

GODALMING TOWN COUNCIL

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I HEREBY SUMMON YOU to attend the **MANAGEMENT COMMITTEE** Meeting to be held in the Council Chamber, Waverley Borough Council, The Burys, Godalming on THURSDAY, 23 JULY 2026 at 7.00pm or at the conclusion of the preceding Planning Committee meeting, whichever is later.

DATED this 15th Day of July 2026

Andy Jeffery

Andy Jeffery
Chief Executive Officer

If you wish to speak at this meeting please contact Godalming Town Council on 01483 525575 or email office@godalming-tc.gov.uk

Where possible proceedings will be live streamed via the Town Council's Facebook page. If you wish to watch the council meeting's proceedings, please go to Godalming Town Council's [YouTube](#) page.

Committee Members:	Councillor Follows – Chair Councillor Heagin – Vice Chair
	Councillor Adam Councillor Crowe Councillor S Downey Councillor Duce Councillor Holliday Councillor Marshall Councillor PS Rivers Councillor Weightman Councillor Williams

A G E N D A

1. **MINUTES**

To approve as a correct record the minutes of the meeting held on the 18 June 2026, a copy of which has been circulated previously.

2. **APOLOGIES FOR ABSENCE**

3. **DISCLOSABLE PECUNIARY INTERESTS AND OTHER REGISTERABLE 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.

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

The Chair to invite members of the public to make representations, ask or answer questions and give evidence in respect of the business on the agenda or other matters not on the agenda. This forum to be conducted in accordance with Standing Order 5:

- the period of time designated for public participation at a meeting for a maximum of three minutes per person or 15 minutes overall, unless otherwise directed by the chair of the meeting;
- a question shall not require a response at the meeting nor start a debate on the question. The chair of the meeting may direct that a written or oral response be given. If a matter raised is one for Principal Councils or other authorities, the person making representations will be informed of the appropriate contact details.

5. QUESTIONS BY MEMBERS

To consider any questions from Councillors in accordance with Standing Order 6.

6. ACCOUNTS PAID SINCE LAST MEETING & SCHEDULE OF PAYMENTS

RFO 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 invoices relating to these payments are available in the Council's office 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 Chair should sign the schedule of accounts paid.

7. BUDGET MONITORING

Members are asked to **NOTE** a report from the Responsible Finance Officer on the Council's financial performance to 13 July 2026 (report attached for the information of Members).

The Council's Scheme of Delegation provides for this committee to authorise drawdown of Ear Marked Reserves of up to £50,000. Members are asked to approve transfer of £4,628 from the Youth Service EMR to cost centre 210 – Broadwater Garden Project. This is an administrative transfer request. On 30 March 2026 The Broadwater garden project received a grant from the SCC nature Recovery Fund of £4,628. As it was received one day before year end, to avoid this grant being 'lost' within the general reserve, the RFO transferred it to the Youth Centre EMR. Members are now requested to **RESOLVE** approve that it be transferred back to the revenue account cost centre 210 to enable it to be used for its intended purpose.

8. TOWN COUNCIL ELECTIONS – MAY 2027 (FINANCIAL PLANNING)

Recommendation

That the Management Committee recommends to Full Council that:

- a. a baseline precept increase of £6,000 per annum be introduced from 2027/28, increasing the annual provision to the Election Reserve to £12,000 per annum until 2031/32; and
- b. £25,000 currently allocated in the 2026/27 budget to the Community Asset Reserve be reallocated to the Election Reserve for one year only.

Purpose of Report

To update Members on the anticipated cost of the May 2027 Town and Parish elections and to recommend a funding strategy to meet the expected shortfall.

Background

At its meeting on 29 January 2026, Members considered the impact of the revised election cycle, which means that the 2027 Town and Parish elections will be held as stand-alone elections. Members noted that this will significantly increase the cost to town and parish councils.

For Godalming Town Council, the estimated cost of the May 2027 election is currently in the region of £45,000 to £50,000, dependent on the number of uncontested elections across the wider electoral area. The more uncontested elections there are, the greater the proportion of fixed costs payable by those areas where elections are contested.

The current estimate is based on the Waverley Borough Council rate card. Although the May 2027 elections will be administered by West Surrey Unitary Authority, officers are working on the assumption that the costs will be broadly comparable.

At the January meeting, Members agreed:

- that the Election Reserve of £21,000 was likely to be insufficient for a by-election and wholly insufficient for an all-out election;
- to review the allocation of reserves, including election reserves or transfer between reserves, for the 2027/28 financial year at the end of the current financial year; and
- that the CEO/RFO should bring forward a further report by October 2026 setting out a recommended strategy, including precept and reserves implications, to inform the 2027/28 budget and three-year forecast.

Members also agreed to write to the Secretary of State and to Waverley Borough Council requesting support. A response was received from the Secretary of State on 4 March 2026 confirming that town and parish councils are outside the scope of local government reorganisation and that central government has no remit in funding town and parish elections. No response has been received from Waverley Borough Council.

Current Position

The Election Reserve stood at £21,000 in 2025. It had been anticipated that a further £6,000 would be added in 2026 and £12,000 in 2027, which would have brought the reserve to approximately £39,000.

However, the unplanned by-election for Farncombe and Catteshall ward in November 2025 reduced the reserve by £14,107.33, leaving a balance of £6,866.50. As of 13 July 2026, and taking account of the 2026 provision, the Election Reserve now stands at £12,892.67.

A further £12,000 is anticipated to be added in April 2027, comprising the existing budgeted £6,000 provision plus an additional £6,000, which would require a 58p per Band D property precept increase. This would increase the reserve to approximately £24,892.67.

On that basis, there remains a shortfall of approximately £25,000 against the anticipated cost of the 2027 election.

Financial Implications

The current level of the Election Reserve is insufficient to meet the estimated cost of the May 2027 election.

The CEO/RFO therefore recommends that a baseline precept increase of £6,000 per annum be introduced from 2027/28. Thus increasing the annual contribution to the Election Reserve

to £12,000 per annum. This would help build the reserve to meet the anticipated cost of the 2027 election and the further election provision required for 2031.

In addition, it is recommended that the £25,000 currently allocated in the 2026/27 budget to the Community Asset Reserve be reallocated to the Election Reserve for one year only to address the immediate funding shortfall.

The proposed increase of £6,000 per annum is equivalent to approximately 58p per Band D property, or 0.44% precept increase.

Risk

The main risks are:

- that the Election Reserve remains insufficient to meet the cost of the 2027 election;
- that the Council is required to draw on general reserves to meet the shortfall;
- that the final cost of the election exceeds current estimates; and
- that the temporary reallocation from the Community Asset Reserve reduces flexibility elsewhere in the budget.

These risks are mitigated by:

- increasing the baseline annual provision to the Election Reserve;
- making a one-year reallocation from the Community Asset Reserve; and
- reviewing the reserve strategy as part of the 2027/28 budget setting process.

9. FIRE SAFETY REPORT

Members will wish to **NOTE** that a Fire Safety Advisor from Surrey Fire & Rescue Service, accompanied by GTC Operations & Compliance Officer, visited Godalming Museum on 10 June to evaluate the safety procedures and precautions.

The Fire safety Advisor was pleased to report that GTC as owners of the building and Godalming Museum Trust as operators, showed adequate safety. However, the inspector did make a number of suggestions as to how safety could be improved (copy Fire Safety Advisors letter attached for information of Members).

Members will wish to note that regarding bullet points one and four, GTC's Operations & Compliance Officer achieved qualification for Nebosh Certificate in Fire Safety in January 2026 and has undertaken full Fire Risk Assessments for GTC owned and/or managed buildings and will continue to conduct annual assessments. Actions arising from these assessments will be reported to the relevant committee.

Bullet point two is already normal practice within GTC.

Regarding bullet point three, the external fire escape was last fully inspected in 2017. Subsequently remedial repairs and improvements have been undertaken. The Operations & Compliance officer will commission a condition report from a suitable external inspector and report whether any further maintenance or improvements are required.

10. FARNCOMBE DAY CENTRE SLA MONITORING REPORT 2026

Recommendation: That the Management Committee notes the report and expresses support for the continuing work of Farncombe Day Centre.

Members are asked to note receipt of the Farncombe Day Centre's 2025/26 monitoring report and 2025/26 management accounts (attached for the Information of Members), submitted in

accordance with the SLA under which the Town Council provides £7,500 per annum towards the cost of the minibus.

The current SLA remains in force until 31 March 2028. The final payment under the present arrangement will therefore be made in April 2027. Any future SLA discussions or renegotiation will take place after the May 2027 elections.

Key points from the monitoring report

- the Day Centre continues to provide a valued and well-used service to local older people, with consistently strong attendance and active engagement across its core offer.
- lunches served during the year totalled 3,005, only slightly below the previous period, indicating broadly stable demand.
- Community Meals Service activity remains steady, with 1,934 meals delivered during the half-year.
- minibus use remains strong and stable, with around 70% of attendees arriving by minibus, underlining the importance of the service supported by the SLA.
- staffing has remained broadly stable, with one long-term absence resolved through replacement by a new experienced Care Assistant.
- the Centre continues to support a client group with significant needs, with an estimated 80% experiencing cognitive impairment and 85% mobility difficulties.

Financial summary

- the management accounts show an overall deficit of £13,978 for the year to 31 March 2026, against a budgeted deficit of £4,034.
- this position is materially affected by £26,578 of refurbishment/improvement project expenditure, which was not in the original operating budget but is expected to be recovered through project funding.
- total income was £247,148, exceeding budget by £26,327.
- expenditure was higher than budget, principally due to staffing pressures, unplanned repairs and maintenance, and some additional overheads linked to service improvement work.
- core service delivery remains comparatively well controlled, particularly in catering and consumables.

Conclusion

The report presents a picture of a busy, appreciated and resilient local service that continues to deliver significant social value to vulnerable older residents. While the headline accounts show a deficit, this is largely explained by planned one-off project investment rather than underlying operational weakness. The Council's minibus contribution continues to support an important and widely used element of the service.

11. CITIZENS ADVICE SOUTH WEST SURREY – Q4 2025/26 REPORT

Recommendation: That the Management Committee notes the Q4 2025/26 and Q1 2026/27 reports from Citizens Advice South West Surrey.

Members are asked to note receipt of the Q4 2025/26 and Q1 2026/27 reports from Citizens Advice South West Surrey and the continuing delivery of the service to residents of Godalming and the wider area.

Godalming Town Council currently provides £35,500 per annum under the existing SLA. The current SLA runs to 31 March 2028, with the last payment due in April 2027. Any future discussions or negotiations about the arrangement will take place after the May 2027 elections.

Key points from the reports

Q4 2025/26

- Citizens Advice South West Surrey continued to support a significant number of Godalming residents across all wards.
- During Q4, the service engaged:
 - 335 clients
 - 1,293 activities
 - 1,057 issues
- The highest levels of engagement within Godalming were recorded in:
 - Godalming Central and Ockford
 - Godalming Binscombe and Charterhouse
 - Godalming Farncombe and Catteshall

Q1 2026/27

- The service remained active and well used in the first quarter of 2026/27.
- During Q1, the service engaged:
 - 237 clients
 - 966 activities
 - 940 issues
- Again, the strongest local engagement was seen in:
 - Godalming Central and Ockford
 - Godalming Binscombe and Charterhouse
 - Godalming Farncombe and Catteshall

The two reports together show that Citizens Advice South West Surrey provides a consistently used service for local residents, helping people with a wide range of issues across Godalming and the surrounding area. The level of demand remains substantial, underlining the value of the Council's support through the SLA.

12. GODALMING BUSINESS IMPROVEMENT DISTRICT – YEAR 2 IMPACT REPORT

Members to receive and **NOTE** the Godalming Business Improvement District Year 2 Impact report 2025/2026 (attached for the information of Members).

13. 2026 LOO OF THE YEAR AWARDS

Members will be aware that GTC entered the Crown Court and Farncombe public toilets into the 2025 Loo of the Year Awards, otherwise known as “The Washroom Oscars”. The closing date for the 2026 awards is 31 July 2026 with unannounced inspections due to take place between August and September 2026.

There are two levels of entry, Level A at £168 per facility is the entry fee for inspection and grading, Level B at £193 is the entry fee for inspection, grading and written inspector report.

In 2025 GTC entered at Level B, which provided us with feedback on potential improvements. Members will be aware that GTC was awarded a Platinum Plus grade for accessibility with an overall Platinum grade for Crown Court Public Toilets. This placed GTC in the “Premier League” of the top 20 local authorities who operate public toilets.

Officers have considered which GTC facilities could be considered for entry into the 2026 award scheme. Members are asked to **AGREE**, which, if any, they wish to be entered into the 2026 Loo of the Year Awards scheme.

Crown Court Public Toilets – Category 47 – Unattended Public Toilets
Farncombe North Street Public Toilets – Category 47 – Unattended Public Toilets
Wilfrid Noyce Community Centre – Category 17 – Community Centres.

Entry fees for the public toilets would be taken from cost centre 208 (Public Conveniences) nominal code 4900, which currently stands with a £600 balance, with the Wilfrid Noyce Centre entry coming from cost centre 205 nominal code 4900.

14. SERVICE COMMITTEES EARLY REVIEW

Recommendation: That Management Committee resolves to:

- a. **notes the concerns identified in relation to the current size of the service committees and the associated risk of meetings not being quorate;**
- b. **agree to recommend to Full Council that all service committees except the Planning Committee and Management Committee should be increased from 5 Members to 6 Members;**
- c. **agree to recommend to Full Council that the Management Committee should be increased from 11 Members to 13 Members;**
- d. **agree to recommend to Full Council that the number of permitted substitutes for the Management Committee should be increased from 2 to 4;**
- e. **agree to recommend to Full Council that the number of Members of the Audit & Governance Committee permitted on the Management Committee be increased from 2 to 3; and**
- f. **agree that a revised committee membership table (containing nominees to committees), reflecting the amended committee sizes and political proportionality, be prepared for Full Council consideration.**

Purpose of report

To review the Council's new committee structure and consider whether a revised committee membership pattern should be recommended to Full Council.

Background

At Annual Council, Members agreed a revised committee structure for the Council. It was also agreed that the structure would remain under review.

The current structure is:

- Management Committee – 11 Members
- Staffing Committee – 5 Members
- Audit & Governance Committee – 5 Members
- Community, Events & Culture Committee – 5 Members
- Cemeteries, Open Spaces & Sustainability Committee – 5 Members
- Youth Committee – 5 Members
- Planning Committee – 5 Members, excluded from political proportionality.

Issues identified

Following the introduction of the new structure, concern has been raised that the service committees comprising five Members are relatively small. This increases the risk of meetings being inquorate.

To improve resilience and reduce the likelihood of meetings being inquorate, it is suggested that:

- all committees, except for Planning Committee and Management Committee, be increased from 5 Members to 6 Members.
- Management Committee be increased from 11 Members to 13 Members; and
- permitted substitutes for Management Committee be increased from 2 to 4.

The proposed increase to 6 Members would give each service committee one third of the Council's membership, which may provide a more robust and sustainable committee

structure. The increase to Management Committee and the additional substitutes would also improve capacity and continuity for the Council's principal committee.

Political proportionality

Should the Management Committee support these proposals, the committee membership tables will need to be recalculated to reflect the revised committee sizes and political proportionality. An example of a revised set of committee tables is attached for Members consideration.

15. COMMUNITY GOVERNANCE REVIEW – REQUEST FOR MEMBER DIRECTION

Recommendation:

That Members consider the information requested by Waverley Borough Council and provide direction on the response to be given, noting that any position agreed by this committee will be subject to Full Council approval.

Purpose of report

To seek Members' views on the information requested by Waverley Borough Council Electoral Services regarding the proposed Community Governance Review, and to determine the response to be given on behalf of Godalming Town Council.

Background

At the Full Council meeting held on 12 February 2026, Members considered a Motion on Notice concerning councillor numbers following Local Government Reorganisation. The Motion, as amended and approved, resolved that Godalming Town Council considered that, following vesting in 2027, the number of councillors across the wards of the Town Council would no longer be sufficient to serve residents effectively, and instructed the Chief Executive Officer to request that Waverley Borough Council initiate a Community Governance Review.

In accordance with that resolution, the Chief Executive Officer wrote to Waverley Borough Council requesting that a Community Governance Review be undertaken for the wards within the Godalming Town Council area.

Subsequently, Waverley Borough Council Electoral Services responded seeking further information in order to consider the request properly. In particular, they asked:

- what Godalming Town Council's aspiration is for its council size;
- whether there is any rationale for an increase other than councillor workload;
- if a total number of councillors is envisaged, what number should represent each ward.

Current position

The original Full Council resolution did not specify the detailed warding pattern or the preferred overall council size now requested by Waverley Borough Council. As such, Officers are not presently in a position to provide a final agreed response without further member direction.

Any view expressed by Members at this stage would be a recommendation only. Full Council retains sovereignty in this matter, and any final decision must be made by Full Council.

16. SURREY RESILIENCE ASSEMBLY - REPORT

Members to receive a report from the CEO regarding the Surrey Resilience Assembly, which he attended on 15 July, with specific focus on the development of a Resilience Action Plan and the potential opportunities associated with the Surrey Community Resilience Grant scheme.

The Surrey Community Resilience Grant Guidance Document is attached for Members information and understanding of the grant scheme, alongside the Surrey Community Resilience Toolkits.

Members are requested to consider the report and determine how they wish officers to proceed.

17. UPCOMING EVENTS

Members to note the following upcoming event(s):

Date 1 – 9 August 2026 Event Godalming Staycation

Information on the full Godalming Town council Staycation programme can be found at <https://godalming-tc.gov.uk/staycation/>

18. TOWN COUNCIL REPRESENTATION ON EXTERNAL BODIES

Members to provide an update on the external body to which they are a Town Council representative if an update is available.

19. COMMUNICATIONS ARISING FROM THIS MEETING

Members to identify which matters (if any), discussed at this meeting, are to be publicised.

20. DATE OF NEXT MEETING

The next meeting of the Management Committee is scheduled to be held in the Council Chamber on Thursday, 3 September 2026 at 6.30pm.

21. ANNOUNCEMENTS

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

In pursuance of the public bodies (admission to meetings) act 1960 s.1(2), the committee may wish to resolve to exclude the public and press from the meeting at this point prior to consideration of agenda item 22 by reason of the confidential nature of the business to be transacted i.e. personal and sensitive information.

22. NOMINATION FOR HONORARY FREEDOM OF THE TOWN OF GODALMING

Members are requested to consider nomination(s) received for the award of the Honorary Freedom of the Town of Godalming and to recommend any approved nomination to Full Council (confidential nomination citation(s) attached for the information of Committee Members).

7. BUDGET MONITORING REPORT

Members to consider a budget monitoring report to 13 July 2026 against the estimates agreed at Full Council for the 2026/27 financial year (detailed report attached for the information of Members).

Management Committee to note that detailed monitoring reports covering Q1 2026/27 for the following cost centres have been presented to the relevant service committee:

106 – Festivals, Markets & Events
108 – Christmas Lights
201 – Broadwater Youth & Community Centre
204 – Allotments
206 – Bandstand
207 – Godalming Museum
301 – Cemeteries, Open Spaces & Sustainability
Staffing Costs for all Cost Centres

This combined monitoring report provided the full overview of GTC income and expenditure against budget.

Cost Centre	Year-to-date Variance	Projected Variance @ Year End
Head Office Costs	£18,415 o/s	On Budget
Civic Expenses	£1,383 u/s	On budget
Festivals, Markets & Events	£1,340 o/s	On budget
Christmas Lights	£0	On budget
Ockford Building	£2,789 u/s	On budget
Community Asset Transfer	£0	£0 (EMR Funded)
BWP Youth Centre	£45,425 u/s	On budget
Pepperpot	£395 u/s	On budget
The Square	£1,635 o/s	On budget
Allotments	£886 u/s	On budget
Wilfrid Noyce Community Centre	£3,700 u/s	On budget
Bandstand	£630 u/s	On budget
Godalming Museum	£12,676 u/s	On budget
Public Conveniences	£2,875 u/s	On budget
Broadwater Garden Project	£1,341 u/s	£0 (donation & grant funded)
Pepperpot External Redecoration	£102,503 o/s (EMR Funded)	£0 (EMR funded)
Cemeteries	£102,721 u/s	£ 41,700
TOTAL	£50.928 u/s	£41,700

Commentary

The monitoring report shows a current variance of £50,928 underspent against the profiled estimate budget. The transfer of EMR to the revenue account for Pepperpot refurbishment costs and CIL payment is an outstanding action, which will reduce the overspend of the Pepppperpot redecoration cost centre. Higher levels of income than profiled for this time in the financial year have mainly come from cemetery fees. The predicted year end is a surplus of £41,700.

NOTE: +£ = additional income or less expenditure than budgeted.
-£ = a lower income or higher expenditure than budgeted.

Key Variances

Significant Underspends

- Ockford & Arron Hill Hub: £2,789 underspend is due to higher than profiled income from hire charges and current underspend in operating costs. This is expected to even out during the year to finish on budget.
- BWP Youth & Community Centre: Despite a current £45,425 underspend, the Youth & Community centre is considered to be on budget for year-end as income received for HAF will be expended during the summer holiday period and salary underspend will even out following the 2026/27 pay award.
- Wilfrid Noyce Centre: Income is broadly in line with budget profile, the £3,700 underspend is due to yearly profile and lower energy use during the summer periods. Cleaning costs are higher than budgeted and consideration should be given to a review of GTC cleaning requirements to ensure best value. Water charges are higher than profiled due to higher than expected increases on water rates and waste disposal charges were increased in year due to increases in fuel charges incurred by the contractor.
- Godalming Museum: The underspend is primarily due to underspend on staffing costs due to early in year vacancy.
- Public Conveniences: whilst expenditure is slightly lower than the budget profile, as with other GTC facilities the water rates are higher than budgeted and are expected to exceed budget by year end, energy costs are currently about 4% behind profile but expected to increase during the winter months.
- Broadwater Garden Project: The Broadwater garden project is a grant and donation funded project, the cost centre 210 has been set up as an accounting tool for managing the project against the donations and grants specific to that project.
- Cemeteries & Open Spaces (+£102,721) – The most significant favourable variance, driven by strong early income from interments and grave purchases, alongside controlled expenditure which remains broadly on profile. As with other properties water rates are higher than budgeted. Sexton and Grave Digging costs are higher than budget profile due to the higher rate of burial during Q1, these costs are full covered by the associated additional income for burials. Rates are lower than expected due to business rates relief, Vehicle costs (4205) are higher than budget profile due to ongoing issues with the Transporter EV van. The Cemeteries, Open Spaces and Sustainability committee has approved disposal and replacement of this vehicle. Although disposal has not yet taken place replacement costs are shown in nominal code 4301 - Equipment. It should be noted that this early income does not indicate that overall income will be above projected estimates, however, year-end projection is based on continued expenditure controls and 10 inhumations for remainder of the year, to be reviewed at the end of Q2.

