

## **GODALMING TOWN COUNCIL**

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Godalming  
Surrey  
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22 August 2025

I HEREBY SUMMON YOU to attend the **POLICY & MANAGEMENT COMMITTEE** Meeting to be held in the Council Chamber, Waverley Borough Council, The Burys, Godalming on THURSDAY, 28 AUGUST 2025 at 7.00pm or at the conclusion of the preceding Environment & Planning Committee meeting, whichever is later.

*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](mailto: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 Weightman – Vice Chair
Councillor Adam	Councillor Holliday
Councillor Clayton	Councillor Kiehl
Councillor Crowe	Councillor Martin
Councillor C Downey	Councillor PMA Rivers
Councillor S Downey	Councillor PS Rivers
Councillor Duce	Councillor Steel
Councillor Heagin	Councillor Thomson
	Councillor Williams

### **A G E N D A**

1. **MINUTES**

To approve as a correct record the minutes of the Extraordinary meeting held on the 7 August 2025, 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 31 July 2025 (report attached for the information of Members).

#### 8. CESSATION OF NHS USE OF THE WNC

Members will wish to note that GTC has been given notice by the RSCH Trust that, as of 31 October 2025 it will no longer require use of the Wilfrid Noyce Centre.

The RSCH had two daytime sessions, Monday and Wednesdays 1pm-5pm which will now be promoted for other use.

#### 9. COMMUNITY ASSET TRANSFERS – UPDATE AND CONSIDERATION OF BUSINESS CASE SUBMISSIONS – ITEM FOR DECISION

**Recommendation: Members to review the draft business cases for CAT tranche 2 & 3 assets and, if approved, resolve to authorise the CEO to submit the same to WBC.**

Members to receive an update from the Chair of the LGR Task & Finish Group on the work of that group, including matters relating to Community Asset Transfers (CAT) with Waverley Borough Council (WBC).

Members to review the draft business cases (attached for the information of Members) for the following sites:

- |                                      |           |
|--------------------------------------|-----------|
| • The Wilfrid Noyce Centre           | Tranche 2 |
| • Crown Court Public Toilets         | Tranche 2 |
| • Farncombe Public Toilets           | Tranche 2 |
| • Community Store                    | Tranche 2 |
| • The Burys Scout & Guide HQ         | Tranche 3 |
| • The Ockford Ridge Scout & Guide HQ | Tranche 3 |
| • The Band Room & Ranger Station     | Tranche 3 |

10. THE MEATH EPILEPSY CHARITY – ‘EVERY MINUTE COUNTS’

In October 2024, GTC awarded a grant to The Meath Epilepsy Charity to support their ‘Every Minute Counts’ initiative.

Members are asked to note the outcomes of the initiative as set out in the report (attached for the information of Members) provided by The Meath.

11. CHRISTMAS IN GODALMING AND FARNCOMBE

Members will be aware that within days of the end of any GTC community event the planning for the following year begins. Christmas in Godalming and Farncombe is no exception.

Christmas in Farncombe will include the Christmas Lights switch-on at the Day Centre on Friday, 5 December, followed by The Farncombe Christmas Market on Saturday, 6 December.

In the Town Centre, the Christmas Festival Market and Santa’s Grotto are confirmed for Saturday, 29 November.

Following feedback from the 2024 event, which itself was a trial of a new event, the Celebration of Christmas in Godalming in the Minster Church of St Peter & St Paul has been confirmed. What is not confirmed is how to provide an enjoyable and safe public Christmas Lights switch-on event. It had been hoped to present the plans for a switch-on event at this meeting. However, due to circumstances outwith of our control, within the last week it has been confirmed that we are unable to confirm what was to be a central element of the evolving plan. As such the Community & Communications Officer and the Operations & Compliance Officer are now exploring viable alternatives.

Members will understand there are many elements to safely organising such events, and that following introduction of new legislation and recent examples of how things can quickly go wrong, it is important that whatever emerges is practicable, deliverable, enjoyable but above all safe.

Due to the squeezing of the planning window. Members are requested to delegate the planning and delivery of this event to Officers. In doing so Members are asked to nominate three of their number who Officers can consult to provide a sense check and sign off.

Members are also requested to note that expenditure for the delivery of the Christmas events is contained within the Festivals and Market cost centre.

12. PEPPERPOT UPDATE – STRUCTURAL REPAIR UPDATE

Members to receive an update on the progress of restoration and repair works at The Pepperpot.

13. UPCOMING EVENTS

Members to note the following upcoming event(s):

Date	Event
Saturday, 13 September	Farncombe Market
Saturday, 1 November	Godalming Street Market
Sunday, 9 November	Remembrance in Godalming

14. 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.

15. COMMUNICATIONS ARISING FROM THIS MEETING

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

16. DATE OF NEXT MEETING

The next meeting of the Policy & Management Committee is scheduled to be held in the Council Chamber on Thursday, 18 September 2025 at 7.00pm or at the conclusion of the preceding Environment & Planning Committee meeting, whichever is later.

17. ANNOUNCEMENTS

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

## 7. BUDGET MONITORING REPORT

Members to consider a budget monitoring report to 30 June 2025 against the estimates agreed at Full Council for the 2025/26 financial year (detailed report attached for the information of Members).

<b>Cost Centre</b>	<b>Year-to-date Variance</b>	<b>Projected Variance @ Year End</b>
Head Office Costs	£29,105 o/s	On budget
Civic Expenses	£58 o/s	On budget
Street Scene	£3,300 u/s	£3,000 u/s
Staycation	£2,306 o/s	On budget
Festivals & Markets	£300 u/s	£2,500 u/s
Christmas Lights	£0	On budget
Ockford Building	£13,733 o/s	£5,000–£7,000 o/s (VOA re-rates pending)
Local Government Reorganisation	£0	£0 (EMR Funded)
BWP Youth Centre	£16,940 u/s	On budget
Pepperpot	£909 u/s	On budget (normal operating budget)
The Square	£1,624 o/s	On budget
Allotments	£1,270 o/s	On budget (rents due Oct)
Wilfrid Noyce Community Centre	£12,992 u/s	On budget
Bandstand	£921 u/s	On budget
Godalming Museum	£3,663 o/s	£5,000 o/s
Public Conveniences	£935 u/s	On budget
Broadwater Park Extension	£0	£0
Pepperpot External Redecoration	£0	£0 (EMR funded)
Cemeteries	£9,143 u/s	£40,000 u/s
<b>TOTAL</b>	<b>£6,319 o/s</b>	<b>@ £33,500 u/s Broadly on Budget</b>

### **Commentary by Cost Centre**

The monitoring report shows a current variance of £6,319 overspend against the budget and, at this time, a predicted year end underspend currently within 2.7% of the annual budget, so broadly on budget.

**NOTE:** +£ = additional income or less expenditure than budgeted.

-£ = a lower income or higher expenditure than budgeted.

### **Cost Centre 101 – Head Office Costs**

-£35,500 – Revenue support from General Reserve not transferred – review at year end

-£2,185 – Rates – increased multiplier

-£6,281 – Overspend on Locum fees

-£1,459 – Overspend on Computing – Windows 11 Upgrade and Sharepoint Transfer

-£15,000 – Farncombe DC one-off support grant to be funded from Emerging Projects EMR

+£12,122 – Interest income continues to outperform profile.

+£6,963 – Staffing underspend driven by vacancy and pay award timing.

### **Cost Centre 104 – Street Scene**

No expenditure to date; timing only. Expected expenditure on improved, repaired, renovation of existing street scene infrastructure.

### **Cost Centre 105 – Staycation**

Costs relate to ChoirBLAST, not Staycation Live (now cancelled).

Projected to balance out; forecast remains on budget.

**Cost Centre 106 – Festivals & Markets**

Income received ahead of profile.

Majority of delivery costs fall into Q2–Q3. Forecast £2,500 underspend.

**Cost Centre 109 – Ockford Building**

-£13,733 overspend year-to-date driven by high business rates from unexpected NNDR valuation as a sales office. Rates have been challenged with the VOA – expected to be reclassified to 'Community Use' and backdated. Residual equipment costs relate to fit-out; any additional spend will be supported by EMR.

Forecast revised to £5–7k overspend pending VOA decision.

**Cost Centre 110 – Local Government Reorganisation**

£4,582 expenditure on LGR funded from EMR

**Cost Centre 201 – BWP Youth & Community Centre**

Additional grant income and donation support received.

+£16,945 underspend year-to-date timing with forecast on budget.

**Cost Centre 202 – Pepperpot (non-renovation costs)**

Minor underspend. Position is **on budget**

**Cost Centre 203 – The Square**

Rental income and costs slightly off profile due to timing of rent receivable. Forecast **on budget**.

**Cost Centre 204 – Allotments**

Rental income not due until October – current overspend is a timing issue. Forecast on budget.

**Cost Centre 205 – Wilfrid Noyce Community Centre**

Income and controlled expenditure continue to show a positive trend.

Higher cleaning costs than anticipated, loss of significant user from 31 Oct will affect income unless void filled.

**Cost Centre 206 – Bandstand**

Minimal activity to date. On budget.

**Cost Centre 207 – Godalming Museum**

-£3,877 overspend to date from maternity cover and associated staffing.

May be subject to reserve support at revised estimates. Forecast £5,000 overspend.

**Cost Centre 208 – Public Conveniences**

The service is expected to be on budget.

**Cost Centre 211 – Pepperpot External Redecoration**

Works are underway; £82,803 expenditure funded from Capital Works Reserve as per Min Nos 643-24, 421-24 & 117-25.

**Cost Centre 301 – Cemeteries**

+£10,473 Miscellaneous expenses for Nightingale railings, offset by transfer from reserves.

Income slightly down on profile, expenditure remains contained. Forecast £40,000 underspend.

## STATEMENT OF GENERAL AND EARMARKED RESERVES 31 JULY 2025

		Opening Balance 1 April 2025	Net Transfers	Closing Balance 31 July 2025
<b>Unallocated Reserve</b>		£	£	£
1	Revenue Reserve	969,448	-156,176	813,272
<b>GTC Unallocated Reserves</b>		<b>969,448</b>		<b>813,272 (a)</b>
<b>Earmarked Reserves</b>				
2	Election Expenses Fund	15,026	6000	21,026
3	Emerging Projects Fund	47,591	25,909	73,500
4	Youth Provision	5,250		5,250
5	Afghan Refugees	529		529
6	Land & Property	227,500	46,066	273,566
7	Capital Works	59,900	17,197	77,097
8	Professional Fees	17,000		17,000
9	Flood Alleviation	6,000		6,000
10	Mayors Charity (P Rivers)	2,011	-1,006	1,005
11	Local Gov't Reorganisation	0	91,985	91,985
Sub-total GTC Earmarked Reserves		380,807		566,959 (b)
12	Community Infrastructure Levy	455,589	-64,608	390,981 (c)
<b>Total Earmarked Reserves</b>		<b>836,396</b>		b+c = <b>957,940 (d)</b>
<b>Balances</b>		<b>1,805,844</b>		a+d = <b>1,771,212</b>

## Detailed Income &amp; Expenditure by Phased Budget Heading 13/08/2025

Month No: 4

## Cost Centre Report

	Current Month Actual	Current Month	Current Month	Year To Date Actual	Year To Date Budget	Year To Date	Total Annual Budget	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
<b>101 Head Office Costs</b>											
1001 Precept	0	0	0	618,196	618,196	1	1,236,391			50.0%	
1102 Community Infrastructure Levy	0	0	0	18,610	0	(18,610)	0			0.0%	
1401 Interest Received	4,042	2,100	(1,942)	20,522	8,400	(12,122)	25,000			82.1%	
<b>Head Office Costs :- Income</b>	<b>4,042</b>	<b>2,100</b>	<b>(1,942)</b>	<b>657,328</b>	<b>626,596</b>	<b>(30,732)</b>	<b>1,261,391</b>			<b>52.1%</b>	<b>0</b>
4001 Salaries	17,996	21,860	3,864	82,156	87,441	5,285	262,321		180,165	31.3%	
4002 Employer's NIC	2,376	2,890	514	10,844	11,559	715	34,679		23,835	31.3%	
4003 Employer's Superannuation	3,173	3,865	692	14,494	15,457	963	46,377		31,883	31.3%	
4011 Staff Training	995	318	(677)	995	1,272	277	3,816		2,821	26.1%	
4012 Recruitment Advertising	500	0	(500)	581	0	(581)	1,530		949	38.0%	
4013 Other Staff Expenses	0	51	51	40	204	164	612		572	6.5%	
4101 Repair/Alteration of Buildings	0	0	0	323	0	(323)	0		(323)	0.0%	
4102 Property Maintenance	5	200	195	166	800	634	2,400		2,234	6.9%	
4103 Maintenance Contracts	40	196	156	349	784	435	2,352		2,003	14.8%	
4111 Energy Costs	0	510	510	1,215	2,040	825	6,120		4,905	19.9%	
4121 Rents	0	0	0	2,442	2,700	258	2,700		258	90.4%	
4131 Rates	0	0	0	8,625	6,440	(2,185)	6,440		(2,185)	133.9%	
4141 Water Services	34	26	(8)	106	104	(2)	312		206	34.1%	
4161 Cleaning	592	501	(91)	1,153	2,004	851	6,012		4,859	19.2%	
4162 Waste Removal	62	51	(11)	199	204	5	612		413	32.4%	
4163 Domestic Supplies	83	31	(52)	258	124	(134)	372		114	69.4%	
4202 Car Allowances	90	120	30	543	480	(63)	1,440		897	37.7%	



