

GODALMING TOWN COUNCIL

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Municipal Buildings
Bridge Street
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5 April 2019

I HEREBY SUMMON YOU to attend the **POLICY & MANAGEMENT COMMITTEE** Meeting to be held in the Council Chamber, Municipal Buildings, Bridge Street, Godalming on THURSDAY, 11 APRIL 2019 at 7.00 pm.

Andy Jeffery
Town Clerk

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

Councillor P Martin
Councillor Poulter
Councillor Wheatley
Councillor Hunter
Councillor Noyce
Councillor Pinches
Councillor Gray
Councillor Purkiss
Councillor Follows

Councillor Gordon-Smith
Councillor Cosser
Councillor T Martin
Councillor S Bott
Councillor Welland
Councillor Bolton
Councillor Walden
Councillor Wainwright

AGENDA

1. MINUTES

To approve as a correct record the minutes of the meeting held on the 7 March 2019, a copy of which has been circulated previously.

2. APOLOGIES FOR ABSENCE

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

The Chairman to allow members of the public to ask the Council questions, make a statement or present a petition. This forum to be conducted in accordance with Standing Order 5.

4. DISCLOSABLE PECUNIARY INTERESTS AND NON-PECUNIARY INTERESTS

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

5. COMMITTEE WORK PROGRAMME

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

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

6. ACCOUNTS PAID SINCE LAST MEETING & SCHEDULE OF PAYMENTS

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

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

7. PLANNING MATTERS

Neighbourhood Plan

Members will wish to note that on 2 April 2019, Godalming Town Council received notification from Waverley Borough Council that the modifications proposed in the Independent Examiner's report have been accepted and that the draft Godalming & Farncombe Neighbourhood Plan has been modified accordingly and that the plan may proceed to referendum.

Subsequent to this, a meeting has been arranged with the Returning Officer to agree a date for the referendum, Members to receive an update from the Town Clerk on the outcomes of the meeting.

The decision notice was distributed electronically to all Members on 2 April 2019, a hard copy will be tabled at the meeting. Members of the public may view the decision notice at <https://godalming-tc.gov.uk/neighbourhoodplan/>

Article 4 Direction

Following the submission of the "Impact of Permitted Development Rights on Godalming Office Market" and accompanying letter to Waverley Borough Council, the Town Clerk has received a letter from the Leader of Waverley Borough Council (attached for the information of Members) explaining that the matter is being considered by Waverley Officers so they may advise on whether there is a justification for reconsidering Waverley Borough Council's approach on the matter of Article 4 directions. The requested map has been supplied.

8. GODALMING YOUNG CITIZEN OF THE YEAR AWARD SCHEME

Members are requested to consider a report (attached for the information of Members) on the potential for the introduction of a Young Citizen's Award Scheme.

If Members are minded to agree for the introduction of the Godalming Young Citizen of the Year Award Scheme, they are requested to resolve to agree:-

- the Godalming Young Citizen of the Year Award Scheme be moved from Exploratory Activities to the Policy & Management Committee Project Area of the 2019/2020 Action Plan;
- agree to meet the cost of the award scheme to a maximum of £2,000 from the emerging projects fund; and
- to agree to appoint a judging panel at the July Full Council Meeting.

9. BUSINESS IMPROVEMENT DISTRICT

Members will be aware that Waverley Borough Council has worked with the borough's Chambers of Commerce to undertake a feasibility study to determine whether a foundation exists to establish a Business Improvement District (BID) area (Min No 92-18 refers).

Waverley has shared the outcomes of the feasibility study with Godalming Town Council (attached for the information of Members) as well as the Godalming Chamber of Commerce. Members will note from the report's recommendations contained on pages 29-30 that it is considered that a case exists for a Godalming-based BID area. However, although some guidance is provided on page 34 'Next Steps', what is not yet established is how or who leads the next phase of the process, or importantly who funds the next phase.

It is suggested that, whilst Godalming Town Council could add value to any BID board that may be established, especially with service in kind such as meeting rooms etc, in order to avoid the blurring of lines between Council baseline service provision and BID projects, this should be a business-led process and that Godalming Town Council should await further reports from the Chamber of Commerce and/or WBC before making any further commitment to the BID process.

Officers were pleased to note the report highlights that Godalming Town Council is well regarded within the business community and that within the areas managed by the Town Council identified within the report that:

- 60% of respondents stated that Town Centre events are important;
- 80% of respondents reported that the Town Centre events help their business a little or a lot;
- 80% rate the current marketing of town events as good; and
- 100% stated that the town has the right number of events.

It is also interesting to note that one of the issues raised in regards to way-finding and signage (page 19) has already been addressed by this Council.

10. REVIEW OF STANDING ORDERS

Members are requested to review the Standing Orders (attached for the information of Members) and to approve the proposed amendments.

The amendments shown in the attached document, reflect the fact that this Council has, over the previous twelve months, adopted standalone policies and procedures. As such, areas of Standing Orders which relate to detail already provisioned for in those policies and procedures have been deleted or amended to reflect the current agreed management structures and procedures.

Members will wish to be made aware that those amendments which relate to staffing procedures and management have been reviewed and approved by the Staffing Committee (Min No 424-18 refers).

11. LOCALISM

The Town Clerk is pleased to report that following the success of the procedures adopted by Godalming Town Council and agreed by SCC for the management of Localism Funding, it has been agreed that Godalming will continue to benefit from localism agreements and funding.

Members will be aware that in collaboration with the County Councillors for Godalming North and Godalming South and the SCC local highways engineer for the Godalming area, the Town Council has worked in partnership with SCC to identify areas of concern to residents which the Town Council has then been able to rectify under the localism arrangements. These works centre largely on vegetation clearance, culvert clearance to prevent or clear flooding and repairs of hand rails and removal of trip hazards, many of the jobs undertaken by the Town Council were areas which had previously slipped down the priority order, but which the Town Council could achieve more effectively using local resources.

12. COMMUNITY CENTRE MONITORING

Centre	Hours Booked Q3 & Q4 2018/19	% Used	Hours Booked Q3 & Q4 2017/18	% Used	% Change year on year
Broadwater					
- Large Hall	1039	44%	1107	47%	-3%
- Small Hall	663	28%	622	26%	+2%
Pepperpot					
- Undercroft	561	24%	489	21%	+3%
- Meeting Room	283	12%	300	13%	-1%
Wilfrid Noyce					
- Caudle Hall	1647	70%	1794	76%	-6%
- Wyatt Room	905	38%	1047	44%	-6%
- Oglethorpe Room	656	28%	581	25%	+3%

Members will note that although the year-on-year performance of The Pepperpot meeting room has reduced by 1%, the meeting room was unavailable for the majority of Q4 due to renovation works.

The reduction in use of the Wyatt Room has resulted from two users whose classes have grown too large for the available space relocating to another venue, new users are due to begin activities after Easter.

The reduction in use of the Broadwater Park main hall is due to a significant user reducing the finish times of a number of sessions, as these are evening sessions it is unlikely that this capacity will be filled. However, two new daytime users have been recruited to the centre.

The financial performance of community centres is included within budget monitoring.

13. ANNUAL SAFETY REPORT

Members will wish to note that during the period 1 April 2018 to 31 March 2019 there were no notifiable health & safety incidents relating to the Town Council's staff, contractors (whilst working for the Town Council) buildings or land holdings.

14. TOWN COUNCIL REPRESENTATION ON EXTERNAL BODIES – REPORT ON WAVERLEY CYCLE FORUM

Members are asked to note a report (deferred from 12 April 2018) from Councillor Purkiss on the Waverley Cycle Forum (report to be tabled) an organisation on which Councillor Purkiss represents the Town Council.

15. TOWN COUNCIL REPRESENTATION ON EXTERNAL BODIES – REPORT ON DISTRICT SCOUT COUNCIL

Members are asked to note a report from Councillor Wheatley on the District Scout Council (report to be tabled) an organisation on which Councillor Wheatley represents the Town Council.

16. ANNUAL REPORT

Members to receive an advance copy of the Annual Report to be presented at the Annual Town Meeting on the 18 April 2019.

17. COMMUNICATIONS ARISING FROM THIS MEETING

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

18. DATE OF NEXT MEETING

The next meeting of the Policy & Management Committee is scheduled to be held on Thursday, 23 May 2019 at 7.00 pm in the Council Chamber.

19. ANNOUNCEMENTS

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

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

20. PROPERTY ACQUISITION

Members to receive a confidential report (attached for the information of Members) regarding an option to acquire a Town Centre property and are requested to consider the recommendations contained within the report.

5. POLICY & MANAGEMENT COMMITTEE – WORK PROGRAMME

TASK	WHO?	MINUTE REF	PROGRESS	REQUIREMENT	DUE DATE
COMMUNITY CENTRES – PERFORMANCE MONITORING	Town Clerk	46-16	On-going item for approximately quarterly reporting. Item on this agenda	Quarterly	April 2019
FARNCOMBE INITIATIVE	Cllr Cosser	274-13	Reports expected at approximately six-monthly intervals.	Bi-annual	23 May 2019
FLOOD ALLEVIATION	Town Clerk	405-13 428-14	Piling works have been completed, pumping stations and fitting out works progressing	N/A	Mid 2019
FIREWORKS	Town Clerk	173-16	Members agreed to support an event in 2019 (Minute 264-18).	Annual	1 November 2019
CONDITION OF TREES IN THE TOWN COUNCIL'S OWNERSHIP	Town Clerk	414-16	Works to progress as agreed by Members (Minute 263-18).	2 yearly	Nov 2020
INVESTMENT STRATEGY	RFO	N/A	Financial Regulation (8.4) identifies the need for an Investment Strategy & Policy.	Annually	12 July 2019
APPROVAL OF VARIABLE DIRECT DEBITS	RFO	N/A	Financial Regulations (6.6) require the approval of a use of variable direct debit shall be renewed by this Committee at least every two years.	25/05/17	23 May 2019
ENGAGEMENT OF INTERNAL AUDIT	RFO	N/A	Standing Orders delegates the annual appointment of the Internal Auditor to this Committee. Amendment to Standing Order 97 required	April 2019	April 2019
ASSET WORKING GROUP	Town Clerk		The Asset Working Group is progressing its work.		May 2019
INTERNAL REFURBISHMENT OF THE PEPPERPOT	Town Clerk	41-18	Work began in January 2019 on schedule.		April 2019

TASK	WHO?	MINUTE REF	PROGRESS	REQUIREMENT	DUE DATE
OUTSIDE WORKS & MAINTENANCE SERVICES	Town Clerk	142-19	To be brought to Committee following consideration of employment issues by the Staffing Committee.		May 2019
ANNUAL SAFETY REPORT	Town Clerk	N/A	Health & Safety Policy requires an annual safety report to the Council. Item on this agenda	Annual	April 2019
SAFETY POLICY STATEMENT	Town Clerk	N/A	The Council is required to adopt a Safety Policy Statement which is to be signed annually by the incoming Chairman of the Council (Mayor) and Town Clerk.	Annual	May 2019
MUSEUM FIRE ESCAPE	Town Clerk	219-18	Submission of Planning Application Planning application submitted		Jan 2019 May 2019
REPLACEMENT NOTICE BOARDS	Town Clerk	223-19	Charterhouse/Holloway Wards.		April 2019
THE PUBLIC SECTOR BODIES (WEBSITES AND MOBILE APPLICATIONS) (NO. 2) ACCESSIBILITY REGULATIONS 2018	Town Clerk	297-18	GTC website compliance with the regulations: <ul style="list-style-type: none"> Officers are to identify suitable technical support to conduct an accessibility audit of the Godalming Town Council's website www.godalming-tc.gov.uk; the cost of an accessibility audit and the proposed funding cost centre be brought to this Committee for authorisation prior to any work being undertaken; and the Support Services Executive undertakes appropriate training to ensure future content meets the requirements of the 2018 regulations 	23 Sep 2020 7 Mar 2019 Jan 2020	23 Sep 2020

TASK	WHO?	MINUTE REF	PROGRESS	REQUIREMENT	DUE DATE
REPRESENTATION ON EXTERNAL BODIES REPORTS:				Required Date	Revised Date
Waverley Cycle Forum	Cllr Purkiss		Report expected 11 April 2019	11/04/19	
District Scout Council	Cllr Wheatley		Report expected 11 April 2019	11/04/19	
Fairtrade Steering Group			Report expected 23 May 2019	23/05/19	
Farncombe Day Centre			Report expected 23 May 2019	23/05/19	
St Mark's Community Centre Management Committee			Report expected 11 July 2019	11/07/19	
Godalming/Joigny Friendship Association	Town Mayor		Report expected 5 September 2019	05/09/19	
Godalming/Mayen Association	Town Mayor		Report expected 17 October 2019	17/10/19	
Waverley Citizens' Advice			Report expected 17 October 2019	17/10/19	
Sport Godalming			Report expected 29 November 2019	29/11/19	
Godalming & District Chamber of Commerce			Report expected 29 November 2019	29/11/19	
Go Godalming Association			Report expected 12 December 2019	12/12/19	
Holloway Hill Sports Association			Report expected 12 December 2019	12/12/19	
Godalming Museum Trust			Report expected 16 January 2020	16/01/20	
St Mark's Community Initiative Group			Report expected 16 January 2020	16/01/20	

TASK	WHO?	MINUTE REF	PROGRESS	REQUIREMENT	DUE DATE
Godalming Together CIC			Report expected 5 March 2020	05/03/20	
SALC			Report expected 5 March 2020	05/03/20	
Waverley Cycle Forum			Report expected 9 April 2020	09/04/20	
District Scout Council			Report expected 9 April 2020	09/04/20	
Fairtrade Steering Group			Report expected (TBC)	TBC	
Farncombe Day Centre			Report expected (TBC)	TBC	

TASK	WHO?	MINUTE REF	PROGRESS	REQUIREMENT	DUE DATE
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Key Dates for Members' Information (Town Events etc.)