Significant Overspends

- Head Office: Net income over expenditure excluding CIL stands at - £18,415 however, this is a timing issue as £56,285 to be transferred from CIL reserve/ Emerging projects reserve to cover costs of CIL award payments and installation costs for Kit4Kids cabin, resulting in a surplus of £37,870. However, it is expected that the surplus will even out following the 2026/27 pay award.
- Festivals, Markets & Events (-£1,340) – Timing issue only, outgoing for Choirblast and market /festival expenses before pitch fee remittances received.
- The Square: The current £1,635 overspend is a time issue related to recharge of insurance premium costs.
- Pepperpot External Redecoration (-£102,503) This is a timing issue related to the internal movement of funding from Ear Marked Reserves to revenue account.

Conclusion

Mid-Month 4, whilst still early in the financial year does start to enable reasonable profiling and forecasting of the overall income against expenditure budget profile position. Overall

income currently stands at 55% with expenditure at 40% against a profile point of 28%. Higher income higher than profiled is mainly due to cemetery income and expenditure at 40% and is in some measure a reflection of early in year annual expenditures including insurance and rates.

The Committee is asked to note the contents of this report.

STATEMENT OF GENERAL AND EARMARKED RESERVES 13 July 2026

		Opening Balance 1 April 2026	Income	Expenditure	Closing Balance 31 May 2026
	Unallocated Reserve	£	£	£	£
1	Revenue Reserve	676,740.66			676,740.66
	GTC Unallocated Reserves	676,740.66			676,740.66 (a)
	Earmarked Reserves				
2	Election Expenses Fund	6,892.67	6,000.00		12,892.67
3	Emerging Projects Fund	58,500.25			58,500.25
4	Youth Provision	9,878			9,878
5	Afghan Refugees	529			529
6	Land & Property	223,756			223,756
7	Flood Alleviation	6,000			6,000
8	Community Asset Transfer Fund	74,002.89		18,433.32	55,569.57
	Sub-total GTC Earmarked Reserves	379,558.81			367,125.49 (b)
9	Community Infrastructure Levy	211,570.67	45,851.79	21,580.22	235,842.24 (c)
	Total Earmarked Reserves	591,129.48			b+c= 602,967.73 (d)
	Balances	1,267,870.14			a+d = 1,279,708.39

Detailed Income & Expenditure by Phased Budget Heading 13/07/2026

Month No: 4

Cost Centre Report

	Current Month Actual	Current Month Budget	Current Month Variance	Year To Date Actual	Year To Date Budget	Year To Date Variance	Total Annual Budget	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
<u>101 Head Office Costs</u>											
1001 Precept	0	0	0	678,777	678,772	(5)	1,357,544			50.0%	
1102 Community Infrastructure Levy	0	0	0	45,852	0	(45,852)	0			0.0%	45,852
1401 Interest Received	3,620	2,300	(1,320)	15,443	9,200	(6,243)	27,615			55.9%	
Head Office Costs :- Income	3,620	2,300	(1,320)	740,071	687,972	(52,099)	1,385,159			53.4%	45,852
4001 Salaries	0	26,356	26,356	70,464	105,424	34,960	316,274		245,810	22.3%	
4002 Employer's NIC	0	3,506	3,506	9,404	14,024	4,620	42,067		32,663	22.4%	
4003 Employer's Superannuation	0	4,665	4,665	11,722	18,660	6,938	55,980		44,258	20.9%	
4011 Staff Training	0	333	333	495	1,332	837	4,000		3,505	12.4%	
4012 Recruitment Advertising	0	0	0	193	1,300	1,107	1,300		1,107	14.8%	
4013 Other Staff Expenses	0	51	51	0	204	204	612		612	0.0%	
4102 Property Maintenance	0	100	100	93	400	307	1,200		1,107	7.7%	
4103 Maintenance Contracts	0	205	205	0	820	820	2,460		2,460	0.0%	
4111 Energy Costs	161	510	349	597	2,040	1,443	6,120		5,523	9.8%	
4121 Rents	0	0	0	0	3,224	3,224	3,224		3,224	0.0%	
4131 Rates	0	0	0	10,164	9,775	(389)	9,775		(389)	104.0%	
4141 Water Services	17	33	16	10	132	122	400		390	2.6%	
4161 Cleaning	0	362	362	884	1,448	564	4,344		3,460	20.3%	
4162 Waste Removal	54	80	26	199	320	121	960		761	20.8%	
4163 Domestic Supplies	0	57	57	109	228	119	684		575	15.9%	
4202 Car Allowances	6	50	45	236	200	(36)	600		364	39.3%	
4203 Other Transport Costs	0	10	10	10	40	30	120		110	8.1%	
4301 Equipment	0	0	0	725	500	(225)	1,500		775	48.3%	

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Cost Centre Report

	Current Month Actual	Current Month Budget	Current Month Variance	Year To Date Actual	Year To Date Budget	Year To Date Variance	Total Annual Budget	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
4304 Catering & Hospitality	0	40	40	0	160	160	480		480	0.0%	
4306 Printing	61	145	84	349	580	231	1,740		1,391	20.1%	
4307 Stationery	0	333	333	1,000	1,332	332	3,996		2,996	25.0%	
4308 General Office Expense	0	20	20	0	80	80	240		240	0.0%	
4311 Professional Fees - Legal	0	417	417	0	1,668	1,668	5,000		5,000	0.0%	
4313 Professional Fees - Other	375	683	308	3,216	2,736	(480)	8,200		4,984	39.2%	
4314 Audit Fees	0	2,142	2,142	189	2,448	2,260	3,528		3,340	5.3%	
4315 Insurance	0	0	0	20,671	20,138	(533)	20,138		(533)	102.6%	
4321 Bank Charges	4	20	16	27	80	53	240		213	11.4%	
4322 Postage	0	65	65	0	260	260	780		780	0.0%	
4323 Telephones & Broadband	72	295	223	657	1,180	523	3,540		2,883	18.6%	
4325 Computing	990	1,455	465	9,529	5,820	(3,709)	17,460		7,931	54.6%	
4326 Website	73	132	60	509	528	19	1,584		1,075	32.2%	
4341 Grants	45,500	8,900	(36,600)	53,860	53,900	40	71,600		17,740	75.2%	
4342 Subscriptions	0	100	100	6,372	5,200	(1,172)	6,000		(372)	106.2%	
4343 Licensing/PRS	0	0	0	0	122	122	122		122	0.0%	
4900 Miscellaneous Expenses	371	170	(201)	2,097	680	(1,417)	2,040		(57)	102.8%	
4901 Misc Exps funded frm Reserves	0	0	0	77,865	0	(77,865)	0		(77,865)	0.0%	21,580
6000 Debt Charges - Principal	5,907	5,529	(378)	12,236	11,507	(729)	34,501		22,265	35.5%	
6001 Debt Charges - Interest	5,340	5,718	378	15,327	16,056	729	43,202		27,875	35.5%	
Head Office Costs :- Indirect Expenditure	58,930	62,482	3,552	309,208	284,546	(24,662)	676,011	0	366,803	45.7%	21,580
Net Income over Expenditure	(55,310)	(60,182)	(4,872)	430,863	403,426	(27,437)	709,148				
5200 plus Transfer from EMR	0	0	0	21,580	0	(21,580)	0				
5201 less Transfer to EMR	0	0	0	45,852	0	(45,852)	0				
Movement to/(from) Gen Reserve	(55,310)	(60,182)	(4,872)	406,592	403,426	(94,869)	709,148				

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	Current Month Actual	Current Month Budget	Current Month Variance	Year To Date Actual	Year To Date Budget	Year To Date Variance	Total Annual Budget	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
<u>102 Civic Expenses</u>											
4301 Equipment	0	0	0	0	0	0	350		350	0.0%	
4304 Catering & Hospitality	0	40	40	201	160	(41)	480		279	42.0%	
4305 Clothes, Uniform & Laundry	0	0	0	0	0	0	300		300	0.0%	
4306 Printing	0	0	0	11	0	(11)	816		805	1.3%	
4313 Professional Fees - Other	0	0	0	200	650	450	650		450	30.8%	
4325 Computing	108	350	242	1,572	1,400	(172)	4,200		2,628	37.4%	
4327 Publicity Advertising	0	0	0	200	700	500	1,600		1,400	12.5%	
4332 Mayor's Expenses	0	112	112	0	448	448	1,344		1,344	0.0%	
4334 Members' Training	0	70	70	0	280	280	840		840	0.0%	
4900 Miscellaneous Expenses	0	250	250	1,070	1,000	(70)	3,000		1,930	35.7%	
Civic Expenses :- Indirect Expenditure	108	822	714	3,255	4,638	1,383	13,580	0	10,325	24.0%	0
Net Expenditure	(108)	(822)	(714)	(3,255)	(4,638)	(1,383)	(13,580)				
<u>106 Festivals, Markets & Events</u>											
1303 Other customer/client receipts	0	889	889	2,644	7,107	4,463	18,772			14.1%	
1304 Donations	0	0	0	330	1,233	903	3,233			10.2%	
Festivals, Markets & Events :- Income	0	889	889	2,974	8,340	5,366	22,005			13.5%	0
4001 Salaries	0	0	0	0	1,897	1,897	3,795		3,795	0.0%	
4002 Employer's NIC	0	0	0	0	285	285	569		569	0.0%	
4003 Employer's Superannuation	0	0	0	0	336	336	672		672	0.0%	
4162 Waste Removal	0	0	0	225	700	475	1,100		875	20.4%	

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Cost Centre Report

	Current Month Actual	Current Month Budget	Current Month Variance	Year To Date Actual	Year To Date Budget	Year To Date Variance	Total Annual Budget	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
4301 Equipment	0	0	0	0	250	250	3,192		3,192	0.0%	
4304 Catering & Hospitality	0	0	0	55	340	285	460		405	12.0%	
4306 Printing	0	0	0	0	0	0	330		330	0.0%	
4313 Professional Fees - Other	0	0	0	1,730	1,984	254	4,350		2,620	39.8%	
4327 Publicity Advertising	0	420	420	1,737	1,680	(57)	5,042		3,305	34.5%	
4343 Licensing/PRS	0	0	0	208	160	(48)	760		552	27.4%	
4900 Miscellaneous Expenses	0	167	167	315	664	349	2,000		1,685	15.7%	
Festivals, Markets & Events :- Indirect Expenditure	<u>0</u>	<u>587</u>	<u>587</u>	<u>4,269</u>	<u>8,296</u>	<u>4,027</u>	<u>22,270</u>	<u>0</u>	<u>18,001</u>	<u>19.2%</u>	<u>0</u>
Net Income over Expenditure	<u>0</u>	<u>302</u>	<u>302</u>	<u>(1,296)</u>	<u>44</u>	<u>1,340</u>	<u>(265)</u>				
<u>108 Christmas Lights</u>											
4313 Professional Fees - Other	0	0	0	0	0	0	51,030		51,030	0.0%	
Christmas Lights :- Indirect Expenditure	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>51,030</u>	<u>0</u>	<u>51,030</u>	<u>0.0%</u>	<u>0</u>
Net Expenditure	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>(51,030)</u>				
<u>109 Ockford Building</u>											
1301 Premises Hire Charges	0	333	333	1,787	1,332	(455)	4,000			44.7%	
Ockford Building :- Income	<u>0</u>	<u>333</u>	<u>333</u>	<u>1,787</u>	<u>1,332</u>	<u>(455)</u>	<u>4,000</u>			<u>44.7%</u>	<u>0</u>
4102 Property Maintenance	0	63	63	321	252	(69)	756		435	42.5%	
4103 Maintenance Contracts	0	67	67	190	268	78	804		614	23.6%	
4111 Energy Costs	27	110	83	496	440	(56)	1,320		824	37.5%	

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Cost Centre Report

	Current Month Actual	Current Month Budget	Current Month Variance	Year To Date Actual	Year To Date Budget	Year To Date Variance	Total Annual Budget	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
4121 Rents	0	0	0	0	400	400	400		400	0.0%	
4131 Rates	0	0	0	0	1,775	1,775	1,775		1,775	0.0%	
4141 Water Services	0	33	33	0	132	132	396		396	0.0%	
4163 Domestic Supplies	0	25	25	17	100	83	300		283	5.7%	
4323 Telephones & Broadband	0	50	50	210	200	(10)	600		390	35.0%	
Ockford Building :- Indirect Expenditure	<u>27</u>	<u>348</u>	<u>321</u>	<u>1,233</u>	<u>3,567</u>	<u>2,334</u>	<u>6,351</u>	<u>0</u>	<u>5,118</u>	<u>19.4%</u>	<u>0</u>
Net Income over Expenditure	<u>(27)</u>	<u>(15)</u>	<u>12</u>	<u>554</u>	<u>(2,235)</u>	<u>(2,789)</u>	<u>(2,351)</u>				
<u>110 Community Asset Transfers</u>											
4311 Professional Fees - Legal	0	0	0	18,433	0	(18,433)	0		(18,433)	0.0%	18,433
Community Asset Transfers :- Indirect Expenditure	<u>0</u>	<u>0</u>	<u>0</u>	<u>18,433</u>	<u>0</u>	<u>(18,433)</u>	<u>0</u>	<u>0</u>	<u>(18,433)</u>		<u>18,433</u>
Net Expenditure	<u>0</u>	<u>0</u>	<u>0</u>	<u>(18,433)</u>	<u>0</u>	<u>18,433</u>	<u>0</u>				
5200 plus Transfer from EMR	0	0	0	18,433	0	(18,433)	0				
Movement to/(from) Gen Reserve	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>				
<u>201 BWP Youth & Community Centre</u>											
1201 Grants - SCC	0	0	0	11,231	2,000	(9,231)	8,000			140.4%	
1301 Premises Hire Charges	0	666	666	3,536	2,672	(864)	8,000			44.2%	
BWP Youth & Community Centre :- Income	<u>0</u>	<u>666</u>	<u>666</u>	<u>14,766</u>	<u>4,672</u>	<u>(10,094)</u>	<u>16,000</u>			<u>92.3%</u>	<u>0</u>
4001 Salaries	0	18,996	18,996	55,243	75,985	20,742	227,953		172,710	24.2%	

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	Current Month Actual	Current Month Budget	Current Month Variance	Year To Date Actual	Year To Date Budget	Year To Date Variance	Total Annual Budget	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
4002 Employer's NIC	0	2,287	2,287	2,860	9,150	6,290	27,446		24,586	10.4%	
4003 Employer's Superannuation	0	3,228	3,228	5,921	12,918	6,997	38,742		32,821	15.3%	
4011 Staff Training	0	334	334	615	1,328	713	4,000		3,385	15.4%	
4012 Recruitment Advertising	0	41	41	0	172	172	500		500	0.0%	
4102 Property Maintenance	0	83	83	472	336	(136)	1,000		528	47.2%	
4103 Maintenance Contracts	0	210	210	893	840	(53)	2,520		1,627	35.4%	
4111 Energy Costs	537	408	(129)	2,323	1,632	(691)	4,896		2,573	47.5%	
4131 Rates	0	0	0	0	2,997	2,997	2,997		2,997	0.0%	
4141 Water Services	0	75	75	414	300	(114)	900		486	46.0%	
4161 Cleaning	643	1,086	443	3,528	4,352	824	13,040		9,512	27.1%	
4162 Waste Removal	91	89	(2)	488	360	(128)	1,072		584	45.5%	
4163 Domestic Supplies	0	15	15	27	60	33	180		153	15.2%	
4171 Grounds Maintenance Costs	0	60	60	0	240	240	720		720	0.0%	
4202 Car Allowances	0	0	0	0	20	20	80		80	0.0%	
4204 Vehicle Fuel Costs	0	42	42	0	168	168	504		504	0.0%	
4205 Vehicle Costs (exc Fuel)	0	200	200	1,767	800	(967)	2,400		633	73.6%	
4301 Equipment	0	4	4	0	16	16	48		48	0.0%	
4305 Clothes, Uniform & Laundry	0	0	0	11	250	239	750		739	1.4%	
4313 Professional Fees - Other	0	11	11	0	44	44	132		132	0.0%	
4323 Telephones & Broadband	50	202	152	320	808	488	2,424		2,104	13.2%	
4325 Computing	310	179	(131)	3,489	716	(2,773)	2,148		(1,341)	162.4%	
4900 Miscellaneous Expenses	0	20	20	0	80	80	240		240	0.0%	
7100 Youth Programmes	0	970	970	3,363	3,890	527	11,650		8,287	28.9%	
7300 HAF	0	0	0	2,580	1,884	(696)	5,650		3,070	45.7%	

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	Current Month Actual	Current Month Budget	Current Month Variance	Year To Date Actual	Year To Date Budget	Year To Date Variance	Total Annual Budget	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
7305 HAF - Food & Cooking	0	0	0	0	300	300	1,100		1,100	0.0%	
BWP Youth & Community Centre :- Indirect Expenditure	1,631	28,540	26,909	84,315	119,646	35,331	353,092	0	268,777	23.9%	0
Net Income over Expenditure	(1,631)	(27,874)	(26,243)	(69,549)	(114,974)	(45,425)	(337,092)				
<u>202 Pepperpot</u>											
1301 Premises Hire Charges	0	716	716	1,861	2,872	1,011	8,600			21.6%	
Pepperpot :- Income	0	716	716	1,861	2,872	1,011	8,600			21.6%	0
4102 Property Maintenance	0	50	50	100	200	100	600		500	16.7%	
4103 Maintenance Contracts	0	50	50	0	200	200	600		600	0.0%	
4111 Energy Costs	0	221	221	884	884	(0)	2,652		1,768	33.3%	
4131 Rates	0	0	0	617	500	(117)	500		(117)	123.5%	
4161 Cleaning	0	238	238	709	952	243	2,856		2,147	24.8%	
4163 Domestic Supplies	0	33	33	0	132	132	396		396	0.0%	
4302 Furniture	0	0	0	0	600	600	600		600	0.0%	
4323 Telephones & Broadband	0	92	92	120	368	248	1,104		984	10.9%	
4343 Licensing/PRS	0	0	0	0	0	0	72		72	0.0%	
Pepperpot :- Indirect Expenditure	0	684	684	2,430	3,836	1,406	9,380	0	6,950	25.9%	0
Net Income over Expenditure	0	32	32	(569)	(964)	(395)	(780)				
<u>203 The Square</u>											
1302 Rents	0	1,050	1,050	2,565	4,200	1,635	12,600			20.4%	

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	Current Month Actual	Current Month Budget	Current Month Variance	Year To Date Actual	Year To Date Budget	Year To Date Variance	Total Annual Budget	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
1303 Other customer/client receipts	0	0	0	0	2,020	2,020	2,020			0.0%	
The Square :- Income	<u>0</u>	<u>1,050</u>	<u>1,050</u>	<u>2,565</u>	<u>6,220</u>	<u>3,655</u>	<u>14,620</u>			<u>17.5%</u>	<u>0</u>
4315 Insurance	0	0	0	0	2,020	2,020	2,020		2,020	0.0%	
The Square :- Indirect Expenditure	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>2,020</u>	<u>2,020</u>	<u>2,020</u>	<u>0</u>	<u>2,020</u>	<u>0.0%</u>	<u>0</u>
Net Income over Expenditure	<u>0</u>	<u>1,050</u>	<u>1,050</u>	<u>2,565</u>	<u>4,200</u>	<u>1,635</u>	<u>12,600</u>				
<u>204 Allotments</u>											
1302 Rents	0	0	0	13	0	(13)	2,900			0.5%	
Allotments :- Income	<u>0</u>	<u>0</u>	<u>0</u>	<u>13</u>	<u>0</u>	<u>(13)</u>	<u>2,900</u>			<u>0.5%</u>	<u>0</u>
4102 Property Maintenance	0	0	0	22	300	278	300		278	7.2%	
4141 Water Services	0	36	36	160	144	(16)	432		272	37.0%	
4171 Grounds Maintenance Costs	0	250	250	390	1,000	610	3,000		2,610	13.0%	
Allotments :- Indirect Expenditure	<u>0</u>	<u>286</u>	<u>286</u>	<u>572</u>	<u>1,444</u>	<u>872</u>	<u>3,732</u>	<u>0</u>	<u>3,160</u>	<u>15.3%</u>	<u>0</u>
Net Income over Expenditure	<u>0</u>	<u>(286)</u>	<u>(286)</u>	<u>(558)</u>	<u>(1,444)</u>	<u>(886)</u>	<u>(832)</u>				
<u>205 Wilfrid Noyce Community Centre</u>											
1301 Premises Hire Charges	0	3,855	3,855	14,673	15,420	747	46,260			31.7%	
1303 Other customer/client receipts	0	0	0	485	0	(485)	0			0.0%	
Wilfrid Noyce Community Centre :- Income	<u>0</u>	<u>3,855</u>	<u>3,855</u>	<u>15,158</u>	<u>15,420</u>	<u>262</u>	<u>46,260</u>			<u>32.8%</u>	<u>0</u>
4011 Staff Training	0	0	0	205	0	(205)	0		(205)	0.0%	

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	Current Month Actual	Current Month Budget	Current Month Variance	Year To Date Actual	Year To Date Budget	Year To Date Variance	Total Annual Budget	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
4102 Property Maintenance	30	583	553	558	2,336	1,778	7,000		6,442	8.0%	
4103 Maintenance Contracts	0	291	291	6	1,172	1,167	3,500		3,495	0.2%	
4111 Energy Costs	295	1,016	721	1,258	4,064	2,806	12,192		10,934	10.3%	
4131 Rates	0	0	0	2,058	2,050	(8)	2,050		(8)	100.4%	
4141 Water Services	0	100	100	(938)	400	1,338	1,200		2,138	(78.1%)	
4161 Cleaning	964	1,654	690	9,660	6,616	(3,044)	19,845		10,185	48.7%	
4162 Waste Removal	320	208	(112)	1,033	836	(197)	2,500		1,467	41.3%	
4163 Domestic Supplies	0	25	25	243	100	(143)	300		57	81.0%	
4301 Equipment	0	166	166	665	672	7	2,000		1,335	33.2%	
4323 Telephones & Broadband	0	125	125	120	500	380	1,500		1,380	8.0%	
4343 Licensing/PRS	0	0	0	0	0	0	650		650	0.0%	
4900 Miscellaneous Expenses	100	46	(54)	100	184	84	552		452	18.1%	
Wilfrid Noyce Community Centre :- Indirect Expenditure	1,709	4,214	2,505	14,967	18,930	3,963	53,289	0	38,322	28.1%	0
Net Income over Expenditure	(1,709)	(359)	1,350	190	(3,510)	(3,700)	(7,029)				
<u>206 Bandstand</u>											
4102 Property Maintenance	0	50	50	0	200	200	600		600	0.0%	
4111 Energy Costs	0	0	0	0	0	0	250		250	0.0%	
4343 Licensing/PRS	0	0	0	70	500	430	500		430	14.0%	
Bandstand :- Indirect Expenditure	0	50	50	70	700	630	1,350	0	1,280	5.2%	0
Net Expenditure	0	(50)	(50)	(70)	(700)	(630)	(1,350)				