## Detailed Income &amp; Expenditure by Phased Budget Heading 13/08/2025

Month No: 4

## Cost Centre Report

	Current Month Actual	Current Month	Current Month	Year To Date Actual	Year To Date Budget	Year To Date	Total Annual Budget	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
4203 Other Transport Costs	111	0	(111)	123	0	(123)	0		(123)	0.0%	
4301 Equipment	1,070	0	(1,070)	1,163	500	(663)	2,000		837	58.1%	
4304 Catering & Hospitality	0	58	58	48	232	184	696		648	6.9%	
4306 Printing	111	183	72	395	732	337	2,196		1,801	18.0%	
4307 Stationery	716	408	(308)	1,605	1,632	27	4,896		3,291	32.8%	
4308 General Office Expense	0	0	0	0	0	0	255		255	0.0%	
4311 Professional Fees - Legal	0	417	417	1	1,664	1,663	5,000		4,999	0.0%	
4313 Professional Fees - Other	3,752	683	(3,069)	9,017	2,736	(6,281)	8,200		(817)	110.0%	
4314 Audit Fees	0	2,100	2,100	205	2,366	2,161	3,366		3,161	6.1%	
4315 Insurance	0	0	0	19,180	19,010	(170)	19,010		(170)	100.9%	
4321 Bank Charges	15	46	31	70	184	114	552		482	12.7%	
4322 Postage	0	84	84	0	336	336	1,008		1,008	0.0%	
4323 Telephones & Broadband	250	238	(12)	1,526	952	(574)	2,856		1,330	53.4%	
4325 Computing	1,346	10,235	8,889	15,489	14,030	(1,459)	24,150		8,661	64.1%	
4326 Website	170	204	34	462	816	354	2,448		1,986	18.9%	
4341 Grants	46,950	1,633	(45,317)	46,950	52,036	5,086	65,100		18,150	72.1%	
4342 Subscriptions	185	0	(185)	4,171	5,110	939	6,117		1,946	68.2%	
4343 Licensing/PRS	0	0	0	0	122	122	122		122	0.0%	
4900 Miscellaneous Expenses	65,763	165	(65,598)	98,784	661	(98,123)	1,981		(96,803)	4986.6%	19,532
6000 Debt Charges - Principal	5,715	5,529	(186)	11,866	11,507	(359)	34,501		22,635	34.4%	
6001 Debt Charges - Interest	5,532	5,718	186	15,697	16,056	359	43,202		27,505	36.3%	
Head Office Costs :- Indirect Expenditure	<b>157,632</b>	<b>58,320</b>	<b>(99,312)</b>	<b>351,240</b>	<b>262,295</b>	<b>(88,945)</b>	<b>605,751</b>	<b>0</b>	<b>254,511</b>	<b>58.0%</b>	<b>19,532</b>
5000 Transfers to Reserves	18,610	0	(18,610)	18,610	0	(18,610)	0		(18,610)	0.0%	

## Detailed Income &amp; Expenditure by Phased Budget Heading 13/08/2025

Month No: 4

## Cost Centre Report

	Current Month Actual	Current Month	Current Month	Year To Date Actual	Year To Date Budget	Year To Date	Total Annual Budget	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
5001 Transfers from Reserves	0	0	0	0	(35,500)	(35,500)	(35,500)		(35,500)	0.0%	
Head Office Costs :- Other Costs	<b>18,610</b>	<b>0</b>	<b>(18,610)</b>	<b>18,610</b>	<b>(35,500)</b>	<b>(54,110)</b>	<b>(35,500)</b>	<b>0</b>	<b>(54,110)</b>	<b>(52.4%)</b>	<b>0</b>
<b>Net Income over Expenditure</b>	<b>(172,200)</b>	<b>(56,220)</b>	<b>115,980</b>	<b>287,478</b>	<b>399,801</b>	<b>112,323</b>	<b>691,140</b>				
5200 plus Transfer from EMR	83,218	0	(83,218)	83,218	0	(83,218)	0				
<b>Movement to/(from) Gen Reserve</b>	<b>(88,983)</b>	<b>(56,220)</b>	<b>32,763</b>	<b>370,696</b>	<b>399,801</b>	<b>29,105</b>	<b>691,140</b>				
<u>102 Civic Expenses</u>											
4121 Rents	0	220	220	0	880	880	2,420		2,420	0.0%	
4203 Other Transport Costs	0	0	0	94	0	(94)	0		(94)	0.0%	
4304 Catering & Hospitality	0	83	83	179	336	157	1,000		821	17.9%	
4305 Clothes, Uniform & Laundry	0	0	0	0	0	0	500		500	0.0%	
4306 Printing	0	0	0	0	0	0	816		816	0.0%	
4313 Professional Fees - Other	0	0	0	408	300	(108)	300		(108)	136.0%	
4325 Computing	0	350	350	1,633	1,400	(233)	4,200		2,567	38.9%	
4327 Publicity Advertising	0	0	0	813	700	(113)	1,600		787	50.8%	
4332 Mayor's Expenses	0	112	112	0	448	448	1,344		1,344	0.0%	
4334 Members' Training	0	100	100	0	400	400	1,200		1,200	0.0%	
4900 Miscellaneous Expenses	0	82	82	1,723	328	(1,395)	984		(739)	175.1%	
Civic Expenses :- Indirect Expenditure	<b>0</b>	<b>947</b>	<b>947</b>	<b>4,850</b>	<b>4,792</b>	<b>(58)</b>	<b>14,364</b>	<b>0</b>	<b>9,514</b>	<b>33.8%</b>	<b>0</b>
5102 Contrib. to Other Provisions	6,000	0	(6,000)	6,000	6,000	0	6,000		0	100.0%	
Civic Expenses :- Other Costs	<b>6,000</b>	<b>0</b>	<b>(6,000)</b>	<b>6,000</b>	<b>6,000</b>	<b>0</b>	<b>6,000</b>	<b>0</b>	<b>0</b>	<b>100.0%</b>	<b>0</b>
<b>Net Expenditure</b>	<b>(6,000)</b>	<b>(947)</b>	<b>5,053</b>	<b>(10,850)</b>	<b>(10,792)</b>	<b>58</b>	<b>(20,364)</b>				

## Detailed Income &amp; Expenditure by Phased Budget Heading 13/08/2025

Month No: 4

## Cost Centre Report

	Current Month Actual	Current Month	Current Month	Year To Date Actual	Year To Date Budget	Year To Date	Total Annual Budget	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
<u>104 Street Scene</u>											
4102 Property Maintenance	0	200	200	0	800	800	2,400		2,400	0.0%	
4151 Fixtures & Fittings	0	0	0	0	2,500	2,500	2,500		2,500	0.0%	
Street Scene :- Indirect Expenditure	<u>0</u>	<u>200</u>	<u>200</u>	<u>0</u>	<u>3,300</u>	<u>3,300</u>	<u>4,900</u>	<u>0</u>	<u>4,900</u>	<u>0.0%</u>	<u>0</u>
<b>Net Expenditure</b>	<u>0</u>	<u>(200)</u>	<u>(200)</u>	<u>0</u>	<u>(3,300)</u>	<u>(3,300)</u>	<u>(4,900)</u>				
<u>105 Staycation</u>											
4162 Waste Removal	0	0	0	1,500	0	(1,500)	1,500		0	100.0%	
4313 Professional Fees - Other	0	0	0	1,241	0	(1,241)	3,150		1,909	39.4%	
4327 Publicity Advertising	0	650	650	375	650	275	650		275	57.7%	
4343 Licensing/PRS	0	160	160	0	160	160	160		160	0.0%	
Staycation :- Indirect Expenditure	<u>0</u>	<u>810</u>	<u>810</u>	<u>3,116</u>	<u>810</u>	<u>(2,306)</u>	<u>5,460</u>	<u>0</u>	<u>2,344</u>	<u>57.1%</u>	<u>0</u>
<b>Net Expenditure</b>	<u>0</u>	<u>(810)</u>	<u>(810)</u>	<u>(3,116)</u>	<u>(810)</u>	<u>2,306</u>	<u>(5,460)</u>				
<u>106 Festivals, Markets &amp; Events</u>											
1303 Other customer/client receipts	480	440	(40)	6,807	6,110	(697)	14,410			47.2%	
1304 Donations	40	0	(40)	365	0	(365)	2,000			18.3%	
Festivals, Markets & Events :- Income	<u>520</u>	<u>440</u>	<u>(80)</u>	<u>7,172</u>	<u>6,110</u>	<u>(1,062)</u>	<u>16,410</u>			<u>43.7%</u>	<u>0</u>
4001 Salaries	0	0	0	0	1,295	1,295	2,589		2,589	0.0%	
4002 Employer's NIC	0	0	0	0	194	194	388		388	0.0%	

## Detailed Income &amp; Expenditure by Phased Budget Heading 13/08/2025

Month No: 4

## Cost Centre Report

	Current Month Actual	Current Month	Current Month	Year To Date Actual	Year To Date Budget	Year To Date	Total Annual Budget	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
4003 Employer's Superannuation	0	0	0	0	225	225	451		451	0.0%	
4162 Waste Removal	0	0	0	214	700	486	1,100		886	19.4%	
4163 Domestic Supplies	0	0	0	97	0	(97)	0		(97)	0.0%	
4164 Workshop Consumables	0	0	0	4	0	(4)	0		(4)	0.0%	
4171 Grounds Maintenance Costs	0	0	0	25	0	(25)	0		(25)	0.0%	
4301 Equipment	1,135	0	(1,135)	1,135	250	(885)	3,192		2,057	35.6%	
4304 Catering & Hospitality	0	0	0	123	340	217	460		337	26.8%	
4306 Printing	0	0	0	0	400	400	930		930	0.0%	
4313 Professional Fees - Other	0	0	0	2,400	1,600	(800)	3,200		800	75.0%	
4327 Publicity Advertising	1,787	366	(1,421)	2,527	1,464	(1,063)	4,392		1,865	57.5%	
4343 Licensing/PRS	0	0	0	359	0	(359)	600		241	59.8%	
4900 Miscellaneous Expenses	56	100	44	800	453	(347)	1,253		453	63.8%	
Festivals, Markets & Events :- Indirect Expenditure	<b>2,978</b>	<b>466</b>	<b>(2,512)</b>	<b>7,684</b>	<b>6,921</b>	<b>(763)</b>	<b>18,555</b>	<b>0</b>	<b>10,871</b>	<b>41.4%</b>	<b>0</b>
<b>Net Income over Expenditure</b>	<b>(2,458)</b>	<b>(26)</b>	<b>2,432</b>	<b>(511)</b>	<b>(811)</b>	<b>(300)</b>	<b>(2,145)</b>				
<u>108. Christmas Lights</u>											
4313 Professional Fees - Other	0	0	0	0	0	0	48,600		48,600	0.0%	
Christmas Lights :- Indirect Expenditure	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>48,600</b>	<b>0</b>	<b>48,600</b>	<b>0.0%</b>	<b>0</b>
<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(48,600)</b>				

## Detailed Income &amp; Expenditure by Phased Budget Heading 13/08/2025

Month No: 4

## Cost Centre Report

	Current Month Actual	Current Month	Current Month	Year To Date Actual	Year To Date Budget	Year To Date	Total Annual Budget	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
<u>109 Ockford Building</u>											
1301 Premises Hire Charges	469	333	(136)	1,087	1,332	245	4,000			27.2%	
Ockford Building :- Income	<b>469</b>	<b>333</b>	<b>(136)</b>	<b>1,087</b>	<b>1,332</b>	<b>245</b>	<b>4,000</b>			<b>27.2%</b>	<b>0</b>
4102 Property Maintenance	0	75	75	694	300	(394)	900		206	77.1%	
4103 Maintenance Contracts	0	155	155	402	620	218	1,860		1,458	21.6%	
4111 Energy Costs	0	110	110	0	440	440	1,320		1,320	0.0%	
4121 Rents	0	0	0	0	400	400	400		400	0.0%	
4131 Rates	0	0	0	15,968	1,500	(14,468)	1,500		(14,468)	1064.5%	
4141 Water Services	0	33	33	0	132	132	396		396	0.0%	
4151 Fixtures & Fittings	0	0	0	22	0	(22)	0		(22)	0.0%	
4161 Cleaning	0	278	278	0	1,112	1,112	3,336		3,336	0.0%	
4162 Waste Removal	0	75	75	27	300	273	900		873	3.0%	
4163 Domestic Supplies	0	25	25	63	100	37	300		237	21.0%	
4164 Workshop Consumables	0	0	0	4	0	(4)	0		(4)	0.0%	
4301 Equipment	0	0	0	1,402	0	(1,402)	0		(1,402)	0.0%	
4323 Telephones & Broadband	140	0	(140)	280	600	320	600		320	46.6%	
4343 Licensing/PRS	0	0	0	130	0	(130)	0		(130)	0.0%	
Ockford Building :- Indirect Expenditure	<b>140</b>	<b>751</b>	<b>611</b>	<b>18,992</b>	<b>5,504</b>	<b>(13,488)</b>	<b>11,512</b>	<b>0</b>	<b>(7,480)</b>	<b>165.0%</b>	<b>0</b>
<b>Net Income over Expenditure</b>	<b>329</b>	<b>(418)</b>	<b>(747)</b>	<b>(17,905)</b>	<b>(4,172)</b>	<b>13,733</b>	<b>(7,512)</b>				

## Detailed Income &amp; Expenditure by Phased Budget Heading 13/08/2025

Month No: 4

## Cost Centre Report

	Current Month Actual	Current Month	Current Month	Year To Date Actual	Year To Date Budget	Year To Date	Total Annual Budget	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
<u>110 Local Govt Reorganisation</u>											
4306 Printing	1,535	0	(1,535)	1,535	0	(1,535)	0		(1,535)	0.0%	
4313 Professional Fees - Other	0	0	0	2,220	0	(2,220)	0		(2,220)	0.0%	
4322 Postage	722	0	(722)	722	0	(722)	0		(722)	0.0%	722
4900 Miscellaneous Expenses	0	0	0	105	0	(105)	0		(105)	0.0%	
Local Govt Reorganisation :- Indirect Expenditure	<b>2,257</b>	<b>0</b>	<b>(2,257)</b>	<b>4,582</b>	<b>0</b>	<b>(4,582)</b>	<b>0</b>	<b>0</b>	<b>(4,582)</b>		<b>722</b>
<b>Net Expenditure</b>	<b>(2,257)</b>	<b>0</b>	<b>2,257</b>	<b>(4,582)</b>	<b>0</b>	<b>4,582</b>	<b>0</b>				
5200 plus Transfer from EMR	4,582	0	(4,582)	4,582	0	(4,582)	0				
<b>Movement to/(from) Gen Reserve</b>	<b>2,325</b>	<b>0</b>	<b>(2,325)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>				
<u>201 BWP Youth &amp; Community Centre</u>											
1201 Grants - SCC	0	0	0	7,799	2,000	(5,799)	8,000			97.5%	
1202 Grants - WBC	0	0	0	200	0	(200)	0			0.0%	
1301 Premises Hire Charges	758	450	(308)	4,128	1,800	(2,328)	5,400			76.5%	
1304 Donations	0	0	0	563	0	(563)	0			0.0%	
BWP Youth & Community Centre :- Income	<b>758</b>	<b>450</b>	<b>(308)</b>	<b>12,690</b>	<b>3,800</b>	<b>(8,890)</b>	<b>13,400</b>			<b>94.7%</b>	<b>0</b>
4001 Salaries	18,080	19,092	1,012	73,062	76,364	3,302	229,100		156,038	31.9%	
4002 Employer's NIC	2,194	2,227	33	8,672	8,903	231	26,719		18,047	32.5%	
4003 Employer's Superannuation	2,574	3,379	805	10,016	13,519	3,503	40,551		30,535	24.7%	
4011 Staff Training	0	318	318	438	1,272	835	3,816		3,379	11.5%	
4012 Recruitment Advertising	0	41	41	0	172	172	500		500	0.0%	