Event	Date
Mayor's Pancake Races	Tuesday, 5 March 2019
Farmers' Market	Saturday, 30 March 2019
Spring Festival	Saturday, 6 April 2019
Farmers' Market	Saturday, 27 April 2019
St John's Spring Fair	Saturday, 4 May 2019 (TBC)
Annual Council/Mayor Making	Thursday, 16 May 2019
Godalming Run	Sunday, 19 May 2019
Farmers' Market	Saturday, 25 May 2019
Town Show	Saturday, 1 June 2019
Farmers' Market	Saturday, 29 June 2019
Summer Food Festival	Sunday, 7 July 2019
Farmers' Market	Saturday, 27 July 2019
Staycation	Saturday, 3–Sunday, 11 August 2019
Farmers' Market	Saturday, 31 August 2019
Farmers' Market	Saturday, 28 September 2019
Farmers' Market	Saturday, 26 October 2019
Fireworks	Friday, 1 November 2019
Remembrance Sunday	Sunday, 10 November 2019
Christmas Festival & Light Switch-On	Saturday, 30 November 2019
Blessing of Crib & Carol Service (Godalming Town Day)	Saturday, 14 December 2019
Pancake Races	Tuesday, 25 February 2020
Farmers' Market	Saturday, 28 March 2020
Spring Festival – Spring into Godalming	Saturday, 4 April 2020

RECEIVED

02 APR 2019

Andy Jeffery
Town Clerk
Godalming Town Council
Municipal Building
Bridge Street
Godalming
GU7 1HT

Cllr. Julia Potts
Leader of the Council
E-mail: julia.potts@waverley.gov.uk
Direct line: 01483 523 497
Your ref:
Our ref: JP/SED/11.19
Date: 2 April 2019

Dear Mr Jeffery

Re: The Town and Country Planning (General Permitted Development) (England) Order 2015 Section 4 (1)

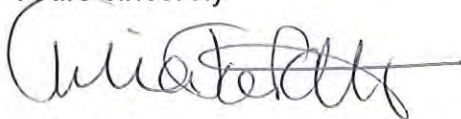
Thank you for your letter dated 8th March 2019 regarding the making of an Article 4 Direction for the above area. I apologise for the delay in replying.

As you know from Elizabeth Sims' response on 25th June 2018 to your earlier request for an Article 4 Direction, Waverley Borough Council's Joint Planning Committee's decision last May was that Waverley will only consider making Article 4 Directions for other areas once it has assessed the success of the Article 4 Direction in protecting the vitality and viability of the commercial area centred around Beacon Hill, near Hindhead. As you will know this Article 4 Direction for Beacon Hill is still being prepared but it is hoped that it will be made within the next month.

However, I appreciate that you have been gathering evidence regarding the loss of offices in Godalming and I thank you for sending me a copy of the report "Impact of Permitted Development Rights on Godalming Office Market". Officers are currently reviewing the evidence you have provided before advising on whether there is a justification for reconsidering the Council's approach on the matter of Article 4 directions. Officers will respond more fully once they have completed their review of this evidence.

In the meantime, I would be grateful if you could send me a copy of the map showing the requested Article 4 Direction areas as unfortunately, I was not able to find it with your letter and report?

Yours sincerely



Julia Potts
Leader of the Council

8. GODALMING YOUNG CITIZEN'S OF THE YEAR AWARD 2020

Introduction

This report aims to set out a basis for Members' consideration for a Godalming Young Citizen of the Year Award Scheme.

Background

The Mayor of Godalming's Volunteer Awards Scheme recognises and encourages positive community working within Godalming. However, since the demise of the Wilfrid Noyce Trophy in the late 60's, there has not been a specific civic award to encourage and recognise the achievements of young people.

Godalming Young Citizen of the Year Award 2020

The introduction of the Godalming Young Citizen of the Year Award would seek to acknowledge and reward young citizens aged 11-18 years.

Proposal

The aim would be to open the scheme to all young people aged from 11-18 years who live or attend school or college in Godalming. To introduce the scheme it is suggested that Godalming Town Council holds a launch event in September 2019 to publicise the awards. Nominations would close at the end of January 2020, with entries being assessed in February.

Benefits

The Godalming Young Citizen's Awards would:

- acknowledge the hard work and dedication shown by young people within our community;
- offer a special way to celebrate and demonstrate pride in their achievements and reward them for taking part in social action beyond their home/educational area;
- help build skills for work and life, develop greater confidence, self-awareness and responsibility and can encourage personal and social development;
- encourage engagement of young people in civic service and civic pride; and
- acknowledge many young citizens, not just the overall winners.

Godalming Young Citizen of the Year Categories

It is suggested that there should be three categories of awards with an overall winner in each category. Each nominee would receive a certificate from the Mayor. Each category award winner would receive a sponsored cup/prize and certificate presented by the Mayor.

- **Outstanding Contribution to the Community** – includes work in areas such as helping older or disabled people, working with children, fundraising for good causes and getting involved with voluntary organisations.
- **Triumph Over Adversity** – to recognise endurance and bravery, such as overcoming disability, bereavement, helping a parent or family member with a disability.
- **Outstanding Achievement** – This award covers excellence in many fields, such as sport, music, drama and visual arts etc.

Judging Panel

Could comprise of an elected member from each of the town wards supplemented by external expertise.

Officer Time

It is anticipated that the organisation and management to launch the event and to manage the awards nomination process, but not including any award ceremony, would require

approximately 37 hours of Officers' time. This provision is allowed for in the 2019/2020 Action Plan.

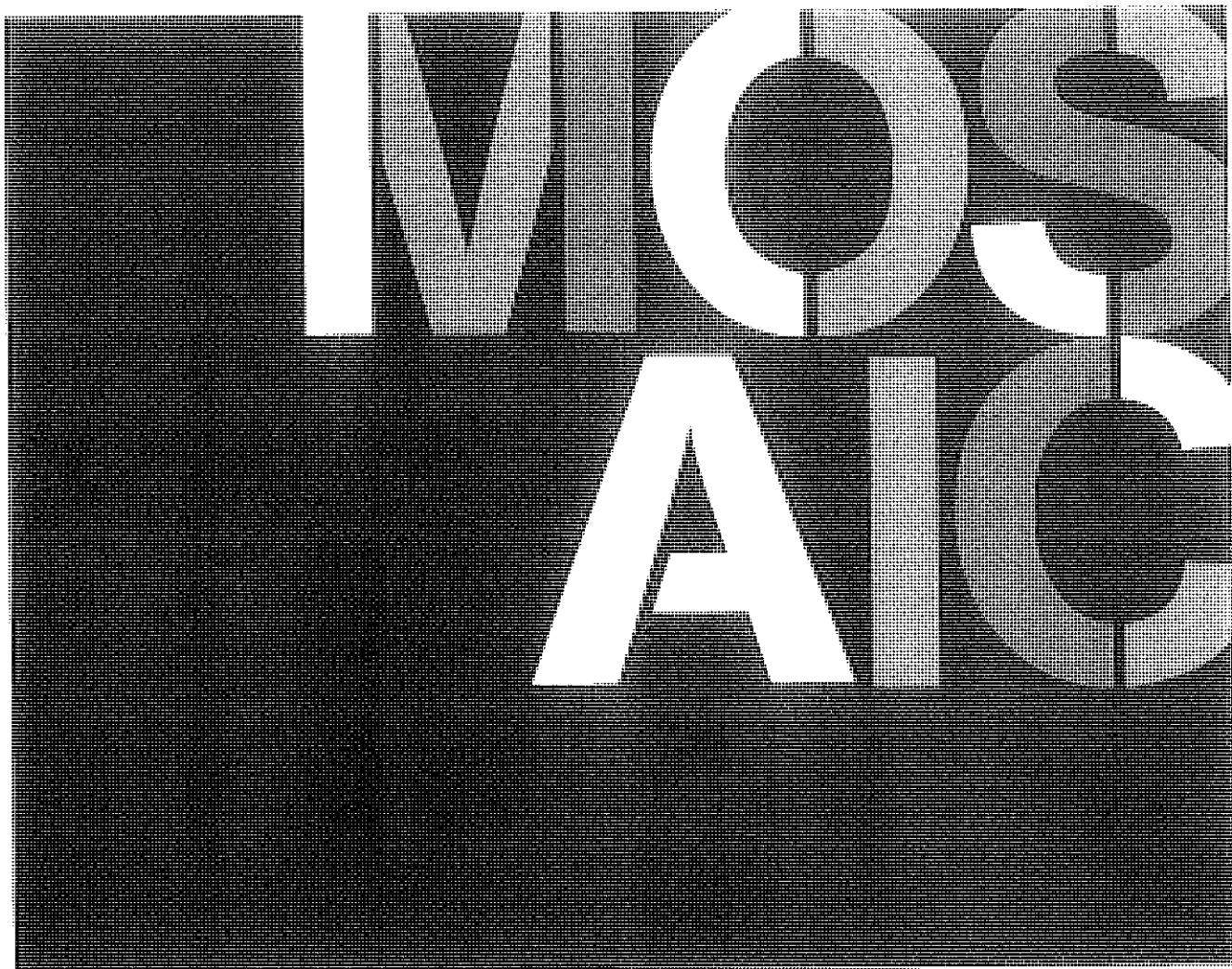
Funding

Sponsorship would be sought to cover the cost of prizes and any presentation event. However, as this cannot be guaranteed Members would, if they wish the scheme to be taken forward, need to resolve to underwrite the costs, with the funding for 2019/2020 being met from the emerging project fund.

Recommendations

If Members are minded to agree for the introduction of the Godalming Young Citizen of the Year Award, they are requested to resolve to agree:-

- the Godalming Young Citizen Awards be moved from Exploratory Activities to the Policy & Management Committee Project Area of the 2019/2020 Action Plan;
- agree to meet the cost of the award scheme to a maximum of £2,000 from the emerging projects fund; and
- to agree to appoint a judging panel at the July Full Council Meeting.



THE MOSAIC PARTNERSHIP PEOPLE TRANSFORMING PLACES

WAVESLEY DISTRICT (05/2019)

Report from The Mosaic Partnership

REPORT 05/19

THE MOSAIC PARTNERSHIP
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Waverley District Feasibility Study (Godalming)

Report by The Mosaic Partnership | March 2019

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Introduction and Background

The Mosaic Partnership was commissioned by Waverley Borough Council (WBC) to assess the feasibility of developing individual or a collective Business Improvement District (BID) for Cranleigh village and, Farnham, Godalming, and Haslemere town centres.

The Mosaic Partnership specialises in partnership and BID development. Having worked with over 120 locations, we have provided support in the development of over 100 successful BIDs in the UK to date which will bring in over £120m in the next five years.

Waverley District

The one village and three town centres included in the study are; Cranleigh, Farnham, Godalming and Haslemere and they are the principle centres within the Waverley District. Cranleigh is a large village located to the east of the district in a rural location. Farnham is the largest of the four centres and is located in the north east of the district, adjacent to the Hampshire border. Godalming is home to Waverley Borough Council and is situated in the north of the district, equidistant between Farnham and Cranleigh. Haslemere and the adjacent area of Weyhill, which was included in the study, are in the south of the district. Each centre has a strong retail offer and all are home to populations that commute out of the town for work although Cranleigh is unique in that it does not have a railway station. Farnham is the largest centre, followed by Godalming. Cranleigh and Haslemere are smaller than their larger neighbours and are a similar size to each other.

Business Improvement Districts

Business Improvement Districts (BIDs) in the UK came into being after approximately 20 years of voluntary partnership arrangements. Nationally the concept has enjoyed cross party support with the legislation having been introduced by the previous government and receiving continued support from the present through its 'Localisation' agenda. Mary Portas in her 'Review of the High Street' also recommended the formation of BIDs to manage town centres as a key recommendation.

Voluntary partnership arrangements like Chambers of Commerce have had a great deal of success but ultimately suffer from the lack of sustainable and guaranteed income, issues of 'free-loading' and the inability to raise enough finance to deliver expectations and guarantee delivery of longer term plans due to the unpredictable nature of voluntary financial arrangements. The approximate timetable of how the management model moved from a voluntary to legislative basis is shown overleaf.

Year	Key Milestone
Late 1980s	First true voluntary member/partnership initiatives established by Local Authorities
Mid 1990s	Lobbying of government and industry organisations for sustainable financial support.
Late 1990s	Academic study carried out by Leeds University called 'Step Change' which advocates for the first time 'Town Improvement Zones' modelled on BIDs in North America
September 2000	Government Green Paper ' Modernising Local Government Finances' proposes a district wide levy on business rates but met with substantial opposition as no consultation, accountability, partnership or ring fencing are detailed.
November 2000	Government restates its support for BID like schemes by including it in the new Urban White Paper.
April 2001	The Prime Minister announces the introduction of Business Improvement Districts in England & Wales.
June 2002	ATCM puts together the National BIDs Pilot Project with funding from major property owners, retailers, government and non- governmental organizations.
January 2003	22 locations are selected from across England & Wales for the National BID Pilot Project. The key aim of the National BIDs Pilot Project is to inform the development of the BIDs regulation over a 2 year period through attending a series of skill and experience building workshops and testing their application 'on the ground'
September 2003	BIDs legislation is included as part of the Local Government Act 2003 that received Royal Assent on 18 September.
September 2004	BIDs Regulations passed, meaning BIDs can be set up in England.
December 2004	First BID in the UK
2007	Scottish Bid Regulations
March 2011	The first Destination BID came into place in Bournemouth in 2011.
June 2014	Property Owner BID Regulations in London Only
July 2014	Northern Ireland BIDs legislation finalised
December 2018	300+ BIDs in the UK

It is as part of addressing some of the issues identified above that the BID process is being examined as a mechanism by which to help develop, manage and promote the assets of the Town Centre in the most engaged and effective way possible.

The BID framework provides locations with the opportunity to engage actively with the business community to delivering tangible results through improved function, management and investment in the location.

This report provides a comprehensive review of the four month study undertaken by The Mosaic Partnership for Waverley Borough Council. It includes information, analysis, advice and recommendations on the proposed BID area and core elements of BID development.

Key areas of report are:

- BID overview and key questions answered
- Financial appraisal of BID area
- Analysis of initial consultation
- Outline development and campaign information
- Assessment of resources needed to develop a BID
- Timetable for BID Development
- Recommendations and next steps

We would like to take this opportunity to thank all stakeholders and organisations who have helped in the preparation of this study.

Section One: BID Overview

BID Fundamentals

A BID is a formal mechanism which allows dedicated funds to be collected for the delivery of an agreed business plan.

Usually, a group of local businesses and public sector representatives form a partnership to develop a BID. Detailed discussions with local businesses are undertaken to identify issues and concerns and from this the partnership develops a business plan detailing projects and services which will address the issues. Businesses are then asked to vote on the plan and if they vote in favour all businesses pay a levy which is ring fenced for the delivery of the BID Business Plan. The vote is a postal ballot which is sent to all business rate payers in the BID area who will pay the levy if the vote is successful. To secure a "yes" vote the proposal needs to achieve sufficient votes through two criteria. Firstly, of those voting over 50% must vote in favour and secondly those who have voted in favour must represent at least 50% of the total rateable value of those voting.

Key Questions Answered

What are BIDs?

An arrangement whereby businesses get together, decide what improvements they want to make, how they're going to manage and deliver improvements and what it will cost them. This all goes into a business plan which is voted on by all those who would have to pay. The BID can last for a maximum of 5 years and must be able to demonstrate how it has benefited businesses who have funded it.

Have BIDs been supported elsewhere in the UK?

The legislation came in September 2004 and there have already been over 300 successful ballots including over 60 renewals. These BIDs involve over 100,000 businesses and will bring in over £300m of new finance to develop their centres over the next 5 years.