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	Current Month Actual	Current Month Budget	Current Month Variance	Year To Date Actual	Year To Date Budget	Year To Date Variance	Total Annual Budget	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
<u>207 Godalming Museum</u>											
1302 Rents	0	0	0	2,201	2,201	0	8,804			25.0%	
1303 Other customer/client receipts	0	2,200	2,200	1,774	2,200	426	2,200			80.6%	
Godalming Museum :- Income	0	2,200	2,200	3,975	4,401	426	11,004			36.1%	0
4001 Salaries	0	6,440	6,440	17,414	25,757	8,343	77,277		59,863	22.5%	
4002 Employer's NIC	0	716	716	1,924	2,864	940	8,592		6,668	22.4%	
4003 Employer's Superannuation	0	902	902	1,843	3,605	1,762	10,821		8,978	17.0%	
4011 Staff Training	0	0	0	308	1,000	693	1,000		693	30.8%	
4102 Property Maintenance	0	250	250	1,213	1,000	(213)	3,000		1,787	40.4%	
4103 Maintenance Contracts	0	113	113	198	452	254	1,356		1,158	14.6%	
4121 Rents	0	0	0	1,478	3,224	1,747	3,224		1,747	45.8%	
4202 Car Allowances	0	5	5	0	20	20	60		60	0.0%	
4313 Professional Fees - Other	0	0	0	131	0	(131)	0		(131)	0.0%	
4315 Insurance	0	0	0	1,774	2,200	426	2,200		426	80.6%	
4325 Computing	299	316	17	2,011	1,272	(739)	3,800		1,789	52.9%	
Godalming Museum :- Indirect Expenditure	299	8,742	8,443	28,292	41,394	13,102	111,330	0	83,038	25.4%	0
Net Income over Expenditure	(299)	(6,542)	(6,243)	(24,317)	(36,993)	(12,676)	(100,326)				
<u>208 Public Conveniences</u>											
4102 Property Maintenance	0	83	83	590	336	(254)	1,000		410	59.0%	
4103 Maintenance Contracts	0	100	100	0	400	400	1,200		1,200	0.0%	
4111 Energy Costs	166	216	50	642	864	222	2,592		1,950	24.8%	

Detailed Income & Expenditure by Phased Budget Heading 13/07/2026

Month No: 4

Cost Centre Report

	Current Month Actual	Current Month Budget	Current Month Variance	Year To Date Actual	Year To Date Budget	Year To Date Variance	Total Annual Budget	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
4141 Water Services	0	229	229	1,545	918	(627)	2,750		1,205	56.2%	
4161 Cleaning	0	2,343	2,343	7,228	9,376	2,148	28,120		20,892	25.7%	
4163 Domestic Supplies	0	333	333	746	1,332	586	3,996		3,250	18.7%	
4301 Equipment	0	100	100	0	200	200	500		500	0.0%	
4900 Miscellaneous Expenses	0	50	50	0	200	200	600		600	0.0%	
Public Conveniences :- Indirect Expenditure	166	3,454	3,288	10,751	13,626	2,875	40,758	0	30,007	26.4%	0
Net Expenditure	(166)	(3,454)	(3,288)	(10,751)	(13,626)	(2,875)	(40,758)				
<u>210 Broadwater Garden Project</u>											
1304 Donations	0	0	0	1,341	0	(1,341)	0			0.0%	
Broadwater Garden Project :- Income	0	0	0	1,341	0	(1,341)	0				0
Net Income	0	0	0	1,341	0	(1,341)	0				
<u>211 Pepperpot Ext Redec</u>											
4101 Repair/Alteration of Buildings	0	0	0	32,564	0	(32,564)	0		(32,564)	0.0%	
4102 Property Maintenance	25,000	0	(25,000)	66,939	0	(66,939)	0		(66,939)	0.0%	
4312 Professional Fees - Surveyors	0	0	0	3,000	0	(3,000)	0		(3,000)	0.0%	
Pepperpot Ext Redec :- Indirect Expenditure	25,000	0	(25,000)	102,503	0	(102,503)	0	0	(102,503)		0
Net Expenditure	(25,000)	0	25,000	(102,503)	0	102,503	0				

Detailed Income & Expenditure by Phased Budget Heading 13/07/2026

Month No: 4

Cost Centre Report

	Current Month Actual	Current Month Budget	Current Month Variance	Year To Date Actual	Year To Date Budget	Year To Date Variance	Total Annual Budget	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
<u>301 Cemeteries & Open Spaces</u>											
1302 Rents	1,400	2,366	966	7,432	9,464	2,032	33,392			22.3%	
1303 Other customer/client receipts	1,900	1,200	(700)	9,800	6,800	(3,000)	16,400			59.8%	
1304 Donations	0	0	0	966	0	(966)	0			0.0%	
1700 Interment	5,160	3,200	(1,960)	35,325	12,800	(22,525)	38,400			92.0%	
1701 Monument	0	230	230	3,325	920	(2,405)	2,760			120.5%	
1702 Purchase of Grave Space	11,520	5,750	(5,770)	72,080	23,000	(49,080)	69,000			104.5%	
1703 Other Cemetery Fees	400	0	(400)	3,200	0	(3,200)	0			0.0%	
Cemeteries & Open Spaces :- Income	20,380	12,746	(7,634)	132,128	52,984	(79,144)	159,952			82.6%	0
4001 Salaries	0	10,662	10,662	31,125	42,654	11,529	127,950		96,825	24.3%	
4002 Employer's NIC	0	1,349	1,349	4,008	5,400	1,392	16,192		12,184	24.8%	
4003 Employer's Superannuation	0	1,887	1,887	5,266	7,551	2,285	22,647		17,381	23.3%	
4011 Staff Training	0	334	334	573	1,328	755	4,000		3,427	14.3%	
4014 Sexton Duties	0	125	125	750	500	(250)	1,500		750	50.0%	
4015 Grave Digging	0	1,200	1,200	5,050	4,800	(250)	14,400		9,350	35.1%	
4102 Property Maintenance	427	1,016	589	4,138	4,072	(66)	12,200		8,062	33.9%	
4103 Maintenance Contracts	0	217	217	899	874	(25)	2,610		1,711	34.4%	
4111 Energy Costs	258	500	242	1,347	2,000	653	6,000		4,653	22.5%	
4131 Rates	0	0	0	3,672	8,597	4,925	8,597		4,925	42.7%	
4141 Water Services	0	77	77	375	308	(67)	924		549	40.6%	
4162 Waste Removal	102	500	398	1,001	2,000	999	6,000		4,999	16.7%	
4163 Domestic Supplies	0	66	66	122	272	150	800		678	15.3%	
4164 Workshop Consumables	0	335	335	281	1,340	1,059	4,020		3,739	7.0%	

Detailed Income & Expenditure by Phased Budget Heading 13/07/2026

Month No: 4

Cost Centre Report

	Current Month Actual	Current Month Budget	Current Month Variance	Year To Date Actual	Year To Date Budget	Year To Date Variance	Total Annual Budget	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
4171 Grounds Maintenance Costs	0	4,243	4,243	9,625	16,981	7,356	50,925		41,300	18.9%	
4203 Other Transport Costs	1,144	1,242	98	4,576	4,968	392	26,608		22,032	17.2%	
4204 Vehicle Fuel Costs	0	84	84	107	336	229	1,008		901	10.6%	
4205 Vehicle Costs (exc Fuel)	0	115	115	1,148	460	(688)	1,380		232	83.2%	
4301 Equipment	1,049	2,407	1,358	15,239	9,636	(5,603)	28,892		13,653	52.7%	
4304 Catering & Hospitality	0	34	34	0	136	136	408		408	0.0%	
4305 Clothes, Uniform & Laundry	0	150	150	46	600	554	1,800		1,754	2.6%	
4313 Professional Fees - Other	0	0	0	210	250	40	1,000		790	21.0%	
4323 Telephones & Broadband	0	100	100	142	400	258	1,200		1,058	11.8%	
4325 Computing	248	0	(248)	1,865	0	(1,865)	0		(1,865)	0.0%	
4327 Publicity Advertising	0	33	33	0	132	132	396		396	0.0%	
4342 Subscriptions	0	0	0	570	0	(570)	0		(570)	0.0%	
4900 Miscellaneous Expenses	0	30	30	0	120	120	360		360	0.0%	
Cemeteries & Open Spaces :- Indirect Expenditure	3,229	26,706	23,477	92,138	115,715	23,577	341,817	0	249,679	27.0%	0
Net Income over Expenditure	17,151	(13,960)	(31,111)	39,990	(62,731)	(102,721)	(181,865)				
<u>414</u> <u>Mayors Charity 2025 - R Crooks</u>											
1303 Other customer/client receipts	0	0	0	75	0	(75)	0			0.0%	
Mayors Charity 2025 - R Crooks :- Income	0	0	0	75	0	(75)	0				0
Net Income	0	0	0	75	0	(75)	0				

Detailed Income & Expenditure by Phased Budget Heading 13/07/2026

Month No: 4

Cost Centre Report

	Current Month Actual	Current Month Budget	Current Month Variance	Year To Date Actual	Year To Date Budget	Year To Date Variance	Total Annual Budget	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
<u>416 Community Store</u>											
1304 Donations	220	0	(220)	1,270	0	(1,270)	0			0.0%	
Community Store :- Income	<u>220</u>	<u>0</u>	<u>(220)</u>	<u>1,270</u>	<u>0</u>	<u>(1,270)</u>	<u>0</u>				<u>0</u>
Net Income	<u>220</u>	<u>0</u>	<u>(220)</u>	<u>1,270</u>	<u>0</u>	<u>(1,270)</u>	<u>0</u>				
Grand Totals:- Income	24,220	24,755	535	917,985	784,213	(133,772)	1,670,500			55.0%	
Expenditure	91,100	136,915	45,815	672,437	618,358	(54,079)	1,686,010	0	1,013,573	39.9%	
Net Income over Expenditure	<u>(66,880)</u>	<u>(112,160)</u>	<u>(45,280)</u>	<u>245,548</u>	<u>165,855</u>	<u>(79,693)</u>	<u>(15,510)</u>				
plus Transfer from EMR	0	0	0	40,014	0	(40,014)	0				
less Transfer to EMR	0	0	0	45,852	0	(45,852)	0				
Movement to/(from) Gen Reserve	<u>(66,880)</u>	<u>(112,160)</u>	<u>(45,280)</u>	<u>239,710</u>	<u>165,855</u>	<u>(73,855)</u>	<u>(15,510)</u>				

Tel: 01737 733733
Email: sfrs.firesafety@surreycc.gov.uk
Web: Surrey County Council



Sam Watts
operations@godalming-tc.gov.uk

Surrey Fire & Rescue Service
Business Fire Safety Team
Woodhatch Place
11 Cockshot Hill
Reigate
Surrey
RH2 8EF

Premises: Godalming Museum
109A High Street
Godalming
Surrey
GU7 1AQ

File Ref: WV 100062351549
(Please quote this reference
on all future correspondence)

10 June 2026

Dear Mr Watts, as Responsible Person

Letter of Fire Safety Matters

I visited your premises on 10 June 2026 and evaluated the fire safety provided. I am pleased to advise you that you showed adequate safety. However, I am of the opinion that you can improve that safety. The attached schedule sets out my suggested improvements. There is no time limit associated with this letter. I do not intend to return in connection with this visit.

Have Your Say

You can clarify or challenge what you need to do. Our [Complaints or concerns about fire safety - Surrey County Council \(surreycc.gov.uk\)](http://Surrey County Council (surreycc.gov.uk)) tells you how.

Fire Safety Management

The schedule sets out what you need to do to improve fire safety. Taking this advice will help you to sustain those improvements.

- Continue to review your Fire Risk Assessment and act upon any findings. Undertaking a fire risk assessment will identify the safety measures you have in place and any further measures you might need to take. If additional safety is required in consequence of the assessment, you must provide it.

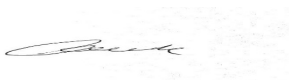
Further Recommendations

- Ensure that all details, including the names of participants, are thoroughly recorded when conducting induction fire safety training for new staff members.
- It is recommended that a competent person carries out an inspection and assessment of the external fire escape staircase to identify any signs of corrosion, structural deterioration or other potential defects which may affect its use during emergency evacuation. The escape stair should be maintained in an efficient state, efficient working order and good repair in accordance with Article 17 of the Regulatory Reform (Fire Safety) Order 2005. Consideration should also be given to slip resistance, handrails and suitable lighting arrangements to ensure safe means of escape for museum staff and visitors.
- Please continue to maintain and monitor the existing fire safety measures currently in place to ensure ongoing compliance and safety within the premises.

Alternative Solutions

You might want to use a different solution to meet the outcome(s) stated in the schedule. An alternative approach might enable you to make improvements that better meet your needs. I will be happy to discuss your ideas and suggestions.

Yours Sincerely



Pawel Jurczyk
Fire Safety Advisor

On behalf of the Surrey Fire and Rescue Authority
[Businesses and organisations - Surrey County Council](#)

cc: Andy Jeffery townclerk@godalming-tc.gov.uk

Schedule of Fire Safety Improvements

Notes to this schedule:

The guidance most applicable to your premises is Small and Medium Place of Assembly which can be found at <https://www.gov.uk/workplace-fire-safety-your-responsibilities/fire-risk-assessments>

Before you make certain changes to the premises, you may have to apply for approval from statutory bodies and/or others having interest in them. If you have doubt about the need for approval, you should ask the relevant body. For example, you may have to apply for approval from a Building Control Body to make [material alterations](#). You might also need to apply for the property owners' permission or for [listed building consent](#), among others.

Item number 1 - Escape Lighting	
Outcome	This work is necessary to make sure that escape routes (corridors, stairs and doors) can be safely used whenever they are needed.
Suggested Action	Ensure that escape routes in the premises are illuminated by emergency lighting that will operate if the local lighting circuit fails. The system should conform to BS 5266.
Reason	People within the building may not be able to safely find their way out in an emergency due to the lack of emergency lighting externally above the museum rear fire exit door leading to the courtyard stairs. This could make escape more difficult, particularly during winter months or during hours of darkness when natural lighting is limited.

Surrey Fire and Rescue Service are a learning organisation and actively seek feedback to aid this learning. Please follow the QR Code for a short survey to complete. If you wish to give more detailed positive feedback please contact sfrs.firesafety@surreycc.gov.uk or to make a complaint, please email fireservice.complaints@surreycc.gov.uk



Farncombe Day Centre 2025/26 Thriving Communities Commissioning Fund Monitoring Information

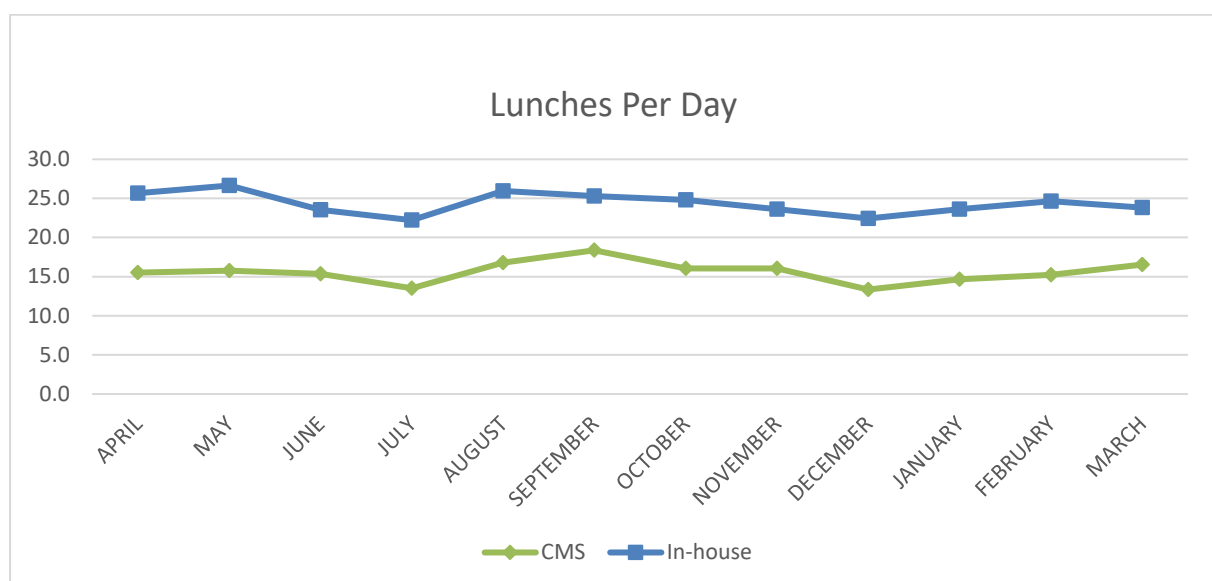
Period of completion: Half 2 (1 October 2025 to 31 March 202)
(Figures shown in brackets are the data for Half 1 of 2025-26)

Annual Summary

- The key driver for the Day Centre is the number of people making use of the Centre and its various services. Overall, the number of lunches served is up to 3,005 compared with 3,127 in the previous half year.
- There is a small decrease in the number of CMS meals delivered in the half year compared to the previous half year. Numbers decreased to 1,934 from 1,998. As the graph below shows, demand is still very stable.
- Demand for the minibus service remained virtually unchanged, with the total percentage of users who arrive by the minibus at 70%.
- Staffing has remained stable, with only a change being the resignation of a Care Assistant, who has been replaced.
- No new Trustees were appointed in the half year.
- Overall, the Centre made a loss of £14k over the year against a budgeted loss of £4k. However, £8k of the loss was expenditure on the improvement project which is expected to be recovered from the project funding.

Core Services Statistics

Number of Lunches



1	Number of volunteers supporting the service during the half/year	50 (46)
2	Number of new volunteers supporting the service during the half/year	5 (4)
3	Average number of people that use the centre on each day of the week for lunch and/or a core activity during the quarter. We ask for the average on each day as numbers can vary significantly and be busier on certain days.	
	Mondays	26.6 (24.5)
	Tuesdays	27.6 (23.7)
	Wednesdays	26.7 (29.2)
	Thursdays	20.3 (21.9)
	Fridays	22.0 (24.9)
		Overall 24.6 (24.8)
4	Number of regular new users of the centre during the period	23 (23)
5	Total number of lunch time main meals served during the half year	3005 (3127)
6	Users arriving by minibus Total Numbers % of attendees Users from GTC area only	2114 (2120) 70% (68%) 1775 84% (1678) (79%)
7	Estimated percentage of people attending the centre that have cognitive impairment during the half year	80% (75%)
8	Estimated percentage of people attending the centre that have mobility difficulties during the half year	85 % (80%)

9 Provide a timetable of specific regular activities on offer and the average number of people that attend each activity - e.g. Monday mornings, falls prevention class 5 attendees; Thursday afternoons, community choir 20 attendees. If the activity is part of the core offer and most people that attend the centre for the day go to the activity, please state this is the case and in this instance the figure mentioned in point 3 should be the average number of attendees. [Please attach a separate sheet for this if easier.]

A total of 4734 (4775) individual attendees were recorded during the H2 period.

The split in attendees at the different types of sessions were:

- Card Games, Bingo, etc. 98% (98%)
- Music 2% (1%)
- Exercise 0% (<1%)
- Arts & Crafts 0% (0%)

10 List of notable one-off activities/special events in the quarter and estimated number of attendees - e.g. 5 day trip to Isle of Wight in June, 20 people; Summer party with entertainer on 1 August, 30 people.

The Centre hosts a monthly Jungle Body exercise class. More recently we held a Winter Olympics themed 2 weeks, outing to the pub & garden centres. We have also had a Prince & Princess themed day, 80's day & Italian themed day. We have Musical Entertainment every month.

Community Meals Service

11 Number of hot two course lunches delivered during the half year.	1,934 (1,998)
12 Number of frozen meals & afternoon teas delivered during the half.	Frozen Meals 53 (14) Teas 40 (0)
13 Number of meals delivered per day (target 30 if the Council's funding contributes towards the service)	15.3 (15.9)

Care Assistant Service

14	Estimated number of people that are supported by the service	65 (60)
15	Number of new clients that are regularly supported by the service	28 (26)
16	Number of baths given during the half	71 (59)
17	Any additional commentary/updates on the service All our users rely on our Care Assistants, they are always there to help. The figure above of 65 is those requiring extra assistance due to either cognitive or mobility issues.	

Staffing

18 The Centre operates with a core team of staff:

- Centre Manager
- Assistant Manager
- Cook
- Kitchen Assistant
- Minibus Driver x 2
- Care Assistant x 3

One of our Care Assistants who had been on long term sick leave resigned and a new very experienced Care Assistant joined us in October.

In addition to the above staff, the Centre has a relief minibus driver on a zero hours contract. We have now also created two general bank staffing role to cover absences amongst kitchen and care assistant staff and shortages of volunteers.

Trustees & Finance

19

- A full set of management accounts for the year to 31 March 2026 is provided separately. These show that the Centre recorded a net deficit of £13,978 compared to a budgeted deficit of £4,034.

Financial position and key drivers

- The reported deficit is significantly impacted by one-off refurbishment and improvement project expenditure of £26,578, which was not included in the original operating budget.
- This expenditure is largely offset by restricted and capital funding, including project-specific grants, meaning that the underlying operational deficit is considerably lower than the headline figure.
- Overall income for the year was £247,148, exceeding budget by £26,327, driven by strong performance in:
 - Donations (+£4,141)
 - Social activities (+£1,906)
 - Personal services such as hairdressing (+£665)
- However, some core income streams were slightly below expectations:
 - Community Meals Service income (-£2,309)
 - Minibus fares (-£886)
- Catering income broadly in line but marginally below target
- These variances align with a small reduction in meals served (3,005 vs 3,127) and a slight decrease in CMS deliveries (1,934 vs 1,998) during the period, while overall demand remains stable

Expenditure and cost control

- Total expenditure exceeded budget primarily due to:
 - Staffing costs (+£5,687), reflecting turnover and recruitment of replacement staff
 - Unplanned repairs and maintenance (+£1,997)
 - Additional costs in areas such as IT, accountancy and advertising, partly linked to the Centre's branding and website upgrade work
- These pressures were partially offset by strong cost control in service delivery, including:
 - Catering costs (£5,398 under budget)
 - Meal service consumables (£2,032 under budget)
 - Social activity costs below budget

Financial sustainability and efficiency

- The Centre continues to demonstrate:
 - Stable demand across its core services
 - Strong community support, reflected in increased donations and activity income
 - Effective management of direct service delivery costs

- Staffing remains the largest cost pressure and represents the most significant financial risk area going forward, particularly in the context of maintaining appropriate staffing ratios to support a client group with high levels of cognitive (80%) and mobility needs (85%).
- The Centre continues to rely on a mixed funding model, combining earned income with grant funding, including support from the Thriving Communities Commissioning Fund and other restricted grants.