## Detailed Income &amp; Expenditure by Phased Budget Heading 13/08/2025

Month No: 4

## Cost Centre Report

	Current Month Actual	Current Month	Current Month	Year To Date Actual	Year To Date Budget	Year To Date	Total Annual Budget	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
4102 Property Maintenance	250	153	(97)	373	612	239	1,836		1,463	20.3%	
4103 Maintenance Contracts	40	150	110	1,572	600	(972)	1,800		228	87.4%	
4111 Energy Costs	57	408	351	1,123	1,632	509	4,896		3,773	22.9%	
4131 Rates	0	0	0	2,784	1,596	(1,188)	1,596		(1,188)	174.5%	
4141 Water Services	122	59	(63)	285	236	(49)	708		423	40.3%	
4161 Cleaning	55	795	740	1,210	3,180	1,970	9,540		8,330	12.7%	
4162 Waste Removal	62	83	21	309	332	23	996		687	31.0%	
4163 Domestic Supplies	0	15	15	10	60	50	180		170	5.8%	
4171 Grounds Maintenance Costs	0	29	29	496	116	(380)	348		(148)	142.5%	
4201 Public Transport	0	0	0	0	20	20	80		80	0.0%	
4202 Car Allowances	0	0	0	18	20	3	80		63	21.9%	
4204 Vehicle Fuel Costs	0	42	42	0	168	168	504		504	0.0%	
4205 Vehicle Costs (exc Fuel)	305	200	(105)	1,169	800	(369)	2,400		1,231	48.7%	
4305 Clothes, Uniform & Laundry	0	0	0	312	250	(62)	500		188	62.4%	
4313 Professional Fees - Other	0	11	11	0	44	44	132		132	0.0%	
4323 Telephones & Broadband	80	146	66	1,047	584	(463)	1,752		705	59.7%	
4325 Computing	0	179	179	881	716	(165)	2,148		1,267	41.0%	
4327 Publicity Advertising	0	25	25	0	100	100	300		300	0.0%	
4900 Miscellaneous Expenses	0	40	40	25	160	135	480		455	5.2%	
7100 Youth Programmes	753	970	217	2,766	3,890	1,124	11,650		8,884	23.7%	
7104 BWP - Decorations & Lighting	0	0	0	0	0	0	200		200	0.0%	
7300 HAF	4	0	(4)	2,326	1,884	(442)	5,650		3,324	41.2%	
7302 HAF - Sports & Activities	0	0	0	284	0	(284)	0		(284)	0.0%	

## Detailed Income &amp; Expenditure by Phased Budget Heading 13/08/2025

Month No: 4

## Cost Centre Report

	Current Month Actual	Current Month	Current Month	Year To Date Actual	Year To Date Budget	Year To Date	Total Annual Budget	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
7305 HAF - Food & Cooking	0	0	0	303	300	(3)	1,100		797	27.6%	
BWP Youth & Community Centre :- Indirect Expenditure	<b>24,576</b>	<b>28,362</b>	<b>3,786</b>	<b>109,480</b>	<b>117,530</b>	<b>8,050</b>	<b>349,562</b>	<b>0</b>	<b>240,082</b>	<b>31.3%</b>	<b>0</b>
<b>Net Income over Expenditure</b>	<b>(23,819)</b>	<b>(27,912)</b>	<b>(4,093)</b>	<b>(96,790)</b>	<b>(113,730)</b>	<b>(16,940)</b>	<b>(336,162)</b>				
<u>202 Pepperpot</u>											
1301 Premises Hire Charges	519	717	198	2,120	2,868	748	8,604			24.6%	
Pepperpot :- Income	<b>519</b>	<b>717</b>	<b>198</b>	<b>2,120</b>	<b>2,868</b>	<b>748</b>	<b>8,604</b>			<b>24.6%</b>	<b>0</b>
4102 Property Maintenance	0	100	100	215	400	185	1,200		985	17.9%	
4103 Maintenance Contracts	0	100	100	0	400	400	1,200		1,200	0.0%	
4111 Energy Costs	24	221	197	1,786	884	(902)	2,652		866	67.3%	
4131 Rates	0	0	0	419	805	386	805		386	52.1%	
4161 Cleaning	0	315	315	0	1,260	1,260	3,780		3,780	0.0%	
4302 Furniture	0	0	0	0	600	600	600		600	0.0%	
4323 Telephones & Broadband	80	60	(20)	512	240	(272)	720		208	71.2%	
4343 Licensing/PRS	0	0	0	0	0	0	72		72	0.0%	
Pepperpot :- Indirect Expenditure	<b>103</b>	<b>796</b>	<b>693</b>	<b>2,932</b>	<b>4,589</b>	<b>1,657</b>	<b>11,029</b>	<b>0</b>	<b>8,097</b>	<b>26.6%</b>	<b>0</b>
<b>Net Income over Expenditure</b>	<b>416</b>	<b>(79)</b>	<b>(495)</b>	<b>(812)</b>	<b>(1,721)</b>	<b>(909)</b>	<b>(2,425)</b>				
<u>203 The Square</u>											
1302 Rents	11	1,050	1,039	2,576	4,200	1,624	12,600			20.4%	
1303 Other customer/client receipts	0	0	0	1,998	2,020	22	2,020			98.9%	
The Square :- Income	<b>11</b>	<b>1,050</b>	<b>1,039</b>	<b>4,574</b>	<b>6,220</b>	<b>1,646</b>	<b>14,620</b>			<b>31.3%</b>	<b>0</b>



## Detailed Income &amp; Expenditure by Phased Budget Heading 13/08/2025

Month No: 4

## Cost Centre Report

	Current Month Actual	Current Month	Current Month	Year To Date Actual	Year To Date Budget	Year To Date	Total Annual Budget	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
4315 Insurance	0	0	0	1,998	2,020	22	2,020		22	98.9%	
The Square :- Indirect Expenditure	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,998</b>	<b>2,020</b>	<b>22</b>	<b>2,020</b>	<b>0</b>	<b>22</b>	<b>98.9%</b>	<b>0</b>
<b>Net Income over Expenditure</b>	<b>11</b>	<b>1,050</b>	<b>1,039</b>	<b>2,576</b>	<b>4,200</b>	<b>1,624</b>	<b>12,600</b>				
<u>204 Allotments</u>											
1302 Rents	(55)	0	55	(55)	0	55	2,900			(1.9%)	
Allotments :- Income	<b>(55)</b>	<b>0</b>	<b>55</b>	<b>(55)</b>	<b>0</b>	<b>55</b>	<b>2,900</b>			<b>(1.9%)</b>	<b>0</b>
4102 Property Maintenance	0	0	0	35	0	(35)	300		265	11.7%	
4141 Water Services	44	20	(24)	176	88	(88)	248		72	71.0%	
4162 Waste Removal	0	0	0	0	0	0	215		215	0.0%	
4171 Grounds Maintenance Costs	0	0	0	1,092	0	(1,092)	1,000		(92)	109.2%	
Allotments :- Indirect Expenditure	<b>44</b>	<b>20</b>	<b>(24)</b>	<b>1,303</b>	<b>88</b>	<b>(1,215)</b>	<b>1,763</b>	<b>0</b>	<b>460</b>	<b>73.9%</b>	<b>0</b>
<b>Net Income over Expenditure</b>	<b>(98)</b>	<b>(20)</b>	<b>78</b>	<b>(1,358)</b>	<b>(88)</b>	<b>1,270</b>	<b>1,137</b>				
<u>205 Wilfrid Noyce Community Centre</u>											
1301 Premises Hire Charges	4,601	3,855	(746)	16,725	15,420	(1,305)	46,260			36.2%	
1303 Other customer/client receipts	431	0	(431)	431	0	(431)	0			0.0%	
Wilfrid Noyce Community Centre :- Income	<b>5,032</b>	<b>3,855</b>	<b>(1,177)</b>	<b>17,156</b>	<b>15,420</b>	<b>(1,736)</b>	<b>46,260</b>			<b>37.1%</b>	<b>0</b>
4102 Property Maintenance	63	445	382	774	1,780	1,006	5,340		4,566	14.5%	
4103 Maintenance Contracts	79	791	712	731	3,164	2,433	9,492		8,761	7.7%	

## Detailed Income &amp; Expenditure by Phased Budget Heading 13/08/2025

Month No: 4

## Cost Centre Report

	Current Month Actual	Current Month	Current Month	Year To Date Actual	Year To Date Budget	Year To Date	Total Annual Budget	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
4111 Energy Costs	307	1,016	709	2,130	4,064	1,934	12,192		10,062	17.5%	
4131 Rates	0	0	0	1,945	3,000	1,055	3,000		1,055	64.8%	
4141 Water Services	148	121	(27)	290	484	194	1,452		1,162	20.0%	
4161 Cleaning	30	1,400	1,370	1,657	5,600	3,943	16,800		15,143	9.9%	
4162 Waste Removal	437	130	(307)	395	520	125	1,560		1,165	25.3%	
4163 Domestic Supplies	0	29	29	47	118	71	350		303	13.4%	
4301 Equipment	0	250	250	0	1,000	1,000	3,000		3,000	0.0%	
4323 Telephones & Broadband	80	100	20	722	400	(322)	1,200		478	60.1%	
4343 Licensing/PRS	0	0	0	0	0	0	650		650	0.0%	
4900 Miscellaneous Expenses	0	46	46	367	184	(183)	552		185	66.5%	
Wilfrid Noyce Community Centre :- Indirect Expenditure	<b>1,143</b>	<b>4,328</b>	<b>3,185</b>	<b>9,058</b>	<b>20,314</b>	<b>11,256</b>	<b>55,588</b>	<b>0</b>	<b>46,530</b>	<b>16.3%</b>	<b>0</b>
<b>Net Income over Expenditure</b>	<b>3,889</b>	<b>(473)</b>	<b>(4,362)</b>	<b>8,098</b>	<b>(4,894)</b>	<b>(12,992)</b>	<b>(9,328)</b>				
<u>206 Bandstand</u>											
1301 Premises Hire Charges	0	0	0	11	0	(11)	0			0.0%	
Bandstand :- Income	<b>0</b>	<b>0</b>	<b>0</b>	<b>11</b>	<b>0</b>	<b>(11)</b>	<b>0</b>				<b>0</b>
4102 Property Maintenance	0	125	125	0	500	500	1,500		1,500	0.0%	
4111 Energy Costs	0	0	0	0	0	0	250		250	0.0%	
4163 Domestic Supplies	0	0	0	20	0	(20)	0		(20)	0.0%	
4343 Licensing/PRS	0	0	0	70	500	430	500		430	14.0%	
Bandstand :- Indirect Expenditure	<b>0</b>	<b>125</b>	<b>125</b>	<b>90</b>	<b>1,000</b>	<b>910</b>	<b>2,250</b>	<b>0</b>	<b>2,160</b>	<b>4.0%</b>	<b>0</b>
<b>Net Income over Expenditure</b>	<b>0</b>	<b>(125)</b>	<b>(125)</b>	<b>(79)</b>	<b>(1,000)</b>	<b>(921)</b>	<b>(2,250)</b>				

## Detailed Income &amp; Expenditure by Phased Budget Heading 13/08/2025

Month No: 4

## Cost Centre Report

	Current Month Actual	Current Month	Current Month	Year To Date Actual	Year To Date Budget	Year To Date	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	0	0	2,024	240	(1,784)	960			210.8%	
Godalming Museum :- Income	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,225</b>	<b>2,441</b>	<b>(1,784)</b>	<b>9,764</b>			<b>43.3%</b>	<b>0</b>
4001 Salaries	5,860	4,528	(1,332)	28,668	18,114	(10,554)	54,338		25,670	52.8%	
4002 Employer's NIC	(134)	509	643	(2,750)	2,030	4,780	6,102		8,852	(45.1%)	
4003 Employer's Superannuation	680	801	121	3,688	3,210	(478)	9,618		5,930	38.3%	
4011 Staff Training	0	0	0	0	0	0	500		500	0.0%	
4102 Property Maintenance	22	292	270	1,238	1,164	(74)	3,500		2,262	35.4%	
4103 Maintenance Contracts	79	117	38	396	468	72	1,404		1,008	28.2%	
4121 Rents	0	0	0	0	1,300	1,300	1,300		1,300	0.0%	
4163 Domestic Supplies	7	0	(7)	7	0	(7)	0		(7)	0.0%	
4202 Car Allowances	0	9	9	0	36	36	108		108	0.0%	
4307 Stationery	0	30	30	0	120	120	360		360	0.0%	
4313 Professional Fees - Other	60	0	(60)	60	0	(60)	0		(60)	0.0%	
4315 Insurance	0	0	0	2,087	2,118	31	2,118		31	98.5%	
4322 Postage	0	20	20	0	80	80	240		240	0.0%	
4325 Computing	(219)	263	482	1,750	1,056	(694)	3,160		1,410	55.4%	
4342 Subscriptions	0	0	0	0	0	0	100		100	0.0%	
Godalming Museum :- Indirect Expenditure	<b>6,355</b>	<b>6,569</b>	<b>214</b>	<b>35,143</b>	<b>29,696</b>	<b>(5,447)</b>	<b>82,848</b>	<b>0</b>	<b>47,705</b>	<b>42.4%</b>	<b>0</b>
<b>Net Income over Expenditure</b>	<b>(6,355)</b>	<b>(6,569)</b>	<b>(214)</b>	<b>(30,918)</b>	<b>(27,255)</b>	<b>3,663</b>	<b>(73,084)</b>				