What might a BID deliver?

BIDs can deliver any projects or services that are agreed by the relevant businesses and are an addition to anything the Public Sector does. In most cases they focus on marketing and promotion activities, increasing safety and security for business and customers and better transport and access arrangements. The important thing is that BIDs are in the main addressing operational matters and that actual projects and services will be determined as a result of detailed consultation with all the business in the BID area.

Why is a BID needed?

A BID is a mechanism which allows businesses to control a sum of money to manage and deliver projects which they believe will improve the trading environment for them. It should ultimately increase trade and drive down costs for those businesses that are paying for the improvements.

Who can develop a BID?

A BID can be proposed by any business ratepayer, property owner, local authority or other key stakeholder with an interest in the BID Area.

How will the BID be Managed?

BIDs should be controlled and managed by local businesses that are paying the levy. The majority of BIDs are delivered through Companies Limited by Guarantee with Directors elected from the BID levy payers. The organisation delivering the BID will be responsible for the delivery of the BID projects and services and directly responsible to all its business membership through an elected board.

Who pays for a BID?

Once projects and services have been agreed by businesses, these are costed up. The cost to each business is worked out on a pro-rata basis. This is called the 'BID Levy'. A formal vote then takes place on the agreed projects and services and if the majority vote YES then ALL within the BID area HAVE to pay. The BID Levy is normally paid by the occupiers of a property. In addition BIDs can draw in other voluntary funding, e.g., from property owners, public sector and RDA's.

How does an area become a BID?

Normally a 'BID Task Group' is set up which is responsible for putting together a detailed business plan setting out the projects it aims to deliver on behalf of the business in the area. This is based upon a detailed consultation process with businesses. The business plan will include the projects, cost, delivery guarantees, performance indicators and the management structure. A confidential postal vote is then held of all the businesses that would pay the BID Levy. To become a BID a majority of those that vote must be in favour by number and rateable value. A successful BID then has a mandate for a maximum of 5 years after which it needs to ballot businesses again with a new Business Plan.

Does this mean the local authority will stop delivering services?

BID money can only carry out projects and services which are ADDITIONAL to those that public agencies have to provide. Prior to the BID Business Plan being produced the current services being delivered by all public agencies including the Local Authority and Police are benchmarked. The Local Authority has to continue to deliver that level of service for the period of the BID. The BID company can agree to provide additional resources to deliver a higher level of service over the benchmarked level if businesses want this.

How is the BID monitored?

Like any good business plan specific key performance indicators (KPIs) are set and performance is monitored against the KPIs by the BID board. As businesses contribute the funding to achieve those specific KPIs set out in the prospectus the BID Company will be required to monitor and inform its members of progress on a regular basis.

The Mosaic BID Development Process

The Mosaic Partnership has been involved with the development of BIDs since their inception in the UK. Working with a number of locations we have developed a three phased approach which provides a clearly defined structure for the BID process, ensuring the partnership is able to plan for activities, monitor progress and meet all regulatory requirements. It has been used successfully to develop over 100 BIDs.

	FOUNDATION PHASE
FOUNDATION PHASE	1. Establish the BID Development Team
	2. Develop the BID Development Plan
	3. Identify the BID Development Objectives
	4. Develop the BID Development Strategy
	5. Develop the BID Development Budget
	6. Develop the BID Development Timeline
	7. Develop the BID Development Risk Register
	8. Develop the BID Development Communication Plan
	9. Develop the BID Development Monitoring & Evaluation Plan
	10. Develop the BID Development Reporting Framework
DEVELOPMENT PHASE	1. Develop the BID Development Business Plan
	2. Develop the BID Development Business Case
	3. Develop the BID Development Business Model
	4. Develop the BID Development Business Plan
CAMPAIGN PHASE	1. Bid Arrangements
	2. Marketing & Communications Campaign
	3. Training/Helping/Support
	4. Bid Development Support

This study covers all of the Foundation Phase in detail and an outline summary of the Development and Campaign Phases.

Section Two: Proposal and Methodology

In order to develop a BID it is important to have a firm foundation on which to build a proposal and secure a "yes" vote. The partnership will need to establish a clear understanding of current business thinking and needs in the area as well as financial data and market analysis.

We have undertaken a 4 month study in Waverley to investigate the feasibility of a BID. The information provided in this report will allow the Council, in consultation with the Chambers of Commerce, to make an informed decision whether to invest the time and resources in the development of a BID proposal to put to local businesses.

The information has been gathered using the following methods:

- Sector contributions
- Levy payers
- Payment structures/options
- Boundary area
- Market Research and Consultation
- Analysis of existing plans & reports
- Undertaking a survey of key people/organisations
- Facilitating a meeting for Businesses including an Essential Guide to BIDs workshop
- Facilitating a public sector meeting with Heads of Service for Waverley Borough Council

In addition to this we have developed an online information management system which can provide the partnership with the ongoing ability to:

- Identify each organisation by type, value and level of support
- Track potential levy payers, project requirements and voting intentions
- Analyse data in a variety of different ways
- Segment and Personalise information and marketing.

Finally to ensure the partnership has a clear idea of what would be involved in moving on to the Development and Campaign phases we have provided the following summary advice on:

- Marketing and communication
- Business planning
- Legal and financial framework
- Electoral planning.

Furthermore, an indicative timetable for the Development and Campaign Phases is included along with an assessment of the resources that would be required.

Data and Information Analysis

A key part of the development of any BID is knowing what is ‘on the ground’, the type of business, the rateable value, the geographical and sector spread. If a BID is to be developed, this information will form the basis of a comprehensive market research and consultation exercise, the development of the business proposals, the balloting and the legal and financial framework upon which the BID is determined and operated.

The Mosaic Partnership consequently regards this part of the study as key and we have used the following data and methods to ensure accuracy.

1. The National Non Domestic Rates (NNDR) List was formally obtained for the study from Waverley Borough Council. It should be noted that this list ultimately forms the legal basis of any BID levy charge.
2. The NNDR list was checked and cross referenced through a week long foot survey.

This information was then compiled and fully analysed and is available to BID organisers. The information held on this database should only be used for the development of the BID proposals. The key information from this analysis is set out below.

Study Area Analysis

	No. of Organisations	Total RV	No. of Streets	No. of Sectors
Cranleigh	213	£4.9M	10	11
Farnham	753	£23.2M	35	17
Godalming	542	£15.3M	25	15
Haslemere <i>including Weyhill</i>	283	£5.3M	12	13
Total	1791	£48.7M	82	56

Study Area

Godalming



BID Levy Options

The following tables give an indication of the annual levy that could be raised from the Study Area if a percentage based or banded levy, based on rateable value, is charged. In considering these figures a number of things need to be kept in mind. Firstly, these are indicative figures for internal use. The final BID levy amount and consequently the unit amount a business might pay will be determined by what projects are required.

Secondly, it is worth noting that BIDs operate independently so project costs will need to include not only content cost but also costs for its implementation e.g. employment of staff or use of contract agencies. There is also considerable pressure from those paying the levy to see a tangible difference therefore any levy raised should be sufficient to 'move the needle'.

Finally it may also prove to be prudent to make exempt from paying those with very low rateable values as administratively it may be more expensive to collect than the benefit achieved. (Those who are exempt do not have a vote).

Potential Levy Raised

Levy/Rate	Total Levy Raised			
	Cranleigh	Farnham	Godalming	Haslemere
1%	£48,874	£232,456	£153,197	£52,730
1.5%	£73,311	£348,683	£229,795	£79,095
2%	£97,748	£464,911	£306,393	£105,460
Band	£93,250	£438,000	£257,500	£104,500

In many cases there is a wide variation in what businesses may pay and an alternative option to a percentage of rateable values is a banding structure. The table below shows how this might work. If this option is selected, careful consideration will need to be given in setting bands, taking into account issues such as ability to pay, impact of any particular group and total amount that can be raised.

Godalming

Band	No. of Businesses	% Share	Levy (pa)	Total	% Share
Over £500K	4	1%	£10,000	£40,000	16%
£400K to £500K	0	0%	£7,500	£0	0%
£300K to £400K	0	0%	£5,000	£0	0%
£200K to £300K	2	0%	£3,500	£7,000	3%
£100K to £200K	10	2%	£2,500	£25,000	10%
£80K to £100K	9	2%	£2,000	£18,000	7%
£60K to £70K	13	2%	£1,500	£19,500	8%
£50K to £60K	11	2%	£1,000	£11,000	4%
£30K to £50K	64	12%	£750	£48,000	19%
£20K to £30K	61	11%	£500	£30,500	12%
£5K to £20K	234	43%	£250	£58,500	23%
Below £5K	134	25%	n/a	n/a	n/a
	542	100%		£257,500	100%

Top Ratepayer Values

Although the total number of business in the combined Study Area is 1791, the following table highlights that comparatively few will pay the majority of the rates and hence probably the levy. The top 100 ratepayers in each area represent between 54% - 84% of the total rateable value.

It is therefore imperative that if a BID is being developed, these organisations are engaged early on and where possible support secured.

Top Ratepayers

Top	Cranleigh%		Farnham%		Godalming%		Haslemere%	
10	£1,955,700	40	£4,493,500	19	£5,525,500	36	£1,726,700	33
20	£2,424,700	50	£6,180,500	27	£6,582,000	43	£2,238,200	42
30	£2,753,200	56	£7,454,500	32	£7,377,500	48	£2,579,100	49
40	£3,030,200	62	£8,471,000	36	£8,018,000	52	£2,856,100	54
50	£3,278,300	67	£9,335,300	40	£8,545,050	56	£3,085,350	59
100	£4,128,550	84	£12,659,600	54	£10,490,750	68	£3,919,8590	74

Top 10 Individual Rateable Values

Godalming

Organisation	RV
Sainsburys	£2,250,000
Waitrose	£905,000
Homebase	£675,000
Waverley Borough Council	£610,000
Hotelplan	£282,500
Pets at Home	£216,000
Aegis Data Limited (In Administration)	£184,000
Roffe Swayne Ltd	£149,000
Surrey & Borders Partnership NHS Foundation Trust	£131,000
WH Smiths	£123,000

Top Multiple Voters

The following information sets out the key target organisations for each centre in terms of support needed bearing in mind that a successful BID ballot would require a majority by numbers of votes as well as rateable values.

Godalming

Organisation	Total Votes	Total RV
Crest Nicholson Plc	65	£615,850
Waverley Borough Council	7	£860,750
Shipleys LLP	7	£94,500
Hamble Property Developments Ltd	7	£27,550
Card Geotechnics Ltd	6	£91,800
Assetlogic Ltd	5	£60,900
Surrey County Council	5	£164,950
Marshalls Solicitors	4	£44,875
Proactive Prosthetics Ltd	4	£40,800
AAA Financial Management Ltd	3	£7,900
Absolute Security Systems Ltd	3	£37,400
Commercial Grounds Care Services Ltd	3	£10,600
Essential Harvest Limited	3	£7,000
Express Global Ltd	3	£9,250
GBH Ltd	3	£42,200
Godalming Town Council	3	£15,175
McOnie Agency Ltd	3	£27,050
Messe Frankfurt UK Ltd	3	£29,900
Nihonbo Ltd	3	£18,500
Quantum Marketing Services Ltd	3	£25,500
Reality Finance Solutions	3	£40,000
Threadneedle Property Unit Trust	3	£110,250
Totals	149	£2,382,700

By Street and Sector

A BID can be constructed on a geographical basis (by street) or by sector e.g. retail only. Different streets and sectors can also be charged different levy amounts e.g. retail or primary streets might benefit most from projects so they may pay a higher levy than say secondary streets or offices.

The following tables set out the rateable value totals of each street and sector for each centre. This will inform the administrative elements such as setting the boundary as well as development of the business proposals where decisions may need to be taken as to where the impact of the projects should be concentrated.

By Street

Godalming

Street	Units	%	Total RV	%
Bridge Mews	6	1%	£107,700	1%
Bridge Road	3	1%	£152,750	1%
Bridge Street	50	9%	£1,495,275	10%
Catteshall Lane	114	21%	£1,832,500	12%
Church Street	35	6%	£409,100	3%
Douglas Drive	23	4%	£287,000	2%
Flambard Way	2	0%	£30,500	0%
Great George Street	8	1%	£72,200	0%
Haskells Yard	1	0%	£6,600	0%
High Street	159	29%	£4,237,150	28%
Lower South Street	3	1%	£57,350	0%
Mill Lane	44	8%	£822,550	5%
Mint Street	11	2%	£90,300	1%
Moss Lane	6	1%	£120,700	1%
Ockford Road	7	1%	£224,050	1%
Pound Lane	3	1%	£24,100	0%
Queen Street	12	2%	£281,600	2%
South Street	2	0%	£96,250	1%
Station Approach	3	1%	£38,100	0%
Station Road	3	1%	£299,300	2%
The Burys	6	1%	£751,375	5%
The Wharf	10	2%	£218,700	1%
Wharf Street	22	4%	£248,250	2%
Wiggins Yard	1	0%	£9,000	0%
Woolsack Way	8	1%	£3,407,250	22%
Totals	542	100%	£15,319,650	100%

The table above identifies that almost 68% of units are located in four streets within the study area but they only represent 35% of the total rateable value. However, Woolsack Way which has only 8 units, has the second largest rateable value representing 22% of the total. Therefore, consideration must be given to assessing if the projects that are taken forward offer sufficient value to the large nationals located on the retail estate.

By Sector

The table below shows key sectors in Godalming and their value in terms of number of organisations and business rates.

****IMPORTANT NOTE:**

A BID can be constructed on a geographical basis by street or by sector. However please note that the total rateable value of the BID area will normally decrease and consequently the annual BID levy will have to be raised.

For example, if Farnham BID were to have a 'Retail Only' BID the total rateable value decreases from £23.2m to £11.5m. Therefore the annual BID levy raised (based on a 1% levy) will decrease from circa £232,000 per annum to £115,000 per annum. However if the levy is increase to 2% and applied to the retail sector only, the annual levy would be circa £231,000 per annum.

Godalming

Sector	Units	%	Total RV	%
Advertising	2	0%	£9,000	0%
Car Parking	56	10%	£320,000	2%
Clubs & Societies	9	2%	£98,355	1%
Communications	1	0%	£2,700	0%
Education	6	1%	£417,500	3%
Emergency Services	2	0%	£53,250	0%
Entertainment & Leisure	2	0%	£48,500	0%
Finance (Retail)	5	1%	£327,500	2%
Food & Drink	19	4%	£551,250	4%
Health & Medical	9	2%	£273,000	2%
Office	212	39%	£4,403,380	29%
Other	6	1%	£173,500	1%
Public House	11	2%	£297,050	2%
Retail	158	29%	£7,697,950	50%
Workshop, Warehouse & Storage	44	8%	£646,715	4%
	542	100%	£15,319,650	100%

Market Research and Consultation

A market research & consultation exercise is carried out for the Foundation Phase. The intention of consultation at this stage is not to ascertain whether there is a yes or no indication in terms of support for the BID or the detail of what a BID might do, as this is a longer more intensive development and persuasion process. At this stage we need to establish a general understanding of business issues and identify whether the sorts of projects businesses may want could be funded through a BID proposal.

