.
- 13.2. No tangible moveable property shall be purchased or otherwise acquired, sold, leased or otherwise disposed of, without the authority of the Council, together with any other consents required by law, save where the estimated value of any one item of tangible movable property does not exceed £250.
- 13.3. No real property (interests in land) shall be sold, leased or otherwise disposed of without the authority of the Council, together with any other consents required by law, In each case a report in writing shall be provided to Council in respect of valuation and surveyed condition of the property (including matters such as planning permissions and covenants) together with a proper business case (including an adequate level of consultation with the electorate).
- 13.4. No real property (interests in land) shall be purchased or acquired without the authority of the Full Council. In each case a report in writing shall be provided to Council in respect of valuation and surveyed condition of the property (including matters such as planning permissions and covenants) together with a proper business case (including an adequate level of consultation with the electorate).

- 13.5. Subject only to the limit set in Reg. [4413.2](#) above, no tangible moveable property shall be purchased or acquired without the authority of the full Council. In each case a report in writing shall be provided to Council with a full business case.
- 13.6. The RFO shall ensure that an appropriate and accurate Register of Assets and Investments is kept up to date. The continued existence of tangible assets shown in the Register shall be verified at least annually, possibly in conjunction with a health and safety inspection of assets.

14. Insurance

- 14.1. Following the annual risk assessment (per Financial Regulation [4715](#)), the RFO shall effect all insurances and negotiate all claims on the Council's insurers.
- 14.2. The Town Clerk shall ensure that all new risks, properties or vehicles which require to be insured or any alterations affecting existing insurances is effected immediately.
- 14.3. The RFO shall keep a record of all insurances effected by the Council and the property and risks covered thereby and annually review it.
- 14.4. The RFO shall be notified of any loss liability or damage or of any event likely to lead to a claim, and shall report these to Council at the next available meeting.
- 14.5. All appropriate members and employees of the Council shall be included in a suitable form of security or fidelity guarantee insurance which shall cover the maximum risk exposure as determined [annually] by the Council, or duly delegated committee.

15. Risk Management

- 15.1. The Council is responsible for putting in place arrangements for the management of risk. The Town Clerk shall cause to be prepared, for approval by the Council, risk management policy statements in respect of all activities of the Council. Risk policy statements and consequential risk management arrangements shall be reviewed by the Council at least annually.
- 15.2. When considering any new activity, the Town Clerk shall cause to be prepared a draft risk assessment including risk management proposals for consideration and adoption by the Council.

16. Suspension and Revision of Financial Regulations

- 16.1. It shall be the duty of the Council to review the Financial Regulations of the Council from time to time. The Town Clerk shall make arrangements to monitor changes in legislation or proper practices and shall advise the Council of any requirement for a consequential amendment to these financial regulations.
- 16.2. The Council may, by resolution of the Council duly notified prior to the relevant meeting of Council, suspend any part of these Financial Regulations provided that reasons for the suspension are recorded and that an assessment of the risks arising has been drawn up and presented in advance to all members of Council.

11. RECEIPTS TAKEN BY DEBIT OR CREDIT CARDS

Increasingly, clients of the Town Council expect to be able to pay the Council using a credit or debit card. Members therefore asked Officers to report on the issues and costs of receiving payments for sales invoices for the Town Council by credit or debit card.

Officers envisage that the following transactions could be made by debit or credit card:

- Community Centre hire
- Allotment rentals
- Festival pitches
- JBC burials and associated costs

There are three methods that debit and credit card receipts could be made:

1. A static terminal
2. A virtual terminal
3. Pay by link

A static terminal is a piece of hardware that is connected to the phone line/internet via a wire. Both face-to-face and over the phone transactions can be taken, but must be made where the terminal is located. Face-to-face transactions would require the users to insert their card and input their PIN and once the transaction was complete, the funds would be available. This is a very secure method of taking payment.

Over the phone payments cannot by their very nature require the user to give their PIN, and therefore the bank needs to do more to verify the veracity of the transaction before the funds are made available. There is a risk that the card details being given are fraudulent (although given the nature of the services being provided this is unlikely). Another risk is that the person processing the transaction incorrectly enters the card details. Therefore, this is a less secure method of taking payment.

A virtual terminal is a web-based link, accessed through a web browser with a username and password. It allows the user to log into a portal and process a payment by entering card details on screen, along with the amount and the payment reference. The user can be anyone within the organisation as long as they have valid log on details. The risks of this method are similar to the over the phone static terminal risks.

Pay by Link is a simple and easy to use tool which allows the Council to create an invoice with a 'pay now' button embedded. This invoice is then sent to the customers email address. The customers click on the link which takes them to the virtual portal and they can then choose to pay by debit or credit card. The Council need to obtain an email address but do not have to obtain card details, thus making this a very secure method of payment. However, Officers will have to come up with a process to ensure invoices are numbered in line with our invoicing pads to ensure there is no duplication.

For all three methods, payments are authorised, processed directly to our bank account and the details logged in a reporting management system, showing who processed the payments, when they were processed and what they were for. From here, you can produce reports as

and when necessary. These reports will allow the Financial Administrator to reconcile payments to the Sales Ledger, from which credit control is performed.

All three methods are reliant upon using the internet and would be unavailable in a power cut or in any other absence of broadband.

Issues to consider

- The security of the payment method used;
- Who should be able to process card payments taking into account segregation of duties as a method of control (i.e. ideally the person who raises an invoice should not also be able to receive payment for that invoice);
- The risk of fraudulent use of debit or credit cards, either by the customer, or by the officer taking the payment.

Taking all of the above into consideration Officers recommend only the Finance Administrator and/or the Secretary to the Town Clerk and Mayor have access to the payment terminal.

PCI Compliance

Regardless of which method the Council chooses, the Council must become PCI DSS compliant. PCI DSS is the Payment Card Industry Data Security Standard, and this is a worldwide standard that was set up to help businesses process card payments securely and reduce card fraud. The way it does this is through tight controls surrounding the storage, transmission and processing of cardholder data that businesses handle. PCI DSS is intended to protect sensitive cardholder data.

There are four levels of PCI compliance:

Level 4 compliance	<ul style="list-style-type: none">• Fewer than 20,000 transactions/annum• Simplified PCI compliance using an online self-assessment questionnaire with monthly or quarterly vulnerability scans.
Level 3 compliance	<ul style="list-style-type: none">• 20,000-1M transactions/annum• Remote assessment, compliance validation, monthly vulnerability scans (via 10 IPs) and SSL certificate validation.
Level 2 compliance	<ul style="list-style-type: none">• 1-6M transactions/annum• Remote assessment, compliance validation, monthly vulnerability scans (via 50 IPs) and SSL certificate validation.
Level 1 compliance	<ul style="list-style-type: none">• 6M+ transactions/annum• Onsite assessment, penetration test and monthly vulnerability scans.• Prices available on request

Being PCI compliant results in gaining a certificate which must be renewed annually. The current costs of gaining PCI compliance is around £30-£60 per annum.

Godalming Town Council is unlikely to exceed 20,000 transactions per annum, and thus only requires Level 4 compliance.

Comparative Costs for Static Terminals

	Worldpay	First Data	Payzone	Sirus
Terminal Rental	£17.45pm + VAT	£11.25pm + VAT	£15.00pm + VAT	£19.99pm + VAT
Contract Period	18 months	48 months	12 months	36 months
Authorisation Fee	£0.04p + VAT	£0.02p	£0.04p	£0.02p
Transaction Fees	Credit 1.49% Debit 0.65%	Credit 0.99% Debit 0.60%	Credit 1.00% Debit 1.00%	Credit 0.085% Debit 0.375%
PCI Compliance		£4.99	£2.40	Nil
Minimum Monthly Service Charge		£10.00	£0	£15.00
Cost of a Refund			£0.30p	

Comparative Costs for Virtual Terminals

	Paypal	Payzone
Terminal Rental	£20.00pm	£15.00pm + VAT (maximum 150 transactions pm)
Contract Period		12 months
Authorisation Fee	£0.20p	£0.04p
Transaction Fees	1.9% - 3.4%	Credit 1.00% Debit 1.00%
PCI Compliance	N/a	£2.40
Minimum Monthly Service Charge		£0
Cost of a Refund		£0.30p

Comparative Costs for Pay by Link

	Payzone
Terminal Rental	£10.00pm + VAT (maximum 50 transactions pm)
Contract Period	12 months
Authorisation Fee	£0.04p
Transaction Fees	Credit 1.00% Debit 1.00%
PCI Compliance	£2.40
Minimum Monthly Service Charge	£0
Cost of a Refund	£0.30p

Issues to Consider

The costs above have not been included in the 2017/18 budget, therefore, consideration of how they would be funded is required. All charges above would be over and above the transaction fees we pay at the bank and no, or minimal, savings in those bank charges are anticipated.

Legally it is permitted to add an additional administration fee to each transaction to the customer and this would provide some possibility in offsetting the costs. This surcharge could be a set fee e.g. £1.50 or it could be a percentage of the invoice total. However, as Members will be aware, it is not normal practice for retailers and others to charge a fee for debit card transactions and customers will not expect to be charged this fee by the Town Council.

Payments can only be credited into one bank account. Consequently, should the Joint Burial Committee (JBC) choose to participate, any JBC transactions processed would need to be transferred to its bank account on a regular basis. Given the small number of transactions the JBC has each year, Officers do not anticipate this being an onerous task. However, consideration must still be given as to whether the JBC should be charged for this service, and if so, what costs should be levied. Arguably, the Council would have to pay the monthly terminal fee regardless of whether there are any JBC transactions, and therefore the JBC need not contribute towards this cost. However, they most certainly would incur transaction charges that could reasonably be expected to be reimbursed. One method could be to determine the actual cost to the Council and recharge this on a regular basis. Alternatively, the Council could set a fixed transaction fee e.g. £7.50 (but there is a wide range in JBC charges – from £80 to £1,950). In addition, consideration needs to be given to the amount of time Officers will take to process these payments and transfer monies owed to JBC and whether an additional administration fee should also be charged.

Officers' Recommendations

Underlying these recommendations is the fact that it is uncertain how many customers will choose to make payment by card if the service were to be offered. At the current time, only a handful of customers have asked and Officers are unaware of anyone who has failed to complete a transaction because payment by card was not available. On the whole Officers would ask Members to consider whether it is necessary to offer the service.

Should Members decide it is necessary and given the uncertainty about the number of users, Officers' preferred option would be to seek the cheapest solution over the shortest possible contract period. This solution would be to enter into a contract with Payzone to provide a static terminal on a 12-month (rolling) contract. This means that the contract could be terminated 12 months from the decision to end the contract. Potential costs of this are shown below and could be as high as £626.40 p.a.

Number of Transactions per Month	Average Transaction Value	Total Transaction Value	Transaction Fees @ 1%	Authorisation Fee @ £0.04p	Total Monthly Fees	Terminal Rental	Total Monthly Cost	Annualised
5	£ 120.00	£ 600.00	£ 6.00	£ 0.20	£ 6.20	£ 15.00	£ 21.20	£ 254.40
10	£ 120.00	£ 1,200.00	£ 12.00	£ 0.40	£ 12.40	£ 15.00	£ 27.40	£ 328.80
15	£ 120.00	£ 1,800.00	£ 18.00	£ 0.60	£ 18.60	£ 15.00	£ 33.60	£ 403.20
20	£ 120.00	£ 2,400.00	£ 24.00	£ 0.80	£ 24.80	£ 15.00	£ 39.80	£ 477.60
25	£ 120.00	£ 3,000.00	£ 30.00	£ 1.00	£ 31.00	£ 15.00	£ 46.00	£ 552.00
30	£ 120.00	£ 3,600.00	£ 36.00	£ 1.20	£ 37.20	£ 15.00	£ 52.20	£ 626.40

It is recommended that these costs be absorbed within the revenue budget for the first six months until there is some hard data to work with. Thereafter it is suggested that the fees and charges for the Town Council's services be reviewed and if necessary adjusted to cover any additional costs.

Officers would further recommend that should the JBC choose to participate, the actual marginal costs of each transaction should be recharged with no additional administration fee in the first year. Note that the JBC pays an administration fee to Godalming Town Council of £27,000 p.a. This position to be reviewed for the financial year 2018/19 in the light of actual data.



MULBERRY & CO

Chartered Certified Accountants

Registered Auditors

& Chartered Tax Advisors

Lichfield House

60 Abbots Ride, Farnham

Surrey, GU9 8HZ

t + 44(0)1252 820 343

m + 44 (0)7710 410 552

e mark@mulberryandco.co.uk

w www.mulberryandco.co.uk

Our Ref: MARK/GOD001

Mrs L Goodfellow
Godalming Town Council
Town Council Offices Municipal Buildings
Bridge Street
Godalming
Surrey
GU7 1HR

17th January 2017

Dear Sirs,

We are pleased to accept the instruction to act as internal auditors for the Council and are writing to confirm the terms of our appointment outlined below. The purpose of this engagement letter is to set out the basis on which we are engaged to act as internal auditors and our respective areas of responsibility, it should be read in conjunction with our standard terms and conditions.

We are bound by the ethical requirements of the Association of Chartered Certified Accountants, and accept instructions to act for you on the basis that we will act in accordance with those ethical requirements. A copy of these requirements can be viewed at our offices on request or can be seen at www.accaglobal.com.