## Detailed Income &amp; Expenditure by Phased Budget Heading 13/08/2025

Month No: 4

## Cost Centre Report

	Current Month Actual	Current Month	Current Month	Year To Date Actual	Year To Date Budget	Year To Date	Total Annual Budget	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
<u>208 Public Conveniences</u>											
4102 Property Maintenance	9	130	121	205	520	316	1,560		1,356	13.1%	
4103 Maintenance Contracts	0	250	250	0	1,000	1,000	3,000		3,000	0.0%	
4111 Energy Costs	193	187	(6)	880	748	(132)	2,244		1,364	39.2%	
4141 Water Services	449	208	(241)	1,251	836	(415)	2,500		1,249	50.0%	
4151 Fixtures & Fittings	0	100	100	0	200	200	500		500	0.0%	
4161 Cleaning	2,232	2,184	(48)	8,927	8,736	(191)	26,208		17,281	34.1%	
4162 Waste Removal	0	0	0	194	0	(194)	0		(194)	0.0%	
4163 Domestic Supplies	504	333	(171)	998	1,332	334	3,996		2,998	25.0%	
4900 Miscellaneous Expenses	0	50	50	183	200	17	600		417	30.5%	
Public Conveniences :- Indirect Expenditure	<b>3,388</b>	<b>3,442</b>	<b>54</b>	<b>12,637</b>	<b>13,572</b>	<b>935</b>	<b>40,608</b>	<b>0</b>	<b>27,971</b>	<b>31.1%</b>	<b>0</b>
<b>Net Expenditure</b>	<b>(3,388)</b>	<b>(3,442)</b>	<b>(54)</b>	<b>(12,637)</b>	<b>(13,572)</b>	<b>(935)</b>	<b>(40,608)</b>				
<u>211 Pepperpot Ext Redec</u>											
4101 Repair/Alteration of Buildings	0	0	0	35,770	0	(35,770)	0		(35,770)	0.0%	
4102 Property Maintenance	0	0	0	36,034	0	(36,034)	0		(36,034)	0.0%	
4312 Professional Fees - Surveyors	4,200	0	(4,200)	11,000	0	(11,000)	0		(11,000)	0.0%	
Pepperpot Ext Redec :- Indirect Expenditure	<b>4,200</b>	<b>0</b>	<b>(4,200)</b>	<b>82,803</b>	<b>0</b>	<b>(82,803)</b>	<b>0</b>	<b>0</b>	<b>(82,803)</b>		<b>0</b>
<b>Net Expenditure</b>	<b>(4,200)</b>	<b>0</b>	<b>4,200</b>	<b>(82,803)</b>	<b>0</b>	<b>82,803</b>	<b>0</b>				
5200 plus Transfer from EMR	82,803	0	(82,803)	82,803	0	(82,803)	0				
<b>Movement to/(from) Gen Reserve</b>	<b>78,603</b>	<b>0</b>	<b>(78,603)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>				

## Detailed Income &amp; Expenditure by Phased Budget Heading 13/08/2025

Month No: 4

## Cost Centre Report

	Current Month Actual	Current Month	Current Month	Year To Date Actual	Year To Date Budget	Year To Date	Total Annual Budget	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
<b>301 Cemeteries &amp; Open Spaces</b>											
1302 Rents	(230)	2,270	2,500	6,685	9,080	2,395	32,240			20.7%	
1303 Other customer/client receipts	450	1,200	750	2,855	6,800	3,945	16,400			17.4%	
1700 Interment	2,425	3,200	775	11,040	12,800	1,760	38,400			28.8%	
1701 Monument	1,460	230	(1,230)	2,735	920	(1,815)	2,760			99.1%	
1702 Purchase of Grave Space	2,800	5,750	2,950	19,880	23,000	3,120	69,000			28.8%	
1703 Other Cemetery Fees	0	0	0	400	0	(400)	0			0.0%	
<b>Cemeteries &amp; Open Spaces :- Income</b>	<b>6,905</b>	<b>12,650</b>	<b>5,745</b>	<b>43,595</b>	<b>52,600</b>	<b>9,005</b>	<b>158,800</b>			<b>27.5%</b>	<b>0</b>
4001 Salaries	10,014	10,083	69	38,976	40,330	1,355	120,994		82,019	32.2%	
4002 Employer's NIC	1,252	1,263	11	4,931	5,045	114	15,149		10,218	32.5%	
4003 Employer's Superannuation	1,773	1,785	12	6,384	7,136	752	21,416		15,032	29.8%	
4011 Staff Training	0	318	318	0	1,272	1,272	3,816		3,816	0.0%	
4014 Sexton Duties	0	125	125	150	500	350	1,500		1,350	10.0%	
4015 Grave Digging	2,350	1,200	(1,150)	4,000	4,800	800	14,400		10,400	27.8%	
4101 Repair/Alteration of Buildings	0	0	0	107	0	(107)	0		(107)	0.0%	
4102 Property Maintenance	(3,366)	817	4,183	2,073	3,264	1,191	9,800		7,727	21.2%	
4103 Maintenance Contracts	0	217	217	914	874	(40)	2,610		1,696	35.0%	
4111 Energy Costs	184	500	316	1,351	2,000	649	6,000		4,649	22.5%	
4131 Rates	0	0	0	2,910	2,400	(510)	2,400		(510)	121.3%	
4141 Water Services	248	48	(200)	406	192	(214)	576		170	70.6%	
4161 Cleaning	0	48	48	0	192	192	576		576	0.0%	
4162 Waste Removal	197	500	303	1,572	2,000	428	6,000		4,428	26.2%	

## Detailed Income &amp; Expenditure by Phased Budget Heading 13/08/2025

Month No: 4

## Cost Centre Report

	Current Month Actual	Current Month	Current Month	Year To Date Actual	Year To Date Budget	Year To Date	Total Annual Budget	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
4163 Domestic Supplies	24	30	6	287	120	(167)	360		73	79.7%	
4164 Workshop Consumables	442	335	(107)	860	1,340	480	4,020		3,160	21.4%	
4171 Grounds Maintenance Costs	1,980	4,042	2,062	12,815	16,164	3,349	48,500		35,685	26.4%	
4172 Memorial Inspection	0	0	0	47	0	(47)	0		(47)	0.0%	
4203 Other Transport Costs	2,006	2,134	128	5,904	8,536	2,632	25,608		19,704	23.1%	
4204 Vehicle Fuel Costs	230	84	(146)	349	336	(13)	1,008		659	34.6%	
4205 Vehicle Costs (exc Fuel)	0	115	115	721	460	(261)	1,380		659	52.3%	
4301 Equipment	489	2,199	1,710	3,076	8,800	5,724	26,392		23,316	11.7%	
4304 Catering & Hospitality	0	62	62	0	248	248	744		744	0.0%	
4305 Clothes, Uniform & Laundry	0	300	300	523	1,200	677	3,600		3,077	14.5%	
4311 Professional Fees - Legal	0	0	0	1,240	0	(1,240)	0		(1,240)	0.0%	
4312 Professional Fees - Surveyors	0	0	0	565	0	(565)	0		(565)	0.0%	
4313 Professional Fees - Other	0	0	0	457	250	(207)	1,000		544	45.6%	
4323 Telephones & Broadband	0	0	0	0	1,200	1,200	1,200		1,200	0.0%	
4325 Computing	0	0	0	54	0	(54)	0		(54)	0.0%	
4327 Publicity Advertising	0	33	33	0	132	132	396		396	0.0%	
4342 Subscriptions	0	0	0	90	0	(90)	0		(90)	0.0%	
4900 Miscellaneous Expenses	10,473	30	(10,443)	10,473	120	(10,353)	360		(10,113)	2909.2%	
Cemeteries & Open Spaces :- Indirect Expenditure	<b>28,295</b>	<b>26,268</b>	<b>(2,027)</b>	<b>101,236</b>	<b>108,911</b>	<b>7,675</b>	<b>319,805</b>	<b>0</b>	<b>218,569</b>	<b>31.7%</b>	<b>0</b>
<b>Net Income over Expenditure</b>	<b>(21,390)</b>	<b>(13,618)</b>	<b>7,772</b>	<b>(57,641)</b>	<b>(56,311)</b>	<b>1,330</b>	<b>(161,005)</b>				
5200 plus Transfer from EMR	10,473	0	(10,473)	10,473	0	(10,473)	0				
<b>Movement to/(from) Gen Reserve</b>	<b>(10,917)</b>	<b>(13,618)</b>	<b>(2,701)</b>	<b>(47,168)</b>	<b>(56,311)</b>	<b>(9,143)</b>	<b>(161,005)</b>				

## Detailed Income &amp; Expenditure by Phased Budget Heading 13/08/2025

Month No: 4

## Cost Centre Report

	Current Month Actual	Current Month	Current Month	Year To Date Actual	Year To Date Budget	Year To Date	Total Annual Budget	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
<u>415</u> <u>Mayors Charity 2024 - P Rivers</u>											
1304 Donations	35	0	(35)	35	0	(35)	0			0.0%	
Mayors Charity 2024 - P Rivers :- Income	<b>35</b>	<b>0</b>	<b>(35)</b>	<b>35</b>	<b>0</b>	<b>(35)</b>	<b>0</b>				<b>0</b>
4900 Miscellaneous Expenses	1,007	0	(1,007)	1,007	0	(1,007)	0		(1,007)	0.0%	
Mayors Charity 2024 - P Rivers :- Indirect Expenditure	<b>1,007</b>	<b>0</b>	<b>(1,007)</b>	<b>1,007</b>	<b>0</b>	<b>(1,007)</b>	<b>0</b>	<b>0</b>	<b>(1,007)</b>		<b>0</b>
5001 Transfers from Reserves	(1,007)	0	1,007	(1,007)	0	1,007	0		1,007	0.0%	
Mayors Charity 2024 - P Rivers :- Other Costs	<b>(1,007)</b>	<b>0</b>	<b>1,007</b>	<b>(1,007)</b>	<b>0</b>	<b>1,007</b>	<b>0</b>	<b>0</b>	<b>1,007</b>		<b>0</b>
<b>Net Income over Expenditure</b>	<b>35</b>	<b>0</b>	<b>(35)</b>	<b>35</b>	<b>0</b>	<b>(35)</b>	<b>0</b>				
<u>416</u> <u>Community Store</u>											
1304 Donations	360	0	(360)	1,590	0	(1,590)	0			0.0%	
Community Store :- Income	<b>360</b>	<b>0</b>	<b>(360)</b>	<b>1,590</b>	<b>0</b>	<b>(1,590)</b>	<b>0</b>				<b>0</b>
<b>Net Income</b>	<b>360</b>	<b>0</b>	<b>(360)</b>	<b>1,590</b>	<b>0</b>	<b>(1,590)</b>	<b>0</b>				
Grand Totals:- Income	<b>18,595</b>	<b>21,595</b>	<b>3,000</b>	<b>751,528</b>	<b>717,387</b>	<b>(34,141)</b>	<b>1,536,149</b>			<b>48.9%</b>	
Expenditure	<b>255,721</b>	<b>131,404</b>	<b>(124,317)</b>	<b>771,753</b>	<b>551,842</b>	<b>(219,911)</b>	<b>1,545,115</b>	<b>0</b>	<b>773,362</b>	<b>49.9%</b>	
<b>Net Income over Expenditure</b>	<b>(237,126)</b>	<b>(109,809)</b>	<b>127,317</b>	<b>(20,224)</b>	<b>165,545</b>	<b>185,769</b>	<b>(8,966)</b>				
plus Transfer from EMR	<b>181,075</b>	<b>0</b>	<b>(181,075)</b>	<b>181,075</b>	<b>0</b>	<b>(181,075)</b>	<b>0</b>				
<b>Movement to/(from) Gen Reserve</b>	<b>(56,050)</b>	<b>(109,809)</b>	<b>(53,759)</b>	<b>160,851</b>	<b>165,545</b>	<b>4,694</b>	<b>(8,966)</b>				



**Godalming**  
Town Council

Supporting Our Community

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# THE WILFRID NOYCE CENTRE - GODALMING

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Business Plan

12 August 2025



## TABLE OF CONTENTS

EXECUTIVE SUMMARY .....	2
Proposed Use Statement (25%) .....	2
Approach and Strategy .....	2
Hours of Use .....	2
Target Demographic.....	3
Innovation and Benefits .....	3
Site Management Approach (25%) .....	3
Site Management and Maintenance .....	3
Management Structure .....	3
Resourcing and Recruitment .....	3
Subletting/Outsourcing .....	3
Proposed / Possible Changes .....	3
Community Engagement, Communication and Buy-In (15%) .....	3
Engagement Plans .....	3
Marketing and Communication .....	3
Charity Partnerships .....	4
Promotion of Inclusivity.....	4
Experience (25%) .....	4
Operational Expertise .....	4
Maintenance Capacity .....	4
Recognition .....	4
Landlord and Tenant Relationships .....	4
Financing (10%) .....	4
Initial Operating Costs – see <i>page 13</i> .....	4
Organisation Type .....	4
Revenue Maximisation .....	4
Conclusion .....	4
PROPOSAL DETAILS .....	5
Proposed Use.....	5
Tenure .....	5
Managing the Site.....	5
Finance and Corporate Services .....	6
Operations and Compliance .....	6
Year 1 .....	6
Year 2 .....	6
Community Engagement .....	6
Health and Wellbeing .....	6
Experience.....	6
Operational & Risk Management.....	6
Financing.....	6

## **EXECUTIVE SUMMARY**

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Godalming Town Council (GTC) seeks the freehold transfer of the Wilfrid Noyce Centre (WNC) from Waverley Borough Council (WBC) under the Community Asset Transfer (CAT) process. Since taking a 125-year lease in 2011, GTC has invested over £1.3 million of public funds to fully refurbish and modernise the building from a dilapidated, energy-inefficient state into the largest and most intensively used community venue in Godalming, hosting more than 1,000 users per week.

This transfer would:

- Secure long-term public ownership and protect the substantial public investment made.
- Remove tenure-based restrictions, enabling strategic decision-making and access to future grant funding often unavailable to leaseholders.
- Support both councils' localism agendas, reduce WBC's liabilities, and ensure inclusive, sustainable community benefit.

Backed by a budget exceeding £1.2 million and robust reserves, GTC's experienced operational and compliance teams are ideally placed to manage the building in perpetuity.

### **Proposed Use Statement (25%)**

#### **Approach and Strategy**

GTC's approach focuses on maximising community benefit by continuing to operate WNC as a multi-functional, accessible venue for civic, cultural, educational, health, and wellbeing activities.

The freehold transfer will allow GTC to:

- Secure the building's long-term future in community hands.
- Plan and invest strategically without lease restrictions.
- Increase opportunities for grant funding for further improvements.

#### **Major Challenges and Opportunities**

- **Challenges:** Maintaining high utilisation while ensuring the building remains fit-for-purpose over decades; meeting evolving accessibility, sustainability, and community needs.
- **Opportunities:** Expansion of programming, further energy efficiency measures, enhanced facilities to meet rising demand.

#### **Proposed Uses**

- Community events and civic activities (elections, public meetings).
- Cultural activities (choirs, arts workshops).
- Youth clubs and children's activities.
- Health, fitness, and wellbeing classes.
- Emergency support venue during crises (e.g., extreme weather shelter).

#### **Hours of Use**

Available 7 days a week, typically from early morning to late evening, depending on bookings and events.