The market research and consultation exercise is carried out in two parts:

1. A desktop review of existing plans and reports, with the intention to draw out from these documents those elements and activities that are relevant to this study.
2. The consultation exercise consisted of the following, and the responses were encouraging;

Town Centre Survey

- » Enabling a stronger understanding of the broad priorities for businesses

Essential Guide to BIDs Workshop

- » Allowing for a more detailed understanding of business needs, including cost/benefit considerations

Public Agency Meeting

- » To understand the view of the public agency heads of service relating to baseline provision and their own priorities as bid levy payers

Partnership Meetings

- » To allow a broader understanding of work that has been undertaken already and future proposals that would impact the development of a BID

Key Meetings

- » To allow a more detailed understanding of the commitment from key levy business stakeholders and groups

The results of the consultation exercise are broken down to look at the responses from each engagement exercise, and analyse the findings, in order to build a clearer all round view on whether a BID is the appropriate vehicle to make improvements within the town centre, and how it will move forward long term.

It provides an opportunity to solicit information and seek opinions and perspectives in different environments, from different partnerships and sectors. It allows for business owners and stakeholders to provide a viewpoint both anonymously and an informed decision within a group discussion environment.

Town Centre Survey

At this stage the purpose of the surveys is to identify only, whether the projects identified by organisations could be carried out using the BID mechanism. A full BID proposal development will require a much greater degree of engagement and research and advice on how to do this is given later on in this document.

Godalming

There were five respondents including one from the public sector, three retailers and one from the professional services sector.

Key findings:

- Respondents ranged from those who had been in the town for less than a year to businesses who had been in the town for over 10 years
- 75% recorded increased turnover in the last 12 months and the same percentage recorded increased profitability
- 80% expect profitability to increase over the next 12 months with 20% expecting profitability to remain the same
- Priorities ranked 1-6, with 6 being the highest, resulted in the following average weighting; Safety and Security was ranked highest at 4.8, Business Support 4.6, Environment 3.8, Marketing/Promotion 3.2, Events 3 and Accessibility and Parking the lowest at 1.6
- 80% said that marketing of the town centre was quite or very important for their business
- 80% control their marketing spend locally
- 2 businesses spend £1000 - £2000 per annum on marketing, with the rest spending over £5000 per annum
- 100% advertise on the internet, 80% through the press and 20% on TV
- 80% advertise locally and 40% nationally
- 60% rated the current marketing of the town centre to be poor and 20% rated it as good
- 20% rated the evening economy important
- Town centre events are important to 60% of respondents with 80% reporting that they help their business a little or a lot
- 100% stated that the town has the right number of events
- 80% rate the current marketing of events as good
- Availability of car parking is very important to 100% of respondents
- Public transport is important or very important to all respondents
- Car park pricing is important to 40% and very important to 60%
- Road access into the town is important to all
- Signage is important or very important to 80% of respondents
- A visible uniformed presence is important to all respondents with 80% saying extra policing is important

One to One Consultations and Workshops

The main priority of the one to one consultations was to ascertain interest in the BID process. The workshops were designed for businesses and other stakeholders to provide a more detailed understanding of the potential priorities for the BID.

As a summary of this part of the process, we have prepared a high-level swot analysis for each centre drawing from the collection of qualitative and quantitative data acquired through the feasibility study process. The towns face many of the typical challenges that towns are facing across the south east.

Godalming

Godalming is home to Waverley District Council and has an active and well regarded Town Council. The town has a pretty centre with a large range of independent shops and food outlets, and a retail estate located on the periphery of the town centre.

The long established Chamber of Commerce works closely with the Town Council to deliver an events programme throughout the year. This works through a combination of sponsorship, funding and volunteer provision.

A key issue that came through very strongly during the one to one consultations is the difficulty that workers have in finding reserved business parking in the town centre for professionals who need to come and go from their offices during the day. The second element of the parking issue is the provision of affordable parking for those who work in the town. Finally, there is a strong consensus that shoppers rush off, not because they can't afford to pay to park, but because their ticket is about to expire.

There is strong support for destination marketing and the creation of a brand for the town including the appointment of an experienced marketing professional to deliver this objective.

The town centre would benefit from some enhanced way-finding and signage. This would particularly help Church Street which is off High Street and is full of independent and artisan businesses.

Pedestrianisation of the High Street either permanently or at the weekends was strongly supported by some businesses and opposed by others.

Businesses would appreciate an improved communication system embracing social media.

In common with Cranleigh, a small number of individuals within the Chamber of Commerce are driving the business contribution to events and this was viewed as being unsustainable in the long term and a coordinator would be an asset.

There are a small number of empty shops in prominent locations and businesses would like to find a way to ensure that absent landlords cannot allow them to remain empty.

Businesses would like to see an enhanced uniformed presence in the town particularly to deter shoplifting and anti-social behaviour which sometimes happens after events.

There was a good understanding of the concept of a BID from all Chamber of Commerce members.

Location Swot

Strengths

- Active Chamber of Commerce
- Established programme of Events
- Well regarded Town Council
- Affluent town
- Attractive location
- Good independent offering
- Multiples/retail park
- Public realm
- Town centre car parks
- District Council located in the town
- Film 'The Holiday' - claim to fame
- Café culture

Weaknesses

- Town centre parking is congested
- Commuters parking in town centre rather than at the rail station
- High number of charity shops
- Lack of professional town centre marketing
- Town marketed as Godalming near Guildford
- Chamber is dependent on a small number of volunteers to deliver events

Opportunities

- Provide enhanced support for events
- Create a town centre identity
- Make more of the arts offer in the town
- Events for Church Street
- Lobby on parking
- Adopt new technology to enhance the parking scheme
- Tourism
- Central procurement re trade waste and recycling
- Utilise pop up shops as community spaces/pop ups

- Park and ride
- Develop evening economy including cinema offer
- Create start up space to encourage new businesses

Threats

- If the parking issue is not addressed offices may relocate out of Godalming and this will have a negative impact on the retail sector.
- Current events programme becomes stale
- Event licenses are refused as security/ marshalling is insufficient to ensure a safe event
- Empty shops become more run down and unsightly
- Due to lack of affordable parking, retailers may struggle to recruit staff

Section Three: Development and Campaign Phase Outline

Development Phase

Having identified the potential for a BID a robust development programme will need to be undertaken. This phase is likely to extend over a substantial period of time and will need to bring together all the elements necessary to produce a deliverable BID proposal which can be put to local businesses in the four centres.

This phase will require in depth research and support in all key aspects of BID development. It should include extensive market research, detailed project and services development, board structure, resource and financial planning together with the development of a number of documents including base- lining and operating agreements and the business plan.

Detailed below is an outline guide to the key areas of work in this phase.

Marketing and Communication

Extensive marketing and communications activity will be essential during both the Development and Campaign Phases. Below is a guide to the tools which can be used. A combination of them is likely to be the most effective course of action.

- Identify Core Audience
- Other Audience - e.g. Business Groups .
- Face to Face (Top Ratepayers)
- Seminars (Officers, Politicians)
- Information & Consultation Packs
- Presentations to sectoral interests
- Press & Media
- Newsletters
- Website
- Street/Sector Meetings (targeted at independents)
- Posters
- Postcard Campaign
- Telemarketing/Research/Polling
- Exhibition
- Business Plan
- Voter Summary

Baseline Service Statements

This will be a key part of the BID process and will provide the information to support the answer to one of the most common questions that will be asked 'Shouldn't the public agencies be paying for this?' The BID legislation is clear that the levy should provide additional improvements and should not substitute or replace existing public service provision.

In the best case scenario public agencies will sign a binding legal agreement to keep their service levels set for the lifetime of the BID. In reality, most BIDs have baseline statements which are not binding on the public agency in terms of their ability to change them. Although these may not be formally binding it enables the BID to set out very clearly for its levy payers what the public agencies responsibilities are and in the event of them not being fulfilled, the BID can guarantee that it would not replace them.

The areas that the Baseline Agreements will normally cover are set out below. These can be agreed with all public agencies and where appropriate the private sector.

- Cleansing & Maintenance
- Car Parking
- CCTV
- Tourism
- Markets
- Festivals & Events
- Street Furniture
- Street Lighting
- Planting & Landscaping
- Public Conveniences
- Destination & Place Management Services
- Highways & Roads
- Policing

In order that the Baseline Statements are easily understood best practice states that they should be set out in one/two page proformas covering the following areas.

- Allocated Staff/Equipment
- Contract Specification
- Performance Measurements
- Non-Compliance Procedure
- Existing Value of Contract
- Boundary Area

*(Appendix 1 provides an example of a
 Cleansing and Maintenance Baseline Agreement).*

Business Planning

This section outlines the key areas which will need to be included in the BID Business Plan.

1. Welcome

A brief history about why the BID route was chosen and a call to support it.

2. What is a Business Improvement District (BID)?

A simple explanation about what a BID is stressing that it carries out additional services to those provided by public agencies.

3. Background to BIDs

A brief national and international background.

4. What is the BID and why is it needed?

Explanation as to why the BID vehicle is most suitable for the purpose.

5. How will the BID work?

An explanation of how the costs were arrived at, how this translated into the levy, the ballot process and who would be liable.

6. The Voting and Levy Arrangements

Information on who will carry out the ballot and how. Details of the BID levy amount and any exemptions and conditions.

7. The BID Team

The delivery vehicle for the BID and who/how it will be managed.

8. The BID Boundary

A map to illustrate the boundary and the exact details of streets/roads included.

9. The BID Projects

Project details will be set out including cost and performance measures as well as an approximate start date if the BID is approved.

10. Benefits of the BID

Setting out the benefits of the BID in a wider regeneration context and in relation to the community.

11. Key Performance Indicators

Appropriate indicators to measure the success of BID activity.

12. Baseline Service Statements

Setting out what these are in summary with the full statements available online.

13. The Risks

Information on risks if the BID is not successful.

14. Market Research

Summary of market research justifying the selection of BID projects.

15. Financial Facts & Figures

Setting out annual budgets to cover the lifetime of the BID to include BID levy, voluntary contributions and other activities.

16. Timetable

A timetable indicating course of activity from the ballot campaign to the launch of the BID.

Business Plan Appendices

- i. Articles of Association of BID Company
- ii. Full Baseline Service Statements
- iii. Operating Agreement

Legal and Financial Framework Setting up a BID

The BID regulations allow 4 types of persons/organisations to put forward a BID proposal.

1. A business rate payer in the BID area.
2. A land or property owner in the BID area
3. A partnership for the BID area
4. The Local Authority

In reality, almost all BIDs have been developed by some form of partnership and run as a company limited by guarantee.

Delivery Models

There are a number of management models which can be considered:

- Local Authority
- Subsidiary of existing partnership or company
- Company Limited by Guarantee
- Company Limited by Shares
- Community Interest Company
- Limited Liability Partnerships

Management of the BID by a Local Authority has not proved a popular option as some of the key selling points for a BID include independence and control from established organisations. With local authority control it is also difficult to sell the concept that it is not 'just another tax'.

Company limited by guarantee is seen as the most appropriate vehicle with both public agencies and businesses comfortable with its structure and operation as well as the capped liability.

Company limited by shares is similar but designed more for profit distribution which will not be the case for many BIDs.

Community Interest Companies are relatively new and have been developed as a 'halfway house' between a limited company and a charity but have been little used as yet. It requires the same management as a company limited by guarantee or shares but with the additional requirement to submit an annual community interest statement. It also requires a cap on share profit.

The newest model is the Limited Liability Partnership. Again this operates very much like a Company Limited by Guarantee or Shares but does not require formal memorandums and articles of association. It is becoming an increasingly popular choice where there are a number of partners in a firm who have worked together for a long time as it allows for flexibility and ease in changing terms and conditions. It is usually used by law firms, accountants and consultancy firms.

Operating Agreement

An operating agreement will need to be signed with the local authority. This will set out the procedures for collection and transfer of the BID levy as well as enforcement against non-payers.

More importantly it will also ensure that the BID Company can make provision for VAT. The BID levy bills sent out by the Local Authority to individual payers cannot charge VAT. However the BID Company, which is in most cases, limited by guarantee would be required to pay VAT on its activities. This would normally mean that it would lose income as it would have to make provision for VAT payments at the prevailing rate without the ability to be able to charge it on the levy bills.

Discussions with HMRC have provided a solution whereby specific wording in the Operating Agreement will allow the BID Company to invoice the Local Authority for the amount of BID Levy collected plus VAT. The Local Authority will then be able to claim this VAT back via the Section 33 mechanism.

In England and Wales "The Billing Body" is authorised in the legislation to collect the BID Levy. It is likely that the Local Authority will collect the BID levy payments and operated a BID Revenue Account to hold the funds before transfer to the BID Company.

In the unlikely case that additional software might be required to facilitate the collection of the BID levy, the purchase of a 'bolt on' software system could be financed by the Local Authority as an in-kind contribution or costed for in the BID Business Plan.

With regards to cost of collection different local authorities take different positions. Some provide this as a free 'in-kind service'. Others require the BID organisation to pay for the cost of collection which normally ranges from £12-£20 per hereditament dependent on what level of service is provided, with higher figure including such elements as the debtor court arrangements including the issuing of summons.

Accounts and Tax Exemption

Proper accounting procedures will need to be set using a reputable firm. It should be normal in most cases to gain corporation tax exemption status for a BID company as it will be regarded as mutual trading between members.

Campaign Phase

Effective campaigning for the business vote is a crucial for the success of a BID. It will be essential to ensure that every opportunity is used to raise awareness of the need for businesses to exercise their vote as well as the opportunities the BID Proposal offers.

This campaign plan will generate ideas and develop activities to build momentum and maintain interest throughout the 42 day ballot-period. It will also need to ensure that the BID organisations voice is recognised as both authoritative and pertinent and that it incorporates all elements of an election campaign from balloting arrangements to doorstep canvassing.

Detailed below is an outline guide to the key areas of work in this phase.

Electoral Planning

When planning a campaign it is essential to use the information collated to draw up a targeted campaign plan. It is important to remember that in an environment such as this, having just a 'good business plan' will usually not be enough. The need to prepare a campaign with key saleable and easily understood messages, along with the right people delivering them cannot be underestimated.