1. Period of engagement

- a. This letter is effective for accounting periods ending on or after 31-03-2018. (The 2017/18 Council year)
- b. It replaces all previous engagement letters. The previously agreed commencement date for this engagement still applies.
- c. We will deal with matters arising in respect of periods prior to the above period as appropriate.

2. Responsibilities of the Council and Internal auditors

- a. The council is responsible for ensuring that the council maintains adequate accounting records and for preparing financial statements that have been prepared in accordance with current practices and guidelines.
- b. You are also responsible for making available to us, as and when required, all the council's accounting records and all other relevant records and related information, including minutes of all meetings. We are entitled to require from the council's officers and employees such other information and explanations as we think necessary for the performance of our duties as internal auditors.
- c. We have a statutory responsibility to report to the external auditors whether in our opinion the financial statements have been properly prepared in accordance with current practices and guidelines. In forming this opinion, we shall:
 - i. Review the accounting records and all other relevant records and related information, including minutes of all meetings.
 - ii. If deemed necessary, conduct two or more reviews per annum to verify both the procedural and financial aspects of the council.

- iii. Report to you in writing any such adjustments that we may consider necessary, or those areas where we think your systems may require improvement.
 - iv. Sign off the annual return as internal auditors.
- d. We have a professional responsibility to report if the financial statements do not comply in any material respect with applicable accounting standards, unless in our opinion the non-compliance is justified in the circumstances. In determining whether or not the departure is justified we consider:
- i. whether the departure is required in order for the financial statements to give a true and fair view; and
 - ii. whether adequate disclosure has been made concerning the departure
- e. As with other professional services firms, we are required to identify our clients for the purposes of the UK anti-money laundering legislation. We are likely to request from you, and retain, some information and documentation for these purposes and/or to make searches of appropriate databases. If we are not able to obtain satisfactory evidence of your identity within a reasonable time, there may be circumstances in which we are not able to proceed with the audit appointment.
- f. The provision of audit services is a business in the regulated sector under the Proceeds of Crime Act 2002 and, as such, partners and staff in audit firms have to comply with this legislation which includes provisions that may require us to make a money laundering disclosure in relation to information we obtain as part of our normal audit work. It is not our practice to inform you when such a disclosure is made or the reasons for it because of the restrictions imposed by the 'tipping off' provisions of the legislation.

3. Scope of Audit

- a. Our audit will be conducted in accordance with current practices and guidelines, and will include such tests of transactions and of the existence, ownership and valuation of assets and liabilities as we consider necessary.
- b. We shall obtain an understanding of the accounting and internal control systems in order to assess their adequacy as a basis for the preparation of the financial statements and to establish whether proper accounting records have been maintained by the council. We shall expect to obtain such appropriate evidence as we consider sufficient to enable us to draw reasonable conclusions there from.
- c. The nature and extent of our procedures will vary according to our assessment of the council's accounting system and, where we wish to place reliance on it, the internal control system, and may cover any aspect of the business's operations that we consider appropriate. Our audit is not designed to identify all significant weaknesses in the council's systems but, if such weaknesses come to our notice during the course of our audit which we think should be brought to your attention, we shall report them to you. Any such report may not be provided to third parties without our prior written consent. Such consent will be granted only on the basis that such reports are not prepared with the interests of anyone other than the council in mind and that we accept no duty or responsibility to any other party as concerns the reports.
- d. As part of our normal audit procedures, we may request you to provide written confirmation of certain oral representations which we have received from you during the course of the audit on matters having a material effect on the financial statements. In particular, where we bring misstatements in the accounts to your attention that are not adjusted, we shall require written representation of your reasons.
- e. In order to assist us with the examination of your financial statements, we shall request sight of all documents or statements, including minutes and reports, which are due to be issued with the financial statements. We are also entitled to attend all general meetings of the council and to receive notice of all such meetings.

- f. The responsibility of safeguarding the assets of the council and for the prevention and detection of fraud, error and non-compliance with law or regulations rests with you. However, we shall endeavour to plan our audit so that we have a reasonable expectation of detecting material misstatements in the financial statements or accounting records (including those resulting from fraud, error or non-compliance with law or regulations), but our examination should not be relied upon to disclose all such material misstatements or frauds, errors or instances of non-compliance as may exist.
- g. Once we have issued/uploaded our report we have no further direct responsibility in relation to the financial statements for that financial year. However, we expect that you will inform us of any material event occurring between the date of our report and that of the Annual Meeting which may affect the financial statements.
- h. We appreciate that the present size of your council renders it uneconomic to create a system of internal control based on the segregation of duties for different functions within each area of the council. In the running of your council we understand that the officers are closely involved with the control of the council's transactions. In planning and performing our audit work we shall take account of this supervision.

4. Electronic Publication

- a. Where audited financial information is published on a website or by other electronic means, it is your responsibility to ensure that any such publication properly presents the financial information and auditor's report. We reserve the right to withhold consent to the electronic publication of our report or the financial statements if they are to be published in an inappropriate manner.
- b. It is your responsibility to ensure there are controls in place to prevent or detect quickly any changes to electronically published information. We are not required to carry out ongoing review of the information after it is first published. The maintenance and integrity of electronically published information is your responsibility and we accept no responsibility for changes made to audited information after it is first posted.

5. Communication

- a. In order to ensure that there is effective two-way communication between us we set out below the expected form and timing of such communications
 - i. We shall contact you by telephone or email prior to each year-end for preliminary discussions concerning the audit.
 - ii. We may arrange a meeting to discuss the forthcoming audit prior to the expected start date.
 - iii. We may arrange a meeting to discuss any matters arising from completing the on-site work.
 - iv. We shall of course contact you on a regular basis regarding both audit and other matters.
 - v. Our report will be issued in .Pdf format via a secure server, to which only the clerk has password access

6. Other services

- a. You may request that we provide other services from time to time. We will issue a separate letter of engagement and scope of work to be performed accordingly. Because rules and regulations frequently change you must ask us to confirm any advice already given if a transaction is delayed or a similar transaction is to be undertaken.

7. Limitation of liability

- a. We specifically draw your attention to our standard terms and conditions which set out the basis on which we limit our liability to you and to others.
- b. There are no third Parties that we have agreed should be entitled to rely on the work done pursuant to this engagement letter other than the external auditors.

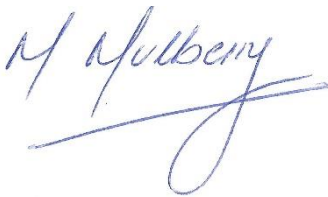
8. Fees

- a. Our fees are calculated using a stand rate per hour, plus disbursements and VAT and the standard applicable rate.
- b. Our fees for the 2017/18 council year are £50 per hour + VAT
- c. Where applicable we charge £0.45p per mile for travel
- d. Our fees are payable on presentation of invoice.

9. Agreement of terms

- a. This letter supersedes any previous engagement letter. Once it has been agreed, this letter will remain effective until it is replaced.
- b. If this letter is not in accordance with your understanding of the scope of our engagement or your circumstances have changed, please let us know
- c. This letter should be read in conjunction with the firm's standard terms and conditions.

Yours faithfully,

A handwritten signature in blue ink, appearing to read 'M. Mulberry', with a long horizontal flourish extending to the right.

Mulberry & Co

We confirm that by electronically approving this document we are agreeing that we have read and understood the contents of this letter and related terms and conditions and further agree that it accurately reflects our fair understanding of the services that we require you to undertake.

Appraisal Scheme Guidance

Introduction

The appraisal scheme provide the Council with a framework to regularly review an employee's performance, and provides employees with an opportunity to give feedback to their employer.

Who should undertake appraisals?

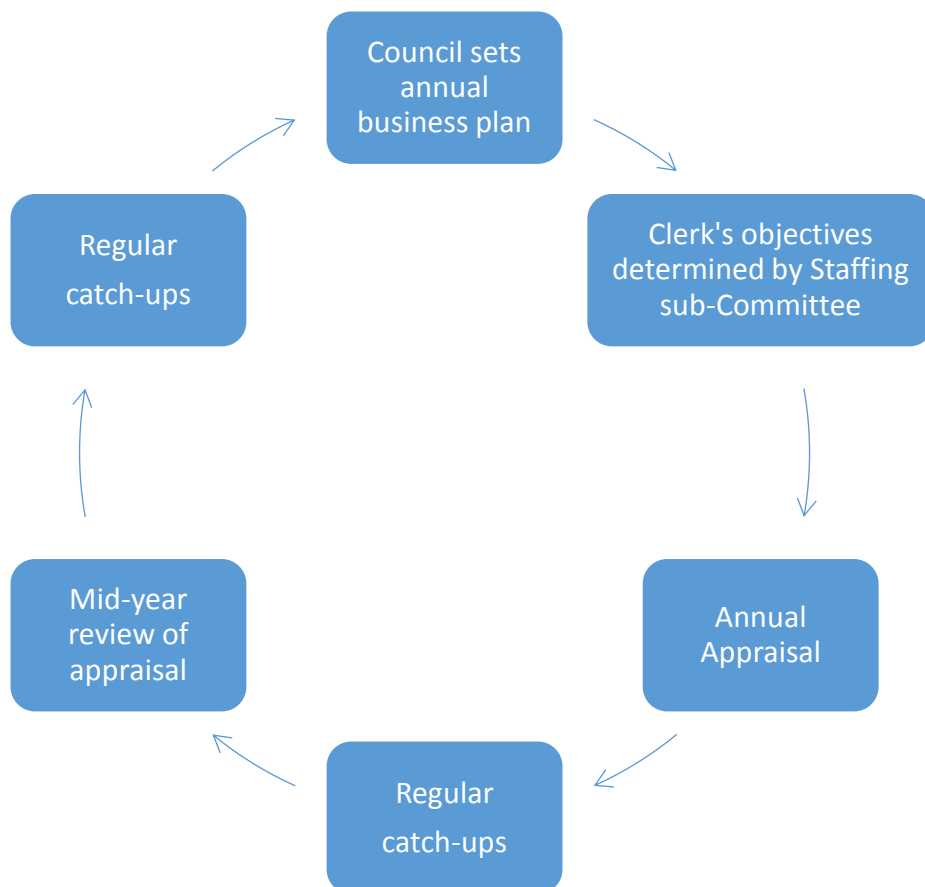
The Clerk would usually appraise their direct reports and any managers who report to the Clerk would usually appraise the staff reporting to them.

The Staffing Sub-Committee will appoint a small Appraisal Panel (2 or 3) from within its number to appraise the Clerk.

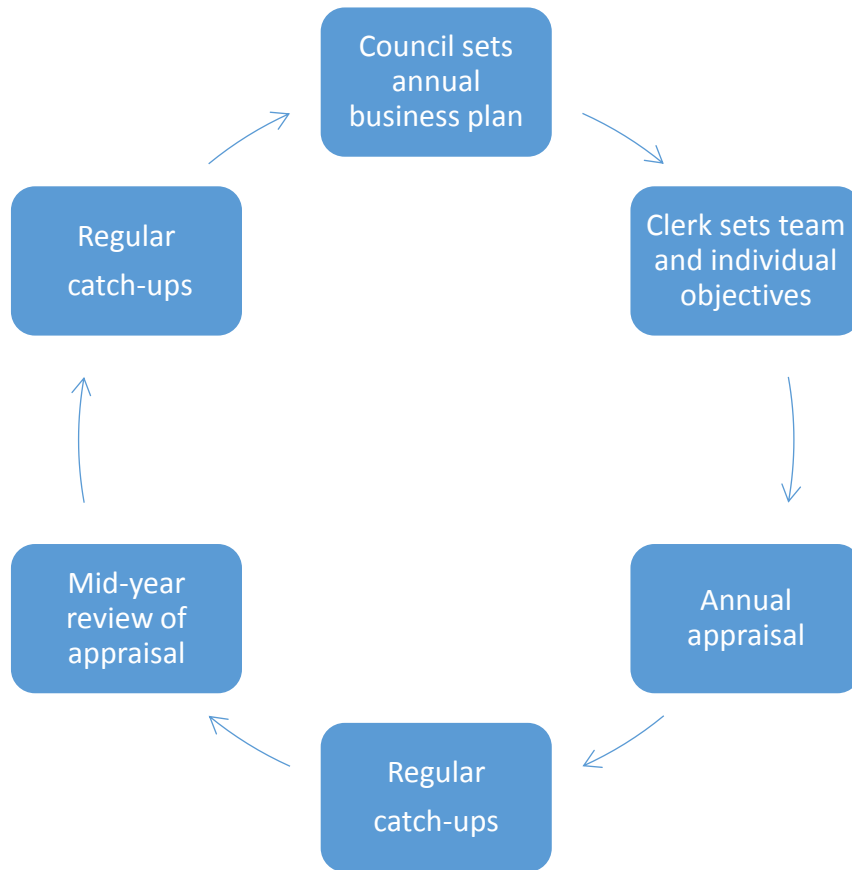
Appraisals and performance management

Appraisals are an important part of the performance management process. This process is slightly different for the Clerk and other staff.

The performance management process for the Clerk



The performance management process for other staff



Core aspects of the performance management process

The Council's Business Plan

The Plan sets the Council's objectives for the next year. These objectives can be part of longer term aims.

The role of the Staffing Sub Committee

The Staffing Sub Committee will:

- ensure that annual appraisals are being conducted for all staff
- provide the Appraisal Panel to undertake the Clerk's appraisal
- be responsible for reviewing the performance management process to ensure it continues to meet the Council's needs
- will countersign the appraisals for all staff
- will hear any grievances raised by staff in relation to their appraisal*

*subject to compliance with the ACAS Code of Practice on the conduct of grievance procedures

The annual appraisal and mid-year review

The annual appraisal and mid-year reviews will follow the format set out in the forms.