### **Target Demographic**

- Residents of Godalming and surrounding villages.
- Youth and children's groups.
- Schools and adult education providers.
- Voluntary and charitable organisations.
- Vulnerable and hard-to-reach community members.

### **Innovation and Benefits**

- Flexible, multi-room hire options to meet diverse needs.
- DDA-compliant, gender-neutral facilities.
- Energy efficiency features reducing carbon footprint.
- Capability to act as a community resilience hub.

### **Site Management Approach (25%)**

#### **Site Management and Maintenance**

- Managed by GTC's in-house facilities and compliance team.
- Regular maintenance, compliance checks, and event support embedded into existing operational schedules.
- Specialist works (e.g., HVAC servicing, electrical compliance) outsourced to qualified contractors.

#### **Management Structure**

The site will be overseen under the existing GTC governance structure:

- Finance & Corporate Services: Governance, budgeting, and reporting.
- Operations & Compliance: Day-to-day site management, bookings, health & safety, risk management.

#### **Resourcing and Recruitment**

No additional staff required. The current GTC team (19.12 FTE) has capacity and expertise to continue operations.

#### **Subletting/Outsourcing**

None anticipated beyond specialist contractor services.

#### **Proposed/Possible Changes**

- Continued investment in sustainability measures (renewable energy integration).
- Reallocation of internal spaces to meet evolving community needs.
- Improved online booking and events calendar.

### **Community Engagement, Communication and Buy-In (15%)**

#### **Engagement Plans**

GTC has strong, long-standing links with the local community and voluntary sector. Further engagement will include:

- Regular liaison with key stakeholders and user groups.
- User surveys to identify improvement priorities.

#### **Marketing and Communication**

- Multi-channel promotion (website, social media, local press).
- Online booking and events calendar.
- Targeted campaigns for underrepresented groups.

### **Charity Partnerships**

Continued collaboration with local charities to provide discounted or free access for community-benefit events.

### **Promotion of Inclusivity**

- Fully DDA-compliant facilities.
- Pricing structures that support accessibility for all sectors of the community.

### **Experience (25%)**

#### **Operational Expertise**

- Nearly two decades of direct management of WNC under leasehold, with 1,000+ weekly users.
- Proven delivery of capital projects: £1.3m Wilfrid Noyce Centre, £230,000 Crown Court public toilet refurbishment (2024–25), youth centre conversion, heritage building adaptation for council offices.

#### **Maintenance Capacity**

In-house facilities team with the skills, equipment, and processes to manage the building.

#### **Recognition**

- GTC was the building renovation category winners of the 2015 Waverley Civic Design awards for its refurbishment of this important community asset.

#### **Landlord and Tenant Relationships**

GTC is experienced in managing relationships across multiple tenanted community sites, ensuring compliance, support, and operational efficiency.

### **Financing (10%)**

#### **Initial Operating Costs – see [page 13](#)**

Already integrated into GTC's operational budget; no additional start-up costs.

#### **Organisation Type**

- Existing legal entity: **Godalming Town Council**.
- 2025/26 Budget: £1,236,391.
- Projected Reserves: £1,373,818.
- Electorate: 17,742

#### **Revenue Maximisation**

- Increased hire and event use
- Improved on-site services
- Reduced administrative cost (no need to apply for permissions from WBC)
- Potential for additional grant-funded enhancements post-transfer.

#### **Conclusion**

This proposal demonstrates GTC's proven capability to manage the Wilfrid Noyce Centre effectively, its financial strength, and its commitment to safeguarding and enhancing the venue for future generations.

The freehold transfer will consolidate public ownership, unlock further investment potential, and support WBC's and GTC's shared commitment to localism and sustainable community development.

## PROPOSAL DETAILS

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### **Proposed Use**

The Wilfrid Noyce Centre (WNC) is Godalming's principal community venue, providing flexible and accessible spaces for a wide range of civic, cultural, educational, health, and social activities. Since entering into a 125-year lease in 2011, GTC has transformed the building from a dilapidated, energy-inefficient structure into a modern, inclusive hub that now accommodates over 1,000 users each week.

Uses include:

- **Community and Civic Events:** Markets, festivals, fairs, public meetings, civic ceremonies.
- **Cultural Activities:** Choirs, art exhibitions, workshops, and theatre rehearsals.
- **Youth and Children's Activities:** Clubs, holiday schemes, sports and play sessions.
- **Health and Wellbeing Provision:** Fitness classes, mental health support groups, wellbeing sessions.
- **Emergency Community Support:** Serving as a resilience hub during severe weather, cost-of-living emergencies, or other local crises.

The proposal is to continue and expand these uses, ensuring the building remains a vibrant, financially sustainable, and fully accessible community asset. The freehold transfer will remove existing lease restrictions, enabling GTC to secure external funding, invest in further improvements, and protect the building in perpetuity for community benefit.

GTC believes the transfer aligns fully with Waverley Borough Council's Corporate Strategy 2020–2025 and GTC's Corporate Plan 2023–2027, both of which commit to protecting and enhancing community facilities, promoting localism, and delivering sustainable, inclusive services.

### **Tenure**

GTC seeks the transfer of the freehold interest in the Wilfrid Noyce Centre and its curtilage. The centre is currently held under a 125-year lease from WBC (commenced 31 May 2011). Since lease commencement, GTC has invested over £1.3 million of public funds in refurbishment and improvement, delivered through council reserves, Public Works Loan Board borrowing, and grants.

Freehold ownership will:

- Safeguard the substantial public investment made.
- Remove tenure-related restrictions that limit strategic development.
- Enable access to additional capital grant funding.
- Guarantee long-term community ownership and democratic accountability.

### **Managing the Site**

The WNC is already fully managed by GTC's in-house team, with all compliance, maintenance, bookings, and customer service functions delivered locally. The freehold transfer will see no disruption to service — instead, it will allow greater freedom to plan long-term and integrate further improvements.

Management will be delivered through the existing structure:

- **Finance & Corporate Services:** Oversight of budgets, governance, and policy compliance.
- **Operations & Compliance:** Day-to-day running, risk management, facilities upkeep, bookings, and stakeholder engagement. Specialist contractors will continue to be used for regulated services such as electrical and mechanical inspections.

The current GTC Corporate plan provides the structure to facilitate managing additional assets. The management will be divided between:

### **Finance and Corporate Services**

Overseeing all financial and corporate matters, including books and invoicing.

### **Operations and Compliance**

As is currently the case, GTC would manage the maintenance and upkeep of the property within its current infrastructure. Compliance is already in place. Specialist areas of expertise are outsourced, for example, Gas safety inspections.

#### **Year 1**

- Maintain current high standard of facilities and service.
- Undertake a comprehensive building and sustainability review to identify opportunities for further efficiency and environmental performance gains.
- Engage with current and potential user groups to understand unmet needs.
- Begin development of a forward investment plan to address identified improvements.

#### **Year 2**

- Commence implementation of improvement projects arising from Year 1 review — prioritising accessibility enhancements, technology upgrades, and space reconfiguration where appropriate.
- Increase marketing to underrepresented groups and encourage wider community usage.
- Explore grant funding opportunities now accessible through freehold ownership.

### **Community Engagement**

GTC has an established track record of engaging effectively with residents, voluntary organisations, and service providers. Engagement will be maintained through:

- Regular meetings with key stakeholders.
- User satisfaction surveys.
- Transparent communication via website, social media, and local press.

### **Health and Wellbeing**

The WNC plays a pivotal role in promoting physical and mental wellbeing in Godalming. Activities include:

- Exercise and fitness classes catering to all ages and abilities.
- Spaces for counselling, mindfulness, and peer support groups.
- Opportunities for social connection, reducing loneliness and isolation.

### **Experience**

#### **Operational & Risk Management**

The WNC is operated under GTC's established compliance framework, including:

- Health & Safety management systems.
- Regular building inspections.
- Preventive maintenance programmes.
- Insurance, safeguarding, and data protection policies.

### **Financing**

The WNC is already integrated into GTC's operational budget.

- No start-up costs are required.
- Freehold ownership will open access to significant capital funding streams for further improvement projects.



**Godalming**  
Town Council

Supporting Our Community

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# THE CROWN COURT PUBLIC TOILETS - GODALMING

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Business Plan

14 August 2025

## TABLE OF CONTENTS

Executive Summary .....	2
Proposed Use Statement (25%) .....	2
Approach and Strategy .....	2
Major Challenges and Opportunities .....	2
Proposed Uses .....	2
Hours of Use .....	2
Target Demographic .....	2
Innovation and Benefits .....	2
Site Management Approach (25%) .....	3
Site Management and Maintenance .....	3
Responsibility .....	3
Resourcing and Recruitment .....	3
Outsourcing .....	3
Planned Changes .....	3
Community Engagement, Communication and Buy-In (15%) .....	3
Engagement .....	3
Marketing and Communication .....	3
Charity Partnerships .....	3
Promotion of Inclusivity .....	3
Experience (25%) .....	3
Operational Expertise .....	3
Maintenance Capacity .....	3
Recognition .....	4
Landlord and Tenant Relationship .....	4
Financing (10%) .....	4
Initial Operating Costs .....	4
Organisation Type .....	4
Conclusion .....	4
Proposal Details .....	5
Proposed Use .....	5
Tenure .....	5
Managing the Site .....	5
Year 1 .....	5
Year 2 .....	5
Health and Wellbeing .....	5
Operational & Risk Management .....	5
Financing .....	5



## EXECUTIVE SUMMARY

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Godalming Town Council (GTC) seeks the freehold transfer of the Crown Court Public Toilets from Waverley Borough Council (WBC) under the Community Asset Transfer process.

Public toilets are essential to a vibrant and accessible town centre. They support residents, visitors, local businesses, and events — particularly for families, older people, people with disabilities, and those travelling from further afield.

Since 2024, GTC has undertaken a £230,000 full refurbishment of the Crown Court facility, transforming it into a modern, safe, and accessible amenity that is now a point of civic pride. Managed locally by GTC's Operations & Compliance team, the toilets benefit from fast, responsive maintenance and a direct point of contact for the public, ensuring any issues are addressed quickly and service quality remains high.

This transfer would:

- Safeguard the long-term public provision of high-quality toilet facilities in Godalming town centre.
- Ensure ongoing reactive, local management for rapid issue resolution.
- Strengthen the community's sense of ownership, pride, and respect for the facility.

Backed by an annual budget exceeding £1.2 million, robust reserves, and a proven operational track record, GTC is ideally placed to manage the asset sustainably for the benefit of residents, visitors, and the local economy.

### Proposed Use Statement (25%)

#### Approach and Strategy

GTC's approach is rooted in **place-based stewardship**: keeping the provision under local control so the community has direct accountability for its upkeep. Local ownership means issues can be identified and resolved quickly, without passing through remote decision-making layers. This ensures the facility remains safe, clean, and accessible at all times.

The toilets will continue to operate as a **public amenity, free at point of use**, available throughout the day to support shoppers, visitors, and event attendees.

#### Major Challenges and Opportunities

- **Challenges:** Preventing misuse, maintaining high cleanliness standards, ensuring operational continuity.
- **Opportunities:** Building civic pride by linking the facility to the wider visitor economy; encouraging public responsibility for upkeep through visibility of local management.

#### Proposed Uses

- Fully accessible public toilet facilities serving the town centre
- Provision to support major community events (markets, festivals, fairs).

#### Hours of Use

Open daily during core town centre hours, extended for events as required.

#### Target Demographic

- All residents and visitors.
- Shoppers and local business customers.
- People with disabilities or mobility needs.
- Families with children.
- Tourists and event attendees.

#### Innovation and Benefits

- Direct contact with local operations team for fast issue resolution.
- Transparent reporting of maintenance and cleaning schedules.

- Modernised facility with energy-efficient lighting, water-saving systems, and DDA-compliant access.
- Enhanced perception of Godalming as a welcoming, well-maintained town.

## **Site Management Approach (25%)**

### **Site Management and Maintenance**

- Daily cleaning and restocking integrated into GTC's in-house facilities service.
- Regular inspections throughout the day during high-use periods.
- Immediate response to reported issues, with staff able to attend within minutes from the town council offices.

### **Responsibility**

- **Finance & Corporate Services:** Governance, budget, and contract oversight.
- **Operations & Compliance:** Daily operational management, cleaning, minor repairs, and liaison with contractors.

### **Resourcing and Recruitment**

- No additional staff required — existing team has capacity and expertise.

### **Outsourcing**

- Specialist servicing (e.g. plumbing, electrical) to be delivered by trusted local contractors.

### **Planned Changes**

- Continued investment in durability and anti-vandalism features.
- Installation of monitoring systems for footfall and resource use to inform operational planning.

## **Community Engagement, Communication and Buy-In (15%)**

### **Engagement**

- Regular updates to the public on maintenance and improvements via GTC website and social media.
- Encouraging public reporting of issues via direct phone/email to the Town Council.

### **Marketing and Communication**

- Promoting the facility as part of Godalming's visitor offer in tourism materials.
- Signage in the town centre highlighting location and accessibility.

### **Charity Partnerships**

- Linking with local disability groups to review accessibility.

### **Promotion of Inclusivity**

- Fully DDA-compliant, gender-neutral cubicles, baby changing facilities.
- Accessible opening hours for events and seasonal demand.

## **Experience (25%)**

### **Operational Expertise**

- Direct management of the Crown Court toilets since 2017.
- Experience in managing multiple public facilities, cemeteries, green spaces, and event infrastructure.

### **Maintenance Capacity**

- In-house team located within 200 metres of the site to instigate rapid response.
- Proven ability to maintain high cleanliness and operational standards.

**Recognition**

- Award-winning town management — multiple **South & South-East in Bloom Gold Awards**.
- Finalist in **NALC Climate Response Award 2024**.

**Landlord and Tenant Relationship**

- No compliance issues in management history.

**Financing (10%)****Initial Operating Costs**

- Already integrated into GTC's operational budget; no additional funding required for transfer.

**Organisation Type**

- Existing legal entity: Godalming Town Council.
- 2025/26 Budget: £1,236,391; Reserves: £1,373,818.

**Conclusion**

This proposal demonstrates GTC's proven capability to manage the Crown Court Public Toilets effectively, its financial strength, and its commitment to safeguarding and enhancing the facilities for future generations.

The freehold transfer will consolidate public ownership, and safeguard the considerable local investment already made in the facilities and supports WBC's and GTC's shared commitment to localism and sustainable community development.

## PROPOSAL DETAILS

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### Proposed Use

The Crown Court Public Toilets will remain a free public amenity, operated to a high standard as part of GTC's commitment to ensuring Godalming remains a welcoming, inclusive, and accessible town. These facilities are critical to supporting the visitor economy, enabling longer dwell time for shoppers, marketgoers, and tourists, and providing essential provision for those with health or accessibility needs.