In terms of an election campaign the following key issues must be addressed:

- Securing a single, powerful, preferably independent voice for the BID
- Identifying projects that are easy to describe and understand
- Producing interesting literature and promotional activity
- Making it easy to vote
- Keeping a track of voters and their intentions

From the Feasibility Study key groups/sector/organisations can already start to be identified. This will be further refined as the BID area, project proposals and costs become clear. It is worth pointing out again that there are 2 measures to be satisfied in order to get a YES vote:

- 1. A majority by number, of those voting.**
- 2. Of those that vote, the YES vote must have a greater total rateable than those voting NO.**

Consequently a business plan must build consensus between the bigger business that will influence greatly the rateable value and the smaller businesses that will have greater influence in terms of numbers voting.

Although other groups should not be neglected, availability of resources and logistical demands will mean that prioritisation of efforts will be inevitable.

There are also some statutory processes that need to be followed. The first is to send Notice of Intention to Ballot to the Department for Communities & Local Authority at least 84 days before Ballot Notice Issued.

Action	Timeframe
Notice of Intention to Ballot	At least 84 days before the Ballot Notice is issued
Notice of Ballot Sent	49 days before Day of Ballot
Dispatch of Ballot Papers	At least 42 days before Day of Ballot
Appointment of Proxy	At least 10 days before Day of Ballot
Cancellation of Proxy	At least 5 days before Day of Ballot
Replacement Ballot Papers Issued	3 days before Day of Ballot
Close of Ballot	This is the Day of Ballot
Declaration of Result	At least 1 day after Close of Ballot

In terms of the actual vote:

- It is a confidential postal vote carried out over 28 days
- It is carried out by a Local Authority Returning Officer or someone appointed by them e.g. Electoral Reform Services
- The Ballot Papers are sent to each Hereditament/Principal Address/Proxy
- One Ballot per Hereditament (Multiple Hereditaments=Multiple Votes)
- Cost is based on the number of Hereditaments to be balloted

Section Four: Recommendations

Overview

In terms of guiding principles in determining recommendations the key test is the ability of the BID proposals to make a tangible impact in a given area with the amount of money available. Too big or disjointed an area or too many sectors to contend with may mean that it is difficult to show impact particularly of physical/ground based works. In general terms it is better to start small, under promise and over deliver.

There are three options:

1. Develop four separate BIDs
2. Develop four separate BIDs but with a shared back office function
3. Develop one whole BID encompassing the four town centres

We recommend that at this stage, development proceeds on the basis of option 2 but our recommendation may change as the project proceeds.

We will work with existing organisations to establish to establish each:

- Boundary
- Levy
- Management Structure

The original Godalming study included the town centre and adjacent retail park (Woolsack Way). We recommend the removal of the retail park from the proposed study area in view of the main themes that are emerging for inclusion in the Business Plan.

Godalming has a well established Chamber of Commerce and an appetite to develop a BID. There are some clear objectives emerging involving parking, marketing and events funding, procurement and lobbying, and it is realistic to move to the development stage of a BID. The current study are would generate a levy of £306,393 per annum based on 2% levy contribution.

Those centres with well established Chambers of Commerce have asked what role their Chamber would play in a future BID. A number of options are available for consideration.

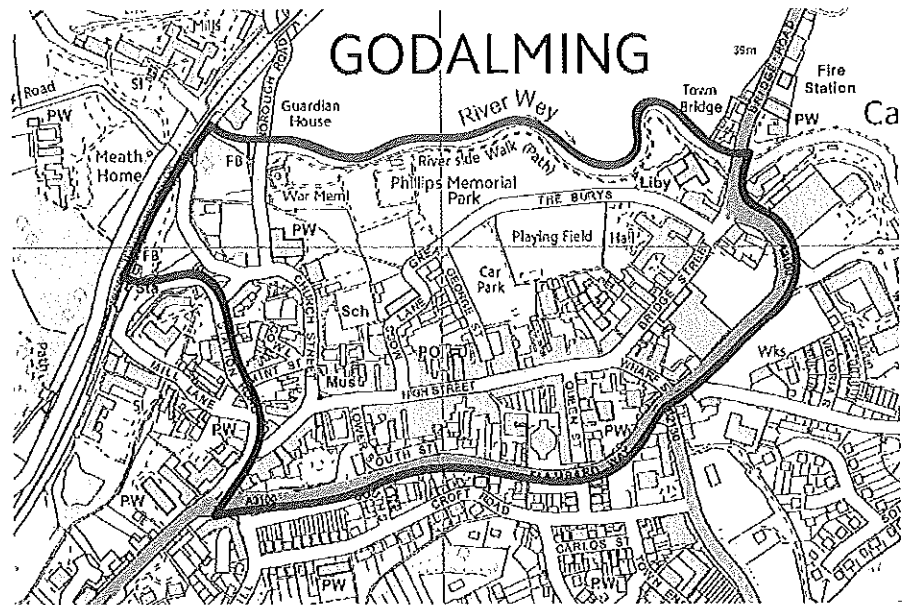
Options include but are not limited to:

- The Chamber could run the BID
- The Chamber and its services could be run by the BID
- The Chamber and BID could operate separately with distinct responsibilities
- The Chamber could become a strategic body and the BID have operational responsibility or visa versa.
- The BID could commission services from the Chamber and or other bodies like the Town Council

The recommended revised geographical areas are detailed in the maps below:

Godalming

The area to the east of the A3100, including Wolsack Way and Douglas Drive have been removed. Additionally, Ockford Road and Mill Lane have been excluded from the proposed area.



The impact of the recommended boundary changes are summarised later in the report.

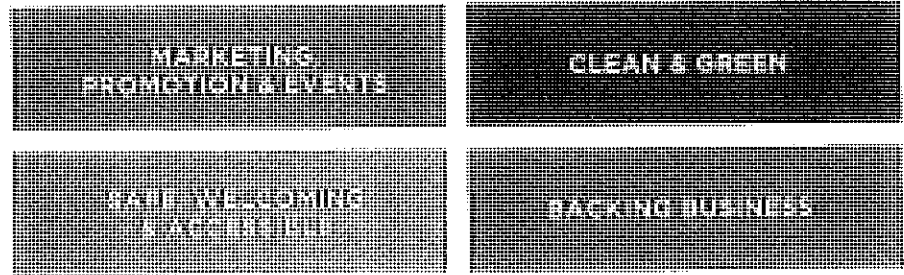
In summary, having made a comprehensive assessment of the current situation in the Cranleigh, Farnham, Godalming and Haslemere we would highlight some key elements which have informed our recommendation.

- The research and consultation process shows **clear areas of consensus and concern** that can be addressed by this process.
- The recommended geographical boundary and sectoral make up will allow for a **co-ordinated and focused approach**. However this requires more consideration once task groups are formed.
- The revenue generated will allow **real and tangible improvements** to be made.
- We recommend an independent, not for profit company will manage the BID(s) and depending on the structure there will need to be one overarching Board of individual Boards.
- **Level of confidence and credibility** in existing partnership organisations can be developed.
- **Key individuals and organisations** enthusiastically support the concept including business representatives and the Local Authority. However it is clear the majority of those currently driving the process from within the business community are members of their local Chamber of Commerce. It will be important that this 'base of people' is representative of each location and its areas.

THEREFORE, AT THIS STAGE, BASED ON THE FINANCIAL ANALYSIS AND CONSULTATIONS, OUR CONCLUSION IS THAT A BID or BIDS FOR ALL FOUR CENTRES IN WAVERLEY IS FEASIBLE.

Preliminary Project Areas

The preliminary market research and consultation indicates that there is good consensus in terms of the types of issues that are important, across the sectors. All or the majority of the key priority areas are identified by each town centre.



This is fairly typical with marketing and/ or promotions and events identified as a clear priorities whilst access (car parking and signage) and business support (central procurement, lobbying and advocacy and networking) are significant. A BID will be able to address these operational concerns.

Sensitivity would be required with regards to any existing arrangements that other organisations may have e.g. Chambers of Commerce. This is not only to co-ordinate, assimilate and add value to existing work effectively but also to avoid any duplication and controversy which in business planning and campaigning terms will have a negative effect. Where people are already paying fees, it will be important to work out a structure which is beneficial to all and where businesses are not burdened with separate bills.

BID Funding Projections

The impact of the proposed boundary changes is detailed in the table below:

Impact of Recommended changes to Proposed Boundaries

	No. of Businesses	Total RV	No. of Streets	Levy per annum (2%)
Cranleigh	213	£4,887,395	10	£97,748
Farnham	719	£20,471,760	33	£409,435
Godalming	460	£10,578,800	21	£211,576
Haslemere	283	£5,272,975	12	£105,460
Total				£824,219

Please note: Further changes to the Farnham boundary may be recommended as the project proceeds.

It is our opinion based on the consultation and financial analysis that the working assumption at this stage should be a maximum 2% levy, which would raise approximately £824,219 pa across all four centres and £4,121,095 over 5 years. This would allow sufficient resources to develop and implement projects as well as the ability to provide a tangible difference. However, the levy rate depends on the exact nature of the projects in the full study and therefore the recommended levy rate for individual centres.

The following gives an indicative income and expenditure profile based on 2% after all exemptions. The figures are set out on a like for like basis.

Potential Annual Income	Cranleigh	Farnham	Godalming	Haslemere
BID Levy (2%)	£97,748	£409,435	£211,576	£105,460
Additional Income (20% of BID levy)	£19,550	£81,887	£42,315	£21,092
TOTAL	£117,298	£491,322	£253,891	£126,552
Potential Annual BID Expenditure				
Project Expenditure	£93,838	£393,057	£203,113	£101,242
Overheads	£23,460	£98,265	£50,778	£25,310
TOTAL	£117,298	£491,322	£253,891	£126,552

Voluntary Contributions & Fee Income

Please note that most BIDs aim to, and succeed in, generating 20% in voluntary contributions/fee income annually in addition to the BID levy. The 'rule of thumb' is to try and aspire to cover all running costs (averaging 20% at present).

BID Delivery Model

The key elements in considering a delivery organisation is the confidence and credibility it will generate amongst the voting organisations. Even if the projects appeal most businesses will also seek real 'control' and 'independence' for the set up as a price for a positive vote.

This has been reflected in almost all the successful BIDs so far with a not for profit 'company limited by guarantee' the favoured option. The Board of this company would normally be elected at least annually from the BID levy payers.

With regards to the BID(s) the key element is that it/they should be an independent company. Whether that is an existing or a new set up will be governed by further consultation and practical considerations such as whether it would be easier to start a new organisation rather than change the Articles of an existing one and issues around assets and liabilities.

In any BID set up 'form should follow function' so beyond the key consideration that it should be a legal entity in its own right directly accountable to BID levy payers, it is not crucial that the exact structure be settled on now but that it is revisited during the development stage.

Indicative Timetable for BID Development

The development of a BID is likely to take at least 12 months from this stage. The timetable below sets out the key milestones if the decision was taken now to pursue the development of a BID.

	Key Milestone	Estimated Date
FOUNDATION PHASE	Complete Feasibility Study	Month 1
	Finalise Memorandum of Understanding	Month 1
	Agree Preliminary Bid Area	Month 2
	Agree Preliminary Bid Objectives	Month 2
	Develop Bid Charter	Month 2
DEVELOPMENT PHASE	Develop Bid Strategy	Month 3
	Develop Bid Financials	Month 3
	Develop Bid Governance	Month 3
	Develop Bid Marketing & Communications	Month 3
	Develop Bid Delivery Model	Month 3
	Develop Bid Risk Register	Month 3
	Develop Bid Bidder List	Month 3
	Develop Bid Bidder Information Pack	Month 3
CAMPAIGN PHASE	Agree Formal Bidder Process	Month 9
	Agree Campaign, Campaign Methods & Materials	Month 9
	Campaign Period	Month 10
	Formal Bidder Notification	Month 10
	Formal Bidder	Month 11/12

Resources Assessment

Detailed below is our estimation of the resources and relevant costs for the development of the BID.

Item	Detail	Cost (12 Months) based on four individual BIDs					Costs for one whole BID incorporating the four centres
		Cranleigh	Farnham	Godalming	Haslemere	Total	
Project Management	BID team to deliver Development and Campaign Phases	£10,000	£20,000	£15,000	£10,000	£55,000	£55,000
Office & Administration	IT, Stationery, Postage, Copying	£2,000	£3,000	£2,500	£2,000	£9,500	£9,500
Marketing & Comms	Market Research & Consultation, Promotional Material, PR& Business Plan	£6,000	£10,000	£7,500	£6,000	£29,500	£20,000
Legal & Financial	Ballot Costs	£2,000	£3,500	£3,000	£2,000	£10,500	£7,000
Consultancy Support	Specialist Advice, Template Documents, Negotiations	£6,500	£15,000	£10,000	£6,500	£38,000	£27,500
Total		£26,500	£51,500	£38,000	£26,500	£142,500	£119,000

The costs set out above may on initial inspection seem high but have to be considered against the fact that if the BID(s) are successful they could generate £4,121,095 over five years which would be considered a good return.

Funding BID Development and Campaign Phases

It is usual for Councils to make a full or part contribution to the costs of developing a BID. Some locations second appropriate staff. Many provide office & administration costs in-kind. This means there is a substantial reduction in the development finance required. It is also important to point out at this stage however, that the BID development process is not a 'bolt on' activity to a current role. The demands of the process are high, with skilled and experienced people needed to carry through a wide set of roles and activities. A crucial element is the individual face-to-face discussions with potential levy payers which are time consuming but in our experience essential.