The role of regular catch-ups

Catch-ups should be conducted every six weeks or so. Meetings may be more frequent where staff are new to their post, the employee requires more regular support or, the manager is concerned that the employee is struggling. Equally catch-ups can take place less frequently where appropriate. However they should always take place at least every 8 weeks / 2 months.

They provide the opportunity for regular discussions on progress against objectives including where additional support may be needed or, in exceptional situations, where objectives should be amended. They also provide an opportunity to discuss a range of other day to day matters such as annual leave or TOIL arrangements; recent or planned absence; workload pressures; progress with learning and development plans etc....

Structure of the appraisal meeting and mid-year review

The appraisal meeting and mid-year reviews are in two parts. The first part looks back over the appraisal period. It looks at:

- the extent to which the objectives have been met
- whether the job description has changed and,
- whether the learning and development objectives have been achieved as well as
- noting any other general comments

The second part looks forward to the next appraisal period. It provides an opportunity to:

- discuss the objectives to be set and
- identify the learning and development needs

Using the Record of Appraisal form

The form is produced as a Word document to allow flexibility. The form is not intended to restrict the amount which can be written or the number of objectives which can be set.

Setting objectives

All team and individual objectives should be written as SMART objectives.

The number of objectives set will depend on the 'size' of each objective and the other work which a member of staff is tasked with.

If appropriate objectives should have supporting information such as 'milestones' to be achieved or additional information to clarify how the objective should be met or what support might be available.

Appendix A gives some example templates for drafting SMART objectives

Record keeping

A written record of the appraisal, mid-year review and, catch-up meetings will be given to the employee for their own records and copies will be kept in the employee's personnel file.

The written record of appraisal, mid-year review and, catch-up meetings for the Clerk will be kept securely and confidentially by the Chair of the Staffing Sub-Committee, as well as in the Clerk's own personnel file and a copy given to him / her.

Seeking agreement

Wherever possible agreement should be sought for the objectives set. It is important for the appraiser to listen carefully to any concerns raised by the 'appraisee.' However if agreement cannot be reached then the disputed objectives can be referred to the Staffing Sub-Committee who will consider whether to amend, withdraw, or retain them after having discussed the matter with the Town Clerk.

Wherever possible agreement should be sought for the other aspects of the appraisal (i.e. looking back at past achievements; training required etc....). However where agreement cannot be reached a note of the employee's comments / objections will be kept together with the appraisal report.

Training

All managers who conduct appraisals must receive training.

At least one of the Councillors who form part of the appraisal panel for the Clerk must have received training.

APPENDIX A

Objectives should always be written meeting the SMART criteria although by adding 'Challenging' to the criteria, the objectives can be used to stretch and develop people.

Challenging	The objective should ideally stretch the individual beyond the current level of performance or into a new area
Specific	The objective should provide clarity about the outcome required
Measurable	The objective must include some means by which it will be possible to identify whether it has been achieved.
Achievable	The objective must be challenging and testing but realistic.
Relevant	The objective must be appropriate to the member of staff's role and also fit within the team objectives. Alternatively there can be one or two personal objectives which are loosely connected with the team objectives but support staff development. (Note that the Staffing Sub-Committee would need to approve expenditure for staff development.)
Time bound	A time-frame must be given. It might be useful to define interim milestones which can be discussed at the 6 monthly review or more frequently.

Templates which can be used as the basis for writing CSMART objectives

Example 1 – For delivering a one off piece of work

By...*DATE* ...to have written the Plan to deliver the.....

This objective might lend itself to setting milestones such as...

By...*DATE*...to have presented an outline project plan to the *line manager*

You might also want to additional information such as

"You should use Microsoft Excel to detail the activities which fall under the plan, together with dates and responsibilities"

Example 2 – To raise the standard of current performance

To meet the deadlines for.....on 95% of occasions during the second half of the year.

This objective lends itself to noting what both the appraiser and appraisee both need to do to enable this objective to be met. For example:

- Appraiser will explore the possibility of team member attending a Time Management course.
- Appraiser will support the team member in taking one half day to tidy up and sort out personal workspace.
- Team member to use outlook to create a running 'to do' list
- Team member will readbook in time management
- Team member's time management will be a regular item for discussion at catch-up meetings.

RECORD OF MID YEAR APPRAISAL REVIEW

Name of employee being appraised	
Name of appraiser(s)	
Appraisal period	
Date appraisal conducted	

Review of Objectives for YEAR / YEAR

Objective set	<ul style="list-style-type: none"> Achieved; On-track; Requires attention 	Comments (Note whether the objective has been achieved or is on-track. Where the object is not on track to be achieved – what does the employee need to focus on? Is there any additional support required from the manager?)

RECORD OF MID YEAR APPRAISAL REVIEW

Review of Learning and development objectives for YEAR/YEAR

Learning & development objectives		
Learning and development objective	<ul style="list-style-type: none"> • Achieved; • On-track; • Requires attention 	Comments (Note whether the objective has been achieved or is on-track. Where the object is not on track to be achieved – what does the employee need to focus on? Is there any additional support required from the manager?)

RECORD OF MID YEAR APPRAISAL REVIEW

Additional comments

Additional comments from the Appraiser *(In this section the appraiser can comment on the wider contribution or issues which have arisen during the appraisal period. This might include the positive contribution made outside the objectives; or noting where problems have arisen. This section should note any other issues which have arisen at the Catch-up meetings - for example with attendance.)*

Additional comments from the employee

In this section team members are free to comment on any aspect of the appraisal. This might include the support and supervision they have received from their Appraiser; the objectives set or, any other issues about the work or working environment.

Signed by employee.....Date..... Signed by appraiser.....Date.....

Countersigned by Chair of Staffing Sub-Committee..... Date.....

RECORD OF APPRAISAL



Name of employee being appraised	
Name of appraiser(s)	
Appraisal period	
Date appraisal conducted	

Job description

Is the job description up to date? Y / N

If not please attach the job description with the proposed amendments. Please note these need to be agreed by the Staffing Sub-Committee.

RECORD OF APPRAISAL

PART 1 - Review of Objectives for YEAR / YEAR

Objective set	Fully, partially or not achieved	Summary of comments from Mid-year review	End of year review (If partially or not met - why not?)

RECORD OF APPRAISAL

PART 1 - Review of Learning and development objectives for YEAR/YEAR

Personal Development Plan		
Learning and development objective	Learning & development tools used (E.g. attending formal training course; coaching received, self-directed learning etc....)	To what extent has this objective been met? Exceeded, fully, partially or not achieved (please circle)
		Exceeded objective /Fully / partially / not achieved Comment?
		Exceeded objective /Fully / partially / not achieved Comment?
		Exceeded objective /Fully / partially / not achieved Comment?
		Exceeded objective /Fully / partially / not achieved Comment?

RECORD OF APPRAISAL

PART 2 - Objectives to be set for YEAR/YEAR

Objective	Milestones and support to be given
<i>E.g. By...DATE ...to have written the Plan to deliver the.....</i>	<i>E.g. By...DATE...to have presented an outline project plan to the line manager You should use Microsoft Excel to detail the activities which fall under the plan, together with dates and responsibilities</i>

RECORD OF APPRAISAL

Part 2 - Learning and development objectives for YEAR / YEAR

Learning and development objective (written as a SMART objective)	Learning & development tools to be used (E.g. attending formal training course; coaching received, self-directed learning etc....)

Additional comments

Additional comments from the Appraiser *(In this section the appraiser can comment on the wider contribution or issues which have arisen during the appraisal period. This might include the positive contribution made outside the objectives; or where problems have arisen, for example with attendance.)*

Additional comments from the employee

In this section team members are free to comment on any aspect of the appraisal. This might include the support and supervision they have received from their manager; the objectives set or any other issues about the work or working environment.

Signed by employee.....Date..... Signed by appraiser.....Date.....

Countersigned by Chair of Staffing Sub-Committee..... Date.....

Record of catch-up meeting

Name of employee	
Name of manager	
Date	

Catch-up meetings between managers and team members aim to be flexible and reflect the needs of the Council and employee. Typical topics which can be included in these discussions are:

- Progress against objectives
- Obstacles or problems being encountered / support required
- Workload and / or TOIL
- Teamwork
- Productivity
- Absence
- Quality of work

Issues discussed	Action points

Signed by team member.....Date.....

Signed by manager.....Date.....

Appraisal Scheme Guidance

Introduction

The appraisal scheme provides the Council with a framework to regularly review an employee's performance, and provides employees with an opportunity to give feedback to their employer.

Who should undertake appraisals?

The Clerk would usually appraise their direct reports and any managers who report to the Clerk would usually appraise the staff reporting to them.

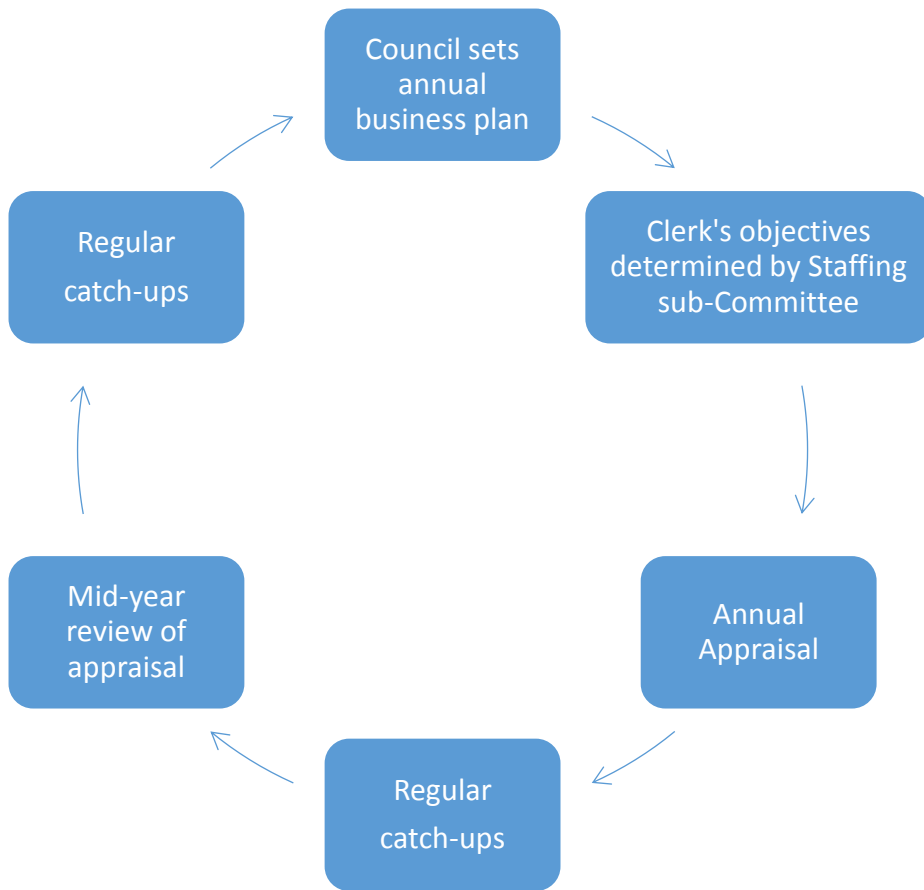
The Staffing Sub-Committee will appoint a small Appraisal Panel (2 or 3) from within its number to appraise the Clerk, typically this panel will be chaired by the Chairman of the Staffing Sub Committee-

Anyone conducting an appraisal should have received training in conducting appraisals and at least one member of the panel appraising the Town Clerk.

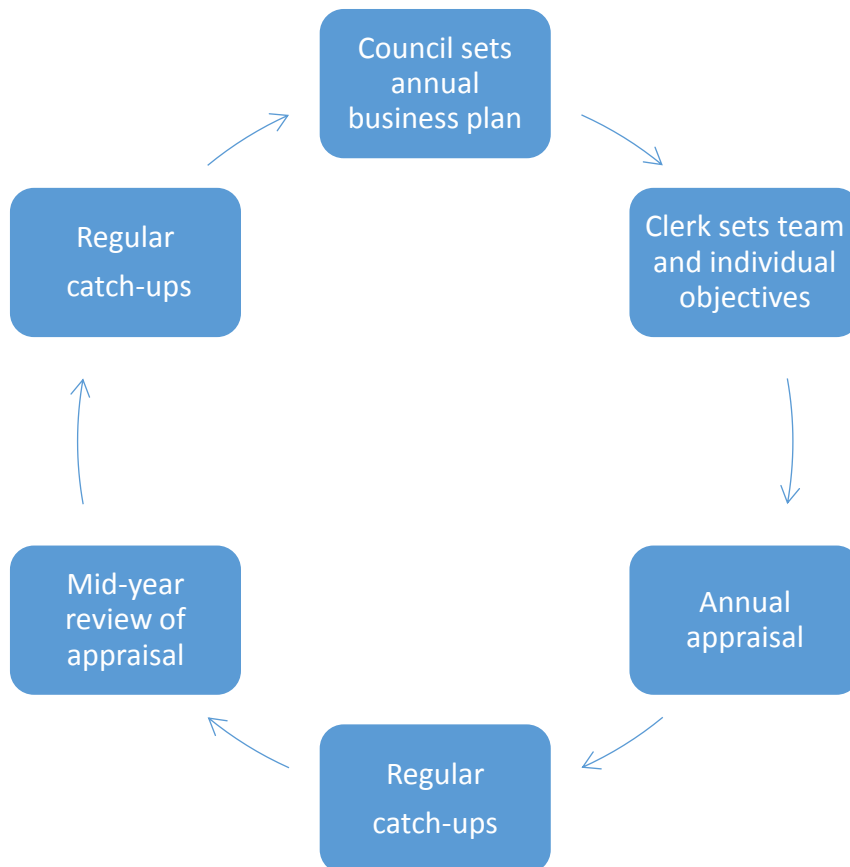
Appraisals and performance management

Appraisals are an important part of the performance management process. This process is slightly different for the Clerk and other staff.