Forward look

- The refurbishment and improvement project is expected to:
 - Enhance the environment and user experience
 - Support future growth in attendance and income generation
- Priorities for the coming period include:
 - Stabilising and growing Community Meals Service volumes
 - Continuing to diversify income streams
 - Maintaining tight control over staffing and overhead costs

Summary

While the Centre has reported a higher-than-budgeted deficit, this is largely attributable to planned investment activity rather than underlying operational performance. Core services remain stable, cost-efficient, and well utilised, providing a solid platform for future sustainability.

Key Financial and Efficiency Indicators

- Cost per attendee (approx.)
 $\text{Total expenditure } £261,126 \div 4,734 \text{ attendances} \approx £55 \text{ per attendee}$
- Average income per attendee (approx.)
 $\text{Total income } £247,148 \div 4,734 \text{ attendances} \approx £52 \text{ per attendee}$
- Staff costs as % of total expenditure
 $£135,843 \div £261,126 \approx 52\%$
→ reflects the labour-intensive nature of supporting high-need users
- Meal volumes vs financial performance
 - 3,005 meals served (↓ from 3,127)
 - CMS meals 1,934 (↓ from 1,998)→ aligns with small shortfalls in catering and CMS income
- Operational position (excluding major project costs)
The reported deficit is driven in part by £26.6k refurbishment spend, with core operations closer to break-even once restricted funding is taken into account.

Value for Money Statement

The Centre continues to deliver strong value for money, supporting a high-needs client group—around 80% with cognitive impairment and 85% with mobility challenges—at an estimated cost of approximately £55 per attendee per day, with a significant proportion recovered through income generation

Despite inflationary staffing pressures, the Centre has demonstrated effective cost control in key service areas, particularly catering and activity delivery, while maintaining stable participation levels and high levels of user engagement. The combination of earned income, community fundraising, and targeted grant funding

enables the service to remain financially viable while continuing to deliver meaningful outcomes for vulnerable older people in the community.

Case Studies

20 Once again we have attached case studies for two of our users to this report. These have been deliberately chosen to demonstrate the range of benefits that the Centre brings.

- Ms C started at the beginning of April 2026, she is an 87-year-old lady with dementia and was struggling to communicate. She started with us one day a week and the family has been so pleased she now comes two to three times a week and has now signed up for outings. Her family says she is communicating so well and they are so pleased and absolutely are thankful for the Centre.
- Mr B has been coming here for 4 years. He had a stroke but has been struggling with his speech. We have been working with him and the speech therapist, and his speech is now so much better. He always comes twice a week, but they now want him to come an extra day. Mr B has become more confident and so chatty. Mr B is 82 and in an electric wheelchair. He has a great sense of humour, and we are so pleased with his progress.

Farncome Day Centre Limited

Statement of Income and Expenditure - Year to 31 March 2026

Income	Actual	Budget	Variance	Operational	Capital	Restricted funds	Refurb Project	Total
Unrestricted Grant - WBC	35,000	35,000	0	35,000				35,000
Unrestricted Grant - National Lottery	5,000	5,000	0	5,000				5,000
Unrestricted Grant - GTC	15,000	15,000	0	15,000				15,000
Grant CFS - Lifting Cushion	5,200	5,200	0			5,200		5,200
Grant CFS - Extra Minibus costs	8,000	8,000	0			8,000		8,000
Restricted Grant - GTC mini bus	7,500	7,500	0			7,500		7,500
Restricted Grant - CFS Active table	5,800		5,800			5,800		5,800
Refurbishment Project Income GTC	18,599		18,599				18,599	18,599
Gifts & Donations - Unrestricted	10,141	6,000	4,141	10,141				10,141
Social Activities	7,356	5,450	1,906	7,356				7,356
Catering	49,384	49,680	(296)	49,384				49,384
Catering - Community Meals Service	31,018	33,327	(2,309)	31,018				31,018
Minibus Fares	32,337	33,224	(886)	32,337				32,337
Baths / Manicures	2,186	3,000	(815)	2,186				2,186
Hairdressing / Chiropody	12,665	12,000	665	12,665				12,665
Hire of Premises	520	600	(80)	520				520
Miscellaneous Income (incl. Greetings Cards)	567	500	67	567				567
Bank Interest Received	874	1,340	(466)	874				874
			U					
Total Income	247,148	220,821	26,327	202,048	0	26,500	18,599	247,148
<i>Total income excl restricted grants</i>	<i>202,048</i>	<i>200,121</i>	<i>1,928</i>					
Expenditure								
Staff Costs	135,843	130,156	(5,687)	135,843				135,843
Staff Costs - holiday cover	0	2,000	2,000	0				0
Training	1,264	1,000	(264)	1,264				1,264
Cleaning Materials	4,165	4,244	78	4,165				4,165
Equipment	2,457	2,457	0			2,457		2,457
Repairs and Maintaince	1,997	0	(1,997)	1,997				1,997
Maintenance Contracts	4,692	5,000	308	4,692				4,692
Renovation Project Spend	26,578	0	(26,578)				26,578	26,578
Depreciation	6,570	6,571	1	6,570				6,570
Catering Expense	23,957	29,355	5,398	23,957				23,957
Meal Service trays, film, labels and PPE etc	7,261	9,293	2,032	7,261				7,261
Social Activities Cost	2,916	3,500	584	2,916				2,916
Social Activities Cost - active table	5,682		(5,682)			5,682		5,682
Minibus Lease	14,588	14,348	(240)	(912)		15,500		14,588
Minibus Costs - Other	4,201	4,000	(201)	4,201				4,201
Petrol CMS	1,023	1,000	(23)	1,023				1,023
Hairdressing / Baths	262	268	6	262				262
Printing, Stationery & Telephone	4,385	4,240	(145)	4,385				4,385
IT Costs	1,035	750	(285)	1,035				1,035
Insurance	2,036	1,973	(63)	2,036				2,036
Accountancy	2,377	2,100	(277)	2,377				2,377
Advertising	4,142	0	(4,142)		4,142			4,142
Miscellaneous Costs	2,730	1,600	(1,130)	2,730				2,730
Garden Supplies	0	0	0	0				0
Square fees (bank charges on contactless payment)	965	1,000	35	965				965
Total Expenditure	261,126	224,854	(36,271)	206,767	4,142	23,639	26,578	261,126
Net Incoming/(Outgoing) Resources	(13,978)	(4,034)	(9,944)	(4,718)	(4,142)	2,861	(7,979)	(13,978)

Citizens Advice South West Surrey

Report for Godalming Town Council Q4 2025-26

Clients engaged by Citizens Advice South West Surrey

Ward	Clients	Activities	Issues
Godalming Binscombe and Charterhouse	73	272	182
Godalming Central and Ockford	67	335	262
Godalming Farncombe and Catteshall	55	208	192
Godalming Holloway	26	77	74
Group 1 Total	221	892	710

Milford + Witley	48	151	124
Bramley + Wonersh	52	192	193
Elstead + Peperharow	14	58	30
Group 2 Total	114	401	347
Grand Total	335	1293	1057

Clients engaged by the Citizens Advice Network as a whole

This captures the number of residents in Godalming who are helped by CASWS as well as other areas of the Citizens Advice Network, e.g. our Surrey Adviceline and the National Adviceline.

Ward	Clients	Activities	Issues
Godalming Binscombe and Charterhouse	85	312	275
Godalming Central and Ockford	80	375	355
Godalming Farncombe and Catteshall	64	233	235
Godalming Holloway	29	97	101
Group 1 Total	258	1017	966

Milford + Witley	66	244	200
Bramley + Wonersh	61	215	230
Elstead + Peperharow	19	65	42
Group 2 Total	146	524	472
Grand Total	404	1541	1438

Citizens Advice South West Surrey

Report for Godalming Town Council Q1 2026-27

Clients engaged by Citizens Advice South West Surrey

Ward	Clients	Activities	Issues
Godalming Binscombe and Charterhouse	66	204	216
Godalming Central and Ockford	65	255	197
Godalming Farncombe and Catteshall	39	139	131
Godalming Holloway	21	59	61
Group 1 Total	152	657	605

Milford + Witley	38	118	127
Bramley + Wonersh	38	173	185
Elstead + Peperharow	9	18	23
Group 2 Total	85	309	335
Grand Total	237	966	940

Clients engaged by the Citizens Advice Network as a whole

This captures the number of residents in Godalming who are helped by CASWS as well as other areas of the Citizens Advice Network, e.g. our Surrey Adviceline and the National Adviceline.

Ward	Clients	Activities	Issues
Godalming Binscombe and Charterhouse	76	234	267
Godalming Central and Ockford	73	286	287
Godalming Farncombe and Catteshall	48	238	206
Godalming Holloway	28	75	79
Group 1 Total	225	833	839

Milford + Witley	53	194	179
Bramley + Wonersh	52	233	256
Elstead + Peperharow	13	44	33
Group 2 Total	118	471	468
Grand Total	343	1304	1307



GODALMING

BUSINESS IMPROVEMENT DISTRICT



Championing Godalming

Godalming Business Improvement District (BID)
Year 2 Impact Report 2025/2026

Hello, and thank you for taking a moment to read this update on the second year of the Godalming BID.

As I step into the role of Chair of Godalming BID, I'm pleased to reflect on another active and positive year for the town centre and our local business community.

While trading conditions continue to be challenging for many businesses, this report highlights the wide range of work taking place to champion Godalming, encourage visits, support local businesses and strengthen the town centre experience. From seasonal campaigns and town centre activity to business support, training and digital initiatives, the BID continues to play an active role in promoting and supporting the town.

Godalming remains a unique and much-loved place, and I'd like to thank the BID team, board members, businesses and partners who continue to contribute their time, ideas and energy towards the town's ongoing success. As we move into Year 3 of the BID's first term, we look forward to building on these foundations and continuing to support a vibrant and resilient town centre.

Andrew McDonald

Godalming BID Board Chair



Make the most of your BID

Are you receiving the regular BID email updates?

-
-
-
-
-
-

www.godalmingbid.co.uk/#stay-informed

info@godalmingbid.co.uk

You can also catch up on previous emails on the BID website. See link on www.godalmingbid.co.uk/news

SIGN



UP



TO



BID



UPDATES



Destination Marketing

Promoting Godalming through storytelling, digital content and destination marketing to raise the town's profile and attract visitors into the town centre.

What we've delivered in Year 2

- **Continued to grow the Discover Godalming brand**, building a strong and engaged audience across social media, with over 3,500 followers across Instagram and Facebook and consistently high levels of reach and interaction.
- **Delivered a consistent and high-quality social media content programme**, sharing a mix of business spotlights, events, seasonal content, campaigns and real-time town moments, helping to keep Godalming visible, relevant and front of mind.
- **Expanded the Discover Godalming website** as a central hub for the town, publishing 66 blog posts, including 22 Meet the Street business spotlights, and promoting over 500 local events throughout the year.
- **Introduced search engine optimisation** activity to improve the discoverability of Godalming online and help attract new audiences to the town. Search-driven website traffic increased significantly during the year, with sessions up by 870%, active users up by 974% and views up by 509%.
- **Developed the Discover Godalming email newsletter** into a growing communication channel, with over 2,000 subscribers by year end.

Achievements

- ✓ 3,500+ social followers
- ✓ 1.2m+ social views
- ✓ 26,000+ social interactions



- ✓ 500+ events promoted
- ✓ Instagram engagement doubled year-on-year



- ✓ 2,135 Discover Godalming email subscribers
- ✓ 1,560 email subscribers via Wi-Fi sign-up
- ✓ 66 blog posts published



Help us champion your business

Follow Discover Godalming

Make sure you're following **@discovergodalming** on Instagram and Facebook. Tag us, DM us and keep us updated with what's happening in your business so we can help share and champion it.

If you need any support with your social media, sign up for a free Social media Power Hour. Contact **hello@discovergodalming.co.uk** to book.

List your events

Hosting something in town? Add it to the Discover Godalming website by clicking 'List your Event' at the top of the What's On section.

Create or update your business profile

Many local businesses already have a profile on the Discover Godalming website. To create, update or refresh yours, please contact: **hello@discovergodalming.co.uk**



Looking ahead to Year 3

- **Continue to grow the Discover Godalming audience and engagement**, building on strong foundations to further increase reach, visibility and impact for local businesses.
- **Expand the geographic reach of marketing activity**, using data and insight to better understand and target audiences beyond the immediate local area, helping position Godalming as a destination rather than simply a local convenience.
- **Develop more targeted storytelling and content** that showcases Godalming's unique character, encouraging new visitors to discover the town while continuing to engage its loyal local audience.
- **Enhance the performance of the Discover Godalming website** through ongoing content creation and search engine optimisation, improving discoverability and driving more users to explore the town.
- **Develop the BID e-newsletter** into a more regular and dynamic communication channel, including trialling a more frequent format and introducing business-led promotions and offers.
- **Continue to support new and existing businesses** through promotion and storytelling, while developing tools that help position Godalming as an attractive place to start or grow a business.

Digital High Street

Supporting local businesses with digital tools, connectivity and insight to help them thrive in a modern, data-informed town centre.

What we've delivered in Year 2

- Following in-depth investigations into connectivity solutions, the BID successfully **launched free public Wi-Fi**, across key locations in the town centre in Year 2. Through this process, a number of technical and logistical challenges were identified, and a more flexible hotspot-based approach was developed, enabling a more practical and cost-effective solution to be delivered.
- Wi-Fi allows visitors to easily get online while in town, whether to browse shops and services, pay for parking, check travel information or stay connected on the go. By improving accessibility and convenience, it supports a more connected town centre experience, helping to **encourage longer visits and greater engagement with local businesses**.

- Adoption has been really strong, with over 1,000 users connecting within the first 4 weeks of our February launch, growing to almost 3,000 users by the end of March. Of these, 56% have opted in to receive Discover Godalming updates, **helping to grow a valuable and engaged audience** for ongoing communication.



- **Continued to build understanding of town centre performance** through the use of footfall analytics, providing insight into visitor numbers, dwell time, catchment and wider trends. Key insights are shared through BID communications and channels, helping to build a clearer picture of visitor behaviour in Godalming.



Footfall highlights:

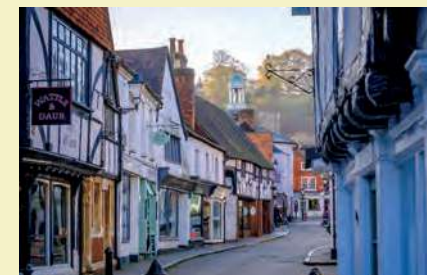
- ✓ **Footfall has increased** by 2.3% year-on-year, equating to over 7,000 additional visits to the town centre.
- ✓ While local footfall remains stable, growth is being driven by **visitors travelling from further afield**, including increases of:
 - +12% (3–10 miles)
 - +23.8% (10–25 miles)
 - +72%+ (25 miles and beyond)

This indicates that Godalming is increasingly attracting visitors from a **broadier geographic area**, strengthening its position as a destination beyond its immediate local catchment.

- ✓ **Average dwell time has increased** by 15.6%, with visitors now spending an average of 52 minutes in the town centre, creating greater opportunities for local spending.

Looking ahead to Year 3

- Work in partnership with Waverley Borough Council who are funding the **Wi-Fi expansion into Crown Court car park**, ensuring a more seamless and connected experience for visitors who wish to pay using their mobile device.
- **Extend WiFi coverage into Church Street**.
- **Increase the visibility and accessibility of key insights**, sharing more regular and user-friendly updates with businesses. Continue working with our insight provider to further enhance reporting, with a focus on making insights clearer, more accessible and easier for businesses to utilise.



- **Continue to develop the use and interpretation of data and insights** to build a clearer understanding of town centre performance and visitor behaviour.
- **Exploring opportunities to embrace digital solutions** and enhance connectivity within our town centre.



Godalming BID was shortlisted in Visa's nationwide "Let's Celebrate Towns" awards and invited to a drinks reception at the House of Lords. We were recognised in the Connectivity category, celebrating towns that are enhancing digital and physical access to create more inclusive, forward-thinking communities.

Town Centre Experience

Creating a welcoming, engaging and safe town centre environment that encourages people to visit, spend time and return regularly.

What we've delivered in Year 2

- **Invested in street dressing to bring colour, movement and seasonal energy** into the town centre, including the introduction of Discover Godalming flags and bunting.
- **Negotiated a 'buy one hour, get one hour free' parking trial** with Waverley Borough Council.
- **Delivered a Valentine's installation** designed to celebrate the season and encourage people to share the love in Godalming. The installation created a strong visual focal point and encouraged social sharing, helping to bring energy and engagement into the town centre.
- **Strengthened working relationships with Surrey Police**, helping to build a clearer understanding of business-related crime and how it can be addressed collaboratively.
- **Led the development of the Waverley Business Crime Reduction Partnership**, working in collaboration with Cranleigh BID and Haslemere Chamber of Commerce to introduce DISC (Direct Information Sharing Collaboration), a nationally recognised system designed to improve crime reporting and intelligence sharing between businesses and supported by Waverley Community Police Team.
- **Continued to engage with landlords, agents and local partners** to stay informed of changes across the town centre, while developing a business attraction brochure to help position Godalming as a commercially strong and attractive location for new and expanding businesses.
- **Rolled out a programme of seasonal campaigns** and town centre activity to create moments of interest, encourage visits and support local spending throughout the year.

Halloween Hunt

A family-friendly trail – delivered in partnership with Small & Mighty – involving 38 participating businesses, helping to bring activity and energy into the town centre during half term. Footfall increased by 13% compared with a typical Friday, equating to an additional 1,190 visits to the town centre.

Great Godalming Stampede

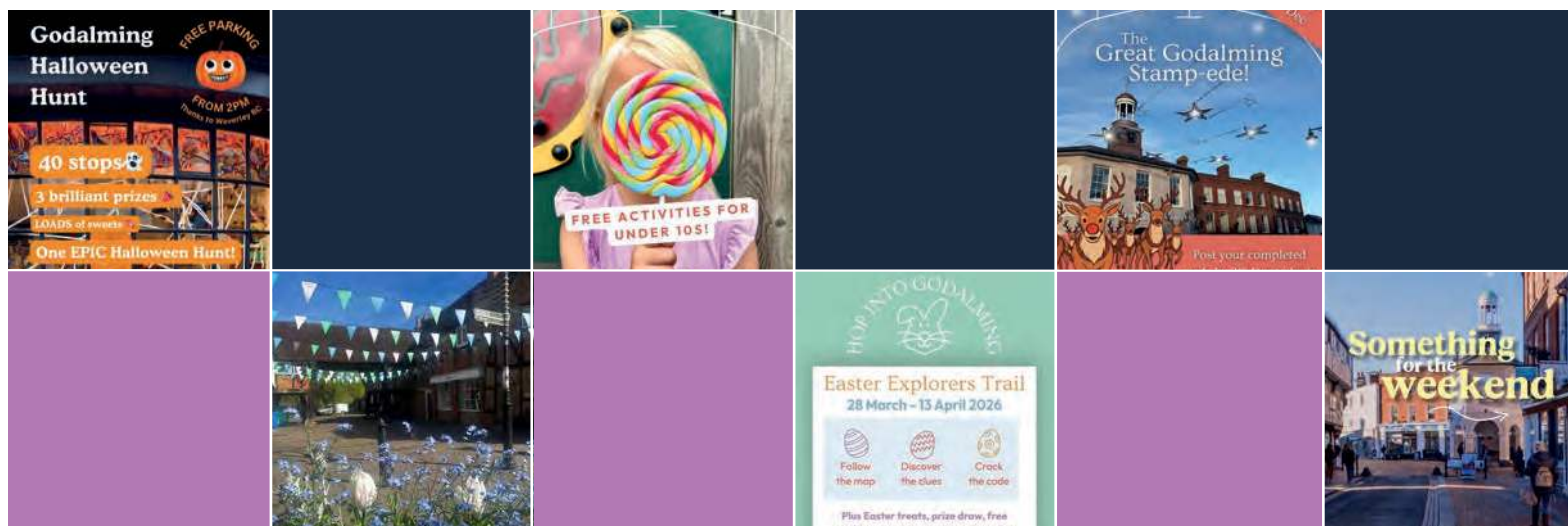
A town-wide campaign encouraging local shopping and spend during the festive period, with 56 participating businesses and over 100 completed stamp card entries (representing 600 purchases) into the prize draw to win one of three hampers packed with hand-picked goodies purchased from local businesses.

Easter Trail

A two-week Easter trail encouraging families to spend time exploring the town centre during the school holidays, generating >350 prize draw entries and 160 new contacts added to the Discover Godalming database, with the majority of entrants also reporting they had made a purchase in town during their visit.

Looking ahead to Year 3

- **Build on the success of Year 2 campaigns** by refining and further developing seasonal initiatives, taking on board feedback and continuing to strengthen their impact.
- **Expand efforts to attract visitors from a wider geographic area**, including making better use of the town's rail connectivity and exploring targeted ways to raise awareness among surrounding towns and communities.
- **Capitalise on the opening of the new M&S Foodhall**, using this as an opportunity to attract additional visitors into the town and encourage them to explore more of the town.
- **Launch the Waverley Business Crime Reduction Partnership and roll out the DISC system** across the town, giving businesses a simple way to report incidents, share intelligence and access real-time information. DISC will support a more joined-up approach to tackling business-related crime, helping improve evidence gathering, identify repeat offenders and strengthen communication with the police.
- **Distribute the business attraction brochure**, providing an impactful tool to help promote Godalming to prospective businesses and support conversations around new openings and investment.
- **Continue to engage with Waverley Borough Council regarding parking**, advocating for initiatives that support accessibility and encourage visits to the town centre.
- **Progress plans for enhanced town centre wayfinding and signage**, helping improve navigation and encourage wider exploration of the town centre.

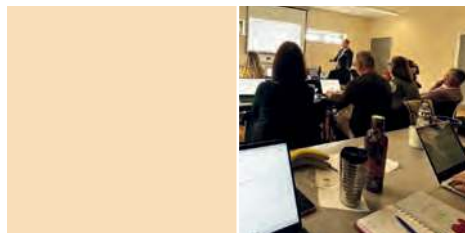


Business Support & Advocacy

Providing practical support, resources and representation to help local businesses reduce costs, access opportunities and stay informed.

What we've delivered in Year 2

- **Continued promotion of the Place Support Partnership cost saving programme**, helping more businesses identify opportunities to reduce overheads and improve efficiency. At the end of Year 2, the programme had supported 28 businesses, delivering £35,000 in identified savings and £5,000 in realised savings, across areas including utilities, telecoms and merchant services.



- **Introduced SeedI**, an online training platform available to all local businesses, providing access to a wide range of live and on-demand training across topics including marketing, social media, wellbeing and business development. The platform was funded through partnership with Waverley Borough Council and is available to all local businesses at no additional charge.
- **Delivered practical training opportunities** for businesses, including accredited first aid training and AI-focused workshops designed to support businesses in adapting to changing technologies and ways of working.
- **Introduced Social Media Power Hours**, creating informal 1-2-1 opportunities for businesses to improve digital confidence and build practical skills.
- **Continued regular communication with businesses** through BID e-newsletters and the Godalming BID website, sharing updates, opportunities, resources and support available to the local business community.
- **Worked collaboratively with neighbouring Surrey BIDs** and business groups to share knowledge, strengthen regional relationships and support joint initiatives, including collaboration on the development of the Waverley Business Crime Reduction Partnership.
- **Continued to lobby with Waverley Borough Council** regarding parking for town centre businesses, advocating for improved value and accessibility for staff parking.