Next Steps

If Waverley Borough Council were to choose the option of going down the BID route and pursuing the Development and Campaign Phase, then the following key steps will be required in the immediate short term:

- 1. Formal decision taken to proceed to Development and Campaign Phases.**
- 2. Secure necessary resources for next phases through public and private sectors including costs for dedicated staff support and a project fund.**
- 3. Widening of the Initial BIDs Task Group with additional members who are able to commit 1 hour per week in time over the next 12 months. The BID Task Group members should ideally be potential levy payers and be representative of the preliminary BID area in terms of sector and numbers.**



Appendices

1. Example Baseline Statement

Appendix 1 - Example Baseline Statement

Baseline Activity
Cleansing & Maintenance

Head of Service
A Smith

Date
July 2014

Number of Staff & Equipment	<p>Monday to Friday Early Morning Cleanse - 05.30-8.00 05.30-8.00 3 HGV Sweepers - 3 Staff 4 Compact Sweepers - 8 Staff Staff 3 Mobile Vans - 6 Staff 1 Van - 1 Staff (Car Parks) 1 Graffiti/Hotwash - 1 Staff</p> <p>All Day Presence Town Centre Barrow x 4 Staff</p>	<p>Saturday & Sunday Early Morning Cleanse - 05.30-8.00 2 HGV Sweepers - 2 Staff 4 Compact Sweepers - 8 Staff 2 Mobile Vans - 2 Staff 1 Graffiti/Hotwash - 1 Staff</p> <p>All Day Presence Town Centre Barrow x 4 Staff</p>
Specification	<p>'The defined Town Centre shall be cleaned to Grade A Standard & cleaned in accordance with LA Code of Practice'</p> <p>Applies 6am-9pm, restoration time to Grade A will be 1 hour. To include planters, tree grilles, slotted bicycle racks, drains covers, soft landscaping & grassed areas</p> <p>Provision for 7 day trading and major seasonal activity</p>	
Performance Measure	<ul style="list-style-type: none"> - Graded from A to D (as defined by EPA), see pictures. - Cleanliness Standards Survey (CSS) carried out by Supervising Officer. <p>Site selected at random or in response to complaint and generates 'Standard Rectification Notice'</p> <ul style="list-style-type: none"> - Town Centre in Category 1 Zone requires restoration to Grade A within 1 hour 	
Non - Compliance Procedure	<p>If site not restored to Grade A liquidated damages deducted from following monthly instalment</p>	
Existing Value of Contract	<p>Overall contract value is £1.3m pa BID Area Portion £400,000pa</p>	
Boundary Area	<p>BIDs Area which is bounded by Greyfriars/River Street in West, Broadway in North, Newnham Rd in East, & Cauldwell St/Cardington Rd in South</p>	
Proposed BIDs Additional Activity	<p>Town Centre Rangers (maintaining contract standards) Graffiti Wash (private spaces/buildings)</p>	
Cost	<p>Town Centre Rangers - £50,000 pa Graffiti Wash – £10,000 pa</p>	



GODALMING TOWN COUNCIL

STANDING ORDERS

**Adopted by Full Council on
19 JULY 2018**

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Section One: Meetings

- Mandatory for Full Council meetings ●
- Mandatory for committee meetings ●
- References to committees shall apply equally to sub-committees

1. **Meetings shall not take place in premises, which at the time of the meeting, are used for the supply of alcohol unless no other premises are available free of charge or at a reasonable cost. ●**
2. **The minimum three clear days for notice of a meeting does not include the day on which notice was issued, the day of the meeting, a Sunday, a day of the Christmas break, a day of the Easter break or of a bank holiday or a day appointed for public thanksgiving or mourning. ●**
3. **The minimum three clear days' public notice for a meeting does not include the day on which the notice was issued or the day of the meeting unless the meeting is convened at shorter notice. ●**
4. **Meetings shall be open to the public unless their presence is prejudicial to the public interest by reason of the confidential nature of the business to be transacted or for other special reasons. The public's exclusion from part or all of a meeting shall be by a resolution which shall give reasons for the public's exclusion. ● ●**

Public Questions and Statements

5. **A standard item will appear on all agendas of Ordinary Meetings of the Council and Standing Committees to allow, at the discretion of the Town Mayor/Chairman, those members of the public on the electoral roll of Godalming Town Council; or a young person under 18 whose parent or guardian is on the electoral roll; or with business premises in the town (evidenced by a business rates bill); or user of the Town Council's premises; may to make representations, ask or answer questions and give evidence at a meeting which they are entitled to attend in respect of the business on the agenda or other matters not on the agenda. ~~providing they have given at least two clear days' notice to the Town Clerk, in writing of the subject matter and the Town Clerk shall be satisfied that it is a proper matter to be brought before the Council.~~**
 - i. The period of time designated for public participation at a meeting in accordance

with Standing Order 5 shall not exceed 15 minutes unless directed by the chairman of the meeting.

- ii. Subject to Standing Order 5i. a member of the public shall not speak for more than ~~four~~ **three** minutes.
- iii. A question shall not require a response at the meeting nor start a debate on the question. The chairman of the meeting may direct that a written or oral response be given. **If a matter raised is one for Principle Councils or other authorities, the person making representations will be informed of the appropriate contact details.**
- iv. A person who speaks at a meeting shall direct his comments to the chairman of the meeting.
- v. Only one person is permitted to speak at a time. If more than one person wants to speak, the chairman of the meeting shall direct the order of speaking.

Questions by Members

6. **At a Council meeting, any member of the Council may ask a question of the Town Mayor/Chairman or the Town Clerk which relates to a matter which affects a function of the Council or its area or the inhabitants of the area or some of them, provided proper notice has been given.**
 - i. **Notice of the question must be given in writing and delivered to the Town Clerk at least two clear working days before the meeting, signifying to whom the question is put.**
 - ii. **A reply to the question can be given verbally at the meeting or by written reply or by indicating that the question will be referred to a future meeting of the Council or of a Committee, Working/Task Group**
 - iii. **Questions not related to items of business on the agenda for a meeting shall only be asked during the part of the meeting set aside for questions.**
 - iv. **Each question will be put and answered without discussion but the person questioned may decline to answer.**

7. **Subject to Standing Order 7 8 below, a person who attends a meeting is permitted to report on the meeting whilst the meeting is open to the public. To 'report' means to film, photograph, make an audio recording of the meeting proceedings, use any other means for enabling persons not present to see or hear the meeting as it takes place or later or to report or to provide oral or written commentary about the meeting so that the report of commentary is available as the meeting takes place or later to persons not present.**

8. **A person present at a meeting may not provide an oral report or oral commentary about a meeting as it takes place without permission. ● ●**
9. **The press shall be provided with reasonable facilities for the taking of their report of all or part of a meeting at which they are entitled to be present. ● ●**
10. **Subject to Standing Orders which indicate otherwise, anything authorised or required to be done by, to or before the Chairman of the Council may in his absence be done by, to or before the Vice-Chairman of the Council (if there is one). ●**
11. **The Chairman of the Council, if present, shall preside at a meeting. If the Chairman is absent from a meeting, the Vice-Chairman (if there is one), if present, shall preside. If both the Chairman and the Vice-Chairman are absent from a meeting, a councillor as chosen by the councillors present at the meeting shall preside at the meeting. ●**
12. **Subject to a meeting being quorate, all questions at a meeting shall be decided by a majority of the councillors and non-councillors with voting rights present and voting. ● ●**
13. **The Chairman may give an original vote on any matter put to the vote, and in the case of an equality of votes may exercise a casting vote whether or not the Chairman gave on original vote. (See also Standing Orders ~~27~~ 28 and ~~28~~ 29 below.)**
● ●
14. **Unless Standing Orders provide otherwise, voting on any question shall be by a show of hands. At the request of a councillor, the voting on any question shall be recorded so as to show whether each councillor present and voting gave their vote for or against that question. Such a request shall be made before moving on to the next item of business on the agenda. ●**
15. **The minutes of a meeting shall include an accurate record of the following:**
 - i. **The time and place of the meeting;**
 - ii. **The names of councillors who are present and the names of councillors who are absent;**
 - iii. **Interest that have been declared by councillors and non-councillors with voting rights;**

- iv. The grant of dispensations (if any) to councillors and non-councillors with voting rights;
 - v. Whether a councillor or non-councillor with voting rights left the meeting when matters that they held interests in were being considered
 - vi. If there was a public participation sessions; and
 - vii. The resolutions made.
16. A councillor shall submit apologies for absence to the Town Clerk prior to a meeting.
17. During a prolonged period of absence a meeting may be asked to approve, by a resolution, a councillor's reason for absence, such resolution shall be recorded in the minutes of the meeting at which the approval was given.
18. **A councillor or non-councillor with voting rights who has a disclosable pecuniary interest or another interest as set out in the Council's code of conduct in a matter being considered at a meeting is subject to statutory limitations or restrictions under the code on his right to participate and vote on the matter. ●●**
19. **If a meeting is or becomes inquorate no business shall be transacted** and the meeting shall be closed. The business on the agenda for the meeting shall be adjourned to another meeting. ●●
20. Meetings shall not exceed a period of three hours or by resolution of the meeting three hours and thirty minutes.

Section Two: Ordinary Council meetings

See also Section One above

21. **In an election year, the annual meeting of the Council shall be held on or within 14 days following the day on which the new councillors elected take office.**
22. **In a year which is not an election year, the annual meeting of a Council shall be held on such day in May as the Council may direct.**
23. **If no other time is fixed, the annual meeting of the Council shall take place at 6.00pm.**
24. **In addition to the annual meeting of the Council, at least three other ordinary meetings shall be held in each year on such dates and times as the Council directs.**
25. **The first business conducted at the annual meeting of the Council shall be the election of the Chairman (Town Mayor) and Vice-Chairman (Deputy Town Mayor) (if there is one) of the Council.**
26. **The Town Mayor (Chairman of the Council), unless the individual has resigned or becomes disqualified, shall continue in office and preside at the annual meeting until a new Town Mayor (Chairman of the Council) is elected at the next annual meeting of the Council.**
27. **The Deputy Town Mayor (Vice-Chairman of the Council), unless the individual has resigned or becomes disqualified, shall hold office until immediately after the election of the Town Mayor (Chairman of the Council) at the next annual meeting of the Council.**
28. **In an election year, if the current Town Mayor (Chairman of the Council) has not been re-elected as a member of the Council that Town Mayor shall nonetheless preside at the annual meeting until a successor Town Mayor has been elected. The current Town Mayor shall not have an original vote in respect of the election of the new Town Mayor but must give a casting vote in the case of an equality of votes.**
29. **In an election year, if the current Town Mayor (Chairman of the Council) has been**

re-elected as a member of the Council, that Town Mayor shall preside at the meeting until a new Town Mayor has been elected. The current Town Mayor may exercise an original vote in respect of the election of the new Town Mayor and shall give a casting vote in the case of an equality of votes.

30. Following the election of the Town Mayor (Chairman of the Council) and Deputy Town Mayor (Vice Chairman of the Council) (if there is one) at the annual meeting, the business shall include:
- i. **In an election year, delivery by the Town Mayor (Chairman of the Council) and councillors of their acceptance of office forms unless the Council resolves for this to be done at a later date. In a year which is not an election year, delivery by the Town Mayor (Chairman of the Council) of his acceptance of office form unless the Council resolves for this to be done at a later date.**
 - ii. Confirmation of the accuracy of the minutes of the last meeting of the Council and to receive and note minutes of and/or to determine recommendations made by committees.
 - iii. Receipt of nominations to existing committees.
 - iv. Appointment of any new committees, confirmation of the terms of reference, the number of members (including, if appropriate, substitute councillors) and receipt of nominations to them.
 - v. Review and adoption of appropriate Standing Orders and Financial Regulations.
 - vi. In a year of elections, review of arrangements for the Godalming Joint Burial Committee and receipt of nominations to that Committee.
 - vii. Review of representation on or work with external bodies and arrangements for reporting back.
 - viii. In a year of elections, to make arrangements with a view to the Council becoming eligible to exercise the general power of competence in the future.
 - ix. Setting the dates, times and place of ordinary meetings of the Full Council for the year ahead, if not already set.

Section Three: Proper Officer/**Responsible Finance Officer/Leader of the Council**

Proper Officer

31. The Proper Officer shall be either (i) the clerk or (ii) other staff member(s) nominated by the Council to undertake the work of the Proper Officer when the Proper Officer is absent.
32. The Council shall appoint appropriate staff member(s) to undertake the work of the Responsible Finance Officer.
33. The Proper Officer shall:
 - i. **At least three clear days before a meeting of the Council, a committee or sub-committee,**
 - **Serve on councillors by delivery or post at their residence or by email authenticated in such a manner as the Proper Officer thinks fit, a signed summons confirming the time, place and the agenda (provided the councillor has consented to service by email), and**
 - **Provide, in a conspicuous place, public notice of the time, place and agenda (provided that the public notice with agenda of an extraordinary meeting of the Council convened by councillors is signed by them).**

See Standing Order 2 for the meaning of clear days for a meeting of the Full Council and Standing Order 3 meeting of a committee.

- ii. Subject to Standing Order ~~34-41~~ **36-43**, include on the agenda all motions in the order received unless a councillor has given written notice at least 7 days before the meeting confirming withdrawal of it;
- iii. **Convene a meeting of the Council for the election of a new Town Mayor (Chairman of the Council), occasioned by a casual vacancy in his office;**
- iv. **Facilitate inspection of the minute book by local government electors;**
- v. **Receive and retain copies of byelaws made by other local authorities;**
- vi. Hold acceptance of office forms from councillors;
- vii. Hold a copy of every councillors' register of interests;
- viii. Assist with responding to requests made under the freedom of information legislation and rights exercisable under data protection legislation, in

- accordance with the Council's relevant policies and procedures;
- ix. Liaise, as appropriate, with the Council's Data Protection Officer;
 - x. Receive and send general correspondence and notices on behalf of the Council except where there is a resolution to the contrary;
 - xi. Assist in the organisation of, storage of, access to, security of and destruction of information held by the Council in paper and electronic form subject to the requirements of data protection and freedom of information and other legitimate requirements (eg. The Limitation Act 1980);
 - xii. Arrange for deeds to be executed; (*see also Standing Orders 91 & 92*);
 - xiii. After consultation with the Chairman of the Policy & Management Committee, and where appropriate the Chairman of the Joint Burial Committee, along with the appropriate Wards Members, respond on behalf of Godalming Town Council/Godalming Joint Burial Committee to interested party's planning notification letters received by Godalming Town Council or the Joint Burial Committee relating to applications on premises adjacent to council land/property;
 - xiv. Manage access to information about the Council via the publication scheme; and
 - xv. Retain custody of the seal of the Council (if there is one) which shall not be used without resolution to that effect. (*See also Standing Orders 91 & 92*).

Responsible Finance Officer

34. The Responsible Finance Officer shall do the following:
 - i. Arrange for the prompt authorisation, approval, and instruction regarding any payments to be made by the Council in accordance with the Council's Financial Regulations

Leader of the Council/Spokesperson

35. **At the Annual Council Meeting the Council will appoint a Leader of the Council who will normally hold the position of Chairman of the Policy & Management Committee.**

Since no individual Member may act alone in an executive capacity, the Clerk is delegated and directed to work with the Leader to undertake overall management of the business of the Council, including:

- Day to day decisions on the implementation of Council Policy
- Overseeing work to implement Council Strategy
- Managing Urgent Business

- Liaising with political groups to propose a consensus on Council priorities

It should be noted that the Leader of the Council is a political position and does not replace or usurp the statutory position and role of the Mayor as Chairman of the Council

Section Four: Motions requiring written notice

36. In accordance with Standing Order ~~32~~ 33ii above, no motion may be moved at a meeting unless it is included in the agenda and the mover has given written notice of its wording to the Council's Proper Officer at least nine clear days before the next meeting.
37. The Proper Officer may, before including a motion in the agenda received in accordance with Standing Order ~~34~~ 36 above, correct obvious grammatical or typographical errors in the wording of the motion.
38. If the Proper Officer considers the wording of a motion received in accordance with Standing Order ~~34~~ 36 above is not clear in meaning, the motion shall be rejected until the mover of the motion resubmits it in writing to the Proper Officer in clear and certain language at least four clear days before the meeting.
39. If the wording or nature of a proposed motion is considered unlawful or improper, the Proper Officer shall consult with the Chairman of the forthcoming meeting or, as the case may be, the councillors who have convened the meeting, to consider whether the motion shall be included or rejected in the agenda.
40. Having consulted the Chairman or councillors pursuant to Standing Order ~~37~~ 39 above, the decision of the Proper Officer as to whether or not to include the motion in the agenda shall be final.
41. Motions received shall be recorded and numbered in the order that they are received.
42. Motions rejected shall be recorded with an explanation by the Proper Officer of the reason for the rejection.
43. A motion shall relate to the responsibilities of the meeting for which it is tabled and in any event shall relate to the performance of the Council's statutory functions, powers and obligations or an issue which specifically affects the Council's area or its residents.