The performance management process for the Clerk



The performance management process for other staff



Core aspects of the performance management process

The Council's Business Plan

The Plan sets the Council's objectives for the next year. These objectives can be part of longer term aims.

The role of the Staffing Sub Committee

The Staffing Sub Committee will:

- ensure that annual appraisals are being conducted and recorded for all staff
- appoint provide the aAppraisal pPanel to undertake the Clerk's appraisal
- be responsible for reviewing the performance management process to ensure it continues to meet the Council's needs
- will-review and countersign the appraisals for all staff
- will hear any grievances raised by staff in relation to their appraisal*

*subject to compliance with the Godalming Town council grievance policy and the ACAS Code of Practice on the conduct of grievance procedures

The annual appraisal and mid-year review

The annual appraisal and mid-year reviews will follow the format set out in the forms.

The role of regular catch-ups

Catch-ups should be conducted every six weeks or so. Meetings may take place ~~be~~ more frequently when ~~re~~ staff are new to their post, the employee requires more regular support or, the manager is concerned that the employee is struggling. Equally catch-ups can take place less frequently where appropriate. However they should always take place at least every 8 weeks / 2 months.

These regular catch-ups ~~y~~ provide the opportunity for regular discussions on progress against objectives including where additional support may be needed or, in exceptional situations, where objectives should be amended. They also provide an opportunity to discuss a-range of other day-to-day matters such as general progress against the Council work programme, annual leave or TOIL arrangements; recent or planned absence; workload pressures; progress with learning and development plans etc....

Structure of the appraisal meeting and mid-year review

The appraisal meeting and mid-year reviews are in two parts. The first part looks back over the appraisal period. It looks at:

- the extent to which the objectives have been met
- whether the job description has changed and,
- whether the learning and development objectives have been achieved as well as
- noting any other general comments

The second part looks forward to the next appraisal period. It provides an opportunity to:

- discuss the objectives to be set and
- identify the learning and development needs

Using the Record of Appraisal form

The form is produced as a Word document to allow flexibility. The form is not intended to restrict the amount which can be written or the number of objectives which can be set.

Setting objectives

All team and individual objectives should be written as SMART objectives.

The number of objectives set will depend on the 'size' of each objective and the other work which a member of staff is tasked with.

If appropriate objectives should have supporting information such as 'milestones' to be achieved or additional information to clarify how the objective should be met or what support might be available.

[Objectives may be set that relate to an employee's professional or personal development](#)

Appendix A gives some example templates for drafting SMART objectives

Record keeping

A written record of the appraisal, mid-year review and, catch-up meetings will be given to the employee for their own records and copies will be kept in the employee's personnel file.

The written record of appraisal, mid-year review and, catch-up meetings for the Clerk will be kept securely and confidentially by the Chair of the Staffing Sub-Committee, as well as in the Clerk's own personnel file and a copy given to him / her.

[The documentation associated with the Town Clerk's previous year \(or years if required\)-will be provided to the appraisal panel](#)

Seeking agreement

Wherever possible agreement should be sought for the objectives set. It is important for the appraiser to listen carefully to any concerns raised by the 'appraisee.' However if agreement cannot be reached then the disputed objectives can be referred to the Staffing Sub-Committee who will consider whether to amend, withdraw, or retain them after having discussed the matter with the Town Clerk.

Wherever possible agreement should be sought for the other aspects of the appraisal (i.e. looking back at past achievements; training required etc....). However where agreement cannot be reached a note of the employee's comments / objections will be kept together with the appraisal report.

Training

All managers who conduct appraisals must receive training.

At least one of the Councillors who form part of the appraisal panel for the Clerk must have received training.

APPENDIX A

Objectives should always be written meeting-using the SMART criteria although by adding 'Challenging' to the criteria, the objectives can be used to stretch and develop people.

Challenging	The objective should ideally stretch the individual beyond the current level of performance or into a new area
Specific	The objective should provide clarity about the outcome required
Measurable	The objective must include some means by which it will be possible to identify whether it has been achieved.
Achievable	The objective must be challenging and testing but realistic.

Relevant	The objective must be appropriate to the member of staff's role and also fit within the team objectives. Alternatively there can be one or two personal objectives which are loosely connected with the team objectives but support staff development. (Note that the Staffing Sub-Committee would need to approve expenditure for staff development <u>any training or development</u> .)
Time bound	A time-frame must be given. It might be useful to define interim milestones which can be discussed at the 6 monthly review or more frequently.

Templates which can be used as the basis for writing CSMART objectives

Example 1 – For delivering a one off piece of work

By...*DATE* ...to have written the Plan to deliver the.....

This objective might lend itself to setting milestones such as...

By...*DATE*...to have presented an outline project plan to the *line manager*

You might also want to additional information such as

“You should use Microsoft Excel to detail the activities which fall under the plan, together with dates and responsibilities”

Example 2 – To raise the standard of current performance

To meet the deadlines for.....on 95% of occasions during the second half of the year.

This objective lends itself to noting what both the appraiser and appraisee both need to do to enable this objective to be met. For example:

- Appraiser will explore the possibility of team member attending a Time Management course.
- Appraiser will support the team member in taking one half day to tidy up and sort out personal workspace.
- Team member to use outlook to create a running 'to do' list
- Team member will readbook about time management
- Team member's time management will be a regular item for discussion at catch-up meetings.

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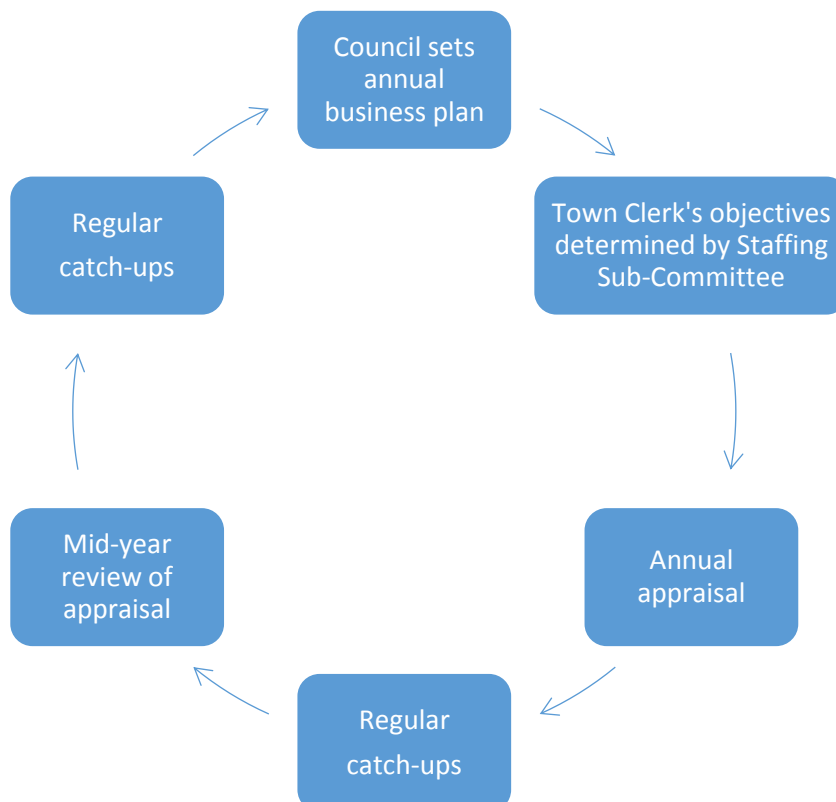
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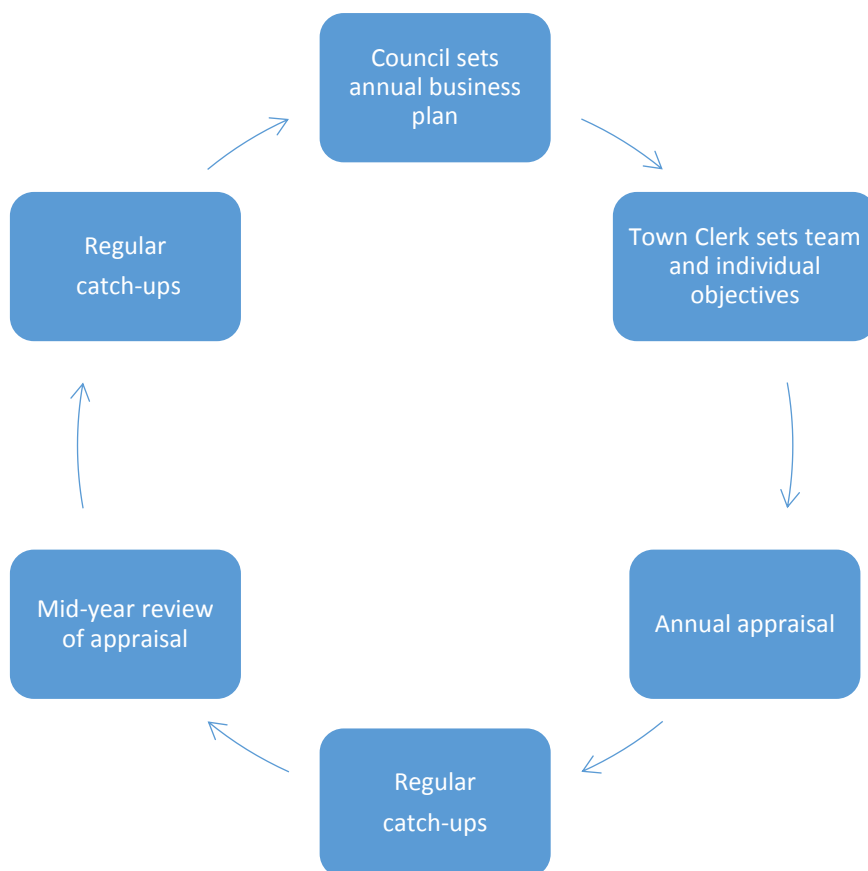
Appraisals and performance management

Appraisals are an important part of the performance management process. ~~This process is slightly different for the Clerk and other staff.~~ Due to the nature of the Council's management structure, the appraisal process for the Town Clerk differs to that of other staff.

The performance management process for the Clerk



The performance management process for other staff



Core aspects of the performance management process

The Council's Business Plan

The Plan sets the Council's objectives for the next year. These objectives can be part of longer term aims.

The role of the Staffing Sub-Committee

The Staffing Sub Committee will:

- ensure that annual appraisals are being conducted for all staff;
- provide-appoint the Appraisal Panel to undertake the Town Clerk's appraisal;
- be responsible for reviewing the performance management process to ensure it continues to meet the Council's needs;
- will countersign the appraisals for all staff; and
- will hear any grievances raised by staff in relation to their appraisal.*

*subject to compliance with the ACAS Code of Practice on the conduct of grievance procedures

The annual appraisal and mid-year review

The annual appraisal and mid-year reviews and catch-up meetings will follow the format set out in the appropriate forms.

The role of regular catch-ups

Catch-ups should be conducted every six weeks or so. Meetings may be more frequent where staff are new to their post, the employee requires more regular support or, the manager is concerned that

the employee is struggling. Equally catch-ups can take place less frequently where appropriate. However they should always take place at least every 8 weeks/-2 months.

They Catch-ups provide the opportunity for regular discussions on progress against objectives including highlighting where additional support may be needed or, in exceptional situations, where objectives should be amended. They also provide an opportunity to discuss a range of other day to day matters such as annual leave or TOIL arrangements; recent or planned absence; workload pressures; progress with learning and development plans etc....

Structure of the appraisal meeting and mid-year review

The appraisal meeting and mid-year reviews are in two parts. The first part looks back over the appraisal period. It looks at:

- the extent to which the objectives have been met;
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The second part looks forward to the next appraisal period. It provides an opportunity to:

- discuss the objectives to be set; and
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Using the Record of Appraisal form

The form is produced as a Word document to allow flexibility. The form is not intended to restrict the amount which can be written or the number of objectives which can be set.

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All team and individual objectives should be written as SMART objectives.

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Appendix A gives some example templates for drafting SMART objectives

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The written record of appraisal, mid-year review and, catch-up meetings for the Town Clerk will be kept securely and confidentially by the Chairman of the Staffing Sub-Committee, as well as in the Town Clerk's own personnel file and a copy given to him/-her.

Seeking agreement

Wherever possible agreement should be sought for the objectives set. It is important for the appraiser to listen carefully to any concerns raised by the 'appraisee.' However if agreement cannot be reached then the disputed objectives can be referred to the Staffing Sub-Committee who will consider whether to amend, withdraw, or retain them after having discussed the matter with the Town Clerk.

Wherever possible, agreement should be sought for the other aspects of the appraisal (i.e. looking back at past achievements, training required, etc.). However, where agreement cannot be reached a note of the employee's comments/objections will be kept together with the appraisal report.