Local ownership means the public knows exactly who to contact when there's an issue — and that issue will be addressed promptly. This immediacy fosters trust, encourages public responsibility, and supports long-term quality.

### Tenure

GTC seeks the freehold transfer from WBC. This will secure the long-term provision of these essential facilities and ensure they remain in public ownership, directly accountable to the local community.

### Managing the Site

GTC's existing operations team is located in the town centre and already manages the facility. The transfer would secure this arrangement, ensuring management decisions are taken locally and in the best interests of users.

#### Year 1

- Maintain current service standards and cleanliness.
- Engage with community to identify improvements.
- Implement anti-vandalism enhancements if required.

#### Year 2

- Invest in further sustainability measures and monitoring systems.
- Strengthen public engagement and reporting systems.

### Health and Wellbeing

Providing high-quality public toilets promotes dignity, comfort, and inclusion. It removes barriers for older people, families with young children, and people with disabilities, enabling fuller participation in community life.

### Operational & Risk Management

- Daily risk assessments for cleanliness, safety, and accessibility.
- Compliance with all relevant health, safety, and hygiene regulations.

### Financing

- Fully funded within existing GTC operations budget.
- Potential for efficiencies by integrating procurement, staffing, and maintenance within existing contracts.



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# THE NORTH STREET PUBLIC TOILETS - FARNCOMBE

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Business Plan

14 August 2025

## TABLE OF CONTENTS

Executive Summary .....	2
Proposed Use Statement (25%) .....	2
Approach and Strategy .....	2
Major Challenges and Opportunities .....	2
Proposed Uses .....	2
Hours of Use .....	2
Target Demographic .....	2
Innovation and Benefits .....	3
Site Management Approach (25%) .....	3
Management and Maintenance .....	3
Responsibility .....	3
Resourcing and Recruitment .....	3
Outsourcing .....	3
Planned Changes .....	3
Community Engagement, Communication and Buy-In (15%) .....	3
Engagement .....	3
Marketing and Communication .....	3
Promotion of Inclusivity .....	3
Experience (25%) .....	3
Operational Expertise .....	3
Maintenance Capacity .....	3
Landlord and Tenant Relationship .....	3
Financing (10%) .....	4
Initial Operating Costs .....	4
Organisation Type .....	4
Revenue Maximisation .....	4
Conclusion .....	4
Proposal Details .....	5
Proposed Use .....	5
Tenure .....	5
Managing the Site .....	5
Year 1 .....	5
Year 2 .....	5
Health and Wellbeing .....	5
Operational & Risk Management .....	5
Financing .....	5

## EXECUTIVE SUMMARY

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Godalming Town Council (GTC) seeks the freehold transfer of the North Street Public Toilets in Farncombe from Waverley Borough Council (WBC) under the Community Asset Transfer process.

These facilities are vital to the functioning of Farncombe's village centre and serve a diverse user base — including residents, commuters (with Farncombe Station less than 100 yards away), mobile workers such as delivery drivers, council enforcement staff, and taxi drivers, as well as shoppers and visitors. The nearest alternative public toilet provision is in Godalming town centre, making these facilities an essential local amenity.

GTC has operated the North Street toilets under lease since 2018, delivering a **basic refurbishment** to improve hygiene, safety, and usability. The Council is committed to a **programme of continuous improvement**, ensuring these facilities remain clean, accessible, and fit for modern needs.

This transfer would:

- Secure the **long-term public ownership** of the facility.
- Enable **reactive, locally accountable management**, ensuring issues are addressed rapidly.
- Support **community pride and place-making**, encouraging respect for shared facilities.
- Enhance Farncombe's role as a sustainable residential, retail, and transport hub.

GTC's track record in facilities management, coupled with its proven ability to deliver capital improvements, means it is well placed to continue to manage the toilets in a way that delivers **consistent quality, public benefit, and operational efficiency**.

### Proposed Use Statement (25%)

#### Approach and Strategy

GTC's approach is based on **place-based stewardship** — keeping critical local amenities under the direct control of the community they serve. Local ownership ensures that users know exactly who is responsible, and that any issues will be resolved quickly and effectively. This promotes trust, encourages community respect, and sustains high standards.

The toilets will remain free at point of use and open during core hours to serve residents, commuters, and visitors.

#### Major Challenges and Opportunities

- Challenges: Managing misuse, vandalism, and ensuring continuous cleanliness.
- Opportunities: Increasing community pride, supporting active travel, boosting local economic activity by improving visitor dwell time, and integrating sustainability upgrades.

#### Proposed Uses

- Fully accessible public toilet facilities serving the Farncombe village centre.
- Essential provision for rail commuters and mobile workers without alternative facilities.
- Supporting community events in the village and local retail area.

#### Hours of Use

Open daily during core daytime hours, with flexibility for local events.

#### Target Demographic

- Residents of Farncombe and surrounding areas.
- Commuters using Farncombe Station.
- Mobile workers (delivery drivers, taxi drivers, enforcement staff).
- Shoppers and visitors to the village centre.
- Vulnerable residents, including older people and those with health conditions.

### **Innovation and Benefits**

- Locally managed facility with rapid response capability.
- Modernisation programme to include water and energy efficiency measures.
- Gender-neutral, DDA-compliant provision to meet diverse needs.
- Integration with GTC's wider facilities management for cost efficiency and operational resilience.

### **Site Management Approach (25%)**

#### **Management and Maintenance**

- Daily cleaning and restocking integrated into GTC's facilities management.
- Frequent inspections to ensure hygiene and safety standards are maintained.
- Immediate response to faults or vandalism, with staff able to attend from the nearby town council base.

#### **Responsibility**

- **Finance & Corporate Services:** Governance, financial oversight, and procurement.
- **Operations & Compliance:** Daily management, cleaning, repairs, and public liaison.

#### **Resourcing and Recruitment**

- No additional staff required — the operation and management of the facilities is already built into GTC's staffing establishment.

#### **Outsourcing**

- Specialist works (e.g., plumbing, electrical) to be undertaken by local, qualified contractors.

#### **Planned Changes**

- Incremental improvements to fittings, accessibility, and security features.
- Installation of monitoring systems for water use, energy efficiency, and usage patterns.

### **Community Engagement, Communication and Buy-In (15%)**

#### **Engagement**

- Regular communication via Town Council ward Members with local residents and businesses to ensure needs are met.
- Direct reporting channels via phone, email, and website for faults or concerns.

#### **Marketing and Communication**

- Publicising improvements through GTC's communications channels.
- Signage in the village centre to promote awareness and accessibility.

#### **Promotion of Inclusivity**

- Fully DDA-compliant, gender-neutral with baby changing facilities.
- Step-free access for mobility-impaired users.

### **Experience (25%)**

#### **Operational Expertise**

- Seven years of direct management of this facility under lease from WBC.
- Extensive experience managing public facilities, green spaces, and event infrastructure.

#### **Maintenance Capacity**

- Skilled in-house facilities team, already equipped and resourced for daily upkeep.
- Proven rapid-response capability for urgent issues.

#### **Landlord and Tenant Relationship**

- Strong, compliant working relationship with WBC, with no breaches during the current lease term.



## **Financing (10%)**

### **Initial Operating Costs**

- Fully integrated into GTC's operational budget; no additional set-up costs required.

### **Organisation Type**

- Existing legal entity: Godalming Town Council.
- 2025/26 Budget: £1,236,391; Reserves: £1,373,818.

### **Revenue Maximisation**

- Fully integrated into GTC's operational budget; no additional set-up costs required.

### **Conclusion**

This proposal demonstrates GTC's proven capability to manage the North Street Public Toilets effectively, its financial strength, and its commitment to safeguarding and enhancing the facilities for future generations.

The freehold transfer will consolidate public ownership, and safeguard the local investment already made in the facilities and supports WBC's and GTC's shared commitment to localism and sustainable community development.

## PROPOSAL DETAILS

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### Proposed Use

The North Street Public Toilets are an essential piece of public infrastructure in Farncombe. Situated just yards from the railway station, they serve commuters, residents, visitors, and mobile workers who otherwise lack convenient, hygienic facilities.

By securing freehold ownership, GTC will ensure these facilities are preserved and improved as part of Farncombe's community fabric. Local management ensures that the **public can easily contact the responsible authority**, and that **issues are resolved promptly**, maintaining trust and encouraging respect for the site.

### Tenure

GTC seeks the freehold transfer from WBC. This will secure the long-term provision of these essential facilities and ensure they remain in public ownership, directly accountable to the local community.

### Managing the Site

The facility is already managed day-to-day by GTC's in-house team. The transfer will **secure** local control, giving GTC the ability to invest confidently in long-term improvements.

#### Year 1

- Maintain current service and cleanliness standards.
- Conduct a full review of accessibility and efficiency measures.
- Begin phased upgrade programme for fixtures and finishes.
- Implement anti-vandalism enhancements if required.

#### Year 2

- Implement sustainability measures and enhanced security.
- Continue community engagement to guide future improvements.

### Health and Wellbeing

Access to clean, safe, and inclusive public toilets supports dignity, independence, and participation in community life. These facilities also enable active travel, helping to reduce car dependency by supporting commuters, cyclists, and pedestrians.

### Operational & Risk Management

- Daily risk assessments for cleanliness, safety, and accessibility.
- Compliance with all relevant health, safety, and hygiene regulations.

### Financing

- Fully funded within existing GTC operations budget.
- Potential for efficiencies by integrating procurement, staffing, and maintenance within existing contracts.



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# THE BURYS SCOUT & GUIDE HEADQUARTERS

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Business Plan

15 August 2025

## TABLE OF CONTENTS

Executive Summary .....	2
Proposed Use Statement (25%) .....	2
Approach and Strategy .....	2
Major Challenges and Opportunities .....	2
Proposed Uses .....	2
Target Demographic .....	2
Innovation and Benefits .....	2
Site Management Approach (25%) .....	3
Management and Maintenance .....	3
Responsibility .....	3
Resourcing and Recruitment .....	3
Outsourcing .....	3
Planned Changes .....	3
Community Engagement, Communication and Buy-In (15%) .....	3
Engagement .....	3
Marketing and Communication .....	3
Charity Partnerships .....	3
Promotion of Inclusivity .....	3
Experience (25%) .....	3
Operational Expertise .....	3
Maintenance Capacity .....	3
Recognition .....	4
Landlord and Tenant Relationship .....	4
Financing (10%) .....	4
Initial Operating Costs .....	4
Organisation Type .....	4
Revenue Maximisation .....	4
Conclusion .....	4
Proposal Details .....	5
Proposed Use .....	5
Tenure .....	5
Managing the Site .....	5
Year 1 .....	5
Health and Wellbeing .....	5
Operational & Risk Management .....	5
Financing .....	5

## EXECUTIVE SUMMARY

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Godalming Town Council (GTC) seeks the **freehold transfer** of The Burys Scout & Guide HQ from Waverley Borough Council (WBC) under the Community Asset Transfer process.

The HQ is a well-used, multi-purpose community building in the heart of Godalming, supporting **150+ youth members and 40+ volunteer leaders** across the Scout and Guide movements, alongside a wide range of community uses including early years activities, fitness classes, and support services for young people and adults with disabilities.

The transfer would:

- Secure **long-term community ownership** of a vital youth and community hub.
- Protect and build upon **recent investments** in disabled access and facility improvements, supported by GTC.
- Enhance **strategic coordination** by bringing The Burys HQ under the same local stewardship as the **Wilfrid Noyce Centre** and **Burys Field** — creating a coherent, community-focused precinct in the civic heart of the town.
- Increase **capital funding eligibility** for future upgrades.
- Maintain and strengthen **existing tenant arrangements** with The Burys Scout & Guide HQ Management Committee.

GTC's proven track record in asset management, coupled with its strong relationship with the current tenant, ensures a smooth transition to community ownership while maximising public benefit.

### Proposed Use Statement (25%)

#### Approach and Strategy

GTC's approach centres on safeguarding the HQ as a long-term home for Scouting, Guiding, and wider community activities, while enabling strategic investment and facility improvements.

The building's location — alongside the Wilfrid Noyce Centre and Burys Field — presents a unique opportunity to develop a single, unified community precinct in the town centre, under one accountable owner, enabling operational efficiencies and shared use opportunities.

#### Major Challenges and Opportunities

- **Challenges:** Maintaining affordability for voluntary groups; ensuring facilities meet modern accessibility and safeguarding standards.
- **Opportunities:** Long-term planning for capital improvements; shared operational benefits with neighbouring community assets; enhanced eligibility for external funding.

#### Proposed Uses

- Base for Scout and Guide units (Beavers, Cubs, Scouts, Rainbows, Brownies, Guides).
- Meeting space for Trefoil Guild and Scout Active Support Unit.
- Venue for early years groups, community classes, and inclusion-focused organisations (e.g., National Autistic Society, Halow Project).
- Potential use for cross-community events in partnership with neighbouring facilities.

#### Hours of Use

- Regular daytime, evening, and weekend use, with capacity for additional bookings.

#### Target Demographic

- Young people aged 5–18 in the Scout and Guide movements.
- Adult volunteers.
- Wider community users of all ages, including under-5s and adults with disabilities.

#### Innovation and Benefits

- Co-locating with other GTC-managed facilities creates a community campus model.

- Opportunities for joint programming, shared storage, and marketing.
- Improved resilience through unified management and maintenance planning.

## **Site Management Approach (25%)**

### **Management and Maintenance**

- Current day-to-day operations by The Burys Scout & Guide HQ Management Committee will be retained under existing lease terms, updated as required.
- GTC as freeholder will provide strategic oversight, coordinate major repairs, and support funding bids.

### **Responsibility**

- **Finance & Corporate Services:** Freehold asset management, compliance, insurance.
- **Operations & Compliance:** Oversight of building condition, risk management, and liaison with tenant.

### **Resourcing and Recruitment**

- No additional GTC staff required; existing structure has capacity.

### **Outsourcing**

- Specialist works (e.g., electrical, roofing) procured via GTC's contractor network when required.

### **Planned Changes**

- Develop a long-term maintenance plan in partnership with the tenant.
- Explore opportunities for joint projects with Wilfrid Noyce Centre and Burys Field to enhance the precinct.

## **Community Engagement, Communication and Buy-In (15%)**

### **Engagement**

- Ongoing liaison with the Management Committee, tenant groups, and neighbouring facility users.
- Public consultation on any major improvement works.

### **Marketing and Communication**

- Promote the HQ as part of the wider "Burys Community Campus" in GTC communications.