Looking ahead to Year 3

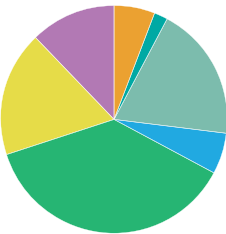
- **Deliver further practical support, training and development opportunities**, helping businesses access relevant and accessible skills, advice and support.
- **Build on the Place Support Partnership programme**, continuing to help businesses identify tangible cost savings and operational efficiencies with minimal time commitment required from businesses themselves. This will also include the introduction of a **business rates review support service**.
- **Increase awareness and uptake of SeedI** and other training initiatives, encouraging more businesses to access both online and in-person learning opportunities.
- **Create more opportunities for business networking** through informal BID socials and business events, encouraging stronger inter-business relationships and raising awareness of the support, resources and opportunities available through the BID.
- **Maintain a strong collective voice through collaboration with neighbouring BIDs** and regional partners, particularly during a period of local government reorganisation and wider change affecting town centres and local businesses.
- Continue engaging with local authority partners to **advocate for more accessible and better value parking** for local businesses and their employees.

Budget Overview

Year 2 focused on building on the foundations established during the BID's first year, including growing the reach and engagement of the Discover Godalming brand, delivering a wider programme of footfall-driving campaigns and activities, and launching key town centre initiatives such as free public Wi-Fi.

Securing additional local authority funding, identifying cost-effective delivery solutions and careful budget management have enabled some projects to be delivered more efficiently than originally forecast.

Income & expenditure



- Business Support **6%**
- Delivery & Running Costs **2%**
- Overheads **19%**
- Levy Collection Costs **6%**
- Destination Marketing **37%**
- Digital High Street **18%**
- Town Centre Experience **12%**

For the period 1 April 2025 – 31 March 2026

Total forecast income for Year 2:	£168,188
Total levy income received by 31/03/26: (17.45% of Year 2 levies still due)	£148,874
Additional income received:	£1,800
Total spend in Year 2:	£160,702

Good to know:

- For the duration of the five-year BID term, the BID levy is fixed at 2% of a property's rateable value.
- 2025/26 BID levy contributions were calculated using rateable values as of 1 April 2024.
- Updated rateable values resulting from the 2026 national revaluation may result in changes to individual levy amounts from 1 April 2026.
- As a not-for-profit organisation, all BID income is invested into projects, initiatives and activity supporting the town centre and local businesses. Any year-on-year underspend is retained and reinvested in line with the BID Business Plan during the five-year BID term. Year 2 expenditure included the reinvestment of a proportion of underspend carried forward from Year 1.

Thank you for continuing to support and engage with Godalming BID.

The ideas, involvement and participation of local businesses continue to shape the direction, priorities and activity of the BID. We're excited to keep building on this momentum, together.



Godalming Town Council – Committee Nominations

1. POLITICAL PROPORTIONALITY

Council composition (18 Members):

- Lib Dem: 11 (61%)
- Green: 3 (17%)
- Labour: 2 (11%)
- Conservative: 2 (11%)

committees (excluding Planning, which is explicitly removed from proportionality):

- Management (13 seats)
- Staffing (6)
- Audit (6)
- Community, Events & Culture (6)
- Cemeteries, Open Spaces & Sustainability (6)
- Youth (6)

Total proportional seats = 43 seats

Proportional allocation

The revised allocation seeks to reflect the Council's political balance more accurately, with the Group having the overall majority retaining that majority on Management, Staffing, Community, and Cemeteries Committees. On Youth and Audit & Governance Committees, the majority Group would hold three of the six seats, with the Chair, if necessary, having a casting vote.

Group	Share	Seats (43 total)
Lib Dem	61%	26
Green	17%	7
Labour	11%	5
Conservative	11%	5

Points to Note when nominating to Committees

A Member shall not serve simultaneously as Chair of more than one Standing Committee unless the Council resolves otherwise.

Management Committee = 13 Members (no more than 3 members of audit committee are permitted to also be members of Management Committee)

Political Party	Nominee
Liberal Democrat	Chair - Leader of the Council – Cllr Follows
Liberal Democrat	Cllr Heagin
Liberal Democrat	Cllr Marshall
Liberal Democrat	Cllr Paul Rivers
Liberal Democrat	Cllr Duce
Liberal Democrat	Cllr Adam
Liberal Democrat	Cllr Crowe
Liberal Democrat	To be Nominated
Green	Cllr Weightman
Green	Cllr Williams
Labour	Cllr S Downey
Conservative	Cllr Holliday
Conservative	To be Nominated

Staffing Committee = 6 Members

Political Party	Nominee
Liberal Democrat	Chair – Cllr Heagin
Liberal Democrat	Cllr Crowe
Liberal Democrat	Cllr Duce
Liberal Democrat	To be Nominated
Green	Cllr Weightman
Labour	Cllr C Downey

Audit & Governance Committee = 6 Members (Chair of Audit may not be chair or vice-chair of any other committee, nor be Mayor or Deputy Mayor)

Political Party	Nominee
Liberal Democrat	Chair – Cllr Thomson
Liberal Democrat	Cllr Marshall
Liberal Democrat	Cllr Steel
Green	Cllr Crooks
Conservative	Cllr Martin
Labour	To be Nominated

Community, Events & Culture Committee = 6 Members

Political Party	Nominee
Liberal Democrat	Chair – Cllr Marshall
Liberal Democrat	Cllr Penny Rivers
Liberal Democrat	Cllr Heagin
Liberal Democrat	To be Nominated
Green	Cllr Williams
Labour	Cllr S Downey

Cemeteries, Open Spaces & Sustainability Committee = 6 Members

Political Party	Nominee
Liberal Democrat	Chair – Cllr Paul Rivers
Liberal Democrat	Cllr Adam
Liberal Democrat	Cllr Duce
Liberal Democrat	To be Nominated
Green	Cllr Crooks
Conservative	Cllr Martin

Youth Committee = 6 Members

Political Party	Nominee
Liberal Democrat	Chair – Cllr Duce
Liberal Democrat	Cllr Heagin
Liberal Democrat	Cllr Crowe
Labour	Cllr C Downey
Conservative	Cllr Holliday
Green	To be Nominated

Planning Committee = 5 Members – No Political Proportionality- One member per ward

Political Party	Nominee
Binscombe Ward	Cllr Weightman
Ockford & Central Ward	Cllr Marshall
Charterhouse Ward	Cllr Williams
Farncombe & Catteshall Ward	Cllr Crowe - Chair
Holloway Ward	Cllr Martin

SURREY COMMUNITY RESILIENCE GRANT

GUIDANCE DOCUMENT STAGE 1: ACTION PLAN GRANT



Introduction to this guidance document

Surrey communities play an important role in helping local people prepare for challenges and respond when disruption occurs. Community resilience planning enables organisations to identify local priorities, strengthen support networks and take practical action to protect the places that matter most to residents.

This guidance document sets out how Surrey groups can develop a Community Resilience Plan and apply for SCC Resilience Programme funding to deliver projects identified through that plan.

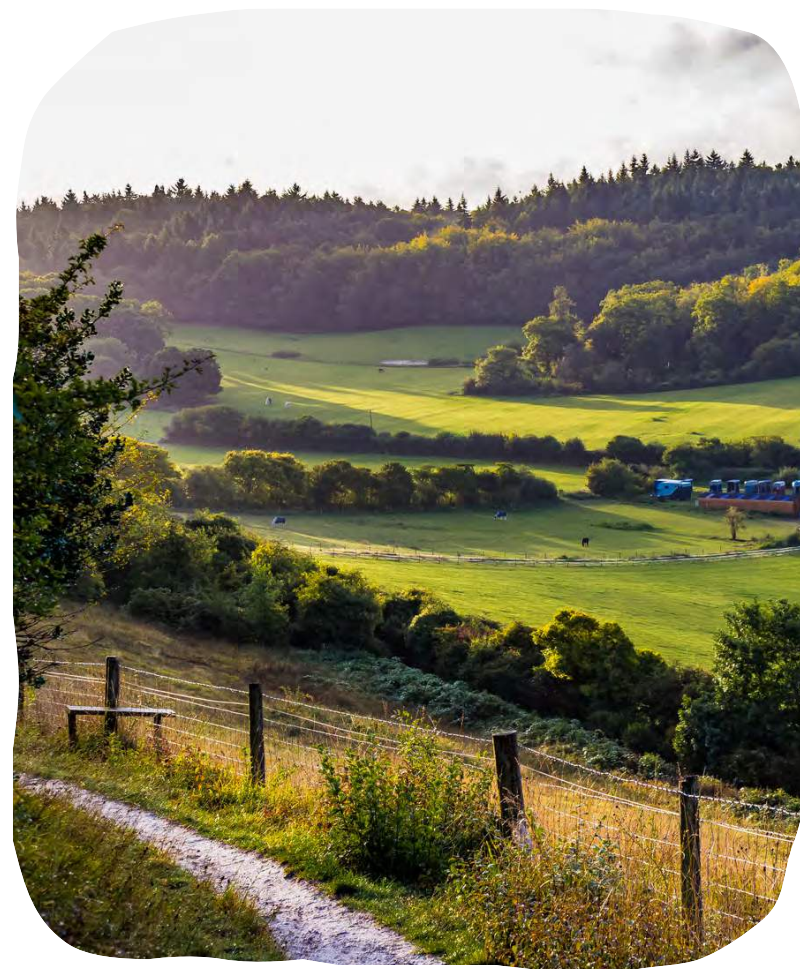
Programme structure

The Community Resilience Plan is built around three key components:

- Community Resilience Toolkit – explains risks and provides guidance
- Workbook – supports longer-term planning and action development
- Community Emergency & Resilience Plan – focuses on immediate response planning

Aim

To support communities to plan for, prepare, and deliver actions that improve long-term resilience while enabling funding for impactful local projects.



Application Process

This programme has a two stage application process. This document will focus on Stage 1 only:

Stage 1: Action Plan Grant (Plan Funding – £1,000)

Communities are first required to develop a Resilience Action Plan.

There are only **15 Action Plan grants available**. Funding will be allocated on a first-come, first-served basis to applicants who submit a satisfactory Action Plan.

However, once all 15 Action Plan grants have been awarded, no further £1,000 Action Plan grants will be available. In this situation, you can still submit an Action Plan and progress to Stage 2, but you will not receive the £1,000 grant for developing the plan.

- A template for this can be found in the Surrey Community Resilience: Workbook (Appendix 1)
- This should be completed and submitted via email to **greenerfutures@surreycc.gov.uk** with the header:
 - “Resilient Communities Grant: [Group name] Action Plan”
- The £1,000 funding is provided to support you in developing this plan, and paid retrospectively on satisfactory completion of your plan
- Once the plan has been reviewed and accepted, we will ask for bank details to make payment.
- The deadline to complete the Action Plan is the **16th September 2026**.

What if we have already completed a Resilience Plan?

If you have already developed a plan for your area as part of the Pilot Climate and Nature Action Plan, or via another route, you may be eligible to apply directly for Stage 2 funding.

Please submit your completed Action Plan to us before applying, and we will send you an application form for Stage 2 project funding.

Completing the Action Plan

The Action Plan template can be found in Appendix 1 of the Surrey Community Resilience: Workbook.

To complete the Action Plan, you should first work through the workbook and map your local area using the prompts provided. The purpose of this exercise is to identify the key risks, vulnerabilities, assets and opportunities within your community. The risks and issues you identify should then be recorded in the Action Plan.

As you develop your Action Plan, consider what projects, initiatives or activities could help your community adapt to current and future challenges, reduce risks and build long-term resilience.

When completing the Action Plan, please consider the following risks and themes:

- Flood Risk
- Heat Risk
- Drought
- Wildfire
- Biodiversity and Nature Recovery
- Community Resilience and Cost of Living
- Energy Resilience
- Food Security
- Transport
- Waste and Resources

Your proposed actions do not need to address every theme. However, you must demonstrate that you have considered each of these themes before deciding they are not applicable to your area. Instead, focus on the issues that are most relevant to your local area and where community-led projects could have the greatest impact.

The Action Plan should help demonstrate how your community has assessed local risks and identified practical steps to improve resilience for residents and the local environment.

Grant Summary and FAQ

Question	Summary Guidance
When is the application deadline?	The deadline to complete the Action Plan is the 16th of September 2026 . The deadline to apply for project funding is the 30th September 2026 . You may apply for Stage 2 as soon as your plan has been approved.
Who can apply?	Parish or Town Councils, Resident Associations, Neighbourhood Forums, Schools, Community Groups, Faith Group can be the lead applicant. However you must evidence collaboration between multiple organisations in the creation and proposed delivery of the plan.
How much can I apply for?	£1,000 for the action plan.
Do we need to be a legal entity to apply?	No, but you must have an organisation bank account, or have written approval to make use of a partner organisation's account
What can I apply for?	Capital measures for resilient projects, equipment or resources to build capacity (see page 6 for ideas of what can be funded)
What is the project completion deadline?	All work must be completed by 15th March 2027 . If there is a risk of work not being completed before this deadline, you must make SCC aware as early as possible.
Will we get the funding before doing the work?	Payment for completion of the plan will be made once the completed plan has been assessed. Grant funding will be paid in advance of the project commencing.
Can we match fund with other schemes?	Yes
How do I apply?	Email the Action Plan template to Greenerfutures@surreycc.gov.uk . You will be issued with a link to complete the online project grant application form.
I missed the application deadline, can I still apply?	No
Where can I find full T&C's?	Full Terms & Conditions will be found in the Grant Agreement which will be sent to successful applicants on decision by judging panel

What can be funded with the Stage 1: Action Plan Grant

- Incentivising a group or representative to complete the work within the deadline
- Holding engagement events to bring in multiple organisations
- Room hire, booking fees, etc.
- Marketing or other capacity building (e.g. software)
- Securing fundraiser support to matchfund projects within the plan



Eligibility and terms

We recommend that key stakeholders are involved and apply for the Community Resilience grant, including:

- Parish or town council
 - Residents' associations / neighbourhood forums
 - Schools
 - Businesses, especially those that are closely linked to the community
 - Faith groups
 - Community groups
-
- Applicants involved in last year's grant scheme are welcome to apply, whether your organisation was successful in receiving a grant or not. However, please note that if you received a grant in 2025-26, and did not submit Reporting by the required deadline, a stipulation under the grant agreement, you will not be considered for funding this year.

Applications

- All applicants must complete and submit the Action Plan template in full. Once this has been reviewed and approved, they can proceed to apply for project funding.
- Applications for the action plan grant submitted after the deadline of **16th of September 2026** will not be considered
- Successful applicants will need to sign a Grant Agreement form, with bank details, proof of insurance and landowner permission, where relevant
- Successful applicants will be required to complete an Impact Report, including provision and consolidation of data and evidence of nature recovery action

How will this grant help residents and communities

As well as strengthening the ability of communities to respond to risk, this programme recognises that resilience delivers a wide range of wider benefits for people, place, and the environment.

This grant aims to support communities to prepare for climate impacts, reduce local vulnerabilities, and deliver lasting improvements through locally driven action.

Projects should demonstrate how they contribute to building resilience and delivering wider community benefits, relevant to their local area. Such as:

- Prioritising those most at risk, helping to reduce inequalities and improve wellbeing.
- Encouraging partnerships between organisations to build stronger, more connected communities.
- Empowering communities to develop creative, place-based solutions to local challenges.
- Delivering wider co-benefits such as improving environmental quality, biodiversity, health, and local spaces for communities to enjoy.



SURREY COMMUNITY RESILIENCE TOOLKIT



CONTENTS

01

..... Surrey Context and
Setting The Scene

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..... Risks in Surrey

03

..... Creating the
Foundation of Your
Plans

04

..... Tackling the
Root Cause of
Risks

05

..... Emergency
Response Plans

WHAT IS THE RESILIENCE TOOLKIT?

This toolkit has been created to help communities prepare for emergencies and reduce the likelihood and impact of future risks. It explains why resilience planning is important and how it can benefit your local area.

Community resilience is most effective when it is developed collaboratively. Emergency and resilience planning should involve the people and organisations who live and work in your area, including parish and town councils, schools, faith groups, businesses, and community organisations. Working together helps ensure plans reflect local risks, needs, and strengths, and that everyone understands their role in preventing, preparing for, responding to, and recovering from emergencies.

To support this process, Surrey has developed a range of complementary resources. These resources serve different purposes, from helping communities understand risks and identify resilience actions to coordinating local support during an emergency.

Throughout this Toolkit, you will also find links to external resources that provide further information, tools, and sources of support. Further information on how to use the accompanying documents is on the next page.

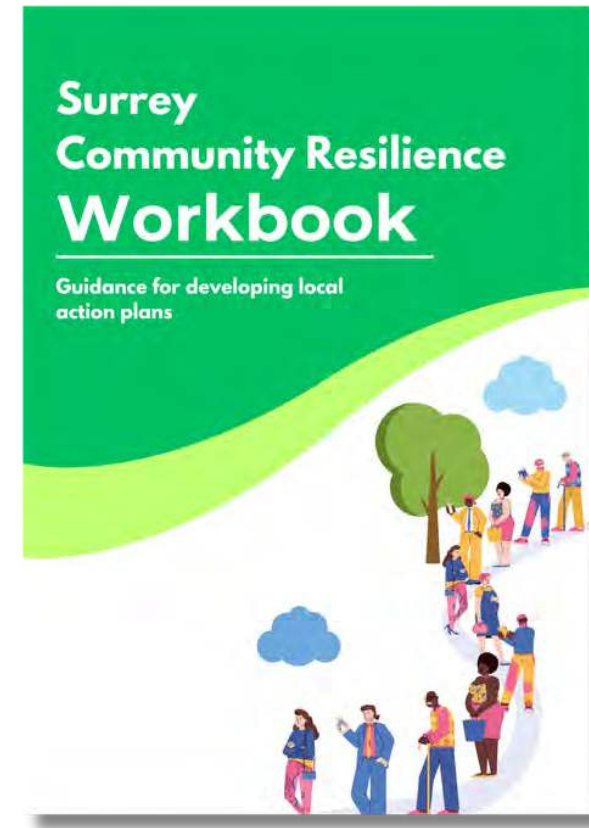


THE WORKBOOK

This document is intended to be used alongside the Surrey Community Resilience Workbook, which contains an Action Plan template designed to help guide the development of plans. The table below summarises the role of each resource and how it can support your community.

To access the Workbook, visit [here](#). Appendix 1 contains the Community Action Plan template.

Toolkit	Guidance
Workbook	Working Document
Action Plan	Building resilience and reducing risk
Surrey Prepared Community Emergency & Resilience Plan	Actions during an emergency



ACTION: Surrey Prepared also provides a Community Emergency and Resilience Plan.

Contact the [Surrey Prepared Team](#) to access the plans and find out if there are any existing plans in your area.

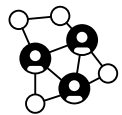
WHY COMMUNITY RESILIENCE MATTERS IN SURREY

Surrey's size, diversity, and mix of urban and rural environments mean that local knowledge, relationships, and community capacity are vital before, during, and after emergencies. Emergency services and councils play a critical role, but during widespread or prolonged incidents their resources can become stretched. By strengthening community resilience, local areas can move beyond emergency planning alone and take long-term, practical action that helps them adapt to future risks and challenges.

Strong, connected communities can:



Work alongside councils and emergency services to reduce impact and speed up recovery



Use local networks and Community Emergency Information Hubs to provide a safe space and support



Share trusted information quickly



Identify and support people who may need extra help



Start co-designing practical, long-term approaches to climate adaptation and responses



By understanding what is happening in Surrey, its landscapes, risks and communities, local groups can take practical steps to prepare for, respond to and recover from future challenges together.

PART 1

Surrey Context and Setting The Scene

This section explains the broader factors that influence community resilience in Surrey, including how extreme weather and a changing climate affect daily life, and why involving all parts of the community is essential when planning for safety and support.

By understanding this context, local residents will be better equipped to take the practical steps outlined later in this document, helping to build resilient and well-connected communities across the county.



SURREY CONTEXT

Surrey is a large and diverse county, home to around 1.2 million people, with a mix of towns, villages, and rural communities.

Although Surrey is often viewed as affluent, this can mask significant differences between neighbourhoods. Some residents experience deprivation, housing pressures, isolation, and growing vulnerability due to uneven access to services, climate impacts, and cost-of-living pressures. At the same time, these hazards can affect everyone, regardless of income or location, so a community-wide approach is strongly recommended.

Recent years have seen record-breaking heat, prolonged rainfall, flooding, drought conditions, and an increased risk of wildfires.

Communities therefore need to be prepared and supported to respond to these risks together, building resilience that benefits all residents.



Surrey saw an unusual winter wildfire at Chobham Common in January 2022, reflecting a growing trend of wildfires occurring outside the traditional summer season.



By 2050, around 1 in 4 properties in Surrey could be at risk of flooding, including areas vulnerable to river and surface-water floods.



The UK relies heavily on global supply chains: around 40% of food by weight is imported, making food security increasingly vulnerable to climate, trade, and geopolitical shocks.



The county experienced its rainiest 18-month stretch on record between 2023-2024, heightening flood and landslip risks.

THE SURREY LANDSCAPE

Surrey's natural environment is rich and varied, and it plays an essential part in protecting communities from climate impacts and mitigating local risks.

These natural assets provide important benefits: cooling during heatwaves, storing water during heavy rainfall, and offering spaces for wellbeing and community connection. They are also under growing pressure from climate change, land-use change and increasing demand.

On top of this, everyday human behaviour can add extra strain. BBQ fires, littering and fly-tipping on land and in rivers damage habitats, increase the risk of flooding and wildfire, and weaken the natural systems that support us.

Looking after Surrey's environment is not solely the responsibility of organisations or land managers. Individuals and communities have a direct role to play. Simple actions such as reducing waste, reporting fly-tipping, choosing safer ways to enjoy green spaces and supporting local conservation efforts all help protect the landscapes that, in turn, protect us.



The county contains a variety of priority habitats including wetlands, chalk grassland, ancient woodland and heathland.



Surrey is the most wooded county in England, with woodland covering over 20% of its area.



Surrey supports over 3,500 recorded species of plants and animals, with many of these species becoming rare and protected.



Surrey has several river catchments including the Thames, Wey and Mole which together support wildlife, recreation and help manage flooding.

PEOPLE AND VULNERABILITY

While Surrey ranks among the least deprived counties overall, there are still inequalities that can affect how people cope before, during and after an emergency. Vulnerability isn't fixed. It can change quickly during an incident, and some people may also face longer-term impacts that increase their vulnerability over time.