Training

All managers who conduct appraisals must receive relevant training.

At least one of the Councillors who forms part of the appraisal panel for the Town Clerk must have received recent relevant training.

APPENDIX A

Objectives should always be written meeting the SMART criteria although by adding 'Challenging' to the criteria, the objectives can be used to stretch and develop people.

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Time bound	A time-frame must be given. It might be useful to define interim milestones which can be discussed at the 6 monthly review or more frequently.

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By...*DATE* ...to have written the Plan to deliver the.....

This objective might lend itself to setting milestones such as:---

By...*DATE*...to have presented an outline project plan to the *line manager*.

You might also want to include additional information such as:

"You should use Microsoft Excel to detail the activities which fall under the plan, together with dates and responsibilities."

Example 2 – To raise the standard of current performance

To meet the deadlines for.....on 95% of occasions during the second half of the year.

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- Appraiser will support the team member in taking one half day to tidy up and sort out personal workspace.
- Team member to use Outlook to create a running 'to do' list.
- Team member will readbook on time management.
- Team member's time management will be a regular item for discussion at catch-up meetings.

RECORD OF MID-YEAR APPRAISAL REVIEW



Name of employee being appraised	
Name of appraiser(s)	
Appraisal period	
Date appraisal conducted	

Review of Objectives for **YEAR/YEAR**

Objective Set	<ul style="list-style-type: none"> Achieved; On-track; Requires attention 	Comments (Note whether the objective has been achieved or is on-track. Where the object is not on track to be achieved – what does the employee need to focus on? Is there any additional support required from the manager?)

Review of Learning and development objectives for **YEAR/YEAR**

Learning & Development Objectives		
Learning & Development Objective	<ul style="list-style-type: none"> • Achieved; • On-track; • Requires attention 	Comments (Note whether the objective has been achieved or is on-track. Where the object is not on track to be achieved – what does the employee need to focus on? Is there any additional support required from the manager?)

Additional Comments

Additional comments from the Appraiser

(In this section the appraiser can comment on the wider contribution or issues which have arisen during the appraisal period. This might include the positive contribution made outside the objectives; or noting where problems have arisen. This section should note any other issues which have arisen at the Catch-up meetings - for example with attendance.)

Additional comments from the Employee

(In this section team members are free to comment on any aspect of the appraisal. This might include the support and supervision they have received from their Appraiser; the objectives set or, any other issues about the work or working environment.)

Signed by employee _____

Date _____

Signed by appraiser _____

Date _____

Countersigned by Chairman of Staffing Sub-Committee _____

Date _____

RECORD OF APPRAISAL



Name of employee being appraised	
Name of appraiser(s)	
Appraisal period	
Date appraisal conducted	

Job Description

Is the job description up to date? Y / N

If not please attach the job description with the proposed amendments. Please note these need to be agreed by the Staffing Sub-Committee.

PART 1 - Review of Objectives for YEAR/YEAR

Objective Set	Fully, partially or not achieved	Summary of comments from Mid-year review	End of year review (If partially or not met - why not?)

PART 1 - Review of Learning & Development Objectives for YEAR/YEAR

Personal Development Plan		
Learning & Development Objective	Learning and development tools used (Eg. attending formal training course; coaching received, self-directed learning etc.)	To what extent has this objective been met? Exceeded, fully, partially or not achieved (please circle)
		Exceeded objective /Fully/partially/not achieved Comment?
		Exceeded objective /Fully/partially/not achieved Comment?
		Exceeded objective /Fully/partially/not achieved Comment?
		Exceeded objective /Fully/partially/not achieved Comment?

PART 2 - Objectives to be Set for YEAR/YEAR

Objective (Eg. By...DATE ...to have written the Plan to deliver the)	Milestones and support to be given (Eg. By...DATE...to have presented an outline project plan to the line manager. You should use Microsoft Excel to detail the activities which fall under the plan, together with dates and responsibilities.)

Part 2 - Learning and development objectives for YEAR / YEAR

Learning and development objective (written as a SMART objective)	Learning & development tools to be used (Eg. attending formal training course; coaching received, self-directed learning etc.)

Additional Comments

Additional comments from the Appraiser

(In this section the appraiser can comment on the wider contribution or issues which have arisen during the appraisal period. This might include the positive contribution made outside the objectives, or where problems have arisen, for example with attendance.)

Additional comments from the Employee

(In this section team members are free to comment on any aspect of the appraisal. This might include the support and supervision they have received from their manager; the objectives set or any other issues about the work or working environment.)

Signed by employee _____

Date _____

Signed by appraiser _____

Date _____

Countersigned by Chairman of Staffing Sub-Committee _____

Date _____

RECORD OF CATCH-UP



Name of Employee	
Name of Manager	
Date	

Catch-up meetings between managers and team members aim to be flexible and reflect the needs of the Council and employee. Typical topics which can be included in these discussions are:

- Progress against objectives
- Obstacles or problems being encountered/support required
- Workload and/or TOIL
- Teamwork
- Productivity
- Absence
- Quality of work

Issues Discussed	Action Points

Signed by Employee/team member _____ Date _____

Signed by Manager _____ Date _____

13d. DRAFT APPRAISAL SCHEME

Members are asked to note that this is an anonymised collation of staff comments.

Generally

Staff expressed their disappointment with the quality of the presentation of the document. Rather than list all such concerns about logo, terminology, phrasing and grammar the document has been amended for these proof-reading issues. The amended draft precedes this document.

Overall staff would reiterate their comment made to the Chairman and Vice-Chairman of the Staffing Sub-Committee when they met with the staff team on 5 October 2016 that in the opinion of staff the existing appraisal scheme is adequate; the problem lies in the Council not having made a business plan or set objectives. In the continued absence of a Council business plan or objectives this new scheme cannot be operated effectively. A default mechanism needs to be included so that the Town Clerk has guidance on how to derive objectives for staff when Members fail to set objectives for the Town Clerk; it is suggested that the default position would be that staff are appraised against their job descriptions.

With the exception of the formalisation of 1:1 meetings – called “catch-ups” in the documentation it is difficult to see how this draft scheme represents an improvement on the current scheme.

Overall the language of the draft scheme isn't very positive and seems to focus more on problems and issues than looking at successes and achievements.

The last scheme said that “the emphasis is on better communication, improving job satisfaction and developing performance in accordance with Council initiatives” and the loss of this positivity is regretted.

Also regretted is the loss of the reference to “no surprises” which in the previous scheme expressed the emphasis that significant concerns should be dealt with promptly in the normal course of a management relationship and not saved up for the appraisal meeting. The role of catch-ups could be expanded to refer to this.

Staff also expressed their disappointment with the delay in a draft appraisal scheme being circulated given that the Policy & Management Committee resolved to introduce a new appraisal scheme on 1 September 2016. Now the staff are very anxious to proceed with appraisals and some feel that they are under pressure to accept a negative and poorly explained scheme because of the urgency of undertaking appraisals.

Specifically

The proposals are inconsistent regarding the role assigned to the Town Clerk in relation to staff who do not directly report to that post. The performance management process diagram for other staff (on page two) assigns a role to the Town Clerk in setting team and individual objectives but the appraisal paperwork excludes the Town Clerk from any role in the appraisal of staff who do not report to that post. It is unclear whether or not the Town Clerk will even see such appraisal forms.

At page two the role of the Staffing Sub-Committee includes the words “will countersign the appraisals for all staff”. The forms themselves say that they will be “Countersigned by Chair [*sic*] of Staffing Sub-Committee”. It is assumed that this means that the forms will be

considered by the whole Staffing Sub-Committee with the signature of the Chairman evidencing that consideration; clarification is sought on this point.

On page three, the second/third line of the draft says “the manager is concerned that the employee is struggling” –the word “struggling” is rather pejorative and staff would suggest that it should be replaced with the words “the manager has concerns regarding performance.”

On page three the second paragraph refers to altering objectives being exceptional. Staff would not regard amending objectives as exceptional and to suggest that is the case places a rigidity on the scheme that is at odds with the frequency of “catch-ups” and the reality of life at Godalming Town Council. Appraisal targets will change at times due to circumstances, for example, funding may not be forthcoming, another member of staff may leave etc., or because another opportunity presents itself during the year. At the very least the mid-year review should include a mechanism to ensure objectives are still relevant and achievable.

Staff suggest that the “Seeking agreement” section should precede the “Record keeping” section.

On page three, the second paragraph under the heading “Record keeping” – the words “in accordance with Standing Order 163” should be added after the word “Sub-Committee”. How such documentation will be dealt with when Chairmanship of the Staffing Sub-Committee changes should be specified though not necessarily in this document.

On page four the paragraph under the heading “Seeking agreement” is a bit negative. Normally an appraisal process will culminate in both parties signing the paperwork; staff are concerned that no reference is made about this. The aim of the appraisal is surely to agree objectives/targets and to reach an accord. Yes, if they cannot be agreed there has to be a mechanism for the appraisee to appeal.

Staff are very disappointed that absolutely no mention is made in the scheme about staff development until Appendix A – this omission highlights the underlying negativity of the scheme. The introduction of the word “Challenging” at this late point in the documentation is inconsistent with the preceding documentation and suggests that the idea of stretching and developing the individual is an afterthought.

Record of Mid-Year Appraisal Review – Page 3. Under the heading “Additional comments for the Appraiser” staff are concerned at the type of examples given under this heading. The only one that is specific (‘for example with attendance’) might be regarded as rather ‘leading’.

The Way Forward

The staff team have expressed their desire to have appraisals conducted urgently but the Chairman of the Staffing Sub-Committee is unwilling to apply the same urgency to the Town Clerk’s appraisal indicating that she can see no reason why the other appraisals can’t proceed before the Town Clerk’s has taken place. Further, the Chairman of the Staffing Sub-Committee suggests that, to avoid the Council having to set interim objectives, the appraisals for the staff team proceed with just reviews of achievements and performance over the last twelve months. Setting personal objectives for the coming year would then be revisited once the Town Council objectives have been defined.

The Town Clerk proposes to appraise all staff that report to her as soon as possible after this meeting.

The Council needs to address how it will set its objectives.

14. GODALMING WAR MEMORIAL

Background of WW1 Memorial

In March 1919, Godalming Borough Council formed a committee of 10 councillors to determine the question of a war memorial. This committee resigned in the October of the same year after its proposals were roundly criticised and rejected at a Public Meeting in the Borough Hall. To resolve the situation, the Council called another Public Meeting and called on those present to form a new committee.

In the meantime, other organisations were quietly commissioning war memorials for those from their own community who fell during the war; the first recorded dedication in January 1920 being at St John's in Farncombe. Subsequently other memorials were placed at Ss Peter & Paul Godalming, St John's at Busbridge, The Hugh Price Hughes Memorial Church (later to become the United Church) and the Fire Station.

The new War Memorial Committee requested that the Council release land at Peperharow Meadow adjacent to the waterworks to become a recreation ground as a peace memorial. It is not known why this was rejected but in February 1921 this land was let for use as a sports ground. This was now the second plan to fail, so in October 1920 Cllr Dr Holland put forward a motion to the Council that the Lammas Land opposite the Phillips Memorial Park was purchased by the Council and turned into a recreation ground with a river swimming bath to be regarded as a permanent public war memorial. Due to his absence from meetings the Council twice adjourned this proposal. The next mention of Cllr Dr Holland was the Council sending condolences to his widow.

A further plan in July 1921 to change the name of the Phillips Memorial Park to Memorial Park was also rejected. Finally, on 11 November 1921 the War Memorial Cross at the Parish Church of Ss Peter & Paul was unveiled.

Subsequent History

As this report is related to the First World War Memorial, the reasons for the names of those who fell in WW2 not being commemorated at the war memorial until 1992 is not rehearsed in full.

In 1989, Godalming Town Council resolved to commemorate the names of those from the town who fell in WW2. This culminated with the unveiling of the WW2 memorial located on the wall beneath the Memorial Cross on Remembrance Sunday 1992.

Centenary Commemoration of the First World War

In 2014, as part of its commitment to the commemoration of the First World War, the council agreed that it would investigate the possibility of adding the names of those who fell in WW1 on the wall of the war memorial adjacent to those from WW2. If the names of those who fell in subsequent campaigns are also added, this would provide a fitting memorial to commemorate, in one location, all those from the town who fell during 20th century conflict.

Whilst it could be possible to install additional memorial plaques to existing WW1 memorials located elsewhere in the town, it is the war memorial in the Phillips Memorial Park which is the focal point of the town's remembrance events.

1914 – 1918 Memorial Plaques

Since August 2014, both Godalming Town Council and Godalming Museum have made the names of those who are recorded as having fallen during WW1 available to the public, both online and in hard copy. A number of articles have featured in local publications and representatives of both organisations have attended public events to publicise the collation

of the names. This has resulted in a number of amendments being made to the original list, however, it is now felt that the list of 281 names is as accurate as it is now possible to achieve. Advice has been taken from both the Historic Buildings Officer of Waverley Borough Council and a local stonemason used by the Godalming Joint Burial Committee on the type of stone and engraving to be used and samples will be tabled at the meeting.

The 281 names from WW1 plus those from subsequent campaigns will be distributed over four individual plaques, with two plaques being installed either side of the WW2 memorial. Additionally, the existing information tablet located below the WW2 memorial to be replaced with a new information tablet, the suggested wording of which is shown on the confidential annex to this report.