Section Five: Motions not requiring written notice

44. The following motions may be moved at a meeting without written notice to the Proper Officer:
- i. To correct an inaccuracy in the draft minutes of a meeting;
 - ii. To move to a vote;
 - iii. To defer consideration of a motion;
 - iv. To refer a motion to a particular committee or sub-committee;
 - v. To appoint a person to preside at a meeting;
 - vi. To change the order of business on the agenda;
 - vii. To proceed to the next business on the agenda;
 - viii. To require a written report;
 - ix. To appoint a committee or sub-committee and their members;
 - x. To extend time limits for speaking;
 - xi. To exclude the press and public from a meeting in respect of confidential or other information which is prejudicial to the public interest;
 - xii. To not hear further from a councillor or a member of the public;
 - xiii. To exclude a councillor or member of the public for disorderly conduct;
 - xiv. To temporarily suspend the meeting;
 - xv. To suspend a particular Standing Order **(unless it reflects mandatory statutory or legal requirements)**;
 - xvi. To adjourn the meeting;
 - xvii. To close the meeting.

Section Six: Rules of debate

45. Motions included in an agenda shall be considered in the order that they appear on the agenda unless the order is changed at the Chairman's direction for reasons of expedience.
46. Subject to Standing Orders 34-44 36-43 above, a motion shall not be considered unless it has been proposed and seconded.
47. Subject to Standing Order 32 33ii above, a motion included in an agenda not moved by the councillor who tabled it, may be treated as withdrawn.
48. An amendment shall not be considered unless early verbal notice of it is given at the meeting and, if requested by the Chairman of the meeting, is expressed in writing to the Chairman.
49. A councillor may move amendments to their own motion. If a motion has already been seconded, an amendment to it shall be with the consent of the seconder.
50. Any amendment to a motion shall be either:
 - i. to leave out words;
 - ii. to add words;
 - iii. to leave out words and add other words.The amendment shall not negate the motion.
51. A proposed or carried amendment to a motion shall not have the effect of rescinding the original or substantive motion under consideration.
52. Only one amendment shall be moved and debated at a time, the order of which shall be directed by the Chairman. No further amendment to a motion shall be moved until the previous amendment has been disposed of.
53. One or more amendments may be discussed together if the Chairman considers this expedient but shall be voted upon separately.
54. The number of amendments to an original or substantive motion, which may be moved by a councillor, is limited to one.
55. If an amendment is not carried, other amendments shall be moved in the order directed by the Chairman.

56. If an amendment is carried, the original motion, as amended, shall take the place of the original motion and shall become the substantive motion upon which any further amendment may be moved.
57. The mover of an amendment has not right of reply at the end of debate on it.
58. Where a series of amendments to an original motion are carried, the mover of the original motion shall have a right of reply in respect of the substantive motion at the very end of debate and immediately before it is put to the vote.
59. Unless permitted by the Chairman of the meeting, a councillor may speak once in the debate on a motion except:
 - i. To speak on an amendment moved by another councillor;
 - ii. To move or speak on another amendment if the motion has been amended since he last spoke;
 - iii. To make a point of order;
 - iv. To give a personal explanation; or
 - v. To exercise a right of reply.
60. During the debate of a motion, a councillor may interrupt only on a point of order or a personal explanation and the councillor who was interrupted shall stop speaking. A councillor raising a point of order shall identify the Standing Order which that councillor considers has been breached or specify the irregularity in the meeting which concerns the councillor.
61. A point of order shall be decided by the Chairman and the Chairman's decision shall be final.
62. If a motion (including an amendment) has been seconded, it may be withdrawn by the proposer only with the consent of the seconder and the meeting.
63. Subject to Standing Order ~~58~~ 60 above, when a councillor's motion is under debate no other motion shall be moved except:
 - i. to amend the motion;
 - ii. to proceed to the next business;
 - iii. to adjourn the debate;
 - iv. to put the motion to a vote;
 - v. to ask a person to be silent or for that person to leave the meeting;

- vi. to refer a motion to a committee for consideration;
 - vii. to exclude the public and press;
 - viii. to adjourn the meeting;
 - ix. to suspend any Standing Order, except those which are mandatory.
64. Before an original or substantive motion is put to the vote, the Chairman of the meeting shall be satisfied that the motion has been sufficiently debated and that the mover of the motion under debate has exercised or waived his right of reply.
65. Excluding motions under Standing Order ~~60~~ 62, the contributions or speeches by a councillor shall relate only to the motion under discussion and shall not exceed 2 minutes without the consent of the Chairman of the meeting.

Section Seven: Code of Conduct

66. All councillors shall observe the Code of Conduct adopted by the Council.
67. Unless granted a dispensation, a councillor shall withdraw from a meeting when it is considering a matter in which that councillor has a disclosable pecuniary interest. The councillor may return to the meeting after it has considered the matter in which **the disclosable pecuniary interest existed.** ~~he had the interest.~~
68. **Dispensation requests shall be in writing and submitted to the Proper Officer** as soon as possible before the meeting, or failing that, at the start of the meeting for which the dispensation is required.
69. A decision as to whether to grant a dispensation shall be made by the Proper Officer or by a meeting of the Council, or committee for which the dispensation is required and that decision is final.
70. A dispensation request shall confirm:
- i. The description and the nature of the disclosable pecuniary interest or other interest to which the request for the dispensation relates;
 - ii. Whether the dispensation is required to participate at a meeting in a discussion only or a discussion and a vote;
 - iii. The date of the meeting or the period (not exceeding four years) for which the dispensation is sought; and
 - iv. An explanation as to why the dispensation is sought
71. Subject to standing orders ~~66 and 67~~ **68 and 69** above, dispensations requests shall be considered by the Proper Officer before the meeting or, if this is not possible, at the start of the meeting for which the dispensation is required or at the beginning of the meeting of the council, or committee or for which the dispensation is required.
72. **A dispensation may be granted in accordance with standing order ~~67~~ 69 above if having regard to all relevant circumstances the following applies:**
- i. **Without the dispensation the number of persons prohibited from participating in the particular business would be so great a proportion of the meeting transacting the business as to impede the transaction of the business or**
 - ii. **Granting the dispensation is in the interests of persons living in the Council's area or**
 - iii. **It is otherwise appropriate to grant a dispensation**

73. Upon notification by the ~~District or Unitary~~ **Borough** Council that it is dealing with a complaint that a councillor or non-councillor with voting rights has breached the Council's code of conduct, the Proper Officer shall, subject to Standing Orders ~~466 to 469~~ **158 to 161**, **report the matter to this the** Council.
74. Where notification in Standing Order ~~74~~ **73** relates to a complaint made by the Proper Officer, the Proper Officer shall notify the Town Mayor (Chairman of the Council) of this fact, and the Town Mayor (Chairman of the Council) shall nominate another staff member to assume the duties of the Proper Officer in relation to the complaint until it has been determined and the Council has agreed what action, if any, to take in accordance with Standing Order ~~73~~ **75**.
75. The Council may:
- i. Provide information or evidence where such a disclosure is necessary to investigate the complaint or it is a legal requirement;
 - ii. Seek information relevant to the complaint from the person or body with statutory responsibility for the investigation of the matter.
76. **Upon notification by the ~~district or unitary~~ **Borough** Council that a councillor has breached the Council's Code of Conduct, the council shall consider what, if any, action to take against that councillor. Such action excludes disqualification or suspension from office.**

Section Eight: Questions

~~A councillor may seek an answer to a question concerning any business of the Council provided two clear days' notice of the question has been given to the Proper Officer.~~

~~Questions not related to items of business on the agenda for a meeting shall only be asked during the part of the meeting set aside for such questions.~~

~~Every question shall be put and answered without discussion.~~

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Section Nine: Minutes

77. If the draft minutes of a preceding meeting have been served on councillors with the agenda to attend the meeting at which they are due to be approved for accuracy, they shall be taken as read.
78. No discussion of the draft minutes of a preceding meeting shall take place except in relation to their accuracy. A motion to correct an inaccuracy in the minutes shall be raised in accordance with Standing Order ~~42~~ 44i above.
79. Minutes, including any amendment to correct their accuracy, shall be confirmed by resolution and shall be signed by the Chairman of the meeting and stand as an accurate record of the meeting to which the minutes relate.
80. If the Chairman of the meeting does not consider the minutes to be an accurate record of the meeting to which they relate, that Chairman shall sign the minutes and include a paragraph in the following terms or to the same effect:
- “The Chairman of this meeting does not believe that the minutes of the meeting of the () held on [date] in respect of () were a correct record but that view was not upheld by the majority of the () and the minutes are confirmed as an accurate record of the proceedings.”
81. Following a resolution which confirms the accuracy of the minutes of a meeting, the draft minutes or recordings of the meeting for which approved minutes exist shall be destroyed.

Section Ten: Disorderly conduct

82. No person shall obstruct the transaction of business at a meeting or behave offensively or improperly. If this Standing Order is ignored, the Chairman of the meeting shall request such person(s) to moderate or improve their conduct.
83. If person(s) disregard the request of the Chairman of the meeting to moderate or improve their conduct, any councillor or the Chairman of the meeting may move that the person be no longer heard or excluded from the meeting. The motion, if seconded, shall be put to the vote without discussion.
84. If a resolution made under Standing Order ~~84~~ 83 above is ignored, the Chairman of the meeting may take further reasonable steps to restore order or to progress the meeting. This may include temporarily suspending or closing the meeting.

Section Eleven: Rescission of previous resolutions

85. A resolution (whether affirmative or negative) of the Council shall not be reversed within 6 months except either by a special motion, the written notice whereof bears the names of at least 16 councillors of the Council, or by a motion moved in pursuance of the report or recommendation of a committee.
86. When a special motion or any other motion moved pursuant to Standing Order ~~86~~ 85 above has been disposed of, no similar motion may be moved within a further 6 months. This Standing Order and Standing Order ~~86~~ 85 shall apply mutatis mutandis to the proceedings of Committees.

Section Twelve: Voting on appointments

87. Where more than two persons have been nominated for a position to be filled by the Council and none of those persons has received an absolute majority of votes in their favour, the name of the person having the least number of votes shall be struck off the list and a fresh vote taken. This process shall continue until a majority of votes is given in favour of one person. Any tie may be settled by the Town Mayor's (Chairman of the Council's) casting vote.

Section Thirteen: Accounts & accounting statements

88. Accounts and Accounting Statement

- a. "Proper practices" in standing orders refer to the most recent version of "Governance and Accountability for Local Councils – a Practitioners' Guide".
- b. All payments by the Council shall be authorised, approved and paid in accordance with the law, proper practices and the Council's financial regulations.
- c. The Responsible Finance Officer shall supply to each councillor as soon as practicable after 30 June, 30 September and 31 December in each year a statement to summarise:
 - i. The Council's receipts and payments (or income and expenditure) for each quarter;
 - ii. The Council's aggregate receipts and payments (or income and expenditure) for the year to date;
 - iii. The balances held at the end of the quarter being reported, and

Which includes a comparison with the budget for the financial year and highlights any actual or potential overspends.

89. As soon as possible after the financial year end at 31 March, the Responsible Finance Officer shall provide:

- a. Each councillor with a statement summarising the Council's receipts and payments (or income and expenditure) for the last quarter and the year to date for information; and
- b. To the Council the accounting statement for the year in the form of Section 4 2 of the annual governance and accountability return, as required by proper practices, for consideration and approval.

90. The year-end accounting statements shall be prepared in accordance with proper practices and apply the form of accounts determined by the Council (receipts and payments, or income and expenditure) for the year to 31 March. ~~A completed draft annual governance and accountability return shall be presented to all councillors at~~

~~least 14 days prior to anticipated approval by the Council.~~ The annual governance and accountability return of the Council, which is subject to external audit, including the annual governance statement, shall be presented to the Council for consideration and formal approval before 30 June.

Section Fourteen: Execution and sealing of legal deeds

91. A legal deed shall not be executed on behalf of the Council unless the same has been authorised by a resolution.

92. **In accordance with a resolution made under Standing Order 91 above, the Council's common seal shall alone be used for sealing a deed required by law. It shall be applied by the Proper Officer in the presence of the Town Mayor (Chairman of the Council) or in the Town Mayor's (Chairman of the Council's) absence the Deputy Town Mayor and another member of the Council. Both the Town Mayor (and Deputy Town Mayor) and the member shall sign the deed as witnesses.**

Section Fifteen: Committees

See also Standing Orders 1- 18 20 above

93. For the conduct of day to day business of the Council there shall be established four standing committees to be known as the:
- Policy & Management Committee
 - Mayoralty Committee
 - Audit Committee
 - Staffing Committee
94. **Unless the Council determines otherwise, a committee may appoint a sub-committee whose terms of reference and members shall be determined by the committee.**
- a. **The members of a committee may include non-councillors unless it is a committee which regulates and controls the finances of the Council.**

The terms of reference of the standing committees shall be as follows:

Policy & Management Committee

95. Purpose of the Policy & Management Committee

To address and, where appropriate, formulate policy for consideration by the Council; to manage the Council's financial and other assets as delegated by the Council; to secure the good governance of the Council's affairs, ~~including the management of staffing and appointments~~, media relations, external relationships, committee arrangements and day to day business and to discharge the Council's functions relating to the local environment and infrastructure

96. Functions of the Policy & Management Committee

- i. To identify key policy issues facing the Council and to formulate, for the Council's consideration, its strategies and timetables for dealing with them;
- ii. To maintain an overview of Council initiatives and report to the Council on their impact and effectiveness;
- iii. To make recommendations to the Council on constitutional issues;
- iv. To ensure the Council is adequately resourced to achieve its aims;
- v. To prepare annual budgets reflecting the Council's agreed strategy and priorities, putting these forward for the Council's approval and recommend a

- precept to the Full Council;
- vi. To secure effective control of expenditure authorising items of expenditure on behalf of the Council and to scrutinising expenditure against budgets through the year;
 - vii. To appoint the auditors of the accounts;
~~To consider the audited accounts and report on them to the Council;~~
 - viii. To **approve** ~~make recommendations to the Council on~~ charges for the use of Council properties; and on other fees and charges;
 - ix. To decide on applications for grants made by local organisations;
~~To oversee the Council's banking and investment arrangements and keep investment policy under review;~~
 - x. To ensure the proper management of the properties and amenities owned, controlled or provided by the Council;
 - xi. To develop strategy on media relations, and to formulate policy on public participation;
 - xii. In consultation with the Town Clerk, to agree ~~principles~~ **priorities** for the Management of Committee business;
 - xiii. To recommend appointment to outside bodies;
 - xiv. To act as a channel for communications with external organisations;
~~To prepare the Council's report presented at the Annual Town Meeting; and~~
 - xv. To oversee the maintenance and development of the Council's website.
 - xvi. To formulate, for the Council's consideration, policy towards the natural and built environment and principles to guide the Council's consideration of specific issues and proposals;
 - xvii. To consider and comment on policy proposals and initiatives by the Government or other authorities which have implications for the Town's environment, highways and amenities;
 - xviii. To consider and comment on applications for planning permission and other matters within the terms of the Town and Country Planning Acts and related legislation which have been referred to the committee by a ward councillor;
 - xix. On behalf of the Council, to take all action that the Council can lawfully take in relation to such matters.