People experience emergencies differently, so community-led approaches can make a big difference. Local connections can help to identify who needs support at different points in an emergency and make sure no one is left behind.



An Ageing Population

Nearly 1 in 5 Surrey residents are aged 65+, according to mid-2024 population data. This age group has grown by 12.4% over the past decade, and Surrey's population is projected to continue ageing through the 2030s.



Pockets of Deprivation Across Surrey

Pockets of deprivation exist across the county, with some neighbourhoods falling within the most deprived 20–30% nationally, particularly in areas facing housing pressure and barriers to services.



Gender and Caring Responsibilities

Women, especially those with caring roles, can be more affected during emergencies. Female-headed households with children may face greater disruption during flooding or heatwaves.

Rural Isolation & Access Challenges

Surrey's rural and semi-rural areas face greater risks of transport disruption, isolation, and access barriers, particularly during flooding, snow or power outages. Rural populations experience higher rates of isolation linked to geographic distance and limited services.

A More Diverse Surrey

Surrey is becoming more diverse, with communities who may face language, digital or cultural barriers to accessing emergency information and support.

High Housing Costs & Increasing Vulnerability

High housing and energy costs in Surrey leave many households with limited disposable income. This can reduce their ability to prepare for, respond to, and recover from emergencies, or to adapt their homes to reduce risk.

Mental Health

Emergencies can worsen existing mental health conditions. Heat, disruption, and stress can increase anxiety and reduce people's ability to cope.

Infants and Children

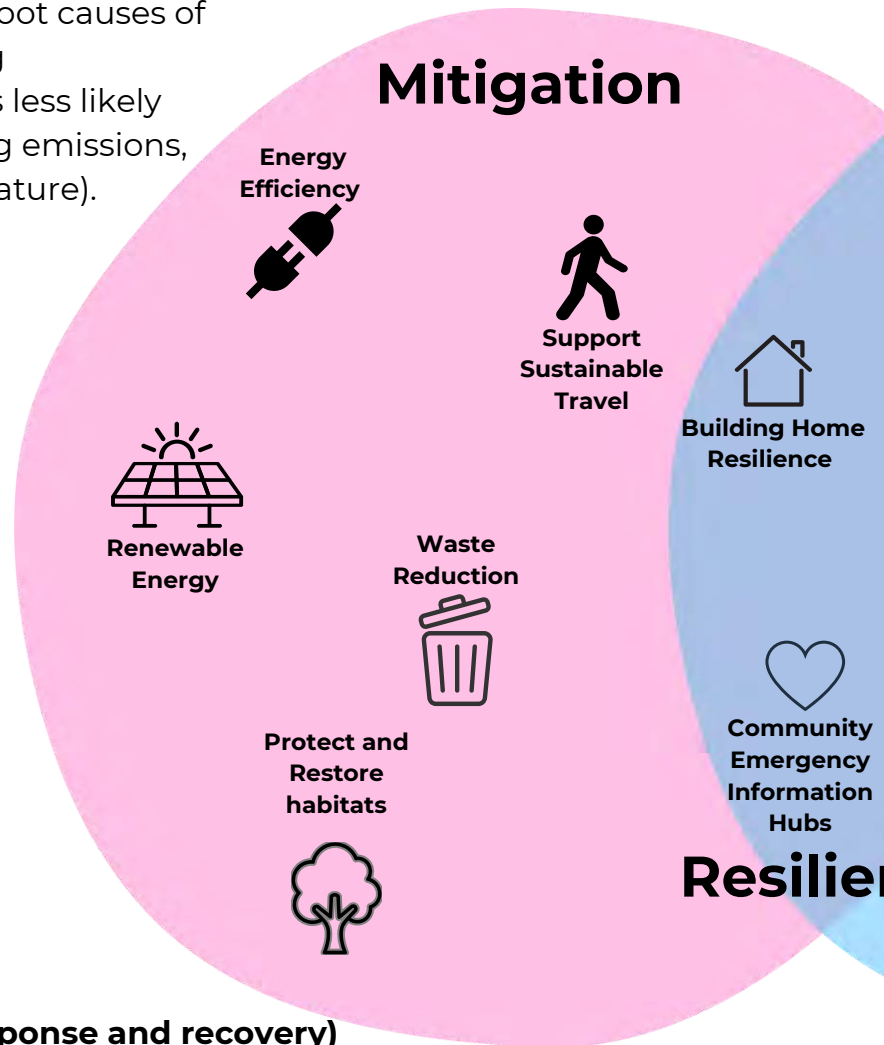
Children are more vulnerable to extreme weather and disruption. Schools and youth settings are therefore key to community resilience in Surrey.



MITIGATION, ADAPTATION AND RESILIENCE

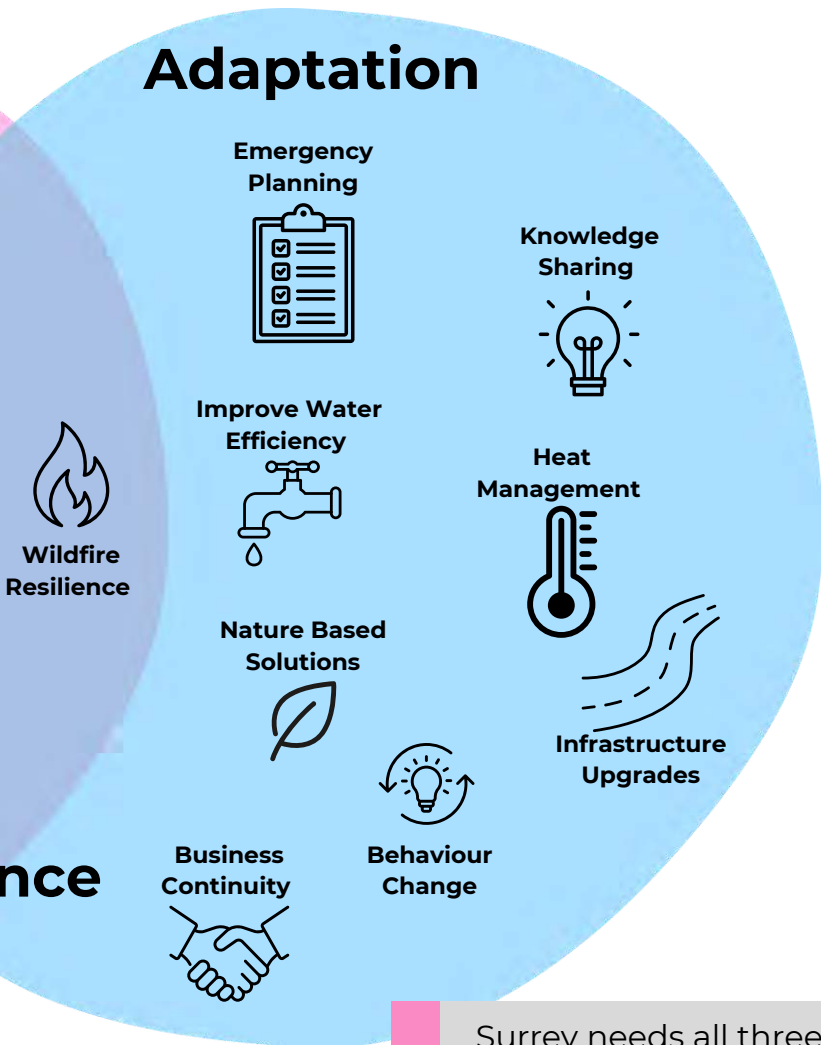
Mitigation (prevention)

Tackles the root causes of risks, making emergencies less likely (e.g. reducing emissions, protecting nature).



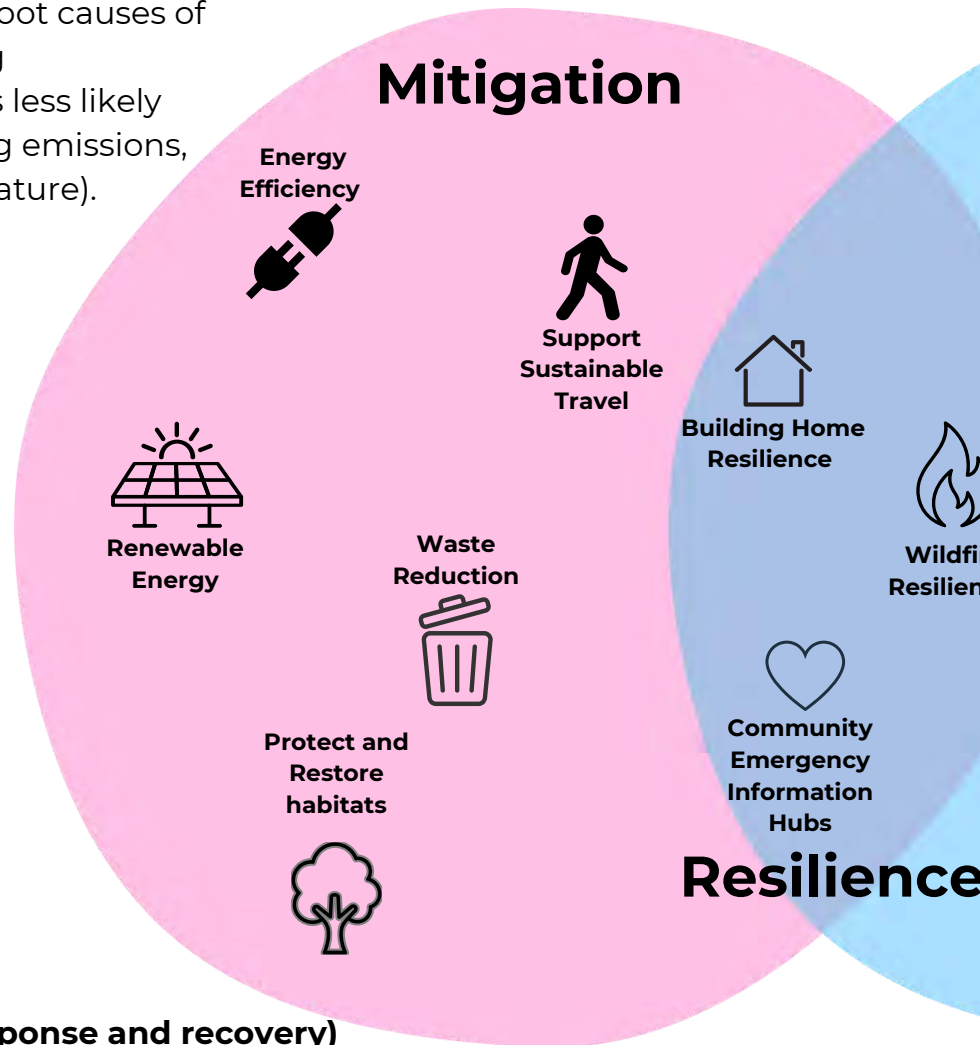
Adaptation (foresight)

Uses climate science and projections to plan ahead and reduce the impact of future risks.



Resilience (response and recovery)

Strengthens the ability to respond to and recover from emergencies, using lessons from past events.



Surrey needs all three approaches working together to reduce risk, prepare for change, and respond effectively to future challenges.

PART 2

Risks in Surrey

This section outlines the key risks that Surrey's communities may face and the information residents should understand when preparing for them.

It covers what you need to know about these risks, the factors to consider when assessing how they might affect your area, who is most likely to be impacted, and how communities can plan ahead.



SURREY'S KEY RISKS

Surrey Prepared has identified nine major risks for Surrey, which are shown to the right.

Your community knows your area best, so you're best placed to assess which risks are most relevant based on the characteristics of your local area. For example, rural communities may prioritise risks such as animal disease more highly than urban areas.

The main risks this toolkit will focus on are:

- **Flooding**
- **Adverse Weather**
- **Wildfire**
- **Utilities outages.**

These four areas were chosen because they have both a higher likelihood of occurring and a greater potential negative impact on communities. They are also risks that your community can actively prepare for, which is why they form the main focus of this toolkit.

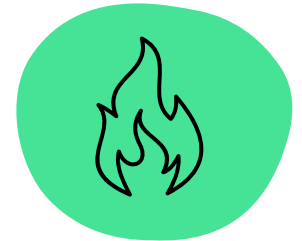
Flooding



Cyber



Wildfire



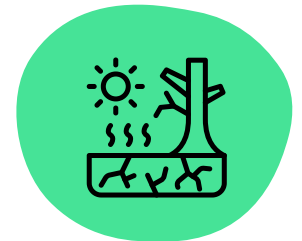
Adverse Weather



Utilities



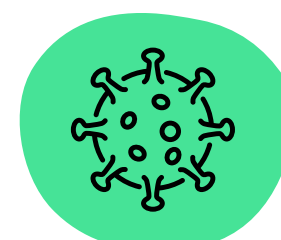
Drought



Terrorism



Pandemic



Animal Disease



GUIDANCE IN ANY EMERGENCY

In the following sections we will explore how to respond to emergencies and who is responsible for different actions. There are practical steps that community groups and residents can take safely to support response efforts:

- Activate your Community Emergency and Resilience Plan (if you have one).
- Share timely updates with your community through your usual communication channels.
- Always prioritise your own safety.
- If someone is in immediate danger, call 999.

Remember to think about impacts you may not experience personally, and consider how people with different backgrounds, circumstances and abilities might be affected.

You may find that the responses required for each risk overlap. Because many of the consequences are similar, you don't need to create entirely new or separate actions when developing plans. However, these responses may need to adapt if an incident escalates. As situations change, different people may need support, priorities may shift, and your community's role may look different at each stage of the emergency.



Call 999 in an emergency



Keep away from wildfires, they can spread quickly, do not attempt to extinguish it yourself



Do not approach fallen power lines



Avoid entering flood water, flooded areas can contain hidden dangers



Never put yourself at risk, avoid travelling in adverse weather

FLOODING

DID YOU KNOW?

You're not just at risk of flooding if you live by a river. Surface water flooding is common in Surrey, and groundwater, sewer or reservoir flooding are all risks to consider.

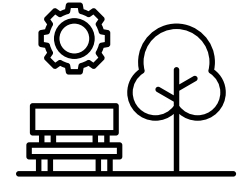
- It only takes 60cm of standing water or 30cm of flowing water to lift a car.
- Even strong, shallow flows can knock a person off their feet.
- Around 25,000 homes in Surrey are at risk of flooding, increasing to 50,000 by 2050 - that's over 10% of us.

THINGS TO CONSIDER

- Understand the extent to which your local area is at flood risk
- Avoid entering flooded areas where possible. Floodwater can hide hazards such as debris, sharp objects or open manholes.
- There may also be contamination risks, especially in areas with poor drainage or sewer overflow.
- Flood risk and impacts can vary across Surrey's mix of rural, urban and semi-urban areas, so consider how your local area might be affected.

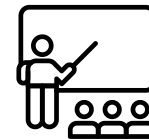
WHO AND WHAT CAN BE AFFECTED?

DAMAGE



Homes, businesses, infrastructure and green spaces can all suffer serious damage.

DISRUPTION



Essential services such as hospitals, schools and emergency responders may experience disruption or increased pressure.



ASSOCIATED RISKS

- Power outages
- Travel & communications disruption
- Increased demand on emergency services and hospitals
- Sanitation risks, particularly for basement properties or areas with poor drainage.

BE PREPARED FOR FLOODING

- Check and see if there is a local Flood Action Group, if not consider starting one.
- Understand your local flood risk using Environment Agency resources and sign up for free flood warnings.
- Keep up to date with Met Office weather warnings, monitor local conditions, and report issues such as flooding or blocked drains via Surrey County Council.
- Connect with local authorities and emergency planning teams, and use Surrey and GOV.UK guidance on what to do before, during, and after a flood.
- Ensure your Community Emergency Plan includes clear roles, responsibilities, and actions for flooding scenarios.
- Identify at-risk people and properties (e.g. homes with basements) and plan how to support those who may need extra help.
- Encourage household preparedness, such as checking insurance, keeping key documents accessible, and moving valuables to higher ground where possible.

RESPONDING TO FLOODING

Community	Alert your local Flood Action Group if you have one.
Community	Appoint someone to keep the community updated through your regular communication channels.
Community	If possible, activate a named Community Emergency Information Hubs or venue to support residents during the flood response.
Community	Support wider response activities where it is appropriate and safe to do so, such as checking in on neighbours.
Parish / Town	Liaise with the county council and emergency services regularly.
Emergency services	Respond to incidents, provide support, advice, warnings and updates to the public during the incident.

SUPPORT

[Check for flood warnings](#)

[Check your own flood risk](#)

[Get Flood Warnings](#)

WILDFIRE

DID YOU KNOW?

Wildfires can start in grassland, parks, verges and open spaces, not just woodland. Surrey has experienced wildfires outside traditional summer months, including winter incidents.

Even small fires can escalate rapidly and become dangerous due to wind, dry conditions and changing weather. You do not need to live near open countryside to be affected, smoke, road closures and evacuations can impact wide areas.

THINGS TO CONSIDER

- Do not attempt to tackle wildfires yourself
- Wildfire risk can increase rapidly during dry, hot or windy conditions.
- Smoke and fire behaviour can change direction quickly, increasing risk to people and property.
- Access routes may become restricted during an incident, affecting evacuation or emergency response.
- Some individuals may be more vulnerable, including those with respiratory conditions or limited mobility.

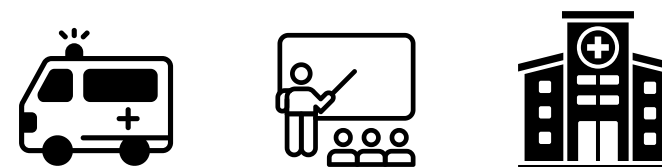
WHO AND WHAT CAN BE AFFECTED?

DAMAGE



Homes, businesses, infrastructure and green spaces can all suffer serious damage.

DISRUPTION



Essential services such as hospitals, schools and emergency responders may experience disruption or increased pressure.

ASSOCIATED RISKS

- Rapid and unpredictable fire spread
- Poor air quality and reduced visibility
- Increased risk to life if people delay leaving or attempt to tackle fires themselves
- Pressure on emergency response during periods of high demand
- Additional impacts on health, wellbeing and community resilience

BE PREPARED FOR WILDFIRES

- Be aware that wildfires can occur at any time of year, not just in summer.
- Monitor weather conditions, particularly during prolonged dry or windy periods.
- Consider how wildfire could affect your household, organisation or community.
- Plan simple preparedness actions, such as:
 - Knowing how to report a wildfire
 - Considering evacuation routes and safe places
 - Keeping important documents and essentials accessible
 - Organisations and communities should ensure wildfire is considered within existing emergency or resilience planning.
 - Identify people and properties that may be at higher risk, such as those with limited mobility, poor air-quality tolerance, or in areas where access may be restricted during an incident.

RESPONDING TO WILDFIRES

Community	Call 999 and ask for the Fire Service, giving your location and nearest access point.
Community	Do not attempt to tackle the fire yourself, even if it appears small.
Community	If possible, activate a Community Emergency Information Hub or venue to support residents affected by smoke, evacuations or disruption.
Community	Where safe and appropriate, check in on neighbours, particularly those who may be vulnerable.
Parish / Town	Share clear, factual updates with residents using existing communication channels.
Emergency services	Surrey Fire and Rescue Service will respond to incidents, assess risk and coordinate firefighting activity.
Emergency services	Emergency services may provide evacuation advice, access restrictions and safety guidance.

SUPPORT

**Surrey Fire and
Rescue Service –
Wildfire Safety**

**Met Office Fire
Severity Index**

UTILITIES

DID YOU KNOW?

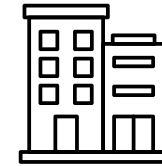
You do not need to live in a remote area to be affected by utility failures. Power cuts, pressure on the electricity grid, and disruptions to electricity, gas, or water supply can happen anywhere often triggered by extreme weather, rising demand, or infrastructure strain.

THINGS TO CONSIDER

- Power cuts can occur during storms, cold snaps or high-demand periods.
- Supply shortfalls remain a recognised national risk.
- Infrastructure across Surrey is increasingly affected by extreme weather.
- Gas and water services can also be impacted.
- Impacts may vary across Surrey's rural, urban and semi-urban areas.

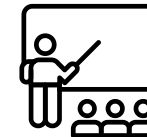
WHO AND WHAT CAN BE AFFECTED?

DAMAGE



Properties, equipment and community facilities can be harmed if utilities fail or systems are overloaded.

DISRUPTION



Utility failures may interrupt essential services and place additional strain on hospitals, schools and emergency teams.



ASSOCIATED RISKS

- Power outages
- Travel & communications disruption
- Water contamination risks
- Mobile networks may fail during prolonged power cuts
- Increased demand on emergency services and hospitals

BE PREPARED FOR UTILITY ISSUES

- Raise community awareness by forming a local group to share updates on power, gas and water service risks, especially during severe weather or high-demand periods.
- Get vulnerable residents to sign up to the Priority Services Register.
- Understand your local utility vulnerabilities, noting that storms, heatwaves and heavy rainfall can disrupt Surrey's infrastructure and essential services.
- Report issues promptly, such as fallen trees on power lines, damaged street cabinets, low water pressure or unusual gas smells.
- Check in on vulnerable family, friends and neighbours during disruptions or extreme weather.
- Ensure your Community Emergency Plan includes clear actions for utility outages, such as communication routes, welfare checks and known safe spaces for residents affected by heat, cold or equipment failure.

RESPONDING TO UTILITY ISSUES

Community	Appoint someone to keep the community updated through your regular communication channels.
Community	If safe and appropriate, activate a Community Emergency Information Hub or venue to support residents affected by prolonged outages, especially those who rely on powered medical equipment or heating.
Community	Support wider response activities where it is appropriate and safe to do so, such as checking in on neighbours.
Parish / Town	Liaise with the county council and emergency services regularly.
Emergency services	Manage the wider emergency response alongside utility providers and local authorities.

SUPPORT

[Priority Services Register \(Energy & Water\)](#)

[National Gas Emergency Service](#) operates a free, 24/7 hotline at 0800 111 999

Call 105 (Freephone) to report power cuts and get information.

ADVERSE WEATHER WHO AND WHAT CAN BE AFFECTED?

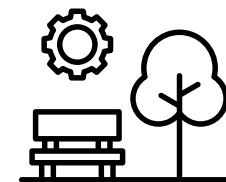
DID YOU KNOW?

You do not need to live in an exposed or rural area to be affected by severe weather. Surrey has experienced record-breaking heat, intense rainfall, storms and extreme seasonal conditions in recent years, and these events can impact every part of the county. In 2023, Surrey saw its hottest June, wettest July, and the rainiest 18-month period on record, showing how quickly conditions can shift. In June 2026 Surrey temporarily held the record for hottest June temperature - reaching 36°C.

THINGS TO CONSIDER

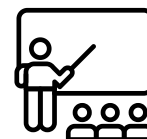
- Weather conditions can change quickly, storms, heavy rain and high winds have already caused infrastructure disruption across Surrey.
- Snow, ice and freezing temperatures can make roads and paths hazardous, increasing the risk of slips, falls and travel disruption, especially in hilly or poorly connected areas.
- Fog, high winds and heavy rain can reduce visibility, making driving conditions dangerous and affecting public transport reliability.