If Members were to agree to these additions, the aim would be to dedicate them on Remembrance Day, Sunday 11 November 2018.

Cost and Funding

To date Officers have sought a detailed costing from one local stonemason (costs shown in the confidential annex). If Members indicate that they wish to commemorate the centenary of the end of the First World War in this manner then further quotes will be sought.

Having received one quote, Officers would expect that, subject to CPI adjustment, works would not cost more than that quote.

It is suggested that if Members agree to the installation of the WW1 memorial plaques then funds are sought from public subscription and donations. The confidential annex provides details of an available funding offer (this item is confidential as the donor does not wish, at this point, for the offer to be made public).

If donations and public subscription exceed the cost of the works, any balances should be transferred to a restricted fund for the future maintenance and upkeep of the War Memorial.

Recommendation

It is recommended that:

- Members approve the installation of commemorative plaques for those from the town who fell during the First World War; the funds to be raised by public subscription; and
- Members allocate £1,000 in the financial year 2017/18 from the New Initiatives Fund for professional and other fees.

15. STAYCATION “DOGALMING” DOG SHOW AND FETE

Background

In 2010 as a culmination to the Staycation programme held in the first week of August the Staycation Party in the Park took place in the Phillips Memorial Park. It ran successfully for 3 years but as the Staycation Live Music Festival in the same location grew in size it was deemed the right time to move the Staycation Party in the Park to pastures new.

Staycation Farncombe Family Fete

The Canon Bowring’s Field was identified as an underused space for community events and permission was granted to hold the first Staycation Farncombe Family Fete in 2014. The intention of the Farncombe Fete was to demonstrate the viability of a community event on the Canon Bowring Field with the aim that a local community group would eventually run a similar event. In June of 2016, Farncombe Day Centre ran a successful fete at the Canon Bowring field and intends to continue doing so as part of their ongoing fundraising activities

Future of Staycation Fete

With the Farncombe Day Centre now successfully running a fete in Farncombe, the Town Council’s Projects officer considers that, as a community engagement event, the Staycation fete as organised by the GTC should relocate to another locality within the town. If Members are in agreement, it is suggested that the Staycation Fete 2017 is held at Aaron’s Hill Recreation Ground.

Proposal for 2017 Fete

The aim would be to run an event similarly to the Farncombe Family Fete and new for 2017 would be the introduction of the “Dogalming” Parade and Staycation Fete. While the fete will follow a tried and tested format, the new element is the introduction of the Dogalming Parade.

The Dogalming Parade will be a fun dog show which will give the chance for families to “show” their family pooches in a fun environment and with fun categories – for instance “best 6 legs”, best dressed, puppies, families best friend” or similar.

Benefits

The Staycation Farncombe Family Fete was a pathfinder event that has encouraged another community group to successfully follow the model put in place by GTC. It is generally well known that area-based initiatives to develop a sustainable community-wide event ensures residents and businesses benefit from increased wellbeing, pride and engagement in their local area.

Funding

Whilst the Farncombe fete utilised limited funding from the Staycation budget, the majority of funding was provided by the Farncombe Initiative fund.

If Members are minded to approve the move to Aaron’s Hill, additional funding would be required to support the event.

The anticipated net costs would be £1,420.00 and a budget is shown below. It is hoped some sponsorship will be attracted.

STAYCATION DOGALMING EVENT 2017 – SATURDAY, 12 AUGUST		
ITEM	COST	INCOME
Loos (1 Urinal/2 Loos)	£300.00	
Punch and Judy?	£175.00	
Aarons Hill Field	0	
Transport	£100.00	
Concessions		£100.00
Postcards (Advertising)	£300.00	
Banners	£200.00	
Waste Collection	£50.00	
Sponsorship Prizes	£250.00	£250.00*
Marquee	£195.00	
Entertainment	£200.00	
Totals	£1,770.00	£350.00
Expenditure/Income	£1,420.00	
*To be confirmed		

The Staycation budget is £3,200 and has been at the same level for some years. Given the ongoing success of the initiative Members are asked to consider increasing the budget to cover the Dogalming event for this year but to make the increase permanent to cover similar events in subsequent years. In the financial year 2017/18 an increase of £1,500 could be funded from the New Initiatives Fund with the same sum being built into the base budget for 2018/19

Members are asked to agree the relocation of the Staycation Fete to Aaron's Hill Recreation Ground and the introduction of the "Dogalming Parade". Members are further asked to agree the addition of £1,500 to the Staycation budget for the financial year 2017/18 and going forward.

16. GODALMING SPRING FESTIVAL 2017 BUDGET

Members are asked to agree the following as a budget for Godalming Spring Festival to be held in Godalming town centre from 10.00 to 17.00 on Saturday 1 April 2017.

Godalming Spring Festival 2017 - BUDGET		
ITEM	INCOME	EXPENDITURE
Stall Income General x 36.5 x £95	£3,467.50	
Food Concessions =10 x £120.00	£1,200.00	
Church street Concessions @£45.00 x 10	£450.00	
Sponsorship		TBC
Banners		£60.00
Godalming Spring Festival postcards		£500.00
Marshals - coffee voucher reimbursement		£30.00
Marshals - food voucher reimbursement		£30.00
DAVE - Darren Jones PA Systems		£350.00
VantagePoint Magazine		£500.00
Waste disposal		£250.00
Van Hire		£160.00
Crown Court Licence WBC		£110.00
Dobbies Horse Carousel	£30.00	
Entertainment		£550.00
Church Street Staffing		£300.00
Misc		£200.00
Totals	£5,147.50	£3,040.00
Excess of Income over Expenditure	£2,107.50	

17. TREE RISK MANAGEMENT

Introduction to Tree Management

The aim of this paper is to provide Members with an oversight regarding the issues surrounding the inspection, maintenance and safety of trees within the public realm. It has been prepared using the Forestry Commission's National Tree Safety Group (NTSG) 'Common Sense Risk Management of Trees - Guidance on Trees and Public Safety in the UK for Owners, Managers and Advisers'.

The National Tree Safety Group states that one fundamental concept should underlie the management of risks from trees, *'the evaluation of what is reasonable should be based upon a balance between benefit and risk'*.

This evaluation can be undertaken only in a local context, since trees provide many different types of benefit in a range of different circumstances. The NTSG position is underpinned by a set of five key principles:

- trees provide a wide variety of benefits to society
- trees are living organisms that naturally lose branches or fall
- the overall risk to human safety is extremely low
- tree owners have a legal duty of care
- tree owners should take a balanced and proportionate approach to tree safety management.

Who is Responsible?

Managing the risk from trees is the responsibility of the owners and managers of the land upon which they grow. In this context Godalming Town Council is directly liable for trees on its allotment land, at Broadwater Park Community Centre and at the verge opposite Binscombe Medical Practice. It also has a vicarious liability, as a constituent member of the Godalming Joint Burial Committee, for the trees within Nightingale and Eashing Cemeteries. The requirement under health and safety legislation is to have a suitable and sufficient risk assessment, and to apply measures that are reasonable and practicable.

*"The risk, per tree, of causing fatality is of the order of one in 150 million for all trees in Britain or one in 10 million for those trees in, or adjacent to areas of public use. However, the low level of overall risk may not be perceived in this way by the public, particularly following an incident."*¹

The Health and Safety Executive (HSE) believes that:

*"...public safety aspects can be addressed as part of the approach to managing tree health and tree owners should be encouraged to consider public safety as part of their overall approach to tree management"*²

¹ Health and Safety Executive (2007). Management of the risk from falling trees. HSE sector information minute, (SIM) 01/2007/05. (guidance for HSE inspectors and local authority enforcement officers)

² Health and Safety Executive (2007). Management of the risk from falling trees. HSE sector information minute, (SIM) 01/2007/05. (guidance for HSE inspectors and local authority enforcement officers)

The HSE further states that:

“Given the large number of trees in public spaces across the country, control measures that involve inspecting and recording every tree would appear to be grossly disproportionate to the risk.”³

What is inherent in this evaluation is a sense of proportion. This can be achieved only by considering the tree’s place in a wider management context and people’s relationship to that context locally.

In general terms, a landowner must identify those trees which might, if they fell, pose a risk to people or property. They should then inspect such trees and identify any obvious defects in the trees. **If the landowner does not have sufficient knowledge of trees to enable them to identify such obvious defects, they should engage someone who has.**

A reasonable and balanced approach forms the basis of a tree safety strategy for sensible tree safety management. By a “strategy”, the NTSG mean a plan that guides management decisions and practice, in a reasonable and cost-effective way, typically covering three essential aspects:

- Zoning: appreciating tree stock in relation to people or property
- Tree Inspection: assessing obvious tree defects
- Managing risk at an acceptable level: identifying, prioritising and undertaking safety work according to level of risk.

A tree safety strategy may not necessarily be supported by extensive records. It may be self-evident through general prudent practice and behaviour.

It is argued that GTC’s duty of care is self-evidenced by its practice and behaviour over the previous 5 years. During this period GTC has conducted extensive tree works:

- Peperharow allotments (September 2014 detailed survey resulting in extensive tree removal and canopy reduction).
- Catteshall & Meadow allotments – 2013, Detailed inspection resulting in extensive tree removal on the allotments, canopy reduction of significant willow tree – further works to be conducted as part of the flood defence works.
- Broadwater Park Community Centre – 2011/12 all significant trees removed from inside the crinkle crinkle walled garden. 2013/14 removal, canopy reduction and pollarding of trees edging the exterior of the crinkle crankle wall and surrounding the community centre car park.

In relation to Godalming Joint Burial Committee land:

- June 2011 full detailed ground-based survey of 45 significant trees bordering Eashing Cemetery/Ockford Ridge, Milton Crescent boundary. 33 trees found to be failing and subsequently removed during August of the same year.
- March 2014 five trees removed from Eashing Cemetery following severe weather event.
- March 2014 two trees removed from Nightingale Cemetery.
- June 2015 full detailed ground-based survey of 126 trees and significant shrubs at Eashing Cemetery, all recommended works conducted.
- Spring 2016 significant oak tree removed from boundary of Eashing Cemetery and St Marks.

^{3 3} Health and Safety Executive (2007). Management of the risk from falling trees. HSE sector information minute, (SIM) 01/2007/05. (guidance for HSE inspectors and local authority enforcement officers)

- October 2017 further tree removal adjacent to Eashing Chapel for creation of new garden of remembrance.
- Walk-by and drive-by surveys are conducted throughout the year by the cemeteries manager and the grounds contractors report any issues of concern.

However, in light of the recent *Cavanagh v Witley Parish Council* judgement, the importance of being able to provide documented evidence has been highlighted. This would require an explicitly formulated inspection programme that can be expressed through documents relating to management practice. If reasonably carried out the strategy should meet the duty of care required by law without the need for an overly bureaucratic approach or excessive paperwork. **In the event of an accident, documents may provide supporting evidence that reasonable care has been taken.**

Documented Tree Management Approach

Records, including maps, provide the basis for safety management reviews and, in the extremely rare event of an accident, can be important proof of reasonable tree management.

It is not necessary to record every tree inspected; however, records of trees presenting a serious risk and requiring treatment are useful, as is a record of how they have been treated. When inspections are carried out, records can demonstrate that the owner or manager has met a key component of their duty of care.

Other useful ways of demonstrating reasonable assessment and management of trees include recording recommendations for work and when tree work has been carried out.

Zoning

Zoning is a practice whereby landowners and managers define areas of land according to levels of use. This practice prioritises the most used areas, and by doing so contributes to a cost-effective approach to tree inspection, focusing resources where most needed. It contributes to sensible risk management and a defensible position in the event of an accident.

Classifying levels of use in this way requires only a broad assessment of levels of use. Typically, two zones, high and low use.

High use zones are areas used by many people every day, such as busy roads, railways and other well-used routes, car parks and children's playgrounds or where property may be affected.

In relation to GTC and GJBC it is suggested that the following zones are used:

Location	High	Low
Broadwater Park Community Centre Car Park	Y	
Meadow & Catteshall Allotments		Y
Meadow Allotments tree adjacent to public footpath	Y	
Burys Allotments – Willow adjacent to playground	Y	
Old Drift Way		Y
Binscombe verge side*		Y
Nightingale Cemetery**	Y	
Eashing Cemetery Boundary Trees***	Y	
Eashing Cemetery (non-boundary)		Y

* Although adjacent to the highway, these are immature low-growing trees, the zoning should be reviewed in 5 years.

** Nightingale Cemetery contains trees of significant height which if toppled may breach the cemetery boundary into the highway, additionally the chapel buildings are used on a daily term-time basis by students and tutors.

- *** Although the majority of trees on the Ockford Ridge boundary have been removed, there remains a number of significant Chestnut and Oak trees bordering the Highway and adjacent property, three of which are subject to Tree Preservation Orders.

Inspections

Formal inspection: In a formal inspection someone visits the tree with the specific purpose of performing an inspection that is not incidental to other activities. The spectrum of formal inspection ranges from survey work for tree inventories, to health and condition assessments. These may be carried out through ground-based visual checks.

Simple formal inspection, through ground level visual checks in the course of walk-over surveys, provides a useful, cost-effective means of identifying clear and present signs of immediate instability (uprooting or other structural failure). This is an important means of identifying when pressing action is needed, including further specialist inspection.