### **Charity Partnerships**

- Strengthened ties with local youth and community charities.
- Joint programming opportunities across the site cluster.

### **Promotion of Inclusivity**

- Facility improvements to enhance accessibility and user comfort.
- Support for diverse programming, from uniformed youth groups to disability-focused services.

## **Experience (25%)**

### **Operational Expertise**

- Long-standing support for Scouting and Guiding facilities elsewhere in Godalming (Wharf Scout buildings, Surrey Scouts Canoe Section Base).
- Delivery of capital projects including Crown Court Toilets redevelopment (£230,000, 2024–25) and Broadwater Youth Centre refurbishment (2022).

### **Maintenance Capacity**

- In-house facilities team with experience managing community buildings.

**Recognition**

- Award-winning public realm management

**Landlord and Tenant Relationship**

- Positive working relationship with The Burys Scout & Guide HQ Management Committee, with confirmed support for the transfer.

**Financing (10%)****Initial Operating Costs**

- Integrated into GTC's asset management budget; no additional staffing or operational overheads required.

**Organisation Type**

- Existing legal entity: Godalming Town Council.
- 2025/26 Budget: £1,236,391; Reserves: £1,373,818.

**Revenue Maximisation**

- Continued tenant contributions

**Conclusion**

This proposal demonstrates GTC's continued support for Godalming's Community groups, especially those supporting the young people of the town.

The Freehold arrangement will provide security and certainty for the Scouts & Guides, safeguard the local investment already made in the premises and provides a local, accountable landlord for the Scouts & Guides as tenants. The proposal supports WBC's and GTC's shared commitment to localism and sustainable community development.

## **PROPOSAL DETAILS**

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### **Proposed Use**

The HQ will continue as the home of Scouting and Guiding in Godalming, as well as a venue for a range of community activities. Bringing it under the same ownership as the Wilfrid Noyce Centre and Burys Field will create a strategically managed, community-owned civic hub that can be more than the sum of its parts.

### **Tenure**

Freehold transfer to GTC, with existing tenant lease to remain in place, updated as necessary.

### **Managing the Site**

GTC as freeholder to provide oversight and support for major works; day-to-day operations remain with tenant committee.

### **Year 1**

- Formalise transfer and update lease terms.
- Explore possibilities for joint working arrangements with neighbouring facilities.

### **Health and Wellbeing**

The HQ promotes youth development, intergenerational learning, and social inclusion — core to both GTC and WBC's community wellbeing objectives.

### **Operational & Risk Management**

- Risk assessments in place for all activities.
- Insurance and compliance handled through GTC oversight.

### **Financing**

- Costs absorbed into GTC's existing asset management budget.
- Opportunities for joint grant applications with tenant and neighbouring facility managers.





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# OCKFORD RIDGE SCOUT & GUIDE HEADQUARTERS

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Business Plan

15 August 2025

## TABLE OF CONTENTS

Executive Summary .....	2
Proposed Use Statement (25%) .....	2
Approach and Strategy .....	2
Major Challenges and Opportunities .....	2
Proposed Uses .....	2
Hours of Use .....	2
Target Demographic .....	2
Innovation and Benefits .....	3
Site Management Approach (25%) .....	3
Management and Maintenance .....	3
Responsibility .....	3
Resourcing and Recruitment .....	3
Outsourcing .....	3
Planned Changes .....	3
Community Engagement, Communication and Buy-In (15%) .....	3
Engagement .....	3
Marketing and Communication .....	3
Charity Partnerships .....	3
Promotion of Inclusivity .....	3
Experience (25%) .....	3
Operational Expertise .....	3
Maintenance Capacity .....	4
Recognition .....	4
Landlord and Tenant Relationship .....	4
Financing (10%) .....	4
Initial Operating Costs .....	4
Organisation Type .....	4
Revenue Maximisation .....	4
Conclusion .....	4
Proposal Details .....	5
Proposed Use .....	5
Tenure .....	5
Managing the Site .....	5
Year 1 .....	5
Year 2 .....	5
Health and Wellbeing .....	5
Operational & Risk Management .....	5
Financing .....	5

## EXECUTIVE SUMMARY

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Godalming Town Council (GTC) seeks the **freehold transfer** of the land at Seymour Road, Godalming, currently leased to the Ockford Ridge Scout & Guide HQ Management Committee from Waverley Borough Council (WBC).

The Ockford Ridge HQ is a longstanding and valued community asset in an area experiencing **significant housing growth**. It provides essential youth provision for the district, offering Scouting, Guiding, and community activities to local children and young people, alongside wider community use. The building is owned and maintained by the HQ's Management Committee, but the land remains under WBC freehold.

The freehold transfer would:

- **Safeguard** the site for community and youth-focused use.
- Ensure **local, democratically accountable decision-making** over the land's use and development.
- Support **strategic planning for youth and community services** in a growing part of the town.
- Strengthen **partnership working** with the Management Committee, while respecting their existing 99-year lease (from 1961).

GTC's proven track record in asset stewardship, youth facility support, and local governance ensures the long-term security and enhancement of this vital facility.

## Proposed Use Statement (25%)

### Approach and Strategy

GTC's aim is to secure the freehold to protect the Ockford Ridge HQ for current and future generations. This aligns with a **place-based governance** approach — embedding decision-making at the local level to ensure responsiveness to community needs.

The existing arrangements with the Management Committee will be retained, enabling them to continue their successful operation of the building while GTC takes responsibility for safeguarding the site's long-term availability for community use.

### Major Challenges and Opportunities

- **Challenges:** Ensuring the site remains available to local youth organisations; planning for facility upgrades as needs evolve.
- **Opportunities:** Securing the freehold allows for coordinated planning across Godalming's youth facilities; strengthens resilience against external pressures for land disposal or change of use; supports the needs of a growing population in Ockford Ridge.

### Proposed Uses

- Headquarters for Scout and Guide groups serving Ockford Ridge and surrounding areas.
- Venue for community activities and local group meetings.

### Hours of Use

- Regular evening, weekend, and occasional daytime sessions, depending on group activities.

### Target Demographic

- Young people aged 5–18 participating in Scouts and Guides.
- Adult volunteers and leaders.
- Wider community groups utilising the facility.

### **Innovation and Benefits**

- Local freehold ownership ensures permanence of youth provision in a growing community
- Strengthened community identity through secure, locally governed infrastructure.

## **Site Management Approach (25%)**

### **Management and Maintenance**

- Building owned and maintained by the Ockford Ridge Scout & Guide HQ Management Committee.
- GTC as freeholder would maintain oversight of land use and compliance with lease terms, while supporting strategic development planning.

### **Responsibility**

- **Finance & Corporate Services:** Asset management, governance, and liaison with tenant.
- **Operations & Compliance:** Monitoring of site condition and supporting future capital projects.

### **Resourcing and Recruitment**

- No additional staff required — covered within GTC's existing estate management capacity.

### **Outsourcing**

- Specialist works for site boundaries, access, or infrastructure upgrades commissioned as required.

### **Planned Changes**

- Develop a joint asset plan with the Management Committee to ensure the facility continues to meet the needs of an expanding community.

## **Community Engagement, Communication and Buy-In (15%)**

### **Engagement**

- Regular liaison with the HQ Management Committee and tenant organisations.
- Engagement with local residents and schools to promote youth involvement.

### **Marketing and Communication**

- Support for recruitment drives for Scouts, Guides, and volunteers.
- Promotion of community activities held at the HQ through GTC's communications channels.

### **Charity Partnerships**

- Collaboration with local charities and community groups to broaden use of the site while prioritising youth provision.

### **Promotion of Inclusivity**

- Open to young people of all backgrounds and abilities.
- Welcoming space for adult volunteers, parents, and community supporters.

## **Experience (25%)**

### **Operational Expertise**

- Proven history of supporting Scout and Guide facilities in Godalming, including head leaseholder responsibilities for Wharf Scout buildings.
- Management of a £20m asset portfolio with multiple community facilities.

**Maintenance Capacity**

GTC has a qualified in-house facilities team to advise and support on site management issues if required.

**Recognition**

Award-winning approach to community asset management and public realm maintenance.

**Landlord and Tenant Relationship**

Existing positive relationships with youth organisation tenants across multiple sites.

**Financing (10%)****Initial Operating Costs**

- No immediate operational cost impact — building maintenance remains the responsibility of the tenant under the current lease.

**Organisation Type**

- Existing legal entity: Godalming Town Council.
- 2025/26 Budget: £1,236,391; Reserves: £1,373,818.

**Revenue Maximisation**

- Not applicable — focus is on community benefit and youth provision.
- Potential for external funding bids for site improvements in partnership with tenant.

**Conclusion**

This proposal demonstrates GTC's continued support for Godalming's Community groups, especially those supporting the young people of the town.

The Freehold arrangement will provide security and certainty for the Scouts & Guides, safeguard the local investment already made in the premises and provides a local, accountable landlord for the Scouts & Guides as tenants. The proposal supports WBC's and GTC's shared commitment to localism and sustainable community development.

## **PROPOSAL DETAILS**

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### **Proposed Use**

The Ockford Ridge Scout & Guide HQ will continue to operate as the headquarters for local Scout and Guide units, as well as a venue for other community activities. Securing the freehold ensures its role is preserved within an area of **growing housing development**, meeting the needs of an expanding youth population.

### **Tenure**

Freehold transfer to GTC. The existing 99-year lease (from 1961) with the Management Committee to remain in place.

### **Managing the Site**

GTC to oversee freehold responsibilities and strategic safeguarding; Management Committee to retain operational control of the building and activities.

#### **Year 1**

- Complete transfer process.
- Establish a long-term vision with the Management Committee.

#### **Year 2**

- Explore funding opportunities for site and access improvements.

### **Health and Wellbeing**

The HQ supports the personal development of children and young people, provides opportunities for physical activity, outdoor learning, and volunteering, and strengthens community cohesion in Ockford Ridge.

### **Operational & Risk Management**

- Compliance with all lease obligations monitored by GTC.
- Support provided to tenant for risk assessments and compliance policies as required.

### **Financing**

- No direct operational cost increase to GTC; long-term community value secured.
- Potential to leverage GTC's position to support external fundraising efforts.



**Godalming**  
Town Council

Supporting Our Community

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# BAND ROOM & RANGERS STATION BROADWATER PARK

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Business Plan

15 August 2025

## TABLE OF CONTENTS

---

Executive Summary .....	2
Proposed Use Statement (25%) .....	2
Approach and Strategy .....	2
Major Challenges and Opportunities .....	2
Proposed Uses .....	2
Hours of Use .....	2
Target Demographic .....	2
Innovation and Benefits .....	3
Site Management Approach (25%) .....	3
Management and Maintenance .....	3
Responsibility .....	3
Planned Changes .....	3
Community Engagement, Communication and Buy-In (15%) .....	3
Engagement .....	3
Marketing and Communication .....	3
Charity Partnerships .....	3
Promotion of Inclusivity .....	3
Experience (25%) .....	3
Recognition .....	3
Landlord and Tenant Relationship .....	3
Financing (10%) .....	4
Initial Operating Costs .....	4
Organisation Type .....	4
Revenue Maximisation .....	4
Conclusion .....	4
Proposal Details .....	5
Proposed Use .....	5
Tenure .....	5
Managing the Site .....	5
Year 1 .....	5
Year 2 .....	5
Health and Wellbeing .....	5
Operational & Risk Management .....	5
Financing .....	5



## EXECUTIVE SUMMARY

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Godalming Town Council (GTC) seeks the **freehold transfer** of the Band Room and Rangers' Station from Waverley Borough Council (WBC) under the Community Asset Transfer process.

Under the proposal, the **Rangers' Station** would be leased back to WBC at a **peppercorn rent** for as long as meaningful Ranger operations are undertaken from the premises. This arrangement ensures that WBC (or the future unitary authority) retains an operational base in Godalming for countryside and open space management, while guaranteeing that if such operations cease, the space can be repurposed for **community benefit**.

The **Band Room** will continue to be used for rehearsal, performance preparation, and other community activities, securing its role in Godalming's cultural and civic life.

The transfer would:

- Safeguard two key town centre assets in **local, democratic ownership**.
- Protect the operational needs of WBC's Ranger service while planning for future adaptability.
- Ensure that the premises are not left vacant or underused if Ranger functions are relocated or discontinued.
- Integrate the buildings into GTC's coordinated approach to community asset management.

## Proposed Use Statement (25%)

### Approach and Strategy

GTC's approach combines **operational security for WBC** with **long-term community benefit**. By securing the freehold, GTC can manage the buildings to ensure continuous, purposeful use.

- **Band Room:** Retained for cultural, musical, and community group use.
- **Rangers' Station:** Leased back to WBC at a peppercorn rent for active Ranger operations; converted to community use if Rangers operations cease.

### Major Challenges and Opportunities

- **Challenges:** Ensuring building adaptability to suit potential future uses; maintaining affordability for cultural and voluntary groups.
- **Opportunities:** Strengthen the town's cultural offer, protect operational capacity for land management services, and create a flexible, multi-use facility for future community needs.

### Proposed Uses

- **Band Room:** Primary home for Godalming Town Band.
- **Rangers' Station:** Base for WBC Ranger service; potential future use as community meeting space or training facility.

### Hours of Use

- **Band Room:** Regular evening and weekend rehearsals.
- **Rangers' Station:** Weekday operational use; adaptable schedule for community use if repurposed.

### Target Demographic

- Established Musicians
- Youth Musicians
- Ranger service staff during active operations.

### **Innovation and Benefits**

- Dual-use planning ensures building sustainability regardless of future service changes.
- Maintains operational presence for WBC/unitary in Godalming.
- Creates a pathway for smooth transition to community use if required.

## **Site Management Approach (25%)**

### **Management and Maintenance**

- **Band Room:** Managed directly by Godalming Band. GTC in-house facilities team support if required/requested.
- **Rangers' Station:** day-to-day operational and maintenance upkeep by WBC during lease-back.

### **Responsibility**

- **Finance & Corporate Services:** Lease management, compliance, and financial oversight.
- **Operations & Compliance:** Maintenance planning, safety checks, and liaison with tenants/users.

### **Planned Changes**

- Assess building condition and support upgrades for energy efficiency and accessibility.
- Prepare adaptation plan for community use of Rangers' Station if/when operations cease.

## **Community Engagement, Communication and Buy-In (15%)**

### **Engagement**

- Regular dialogue with WBC to ensure operational needs of Ranger service are met.
- Consultation with Godalming Town Band and other potential cultural users.

### **Marketing and Communication**

- Publicise any future repurposing of Rangers' Station for community benefit.

### **Charity Partnerships**

- Work with local cultural charities and community groups to maximise usage.