DAMAGE



Homes, businesses, infrastructure and green spaces can all suffer serious damage.

DISRUPTION



Essential services such as hospitals, schools and emergency responders may experience disruption or increased pressure.



ASSOCIATED RISKS

- Power outages
- Travel & communications disruption
- Increased demand on emergency services and hospitals
- Infrastructure and property damage

BE PREPARED FOR ADVERSE WEATHER

- Raise community awareness by forming a local group to share updates.
- Identify at-risk people and properties, such as older adults, people with mobility issues, or homes located in areas prone to isolation during snow, ice or storm impacts.
- Monitor weather forecasts and local conditions, and report issues such as blocked drains.
- Connect with your local emergency planning teams to understand wider initiatives and opportunities to get involved.
- Ensure your Community Emergency Plan includes clear actions and responsibilities for adverse weather scenarios.
- Encourage preparedness activities, such as checking insurance, keeping essential items accessible (torches, blankets, water, medications), preparing vehicles for winter conditions, and ensuring important documents are stored safely.

RESPONDING TO ADVERSE WEATHER

Community	If possible, activate a Community Emergency Information Hub or venue to support residents affected by severe cold, loss of power, travel disruption or isolation during storms or snow.
Community	Appoint someone to keep the community updated through your regular communication channels.
Community	Support wider response activities where it is appropriate and safe to do so, such as checking in on neighbours.
Parish / Town	Liaise with the county council and emergency services regularly.
Emergency services	Assessing and responding to emergencies caused by the weather, such as flooding, fallen trees, or damaged infrastructure.

SUPPORT

[Met Office Weather Warnings](#)

[Met Office Heat Alerts](#)

PART 3

Creating the Foundation of Your Plans

This section outlines the building blocks for creating and delivering successful community resilience plans. It covers key considerations when establishing a community resilience group and identifying the people who will be involved.

Part 5 provides an overview of the Community Action Plan and the Community Emergency & Resilience Plan, including guidance on how each can be used to support your community.



ENGAGING WIDER COMMUNITY

SKILLS AND RESOURCES

Identify local people who are willing to contribute to developing a community emergency resilience plan. This may include friends, neighbours, local councillors, potential volunteers, local businesses, and members of existing community or neighbourhood groups.

If you live in an area with a Parish or Town Council, it's important to recognise that Parish Clerks and Councillors often hold key responsibilities and established links with local authorities. Before taking on a lead role, speak with your Parish Council or Clerk to understand what support they already provide and how you can work together. If the community takes the lead, they should keep the Parish or Town Council informed so communication with local authorities remains consistent and coordinated.

If you do not have a Parish or Town Council, look for other existing groups or networks such as Neighbourhood Associations, Neighbourhood Action Groups (NAGs/NACs), residents associations, or established community groups to see whether an emergency and resilience plan already exists. Avoiding duplication is vital, so if a plan is already in place, make contact and explore how you can collaborate and strengthen existing arrangements.

Whether you are starting fresh or building on existing work, clearly identify who else is key locally and outline their roles so everyone understands how they contribute to preparedness and response.



CREATING A FOUNDATION: STARTER PROMPTS

Check for existing plans

- Contact your Parish Council or Clerk to see if a plan already exists.
- Avoid duplication by collaborating with any existing group or plan.
- Clarify how your work will link into established local authority communication routes.

Establish how you will work together

- How the group will communicate day-to-day and during an incident.
- How decisions will be made.
- How volunteers will be contacted and coordinated.
- How information will be shared with residents.

Gather local information

- Important community assets (halls, equipment, safe spaces).
- Local businesses or groups that may be able to support.
- Contact details for essential partners (Parish Council, local authority teams, utilities, etc.)

Map local risks and vulnerabilities

- Identify known risks in your area, including any incidents that have occurred previously i.e., flooding.
- Consider which locations, services or groups may be most vulnerable.
- Think about how climate change could increase the frequency or severity of existing risks, or introduce new challenges in the future.
- Record this information to help inform your resilience planning and actions.

Confirm who is involved

- List the members of your community resilience group.
- Identify the coordinator and any key roles (communications, volunteer lead, liaison with Parish Council, etc.)
- Note any relevant skills, resources, or local knowledge within the group.

Identify activation triggers

- Situations that would prompt the group to activate (e.g. severe weather warnings, local authority alerts, community reports).
- How the group will assess whether it is safe to act.
- When to escalate to emergency responders.

Decide what will go into the full plan

- Outline the structure of the plan you will later complete.
- Agree who will draft which sections.
- Set a timeline for completing the full plan.

CREATING A TIMELINE

A simple timeline helps your group stay focused and ensures key actions are completed when they're needed. Agree when each stage of your planning will happen and set realistic deadlines. Think about recent events in your area, for example, if your community experienced flooding this winter, aim to have a emergency response plan ready before next winter.

A typical timeline might include:

01

Initial Outreach

Connect with your Parish Council or Clerk, check for existing plans, and identify people interested in getting involved.

02

Forming the Group

Bring together local volunteers, confirm roles, and agree how you will work together.

03

Gathering Information

Collect local risk information, key contacts, community assets, and any relevant local knowledge.

04

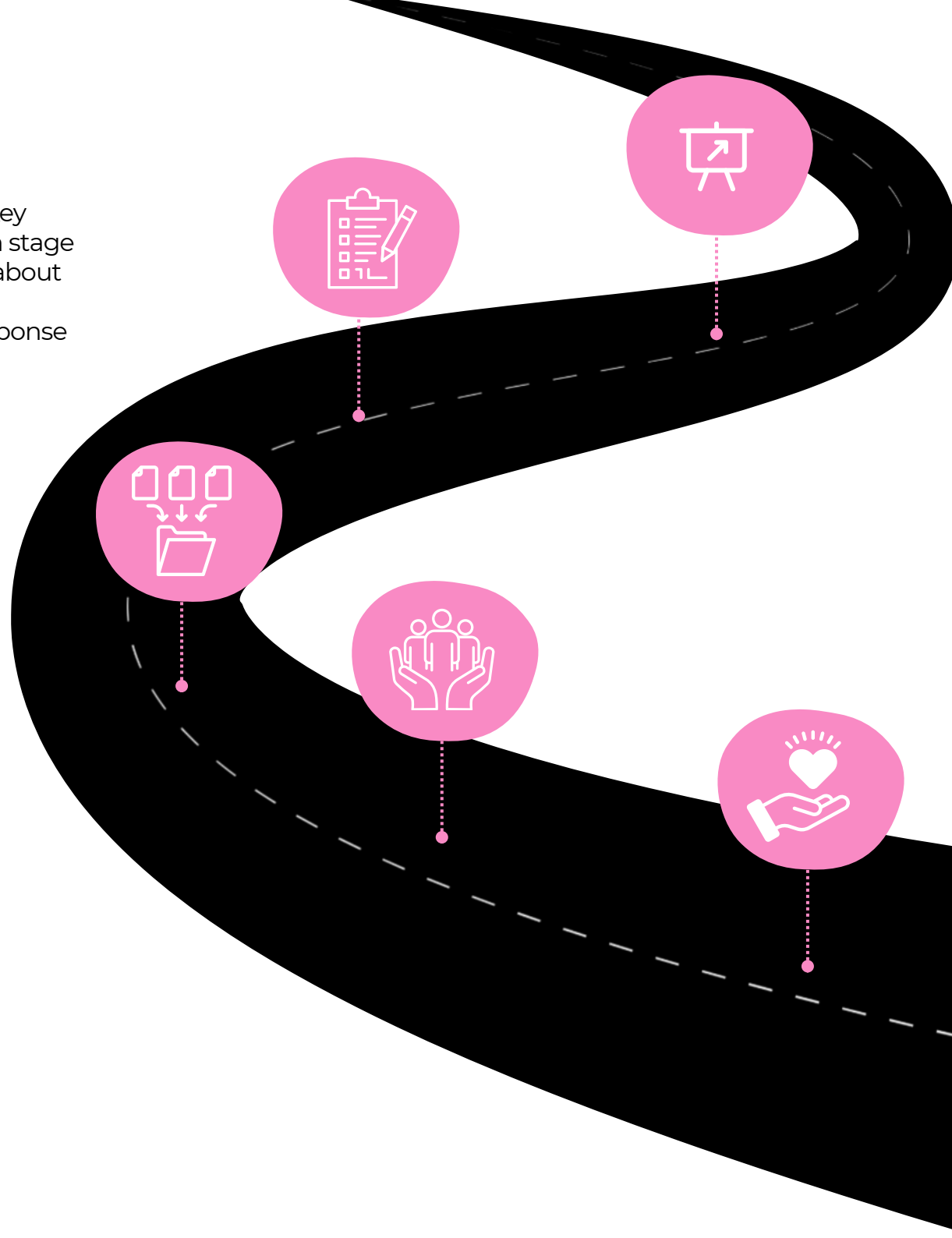
Drafting, Create and Refine the Plan

Begin shaping the content, share the draft, update details and ensure it reflects local needs.

05

Regular Updates

Review the plan, contact lists, and local risks at agreed intervals to keep everything current.



BARRIERS AND MITIGATION

Emergency and resilience planning must take potential barriers into account so that groups can prepare realistic and workable plans. This page helps you think through the challenges that may affect your activities and identify practical ways to address them. Use this section alongside your workbook to map each barrier, explore its likely impact, and set out clear mitigation actions.

COMMON BARRIERS

Low Engagement

- Community members or partners may have limited awareness, interest, or availability.
- Engagement may vary depending on timing, communication style, or competing issues.

Possible Mitigation:

- *Adapt your engagement methods (e.g. workshops, drop-ins, digital outreach).*
- *Identify and work with community champions or trusted local voices.*
- *Keep communication clear, simple, and relevant to local priorities.*

Limited Time or Capacity

- Volunteers, staff, or partners may have competing workloads.
- Resilience work may not be seen as an immediate priority.

Possible Mitigation:

- *Break tasks down into manageable steps.*
- *Spread responsibilities across the group.*
- *Schedule short, focused sessions to maintain momentum.*

Access or Inclusion Concerns

- Some groups may face barriers relating to digital access, language, disability, or confidence.
- Activities may unintentionally exclude people.

Possible Mitigation:

- *Use accessible formats and locations.*
- *Offer multiple ways to participate.*
- *Work with organisations already supporting underrepresented groups.*

Conflicting Responsibilities

- Members may have roles across multiple groups or services, creating potential conflicts in time or expectations.

Possible Mitigation:

- *Agree clear roles at the start.*
- *Plan around key pressure points (e.g. seasonal demands for services).*
- *Create shared expectations about what is achievable.*

PART 4

Tackling the Root Cause of Risks

This section introduces how nature-based and other 'soft adaptation' measures can lower risk while also improving local places, as well as how climate impacts are expected to grow over time. It explains how communities, working with local authorities and partners, can adapt to these risks and take action to reduce the likelihood and severity of future impacts.

Nature has a central role in strengthening resilience across Surrey. Aligning local action with Surrey's Local Nature Recovery Strategy (LNRS) helps communities reduce risk, support wellbeing, and deliver long-term environmental benefits by restoring priority habitats and using natural features to buffer climate-related impacts. It also highlights the organisations and services that can provide assistance.



UNDERSTANDING YOUR LOCAL RISKS

Effective resilience planning starts with understanding the risks your area has experienced in the past, what caused them, and the impacts they had on your community.

Climate impacts are expected to intensify over the coming years, increasing the likelihood and severity of flooding, drought, wildfire and extreme temperatures. This means risks may also emerge in places that have not historically been affected.

The Surrey Community Resilience Workbook includes prompts to help you identify and map local risks. Use local knowledge to build your risk map, then use this information to inform your Action Plan.

Climate Resilience

Climate resilience refers to the capacity to anticipate, prepare for, and respond to climate-related hazards, trends, and disruptions.

Climate Change Adaptation

Climate change adaptation includes the actions and solutions that countries, regions, cities, and communities develop to strengthen their resilience and adjust to the climate impacts already occurring or expected in the future.

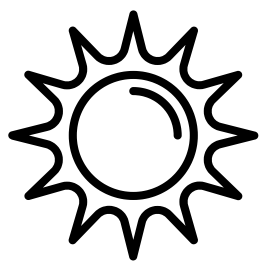
As climate impacts intensify, some risks may worsen and these examples can help you think about the challenges your own community might face, as well as the actions you can take:

- Making community spaces safer and more resilient: Improving shade, ventilation, flood-proofing or alternative meeting locations.
- Supporting residents' health and wellbeing during extreme weather: Checking in on vulnerable people, offering cool spaces, sharing guidance.
- Reducing financial pressures: Saving energy in community buildings, sharing equipment, and planning for unexpected costs.
- Managing pressures on food and water: Collecting rainwater, choosing drought-resistant plants, strengthening local food networks.
- Building trust and preparedness: Clear communication plans, safety guidance for events, and being ready for local disruptions.
- Protecting volunteer capacity: Sharing responsibilities, preventing burnout, and developing skills for emergency response.
- Ensuring fairness in local climate action: Supporting those most affected, improving accessibility, and helping everyone take part.

The Global Risk Report 2026 ranks the top three long-term global risks as climate and environmental issues, highlighting the urgent need for action through mitigation and adaptation.

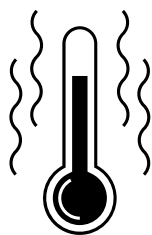
WHAT CHANGES COULD WE SEE?

Below are some of the key impacts Surrey is likely to experience as temperatures rise. A warmer atmosphere can hold more moisture while also drying out the land, which means we face both more frequent droughts and heavier rainfall leading to flooding. These changes affect far more than the weather: they can disrupt travel, utilities, communications, and local infrastructure, increase the risks of wildfire, flooding, and infectious disease, and place additional pressure on health and emergency services across our communities.



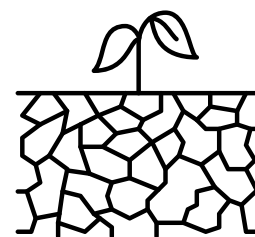
Heatwaves

- Roads and rail lines melting or buckling, causing disruption.
- Overheating of IT equipment and servers, affecting critical utilities.
- Food safety risks during transport and storage.



Warmer Temperatures

- Higher cooling costs and pressure on buildings and networks, affecting utilities
- Strain on infrastructure during prolonged heat.
- Crop losses and food supply issues, affecting community resilience.



Drought

- Water shortages and pressure on supply systems, directly affecting utilities.
- Need for additional water storage and management.
- Impacts on crops and food safety, affecting local resilience.
- Stress on green spaces, increasing wildfire risks.



Increased Rainfall

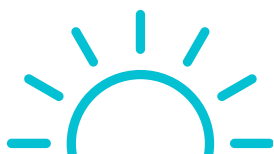
- More frequent and severe flooding.
- Roof leaks and water damage to buildings and community assets.
- Access restrictions where roads, paths or key services are blocked by flood impacts.

ADAPTING TO CLIMATE IMPACTS IS ESSENTIAL

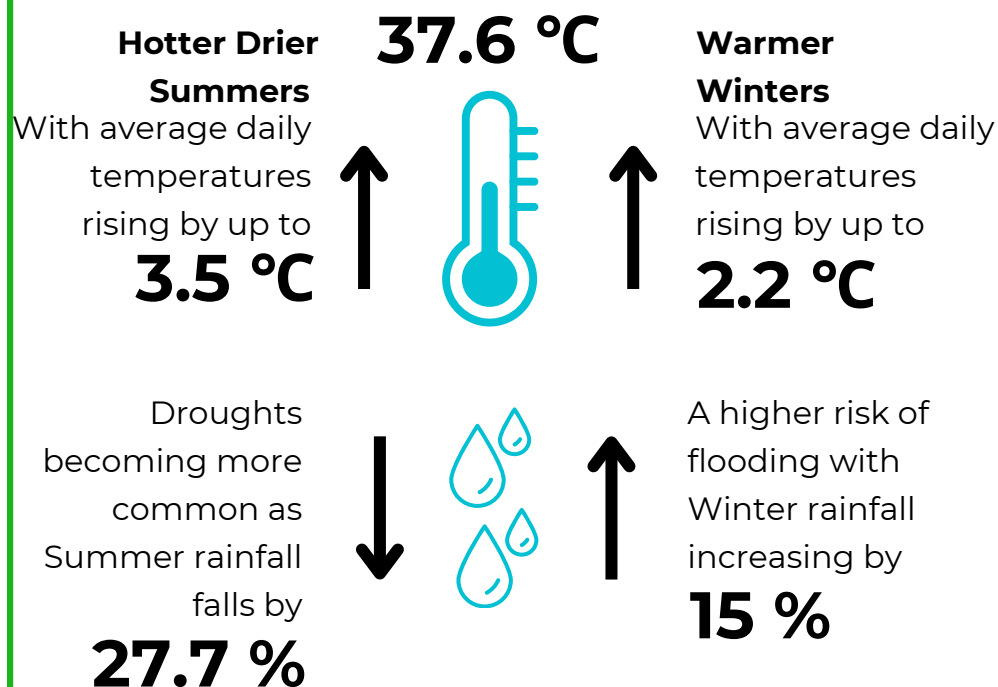
These two diagrams are from the Surrey Adapt strategy. The diagram on the left shows the predicted impacts we can expect to face *if* all global commitments to tackling climate change are met. The diagram on the right represents the expected impacts on our current trajectory toward atmospheric warming on our current trajectory of 3.2 - 4 °C above pre-industrial levels.

BEST-CASE SCENARIO

If global emissions aren't reduced and warming continues above 2°C, Surrey could see the following changes by the 2080s.

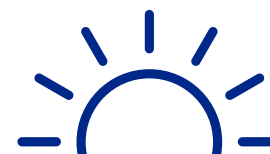


An increased likelihood of heatwaves
With temperatures of up to

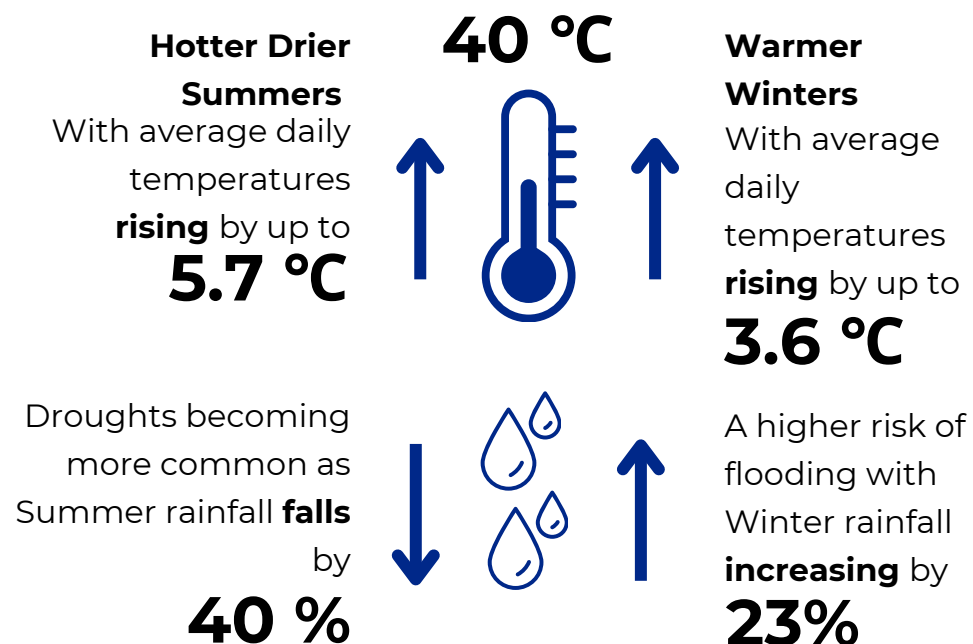


CURRENT TRAJECTORY

If global warming rises beyond 4°C, Surrey could experience the following changes by the 2080s.



An increased likelihood of heatwaves
With temperatures of up to



BENEFITS

Taking action on climate change brings wide-ranging benefits for Surrey's people, places and economy. By reducing risks now, we create a safer, healthier and more resilient future for everyone.



Supports Vulnerable Residents

Helps safeguard Surrey's vulnerable population, who are disproportionately affected by climate change.



Efficient Homes

Energy-efficient homes improve energy security, lower bills, and reduce fuel poverty while cutting damp and mould.



Strengthens Local Infrastructure

Strengthens the resilience of transport networks and utilities as climate risks increase.



Boosts Skills and Local Jobs

Moving to a low carbon economy drives innovation and opens up new jobs in renewables, retrofitting and specialist engineering.

Protects People and Places

Reduces harm from heat, flooding, storms and wildfires as Surrey faces more extreme rainfall and weather.

Makes Emergency Information Accessible

Surrey is becoming more diverse, with communities who may face language, digital or cultural barriers to accessing emergency information and support.

Builds Stronger Communities

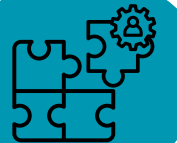
Community-led preparedness reduces isolation and strengthens support networks during emergencies.

Improves Health and Wellbeing

Helps address poor air quality by reducing air pollution, encourages active lifestyles and improving housing quality.

Protects Nature and Green Spaces

Protects species, strengthens ecosystems and restores key habitats.



CLIMATE RESILIENCE

On page 7 we discussed Surrey's varied landscape. Ensuring our landscapes and habitats are healthy and well-managed is an excellent way to build resilience against local risks - particularly climate change risks.

Surrey Nature Recovery is one of 48 Local Nature Recovery Strategies nationally (LNRS), which support the restoration of nature but can have significant benefits in mitigating risks locally.