Detailed inspections: Given that most trees present an extremely low risk, **it is unreasonable to expect that every tree in a given area should receive a detailed inspection and to do so would be grossly disproportionate to the benefit gained in risk reduction**, the need for detailed inspection typically applies only to individual, high-risk trees which have been identified from informal observation or formal inspection, as giving high-priority concern in well-used zones. The detailed inspection is normally prioritised according to the level of safety concern. It usually entails an initial ground-level, visual assessment by a competent specialist looking at the exterior of the tree for signs of structural failure.

Inspection Frequency

Guidance relating to inspection frequency varies greatly; there is no uniformly accepted frequency appropriate to all situations. The decision is a judgment for the owner, agent or adviser, applying sensible reasonable behaviour in taking account of the site circumstances as a basis for good practice. However, initial reports of the High Court Judgement *Cavanagh v Witley Parish Council* state that the judgement indicates that an 18month to 2 year inspection process should be used for high risk tree.

Recommendations

It is recommended that GTC and GJBC adopt a formal documented tree management approach and formulate a programme based on the NTSG principles using zoning and inspections, which record inspection outcomes and actions.

It is further recommended that:

- GTC maps its land assets highlighting High & Low Zones and Significant High Risk trees ie. Bury's allotment willow;
- GTC conducts a bench-marking full detailed ground-based tree survey of its High Zone Trees;
- GJBC conducts a bench-marking full detailed ground-based tree survey of its High Zone Trees;
- Following bench-marking, full detailed ground-based tree surveys are subsequently conducted on a two yearly basis;
- Costs fall where they lie, ie. GTC & GJBC etc. However, officers to explore economies of scale and proportion costs accordingly;
- Following enquiries to the Arboricultural Association, the contractor conducting the full detailed ground-based survey should hold, as a minimum, a level three arboricultural qualification.

SURREY ASSOCIATION OF LOCAL COUNCILS(SALC)

1. The Town Council is a member of the Surrey Association of Local Councils(SALC). I thought it would be helpful to both newer and longer serving Councillors to be reminded of who the Surrey Association are and what services they provide to member councils. To this end I have attached to this report an information leaflet produced by the Association. I have also attached the current list of the various training events run by the Association. If you feel you would benefit from any of these excellent courses please contact the Town Council office.

2.The Town Council is at the present time well represented in the Association as Cllr Anne Bott is employed as its Assistant Chief Executive, with specific responsibility for advising all affiliated Surrey Towns and Parishes. I have also been elected as a Director of the Board of SALC which has overall control of its affairs.

3. The Town Council office circulate to all Councillors all appropriate SALC And National Council (NALC)bulletins which enables members to keep in touch with current and emerging issues. I am always happy to discuss any issues that members may have in connection with these.

Steve Cosser

February 2017

Sussex & Surrey



Associations of Local Councils



Membership Information Leaflet

*Affiliated to the National Association of Local
Councils*

www.sussexalc.org.uk

www.surreyalc.org.uk

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Useful Information About Us

- 311 member councils
- 136 West Sussex member councils, 96 East Sussex member councils, and 79 Surrey member councils
- One of the most active county associations across England

The Role of SSALC

To encourage, represent & advise its member councils and ensure that the voice of the first tier of local government is heard across the three counties, the South East Region and Government.

SSALC works with the District/Borough and County Councils to try to ensure that residents receive “joined up” solutions to local problems; the parishes and towns in each district/borough council area meet together on a regular basis.

The Associations also have strong links with the Sussex & Surrey Police Authorities and Rural Community Councils (Action in rural Sussex and Surrey Community Action).

We assist members with advice on any problems they may have whether legal, technical or of an administrative nature, sourcing answers from the National Association and other professional bodies when necessary. We have a comprehensive programme of training courses and provide bespoke training for individual councils when required. An additional service now offered is assistance with recruitment for town and parish councils on the specific needs of the council (for an additional fee).

The membership area of our web site contains detailed topic notes on a variety of subjects, updates from the National Association of Local Councils (NALC) on legal & financial issues, good councillor guide, being a good employer guide etc. Your clerk is able to supply you with the council ID and password to access the membership side of our website.

Membership is open to all Parish & Town Councils & Parish Meetings in East/West Sussex & Surrey. All member councils have access to the same structure and support whatever their size.

Why be a member of the Sussex & Surrey Associations of Local Councils (SSALC)?

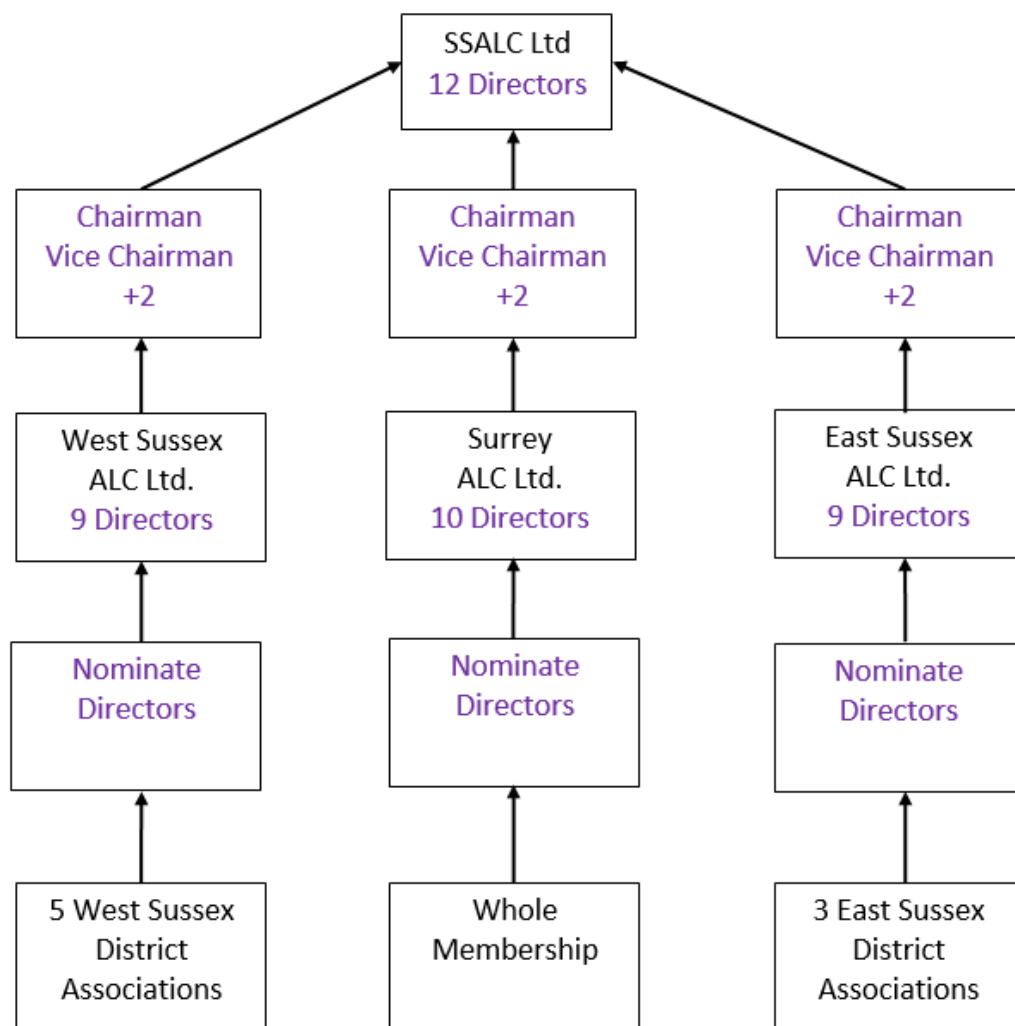
Look upon your membership of SSALC as an insurance - you may not need specific assistance from us this year but many have and were relieved. It is not just the advice you receive but the network opportunities that membership brings within your District, County and beyond.

Below are just a few of the services that SSALC provide:

- Represent the interests of Town and Parish Councils in Sussex & Surrey, locally, regionally & nationally
- Provide guidance, information & advice – in particular legal, financial, employment and procedural – up to 7.30pm each working day
- Represent the interests of member councils if disputes arise with Districts, Boroughs or the County Council
- Support councils at times of emergency and need e.g. provision of locum clerk, recruitment or as an independent adviser to try to resolve tensions
- Over 15 training events yearly + bespoke training events to suit your councils' needs – all at member rates
- Visioning sessions included within your subscription
- Access to the bi-monthly SSALC newsletter, which includes a great deal of information e.g. Updates on legislation, hot topics, upcoming events, clerk vacancies, local council news etc.
- Special rates for members via: Mulberry & Co, HR Services Partnership & West Sussex Mediation Services
- Access to the Chief Constable & PCC twice yearly

If your council is not a member then please contact the SSALC office (01273 830200) for further information.

SSALC Committee Structure



District Associations (East & West Sussex)

Each member council appoints two representatives to their District Association. Meetings provide opportunities for liaison with County/ District Councils and other authorities on matters of common interest. The Associations elect representatives to the East/West Sussex boards.

East/West Sussex & Surrey ALC Committee Meetings.

The committees meet to discuss matters raised by the parishes and to report on regional / national matters; which are then reported back to the member councils. They make recommendations to the SSALC board on the Associations operations, policies and funding.

Events & Training Information

We organize training for local councils delivered by its county training partnership 'Three Counties Training.' The training covers the needs of councillors, chairmen and clerks. Events range from three hour daytime sessions, evenings, or one day events, at a variety of suitable venues across East and West Sussex. SSALC also offer bespoke training to provide tailored training for a specific councils needs.

Some of the events/training we currently offer are as follows:

- New Clerks' Training Days
- Clerks Networking Days
- A Chairmens Networking Day
- A Legal & Finance Day
- Chairmanship Events
- New Councillor Events
- HR Training Events
- A Planning Event
- A CiLCA programme

The links for the booking forms to book on to any of our events can be found on our website here:

http://www.sussexalc.org.uk/events_training.asp

Members may realise that there are limited events being held at Surrey venues. It has been recognised that Surrey Parishes gained more benefit from localised tailored events. Surrey parishes are of course still just as welcome to attend any of the dates shown in the training programme.

If your council has a training need please use the bespoke training page of our website

(http://www.sussexalc.org.uk/bespoke_training.asp) so we can

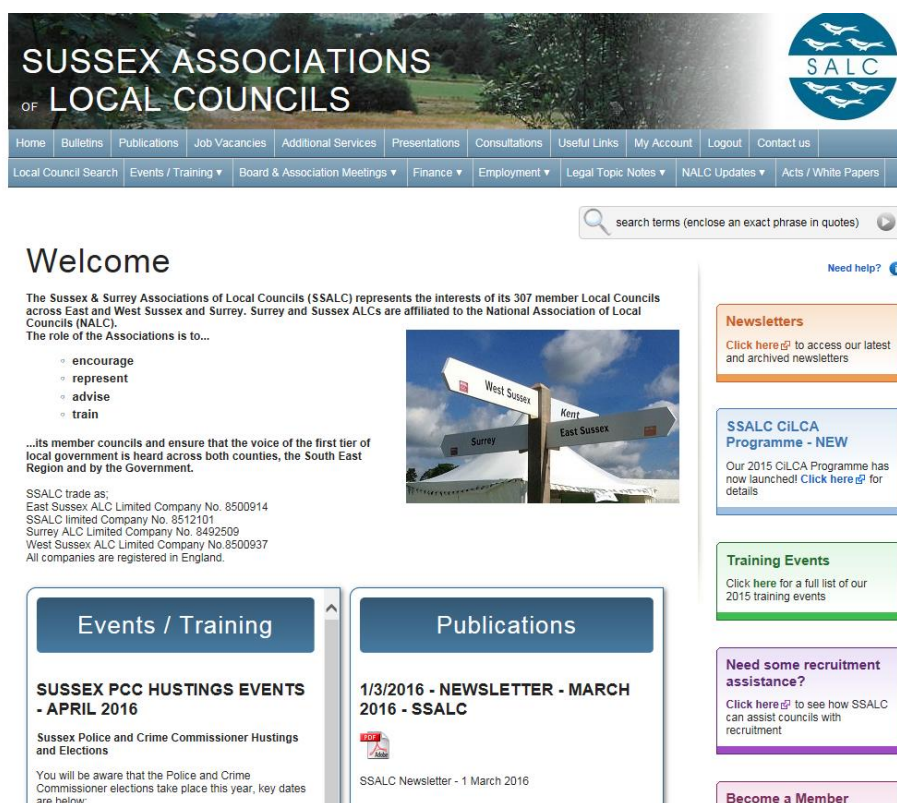
organise a localised training event on specific subjects for your parish and or neighbouring parishes if appropriate.

SSALC Website Information

What information can councils retrieve from the SSALC website?

- Events/Training details: booking form links & programmes
- Board/District Association meeting minutes
- Finance information
- Employment information
- NALC & Wellers Hedleys Legal Topic Notes (LTNs)
- NALC Updates/Briefings
- Consultations (NALC, Government etc.)
- Acts/White Papers
- Council clerk contact information for all members of SSALC
- Bi-monthly Newsletters
- Job vacancies
- Presentations from events
- Publications (Good councilor guide, Governance & Accountability, model standing orders, financial regulations, grievance & disciplinary procedures, appraisal form, conducting risk assessments, being a good employer etc.)

www.sussexalc.org.uk / www.surreyalc.org.uk



The screenshot shows the homepage of the Sussex Associations of Local Councils (SSALC). The header features the title "SUSSEX ASSOCIATIONS OF LOCAL COUNCILS" and the SALC logo. A navigation menu includes links for Home, Bulletins, Publications, Job Vacancies, Additional Services, Presentations, Consultations, Useful Links, My Account, Logout, and Contact us. A secondary menu lists Local Council Search, Events / Training, Board & Association Meetings, Finance, Employment, Legal Topic Notes, NALC Updates, and Acts / White Papers. A search bar is located below the menu.