### **Promotion of Inclusivity**

- Band is inclusive and welcome all ages and backgrounds.

## **Experience (25%)**

### **Operational Expertise**

- GTC's proven track record managing cultural, community, and operational facilities, including the Wilfrid Noyce Centre and Broadwater Youth Centre.

### **Maintenance Capacity**

- In-house facilities team delivering routine upkeep and contractor liaison.

### **Recognition**

- Strong asset stewardship reputation.

### **Landlord and Tenant Relationship**

- Established working relationships with WBC, Godalming Town Band, and other community organisations.

## **Financing (10%)**

### **Initial Operating Costs**

- Band Room operating costs covered by Godalming Band.
- Rangers' Station maintenance covered by WBC during lease-back.

### **Organisation Type**

- Existing legal entity: Godalming Town Council.

### **Revenue Maximisation**

- Potential community use income from Rangers' Station if repurposed in future.

### **Conclusion**

This proposal demonstrates GTC's continued support for Godalming's Community groups, especially those supporting the young people and the cultural life of the town.

The Freehold arrangement will provide security and certainty for the Godalming Band. The lease-back demonstrates a longer-term commitment to provision of community space, whilst recognising the immediate needs of the Rangers. The proposal supports WBC's and GTC's shared commitment to localism and sustainable community development.

## PROPOSAL DETAILS

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### Proposed Use

Freehold transfer to GTC with:

- **Band Room** retained for cultural and community use.
- **Rangers' Station** leased back to WBC at a peppercorn rent for as long as meaningful Ranger operations are conducted; if operations cease, premises revert to community use under GTC's management.

### Tenure

Freehold transfer to GTC; peppercorn lease to WBC for Ranger use; terms to include clear transition provisions for community use.

### Managing the Site

GTC as freeholder to oversee building management, compliance, and long-term planning; day-to-day Rangers' Station operations by WBC while in use.

### Year 1

- Complete freehold transfer and establish lease-back agreement.

### Year 2

- Explore future options for site if Rangers cease operations from the site.

### Health and Wellbeing

The Band Room supports cultural participation, social interaction, and volunteer activity; the Rangers' Station underpins the management of common lands benefiting residents' physical and mental wellbeing.

### Operational & Risk Management

- GTC to hold insurance and oversee compliance.
- Lease terms to clearly define responsibilities for maintenance and repairs.

### Financing

- No direct operational cost increase to GTC; long-term community value secured.
- Future income potential if Rangers Station repurposed.



**Godalming**  
Town Council

Supporting Our Community

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# GODALMING & VILLAGES COMMUNITY STORE PREMISES BROADWATER PARK FARNCOMBE

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Business Plan

15 August 2025

## TABLE OF CONTENTS

Executive Summary .....	2
Proposed Use Statement (25%) .....	2
Approach and Strategy .....	2
Major Challenges and Opportunities .....	2
Proposed Uses .....	2
Hours of Use .....	2
Target Demographic .....	2
Innovation and Benefits .....	2
Site Management Approach (25%) .....	3
Management and Maintenance .....	3
Responsibility .....	3
Resourcing and Recruitment .....	3
Outsourcing .....	3
Planned Changes .....	3
Community Engagement, Communication and Buy-In (15%) .....	3
Engagement .....	3
Marketing and Communication .....	3
Charity Partnerships .....	3
Promotion of Inclusivity .....	3
Experience (25%) .....	3
Operational Expertise .....	3
Maintenance Capacity .....	3
Recognition .....	3
Landlord and Tenant Relationship .....	4
Financing (10%) .....	4
Initial Operating Costs .....	4
Organisation Type .....	4
Revenue Maximisation .....	4
Conclusion .....	4
Proposal Details .....	5
Proposed Use .....	5
Tenure .....	5
Managing the Site .....	5
Year 1 .....	5
Year 2 .....	5
Health and Wellbeing .....	5
Operational & Risk Management .....	5
Financing .....	5

## **EXECUTIVE SUMMARY**

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Godalming Town Council (GTC) seeks to secure a **30-year leasehold interest** in the premises within Broadwater Park currently occupied by the **Godalming & Villages Community Store**.

The Community Store has become a vital service, providing food and essential household goods to residents facing hardship, as well as delivering wrap-around support through partner agencies. It is run by Godalming & Villages Community Store Trustees (Charity No. 1199787) and supported by a strong volunteer base.

GTC has directly funded and managed the works to segregate and adapt the building to create the Store's dedicated facility, ensuring it is fit for purpose and fully operational. Retaining this use under a secure lease is critical to protecting the service and supporting the many residents who rely on it.

The proposed lease terms are designed to be sustainable and community-focused, while ensuring the freeholder retains appropriate protections and a fair return.

### **Proposed Use Statement (25%)**

#### **Approach and Strategy**

The premises will continue to be used as the base for the **Godalming & Villages Community Store**. This community-led facility is essential to supporting vulnerable households across Godalming and neighbouring villages.

By securing a 30-year lease, GTC will ensure the long-term continuity of this vital service. The lease will also allow flexibility to sublet to other local community organisations in the event the Store ceases operations, ensuring the premises remain dedicated to community benefit.

#### **Major Challenges and Opportunities**

- **Challenges:** Rising demand for community support services, funding pressures on voluntary organisations.
- **Opportunities:** Securing a long-term lease gives stability to attract grant funding, maintain volunteer engagement, and strengthen partnerships.

#### **Proposed Uses**

- Provision of food, essential goods, and wrap-around support via the Community Store.
- Community engagement hub for partner organisations delivering advice and support.
- Potential use by Farncombe Cricket Club or other community groups if the Store ceases operations.

#### **Hours of Use**

In line with Community Store operational hours, with flexibility for extended use by agreement.

#### **Target Demographic**

- Residents of Godalming and surrounding villages facing financial hardship.
- Households referred by local support agencies.
- Volunteers and partner organisations.

#### **Innovation and Benefits**

- Secure tenure enabling the Store to apply for significant external funding.
- Facility integrated within Broadwater Park, easily accessible by foot, bicycle, and car.
- Vehicular access via Summers Road car park (Cricket Club) and pedestrian access from all directions across the park.

## **Site Management Approach (25%)**

### **Management and Maintenance**

- Lease to be **internal repairing**, with GTC responsible for the internal upkeep.
- Freeholder to insure the building; GTC to pay an **insurance rent** annually.

### **Responsibility**

- GTC to manage the lease, compliance, and landlord liaison.
- Day-to-day operation managed by the **Godalming & Villages Community Store Trustees** under sublease.

### **Resourcing and Recruitment**

- No additional GTC staff required; existing officers will manage lease obligations.

### **Outsourcing**

- Specialist maintenance works to be undertaken by contractors as needed.

### **Planned Changes**

- GTC to fund and install **secondary utility metering** (20/80 cost split on standing charges, with 20% payable by GTC).
- Utilities to be paid quarterly on demand, with GTC entitled to inspect utility bills.
- Ongoing internal improvements as funding allows.

## **Community Engagement, Communication and Buy-In (15%)**

### **Engagement**

- The Community Store is already a trusted and well-used service, with strong volunteer engagement and regular liaison with GTC.

### **Marketing and Communication**

- Continued publicity via GTC website, social media, and local press to maintain public awareness and encourage support.

### **Charity Partnerships**

- Primary partnership with Godalming & Villages Community Store Trustees.
- Potential future use by Farncombe Cricket Club or other local groups if required.

### **Promotion of Inclusivity**

- Service open to all eligible residents, regardless of background.
- Accessible premises and location.

## **Experience (25%)**

### **Operational Expertise**

- GTC has direct experience of adapting and refurbishing the premises for the Store.
- Extensive track record in managing community buildings and leasehold arrangements.

### **Maintenance Capacity**

- GTC's facilities team can deliver internal repairs and coordinate contractors as needed.

### **Recognition**

- Known for effective stewardship of community assets and award-winning public realm management.



**Landlord and Tenant Relationship**

- Proposed lease terms ensure transparency, stability, and flexibility while protecting the community use.

**Financing (10%)****Initial Operating Costs**

- Internal repairs and insurance rent incorporated into GTC's budget.
- Utilities apportioned and paid quarterly on demand.

**Organisation Type**

- Existing legal entity: Godalming Town Council.

**Revenue Maximisation**

- Not applicable — primary focus is community benefit, not income generation.
- Long-term lease allows Community Store to maximise grant income.

**Conclusion**

This proposal demonstrates GTC's proven capability to support the continued use of the premises by the Godalming & Villages Community Store or alternative community group if the Community Store ceases to operate.

The leasehold arrangement will provide security and certainty for the Community Store and safeguard the local investment already made in the facilities and supports WBC's and GTC's shared commitment to localism and sustainable community development.

## **PROPOSAL DETAILS**

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### **Proposed Use**

The premises will continue to house the **Godalming & Villages Community Store**, an essential support hub for residents in need. In the event of the Store's closure, GTC may sublet to Farncombe Cricket Club or another community group, maintaining public benefit.

### **Tenure**

30-year lease with the following terms:

- **Internal repairing lease.**
- Freeholder insures; GTC pays insurance rent.
- 5-year rent reviews based on inflation index formula.
- Tenant-only break clause at each second-year point.
- GTC permitted to sublet to Community Store Trustees; alternative local group use if Store closes.
- Vehicular and pedestrian access rights via Summers Road car park and pedestrian access across Broadwater Park.
- Secondary utility metering funded by GTC; primary metering standing charge split 20/80; quarterly payments; right to inspect bills.

### **Managing the Site**

GTC to oversee lease obligations and compliance; Community Store Trustees responsible for day-to-day operations under sublease.

#### **Year 1**

- Maintain current operation of the Community Store.
- Install secondary utility meters.
- Review internal layout and facilities for potential improvements.

#### **Year 2**

- Begin phased improvement programme in consultation with the Store Trustees.

### **Health and Wellbeing**

The Community Store reduces food insecurity, supports residents in financial hardship, and signposts users to additional services. Its presence within a well-used community park helps foster a sense of belonging and mutual support.

### **Operational & Risk Management**

- Lease compliance monitored by GTC.
- Internal repairs scheduled and budgeted.
- Insurance cover managed by the freeholder.

### **Financing**

- All costs budgeted within GTC's operational plan.
- Community Store covers its own running costs under sublease.

## End of Grant Report – Defibrillator Training – July 2025

In October 2024 we were awarded a grant of £1,500 from the Godalming Town Council Community Fund for our 'Every Minute Counts' project to purchase a defibrillator training unit and deliver training to staff, volunteers, residents, family members, and local community members.

### Project Overview

'Every Minute Counts' was launched to improve emergency preparedness at The Meath by providing practical, hands-on defibrillator training. There is an increased risk of sudden cardiac arrest for people with complex epilepsy, and so equipping our team and the local community with the skills to act quickly can significantly improve outcomes and potentially save lives. Although we already had two defibrillators on site, we were keen to ensure not only that we had access to this kit but also that we were confident and competent to use them. Thanks to your support we were able to invest in vital equipment and deliver accessible, inclusive training.

"I've always known where the defibs are, but I wasn't sure I'd know what to do in the moment. The training made it feel much more real - practising with the kit and talking through different situations really boosted my confidence. I feel much more prepared now if something urgent ever happens."

— Care Staff Member, The Meath

### What We Achieved

- We purchased a defibrillator training unit that replicates real-life scenarios and feedback, allowing participants to practise safely and build confidence.
- Fifteen training sessions were delivered by a certified instructor reaching a total of 132 participants, including staff, volunteers, family members, and individuals from the local community. Participants learned how to recognise cardiac arrest, perform CPR, and use the defibrillator training unit in response to different scenarios.
- Awareness was raised via printed materials and posters and participants were encouraged to install the Circuit, **Defib Finder** app to help find the nearest defibrillator in an emergency.
- Staff and volunteers reported feeling significantly more confident in their ability to respond in a cardiac emergency, particularly when supporting individuals with epilepsy.





On Thursday, 20 February, Godalming Town Mayor, Cllr Paul Rivers and Consort, Cllr Penny Rivers visited the Meath for some important training on how to use a defibrillator. Godalming Town Council supported "Every Minute Counts" with a grant enabling training on how to use a defibrillator. The Meath is willing to train others so that we can step up and help if needed. The Mayor said "It was a great pleasure to visit The Meath, to see old friends, make new ones and to have hands-on training with a defibrillator. It is right to be prepared to step up when every minute counts".

### Learning and Reflection

One of the most important lessons from the project was the value of practical, hands-on learning. Several participants had seen defibrillators before but had never touched one or understood how it worked. Being able to practise using a realistic, safe training unit helped break down fear and uncertainty.



"We've started including basic first aid and defib awareness in some of our sessions with residents, alongside epilepsy awareness. Even just talking about what the machines are for and showing where they are helps build familiarity. For people with cognitive disabilities, that kind of gentle, repeated exposure really makes a difference—it helps reduce anxiety and builds trust in the support around them."

— Kate, Occupational Therapy Assistant

### What's Next

Thanks to the equipment purchased and the positive response, this programme will continue beyond the initial funding period. We will deliver additional sessions for new staff, volunteers, and family members as part of our induction and welcome processes. We will also offer community drop-in training during open days. We have also recently joined the Godalming Business Improvement District (BID) which offers more opportunities to link with local businesses, raise awareness about epilepsy and inclusion, and explore wider delivery of defibrillator awareness training. Through the BID, we hope to play a more active role in improving disability confidence across the town—whether by sharing expertise, offering joint training sessions, or supporting initiatives that make Godalming a more accessible and inclusive place for all.

### Thank You

We are incredibly grateful to you for supporting this life-saving initiative. Your grant enabled us not only to strengthen safety at The Meath but also to share vital skills with the wider community.

Jane Friend

Trusts and Foundations Manager

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## GODALMING TOWN COUNCIL

Disclosure by a Member<sup>1</sup> of a disclosable pecuniary interest or other registerable interest (non-pecuniary interest) in a matter under consideration at a meeting (S.31 (4) Localism Act 2011 and the adopted Godalming Members' Code of Conduct).

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

**COMMITTEE:**

**DATE:**

**NAME OF COUNCILLOR:** \_\_\_\_\_

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

Agenda No.	Subject	Disclosable Pecuniary Interests	Other Registerable Interests (Non-Pecuniary Interests)	Reason

**Signed** \_\_\_\_\_

**Dated** \_\_\_\_\_

<sup>1</sup> "Member" includes co-opted member, member of a committee, joint committee or sub-committee

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

<sup>3</sup> A registerable interest (non-pecuniary interest) is defined by Section 9 of the Godalming Members' Code of Conduct.