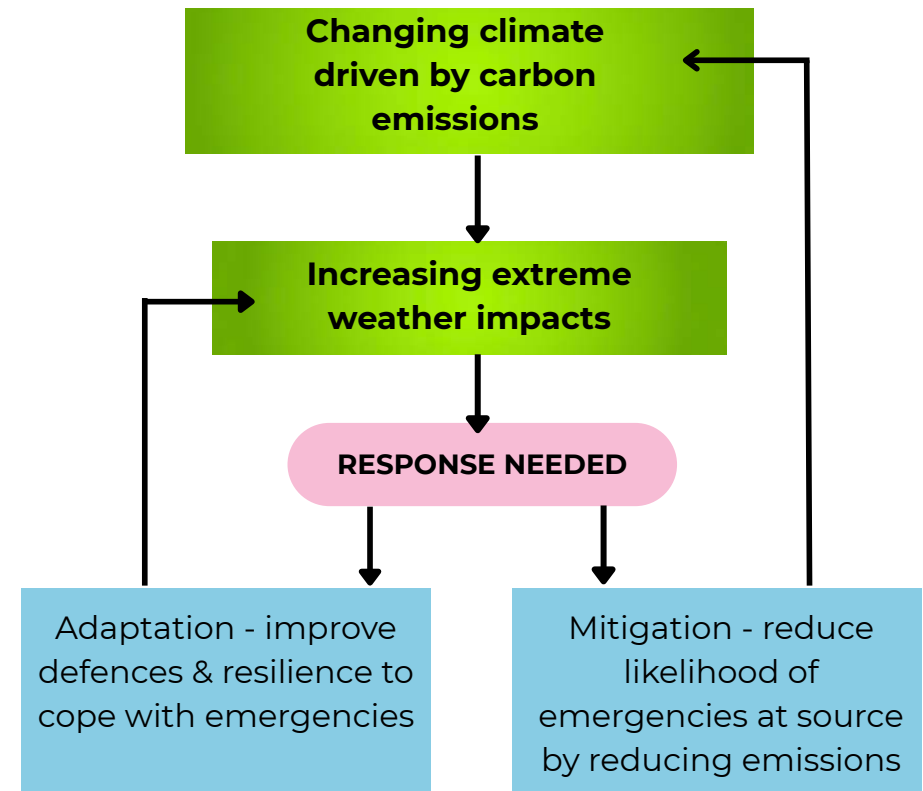
'Nature-based solutions' (NbS) can help to directly and indirectly mitigate against flooding, heatwaves, drought, wildfires, and extreme temperatures.

- **Heatwaves:** Increased tree cover and shade in urban areas can reduce heat stress, air pollution, and health issues.
- **Flooding:** Restoring natural floodplains along rivers, creating wetlands, and strategic planting can reduce flood risk.
- **Drought:** Water-efficient planting, rainwater harvesting, and water conservation education reduce water scarcity.
- **Wildfire:** Well-managed heathlands reduce fuel load, community awareness lessens the likelihood of incidents.

Actions like these help us both prepare for emergencies and reduce their impact. But we also have a role in lowering the long-term risk of emergencies by addressing their root causes including cutting the emissions that drive the worsening climate impacts of a warming planet. This is an essential part of the puzzle for the long-term security of the people and places we love in Surrey.

Local efforts to reduce emissions from transport, buildings and energy use, general waste and food waste, and goods and services can all play a huge role in this.

By reducing the amount of greenhouse gases we produce, Surrey can play an important role in reducing the climate risks facing our communities.

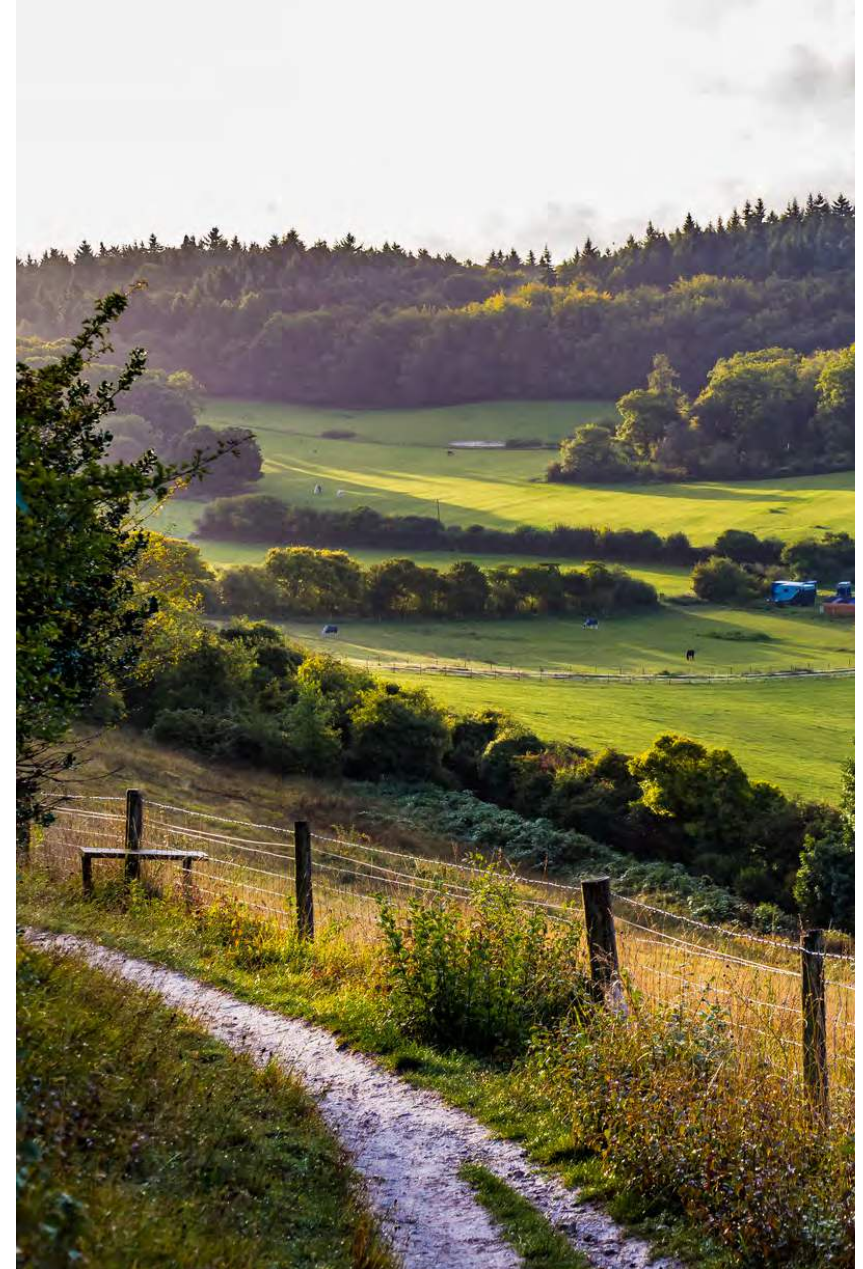


WHAT COMMUNITIES CAN DO

Not all the actions suggested on the previous page can be carried out by communities alone. For example, managing heathland requires strong collaboration between landowners, visitors, and local residents who may not be directly involved in your plan. However, by working in partnership with stakeholders across your community and following a clear, shared strategy you can deliver a wide range of solutions that strengthen resilience and help restore nature.

Some actions can be led entirely by community groups, while others will require support from local authorities or specialist expertise. Many will rely on joint efforts. Each action plays an important role in building resilience, but the key is to understand responsibilities and accountability so that activities are carried out safely, effectively, and collaboratively.

You'll find more detail in the workbook, but the following sections provide examples of projects and support available to help communities mitigate and adapt to local risks and build resilience.





Plant trees or hedgerows to provide shelter, nesting sites, and wildlife corridors.



Support initiatives that improve residents' health and reduce traffic through walking and cycling schemes.



Signpost residents to free home-energy advice services, such as the Home Energy Advice Team.



Set up a local composting system for food and garden waste.



Launch community borrowing and repair initiatives that cut consumption, such as Libraries of Things and Repair Cafés.



Establish a community allotment or shared garden space for local food growing.

LONGER TERM PROJECTS

QUICK WINS



Restore natural water features or install sustainable drainage systems



Signpost local businesses to training and courses that help them build resilience and reduce emissions.



Arrange workshops with external experts on varying topics like water conservation, how to improve soil health.



Work with specialist organisations, like Surrey Fire and Rescue Services to deliver community-awareness sessions.



Support citizen-science projects that monitor local habitats.



Promote the use of on-demand rural transport options, such as Surrey Connect.

NATURE SUPPORT

There are many organisations across Surrey that can support communities to improve local resilience and take action for nature. The examples below highlight two sources of support that may be useful when developing local projects.



SURREY WILDLIFE TRUST

Surrey Wildlife Trust works with communities across Surrey to protect and restore nature.

Support available:

- Advice and guidance on nature recovery and climate resilience projects.
- Training, workshops and webinars for community groups and volunteers.
- Information on funding and grant opportunities.
- Access to community resources, tools and wildlife recording kits.
- Opportunities to connect with other local groups through the Wilder Communities Network.

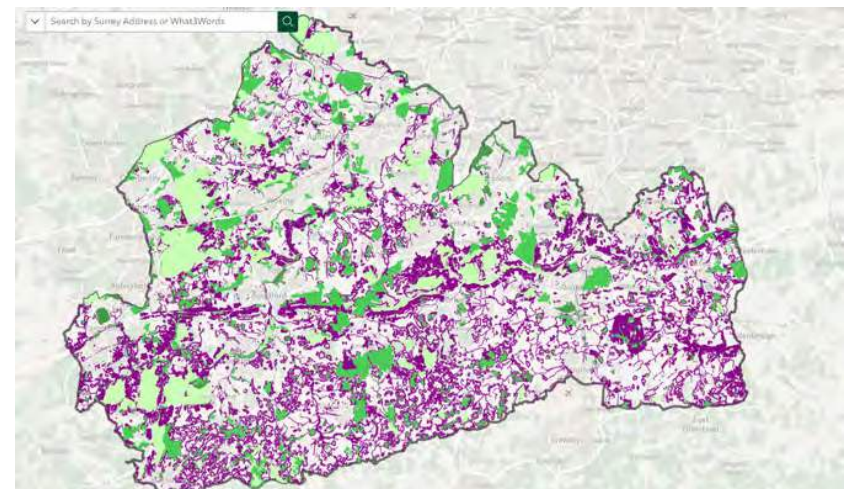


SURREY NATURE RECOVERY

Surrey Nature Recovery is a county-wide initiative that supports action to restore nature and improve biodiversity across Surrey.

Support available:

- Information on Surrey's Local Nature Recovery Strategy and local nature priorities.
- Opportunities for communities to get involved in local nature recovery initiatives.
- Access to mapping and evidence that can help identify local opportunities for nature-based projects.



PART 5

The Plans

This section explores the plans available to help your community build resilience and respond effectively when incidents occur.



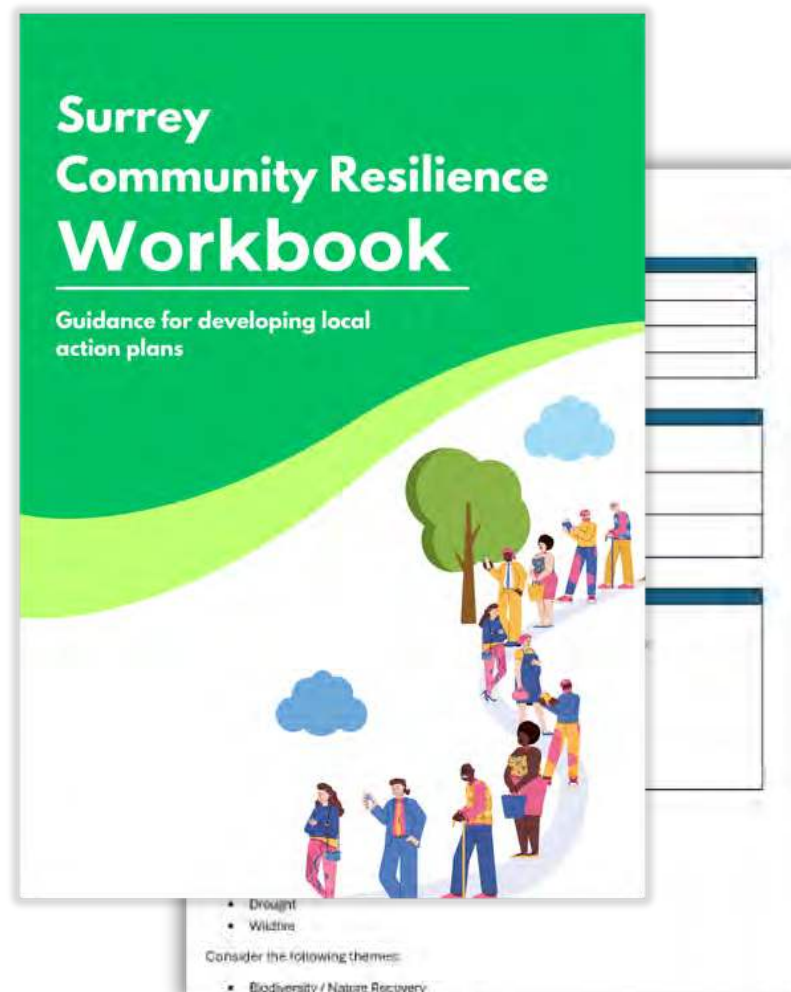
ACTION PLAN

As part of the Surrey Community Resilience Workbook, we have created a Community Action Plan template to help communities identify local risks, map available resources and agree practical actions to build resilience and adaptation.

The template supports communities to:

- Identify and understand local risks, such as flooding, severe weather, power outages and other disruptions.
- Record key community assets, contacts, skills and resources that could be used.
- Agree practical actions to reduce risks, improve preparedness and support an effective local response.
- Capture actions, responsibilities and priorities in one place, helping communities review and update plans over time.

The Action Plan also helps communities identify and prioritise projects that could address the risks they have identified and strengthen local resilience. Actions can be categorised as quick wins, medium-term priorities and longer-term ambitions.



The Action Plan template can be found in Appendix 1 of the Community Resilience Workbook.

[You can find both here](#)

SURREY PREPARED COMMUNITY EMERGENCY & RESILIENCE PLAN

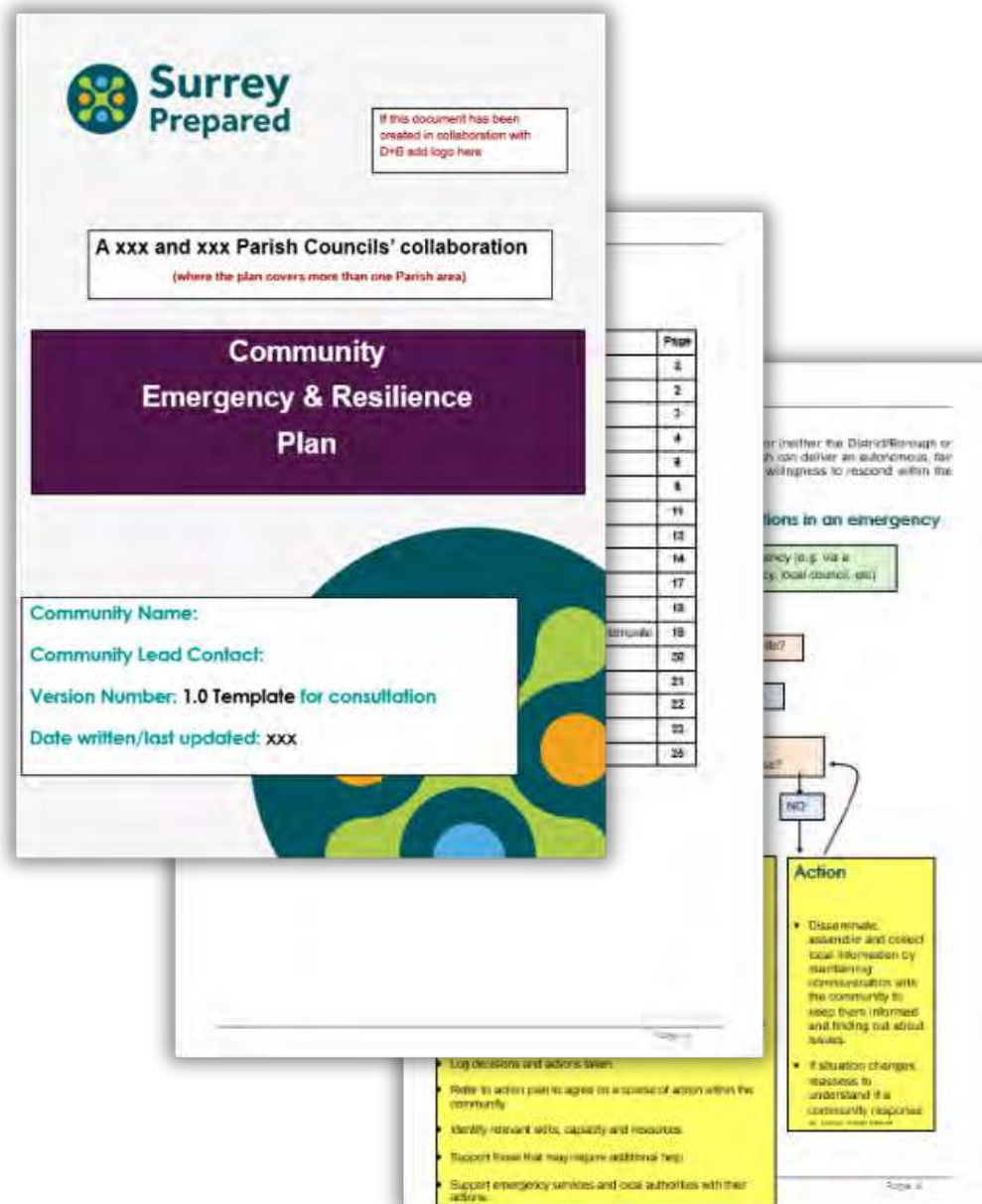
The Community Emergency & Resilience Plan is a template provided by Surrey Prepared. It acts as a working document that supports communities in organising their resources and coordinating actions when an incident occurs.

The template guides communities through:

- Mapping local skills, contacts, and resources so the community knows who can help and where support can be organised from.
- Setting out clear actions and activation procedures including how the community responds initially, how communication will work, and how vulnerable residents will be supported.

The plan is designed to complement the work of emergency responders, helping communities coordinate local resources in the crucial early stages of an incident. It also helps build long-term resilience by encouraging communities to think ahead and strengthen local preparedness.

There is no requirement for communities to complete a Community Emergency & Resilience Plan, however, if your community would like to develop a plan, support and guidance are available through Surrey Prepared.



WHEN TO ACTIVATE

The Action Plan and Community Emergency & Resilience Plan serve different purposes. The Action Plan focuses on reducing risks and building resilience, while the Emergency & Resilience Plan supports the coordination of local resources and actions during an emergency.

A major advantage of creating an Emergency Plan is that *before* any emergency occurs, your community resilience group will have agreed and been informed how and when to activate its plan and communicate with emergency responders.

Establish simple triggers that indicate when the group should begin responding. **Always call 999 if there is any risk to life.**

Avoid creating detailed, scenario specific plans. Flexibility is essential for responding to any type of incident. Always share your completed plan with your local borough or district emergency planning team.

Action Plan	Building resilience and reducing risk
Emergency & Resilience Plan	Actions during an emergency

Initial Actions

- Ensure you are safe before taking any steps.
- Contact group members and meet to assess the situation.
- Agree priorities and assign clear roles to volunteers.

Ongoing Coordination

- Meet regularly to review how the situation is developing.
- Track progress, adjust priorities, and move resources as needed.

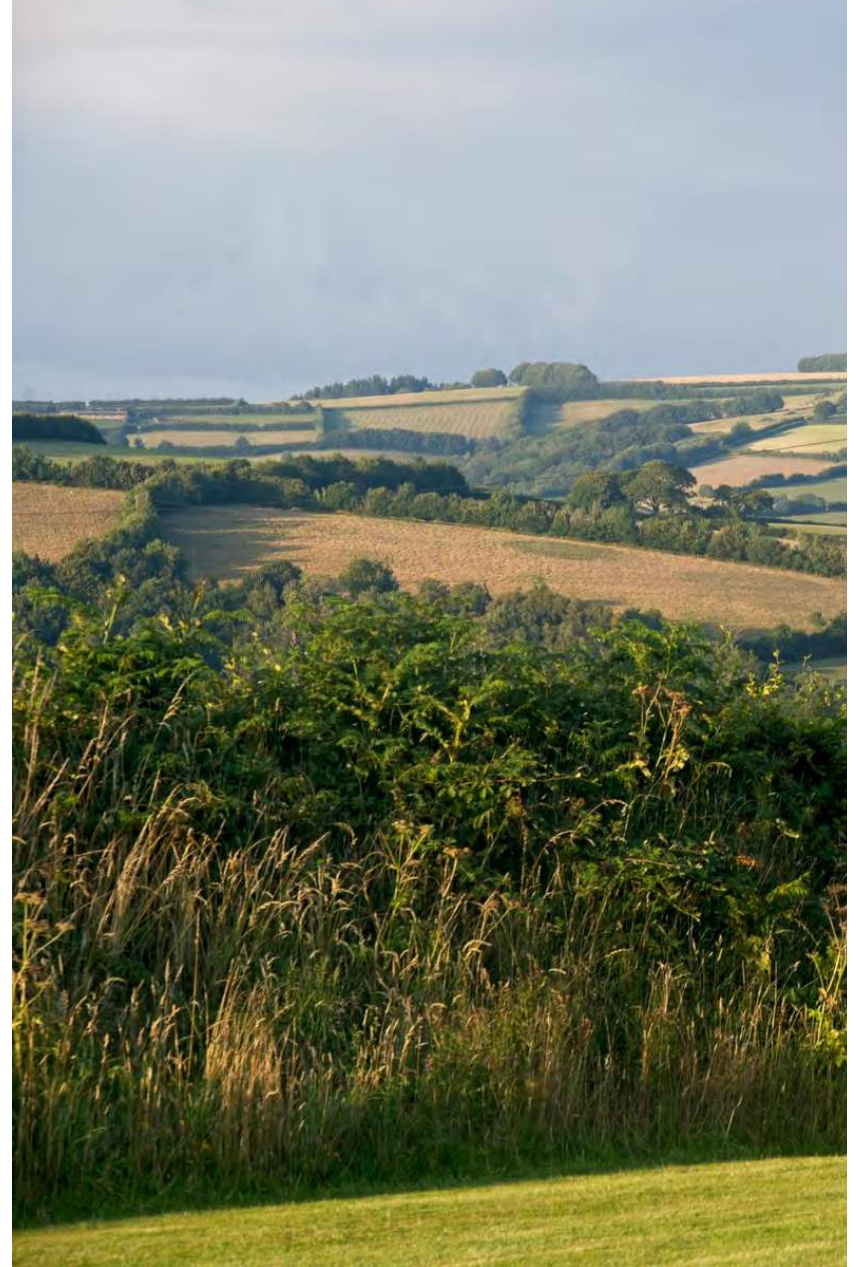


OVERVIEW

By using this guide and the support on offer to complete your accompanying workbook, alongside a Surrey Prepared Emergency Plan, your community can prepare for emergencies, strengthen local networks, and build confidence to act when it matters most. At the same time, you will be helping to reduce the likelihood of future events by contributing to the reversal of nature loss and climate change, through collaborative, country-wide efforts to protect our communities.

Keep your plans clear, accessible, and easy to find and review them regularly so they remain up to date. The most important takeaway is this: you have a complete set of tools to build resilience, and you can tailor them to what your community needs most.

Together, these steps help ensure Surrey's communities are ready, connected, and resilient.





Surrey County Council is the local authority for Surrey, responsible for delivering county-wide services such as education, highways and adult social care.



Surrey Prepared helps communities across Surrey become more resilient by providing practical guidance, tools and support to prepare for emergencies and local risks.



Surrey Fire and Rescue Services are responsible for delivering fire and rescue services across Surrey, including providing fire safety advice for homes, schools and businesses.

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