Welcome

The Sussex & Surrey Associations of Local Councils (SSALC) represents the interests of its 307 member Local Councils across East and West Sussex and Surrey. Surrey and Sussex ALCs are affiliated to the National Association of Local Councils (NALC).
The role of the Associations is to...

- encourage
- represent
- advise
- train

...its member councils and ensure that the voice of the first tier of local government is heard across both counties, the South East Region and by the Government.

SSALC trade as:
East Sussex ALC Limited Company No. 8500914
SSALC limited Company No. 8512101
Surrey ALC Limited Company No. 8492509
West Sussex ALC Limited Company No. 8500937
All companies are registered in England.



Events / Training

SUSSEX PCC HUSTINGS EVENTS - APRIL 2016

Sussex Police and Crime Commissioner Hustings and Elections

You will be aware that the Police and Crime Commissioner elections take place this year, key dates are below.

Publications

1/3/2016 - NEWSLETTER - MARCH 2016 - SSALC

SSALC Newsletter - 1 March 2016

Newsletters

Click here to access our latest and archived newsletters

SSALC CILCA Programme - NEW

Our 2015 CILCA Programme has now launched! Click here for details

Training Events

Click here for a full list of our 2015 training events

Need some recruitment assistance?

Click here to see how SSALC can assist councils with recruitment

Become a Member

Contact Us

Suite C, Sackville House, Brooks Close, Lewes, BN7 2FZ
01273 830200

Trevor Leggo

Chief Executive Officer

trevor.leggo@ssalc.co.uk

01273 830202

Anne Bott

Assistant Chief Executive Officer

anne.bott@ssalc.co.uk

07515 892443

Jacqui Simes

Finance & Office Manager

jacqui.simes@ssalc.co.uk

01273 830201

Isabelle Mouland

Member Support Officer

isabelle.mouland@ssalc.co.uk

(currently on maternity leave)

Anna Abrahams

Events, Training & Communications Manager

anna.abrahams@ssalc.co.uk

01273 830204

Lois Crouch

Administrative Apprentice

office@ssalc.co.uk

01273 830203



Sussex & Surrey Associations of Local Councils



Three Counties Training Programme 2017



To book on to any of the events listed in this booklet please visit:
http://www.sussexalc.org.uk/events_training.asp

You must complete a booking form to attend a SSALC Event

New Clerks Training

Wednesday 25th January 2017 (0915 registration, 0930 start, finishing at 1530)

Tuesday 25th April 2017 (0915 registration, 0930 start, finishing at 1530)

Wednesday 19th July 2017 (0915 registration, 0930 start, finishing at 1530)

Wednesday 18th October 2017 (0915 registration, 0930 start, finishing at 1530)

All to be held at: Sackville House, Brooks Close, Lewes, East Sussex, BN7 2FZ

The cost per delegate for this event is £90 (Zero VAT Rated)

For clerks & deputy/assistant clerks new to their post.

You will receive useful documents & details of your role including hints, tips & networking getting you stuck in to your new role with confidence.

CiLCA Programme

Achieving CiLCA is highly valuable, not only for a clerk's professional development but for the local council and their community. This nationally recognised qualification is one of the first steps for a council to become eligible to use special powers bestowed by Government such as the General Power of Competence (GPC). Councils with the GPC no longer need to worry that they are acting beyond their powers, as the GPC (Localism Act 2011 s1(1)) gives local authorities, including eligible local councils, ***"the power to do anything that individuals generally may do"*** as long as they don't break other laws. CiLCA not only provides the council with greater powers, it provides a practical way for the clerk to gain more confidence through a recognised qualification.

The portfolio required to achieve a CiLCA qualification builds on foundations that may already be in place as part of the day to day work in the council office. So whilst completing CiLCA can seem daunting at first, the SSALC's CiLCA training & support programme gives practical advice for students to understand what is required to complete their CiLCA portfolio and to embark on an independent learning and development experience.

To find out costs, how to enrol and important dates please visit "CiLCA Programme" on the Events/Training page of our website.

Clerks Networking Day

Tuesday 21st March 2017 (0930 registration, 1000 start, finishing at 1530)
Fontwell Park Racecourse, Arundel, West Sussex, BN18 0SX

Clerks Technical Networking Day

Thursday 2nd November 2017 (0930 registration, 1000 start, finishing at 1530)

The Felbridge Hotel & Spa, London Road, East Grinstead, West Sussex,
RH19 2BH

The cost per delegate for this event is £65.00 Ex VAT (£78.00 Inc. VAT)

For clerks, deputy/assistant clerks & RFOs of all levels of experience.

You will receive presentations on current topics of interest and guidance on new legislation & changes. The Technical Day will include networking but the content will be more practical.



Chair's Networking Day

Thursday 28th September 2017 (0930 registration, 1000 start, finishing at 1530)

The Felbridge Hotel & Spa, London Road, East Grinstead, West Sussex,
RH19 2BH

Bookings will open for Chairs Networking Day on 6th June 2017.

The cost per delegate for this event is £65.00 Ex VAT (£78.00 Inc. VAT)

For Chairmen/Vice Chairmen of the full council of all levels of experience.

You will receive presentations on current topics of interest, guidance on new legislation plus receive a session with a high profile key note speaker.

Chairmanship Training

Tuesday 21st February 2017 (1345 registration, 1400 start, finishing at 1700)
Mid Sussex Golf Club, Spatham Lane, Ditchling, East Sussex, BN6 8XJ

Tuesday 16th May 2017 (1745 registration, 1800 start, finishing at 2100)
The Felbridge Hotel & Spa, London Road, East Grinstead, West Sussex, RH19 2BH

Tuesday 4th July 2017 (1745 registration, 1800 start, finishing at 2100)
Wellhurst Golf Club, North Street, Hellingly, East Sussex, BN27 4ED

Tuesday 17th October 2017 (1345 registration, 1400 start, finishing at 1700)
The Felbridge Hotel & Spa, London Road, East Grinstead, West Sussex, RH19 2BH

The cost per delegate for this event is £55.00 Ex VAT (£66.00 Inc. VAT)

For Chairmen/Vice Chairmen both new & experienced of a Council or its committees and any other members interested in chairmanship.

You will receive guidance on good practice at meetings, managing press, public, roles & responsibilities in the council & much more.

Legal & Finance Day

Thursday 13th July 2017 (0930 registration, 1000 start, finishing at 1530)
Fontwell Park Racecourse, Arundel, West Sussex, BN18 0SX

The cost per delegate for this event is £90.00 Ex VAT (£108.00 Inc. VAT)

For clerks, deputy/assistant clerks, RFOs, chairmen and councillors of all experiences.

You will receive presentations on updates and changes on financial and procedural topics plus get the opportunity to network with others.



Planning Update Events

Tuesday 24th October 2017 (1745 registration, 1800 start, finishing at 2100)
Councils Chambers, Uckfield Civic Centre, Bellfarm Lane, Uckfield, TN22 1AE

Wednesday 8th November 2017 (1745 registration, 1800 start, finishing at 2100)

Wilfrid Noyce Centre, Crown Court, High Street, Godalming, Surrey, GU7 1DY

Tuesday 21st November 2017 (1745 registration, 1800 start, finishing at 2100)

Councils Chambers, Billingshurst Community Centre, Roman Way, Billingshurst, West Sussex, RH14 9QW

The cost per delegate for this event is £55.00 Ex VAT (£66.00 Inc. VAT)

For councillors/ clerks who wish to receive an update on Neighbourhood Plans, planning application process and material considerations.

Councillor Briefing & Awareness Updates

Thursday 9th March 2017 (1745 registration, 1800 start, finishing at 2100)

Mid Sussex Golf Club, Spatham Lane, Ditchling, East Sussex, BN6 8XJ

Thursday 22nd June 2017 (0945 registration, 1000 start, finishing at 1300)

Forest Room, The Sussex Exchange, Queensway, St Leonards on sea, East Sussex, TN38 9AG

Thursday 21st September 2017 (1345 registration, 1400 start, finishing at 1700)

Billingshurst Community Centre, Roman Way, Billingshurst, RH14 9EW

The cost per delegate for this event is £55.00 Ex VAT (£66.00 Inc. VAT)

This course is designed to give councillors training and updates on procedures and legal guidance from experienced presenters.



HR Training Events

Thursday 6th April 2017 (0945 registration, 1000 start, finishing at 1300)
Wellhurst Golf Club, North Street, Hellingly, East Sussex, BN27 4ED
FOR CLERKS & COUNCILLORS

Tuesday 6th June 2017 (0945 registration, 1000 start, finishing at 1300)
East Horsley Village Hall, Kingston Avenue, East Horsley, Leatherhead, Surrey, KT24 6QT
FOR CLERKS & COUNCILLORS

Thursday 5th October 2017 (1745 registration, 1800 start, finishing at 2100)
Mid Sussex Golf Club, Spatham Lane, Ditchling, East Sussex, BN6 8XJ
FOR COUNCILLORS ONLY

Tuesday 14th November 2017 (1745 registration, 1800 start, finishing at 2100)
The Felbridge Hotel & Spa, London Road, East Grinstead, West Sussex, RH19 2BH
FOR CLERKS ONLY – councils with 2 or more members of staff

The cost per delegate for this event is £55.00 Ex VAT (£66.00 Inc. VAT).



In association with HR Services Partnership we have set up 4 HR sessions giving councillors/clerks the opportunity to hear from experts in HR Training to gain an understanding on employment legislation required of councils when dealing with problems and what councils can do to prevent problems.

Bespoke Training

In 2016/17 we want to increase the amount of tailored/bespoke training for parishes across East/West Sussex and Surrey. This training could range from Councillor Briefing and Awareness, Planning, Housing, Visioning, Chairmanship, HR, Social Media, plus more!

If you have a training need we would be delighted to hear from you!

The training can be for both new and experienced clerks, office staff, chairmen and councillors.

Please complete the short form on the Bespoke Training page of our website (http://www.sussexalc.org.uk/bespoke_training.asp) and we can organise a localised training event on specific subjects for your parish and or neighbouring parishes if appropriate.

For all queries regarding training and events please contact Anna Beams, Events, Training & Communications Manager at anna.beams@ssalc.co.uk



21. COMMUNITY GOVERNANCE STUDY DAY

Background

I completed the Certificate in Local Council Administration in October 2016. This is a Level Three course. The next stage is a Level Four course to gain a Certificate in Community Governance: Local Council Management through the University of Gloucester which is a two-year course covering eight modules.

The Staffing Sub Committee considered (and granted) my request to do a taster module for this course (Min No. 386-16 refers). It specified that the module to be undertaken be CG4001 Community Governance which looks into how organisations work independently and in partnership to deliver effective services in local communities.

Study Day - 2 & 3 February 2017

The study started with a brief talk from Rob Smith, the new CEO of the Society of Local Council Clerks. His talk was based on the following quote:

“Education is the passport to the future, for tomorrow belongs to those who prepare for it today.” – Malcolm X

Local parish and town councils face a changing landscape, especially as devolution of services becomes more prevalent. In order to face these challenges, Mr Smith believes education of Officers is of paramount importance to ensure the highest standard of professionalism is achieved. As such, he applauded the attendees for their commitment to continuing their education.

Over the course of the two days, the modules available this academic year were discussed in some detail with emphasis on what the learning outcomes are and how to achieve them.

Take Backs

As always, what is of intrinsic value in attending courses such as these are the take backs from listening to the experiences (both good and bad) of other local councils. Three such take backs that might be of interest to Godalming Town Council include:

- To foster community engagement, get participants of festivals to submit photos of town events (such as Staycation) on the Council website and/or Facebook page with perhaps a small prize for the best photo (perhaps selected by the Mayor with a photo opportunity).
- Again, for community engagement, have a Christmas Advent whereby the Council post photos of Christmas lights from residents' houses and/or town lights for the 12 days leading up to Christmas. This could either be driven by Officers, or again by residents.
- Many Councils are intending to light a beacon to commemorate the ending of World War 1.

GODALMING TOWN COUNCIL

Disclosure by a Member¹ of a disclosable pecuniary interest or a non-pecuniary interest in a matter under consideration at a meeting (S.31 (4) Localism Act 2011 and the adopted Godalming Members' Code of Conduct).

As required by the Localism Act 2011 and the adopted Godalming Members' Code of Conduct, **I HEREBY DISCLOSE**, for the information of the authority that I have [a disclosable pecuniary interest]² [a non-pecuniary interest]³ in the following matter:-

COMMITTEE:

DATE:

NAME OF COUNCILLOR: _____

Please use the form below to state in which agenda items you have an interest.

Agenda No.	Subject	Disclosable Pecuniary Interest	Non-Pecuniary Interest	Reason

Signed _____

Dated _____

¹ "Member" includes co-opted member, member of a committee, joint committee or sub-committee

² A disclosable pecuniary interest is defined by the Relevant Authorities (Disclosable Pecuniary Interests) regulations 2012/1464 and relate to employment, office, trade, profession or vocation, sponsorship, contracts, beneficial interests in land, licences to occupy land, corporate tenancies and securities

³ A non-pecuniary interest is defined by Section 5 (4) of the Godalming Members' Code of Conduct.