Staffing Committee

97. Purpose of the Staffing Committee

To consider all matters relating to the appointment and management of Council staff.

98. Functions of the Staffing Committee

- i. To oversee the appointment and management of Council staff, delegating responsibility to the Town Clerk as they consider appropriate, or to an interview panel, but acting subject to the approval of the Full Council in relation to the appointment of the Town Clerk, ~~Deputy Town Clerk~~ and Responsible Finance Officer
- ii. To provide support to and management of the Town Clerk. Monitor and manage hours of working, home working, annual/flexi/compassionate/time off in lieu leave and absences and sick leave.
- iii. Review employee's remuneration and make recommendations thereon to The Council
- iv. Review Conditions of Employment, Contracts of Employment and Job Descriptions as appropriate to ensure they meet the needs of the Council and comply with relevant legislation and established good practice
- v. To review the staffing structures to ensure they are sufficient to deliver the aims of The Council
- vi. Develop, implement and review Employment related Policies
- vii. Manage The Council's compliance with Employment legislation
- viii. Ensure an appropriate Appraisal system is in place and monitor the effectiveness of the system
- ix. Provide appropriately trained Members to conduct the Appraisal(s) of the Town Clerk
- x. Set appropriate SMART objectives for the Town Clerk based on the aims and priorities of The Council
- xi. Hold regular informal meetings with the Town Clerk and Staff to discuss and review employment matters
- xii. Ensure appropriate arrangements are in place to support staff development and training and to ensure that such training is in line with the allocated funds.
- xiii. Make appropriate recommendations to The Council where an identified training need would exceed the allocated funding
- xiv. Manage Disciplinary and Grievance procedures in accordance with the appropriate council policy and processes
- xv. Where necessary recommend appropriate actions to The Council
- xvi. If required appoint an appeals panel drawn from Members of the Staffing Committee or from an external body as appropriate to the circumstances **and in accordance with appropriate council policy and procedures**

- xvii. To consider any request by a claimant for variation under exceptional circumstances of the Council's discretionary powers as set out in the Council's policy on the Exercise of Employer Discretions and to make recommendations thereon to the Full Council.

99. Delegated Spending Authority

In order to undertake its functions, the Staffing Committee is authorised to spend up to £5,000 per annum allocated from the professional fees revenue budget when such expenditure is agreed by a resolution of the committee. Expenditure requirements in excess of the authorised limit to be agreed in advance of expenditure commitment by resolution of the Council or, if expediency is required the Policy & Management Committee.

Mayoralty Committee

100. Purpose of the Mayoralty Committee

To consider and make recommendations to the Full Council on the selection and appointment of the Town Mayor (Chairman of the Council) and Deputy Town Mayor

101. Functions of the Mayoralty Committee

- i. To recommend to the Full Council a policy for the appointment of Town Mayor (Chairman of the Council) and Deputy Town Mayor and to keep it under review;
- ii. To nominate a Town Mayor (Chairman of the Council) and Deputy Town Mayor each year for approval by the Council;
- iii. To consider and determine in consultation with the Town Mayor (Chairman of the Council) all matters relating to the Council's civic and ceremonial functions, and events; and
- iv. To recommend to Full Council an allowance for the Town Mayor (Chairman of the Council).

Audit Committee

102. Purpose of the Audit Committee

To provide assurance of the adequacy of the risk management framework and the associated control environment, and to oversee the financial reporting process.

103. Functions of the Audit Committee

- i. To consider the effectiveness of the Council's risk management arrangements, the control environment and associated anti-fraud and anti-corruption arrangements;
- ii. To review annually the effectiveness of internal audit;
- iii. To receive all reports from the internal auditor; and
- iv. To review the financial statements, external auditor's opinion and reports to members, and monitor management action in response to the issues raised by external audit;
- v. To consider the audited accounts and report on them to the Council;
- vi. To oversee the Council's banking and investment arrangements and keep investment policy under review

Accountability of Committees

104. The Standing Committees shall be accountable to the Council and shall report to each meeting of the Council except for the Statutory Annual Meeting. ~~Composition of Committees~~

Composition of Committees

105. The Policy & Management Committee shall comprise 19 councillors. The Town Mayor (Chairman of the Council) shall not be a member of the Policy & Management Committee. **The Town Clerk shall be responsible for Clerking the Policy & Management Committee.**
106. The Staffing Committee shall comprise six councillors of whom one will be the Chairman of the Policy & Management Committee, The Town Mayor (Chairman of the Council) shall not be a member of the Staffing Committee
107. ~~Meetings of the Staffing Committee shall be called by the Chairman of the Committee as required;~~ **The Chairman of the Staffing Committee** shall be responsible for nominating the Committee Clerk, who may be drawn from The Council's Officers or Committee Members as appropriate, the Chairman is to ensure that minutes are provided **to the Town Clerk** within 4 **working** days of the close of the meeting.
108. The Mayoralty Committee shall comprise six councillors of which at least three (if that is possible) shall have served as Town Mayor (Chairman of the Council). **The Town Clerk shall be responsible for Clerking the Mayoralty Committee and shall call meetings of the committee as required.**

~~Meetings of the Mayoralty Committee shall be called by the Town Clerk as required; the Town Clerk shall be responsible for Clerking the Committee.~~

- 109. The Audit Committee shall comprise five councillors, one of whom shall be a Godalming Town Council member of the Godalming Joint Burial Committee, The Town Mayor (Chairman of the Council) shall not be a member of the Audit Committee. **The Responsible Finance Officer shall be responsible for Clerking the Committee.**

~~Meetings of the Audit Committee shall be called by the Chairman of the Committee as required; the Responsible Finance Officer shall be responsible for Clerking the Committee.~~

Substitutes

- 110. **With the exception of the Policy & Management Committee**, substitutes may be used when councillors are unable to attend **a** meetings of a committee of the Council.~~the Mayoralty Committee or Staffing Committee or Audit Committee or Neighbourhood Plan Ad Hoc Advisory Group.~~ Such substitutes may be called for any Committee meeting up to 4.00 pm on the day of the meeting.
- 111. Substitutes shall be of the same political group as that of the councillor being substituted.
- 112. **A** The maximum number of **three** substitutes permitted per Committee shall be **permitted.** ~~as follows:~~

Staffing Committee	3
Audit Committee	3
Mayoralty Committee	3
Neighbourhood Plan Ad Hoc Advisory Group	3

~~(Substitutes for the Mayoralty Committee must be qualified in accordance with Standing Order 108.)~~

Frequency of Committee Meetings

- 113. As far as practicable the Policy & Management Committee will meet approximately every six weeks. ~~The Staffing Committee, Audit Committee, Mayoralty Committee and~~

~~the Neighbourhood Plan Ad Hoc Advisory Group~~ All other committees will meet as and when required.

Appointment of Committee Members

114. ~~At least four weeks before the first business meeting of the Council after 1 May each year, the Town Clerk shall invite every councillor to state his/her preference for service on the Staffing Committee, Audit Committee, the Mayoralty Committee and/or and the Neighbourhood Plan Ad Hoc Advisory Group.~~ As soon as practicable once the political representation of the council is determined, the Town Clerk shall also determine the number of places on these four Committees which are to be filled by the members of each political group represented on the Council, ensuring, as far as possible, that the allocation of places reflects the balance of political representation on the Council as a whole.
115. At the annual meeting of the Council, the Council shall seek nominations and then appoint councillors to Committees at its first business meeting, having regard both to the preferences expressed by members and in line with the provisions of Standing Order 117 114.

Term of Office of Standing Committees

116. The Council will determine the term of office of members of Standing Committees. In the absence of any decision by the Council to the contrary committee members will hold office until:
- i. They resign, collectively or individually and their successors are appointed; or
 - ii. A review of committee places by the Council; or
 - iii. Resignation as a member or members of the Council; or
 - iv. The first business meeting of the next Local Government Year. In an election year they shall retire when the Council is dissolved for the election.

Election of Chairmen and Vice-Chairmen

117. Each Standing Committee shall elect a Chairman and Vice-Chairman from among their number at meetings convened for this purpose. ~~or during the annual meeting of the Council at which the members of Standing Committees are appointed.~~
118. The term of office of Committee Chairmen and Vice-Chairmen shall be the same as that of their Committee. Chairmen and Vice-Chairmen may be re-elected for second and subsequent terms of office.

Procedure at Standing Committees

119. ~~Agendas and any supporting papers, reports and minutes of all standing committees shall be circulated to all councillors at the same time as they are circulated to members of committees~~ With the exception of **reports and** confidential papers, ~~reports and minutes of the Staffing Committee, and confidential papers relating to other committees,~~ which shall only be circulated to members of the relevant committee, agendas and any supporting papers, reports and minutes of all standing committees shall be circulated to all councillors at the same time as they are circulated to members of committees
120. Any councillor, having given notice to the Chairman and the Town Clerk may attend any meeting of any Standing Committee and may address that meeting on an agenda item with the leave of the person in the chair for that meeting.
121. The provisions of Standing Orders 1 to ~~18~~**20** shall apply mutatis mutandis to all Committee proceedings provided that where, at any Committee, any resolution is carried by a majority of less than two votes, then immediately after the vote is taken it shall be open to any councillor present to propose that the motion shall be referred to the Town Council in the form of a recommendation for adoption at its next meeting. If such a proposition is supported by not less than one third of the councillors present at the meeting then the motion to which it relates shall be treated as a recommendation instead of a decision taken under delegated powers.
122. Standing Committees may, at their discretion, invite up to two individuals who are not members, including those who are not councillors, to take part in their discussions on particular subjects for periods up to one year. Such individuals may receive the Committee papers which relate to their subject; but may not attend for any business declared to be confidential by the Committee and may not vote on any Committee decisions, the period of such an individual's participation may be extended beyond one year.

Scheme of Delegation

123. **The Councils Scheme of Delegation authorises Standing Committees of the Council, the Proper Officer and the Responsible Finance Officer to act within delegated authority in the specific circumstances detailed. These delegations are necessary for the effective day to day running of the Council. The Scheme of Delegation shall be reviewed by the Council at least annually along with the review of the Council's Standing Orders and Financial Regulations.**

~~Every Standing Committee may delegate to the Town Clerk, powers to exercise any of their functions in case of urgency or for other special reasons. The Town Clerk, if exercising such a power, must inform the Committee Chairman (or in his/her absence the Vice Chairman) before exercising the power and shall report on the matter to the next meeting of the Committee.~~

Godalming Joint Burial Committee

124. At the first business **Annual Meeting** of the Council following an election, six councillors shall be elected as the Council's representatives on the Godalming Joint Burial Committee to serve for the ensuing four-year term. The Joint Burial Committee is formed with Busbridge Parish Council who elect two Parish councillors to serve on the Committee.

Working Parties

125. Every Standing Committee may appoint one or more Working Parties for purposes, which shall be specified in terms of reference by the Standing Committee. The Committee shall also prescribe the time limit, not exceeding one-year, within which the Working Party must complete its work. A Working Party shall be disbanded as soon as it has completed the tasks given to it.
126. Each Working Party will provide a regular update to **the** appointing Standing Committee, that update shall form a standing item on the agenda of that Committee. Otherwise the procedure of the Working Party may be informal.

Ad hoc Advisory Committees

127. Every Standing Committee may appoint one or more ad hoc advisory committees for purposes, which shall be specified in terms of reference by the Standing Committee.
128. **Unless the Council determines otherwise, all the members of an advisory committee and a sub-committee of the advisory committee may be non-councillors.**
129. The provisions of Standing Orders 1 to 48 **20** shall apply mutatis mutandis to all advisory committee proceedings (but only in so far as those provisions can apply to non-councillors). Non-councillor members of an advisory committee are not bound by the Code of Conduct but are expected to declare pecuniary and non-pecuniary interests at meetings of the advisory committee as though they were bound by the Code.

130. Agendas and any supporting papers, reports and minutes of an advisory committees shall be circulated to all members of that advisory committee. Reports and minutes of an advisory committee will be circulated **in accordance with Standing Order 119 above.** ~~to all councillors at the same time as they are circulated to members of the committee~~ and will be received on the next agenda of the parent Committee.

Section Sixteen Extraordinary meetings

See also Section One above

131. **The Town Mayor (Chairman of the Council) may convene an extraordinary meeting of the Council at any time.**
132. **If the Town Mayor (Chairman of the Council) does not or refuses to call an extraordinary meeting of the Council within seven days of having been requested to do so by two councillors, those two councillors may convene an extraordinary meeting of the Council. The statutory public notice giving the time, venue and agenda for such a meeting must be signed by the two councillors.**
133. The Chairman of a committee may convene an extraordinary meeting of the committee ~~or~~ at any time.
134. If the Chairman of a committee does not or refuses to call an extraordinary meeting within seven days of having been requested to do so by two councillors, those two councillors may convene an extraordinary meeting of a committee. The statutory public notice giving the time, venue and agenda for such a meeting must be signed by two councillors.

Section Seventeen: Financial controls & procurement

135. The Council shall consider and approve financial regulations drawn up by the Responsible Finance Officer, which shall include detailed arrangements in respect of the following:
- a. The keeping of accounting records and systems of internal controls;
 - b. The assessment and management of financial risks faced by the Council;
 - c. The work of the independent internal auditor in accordance with proper practices and the receipt of regular reports from the internal auditor, which shall be required at least annually;
 - d. The inspection and copying by councillors and local electors of the Council's accounts and/or orders of payments; and
 - e. Whether contracts with an estimated value below **£25,000** due to special circumstances are exempt from a tendering process or procurement exercise.
136. Financial regulations shall be reviewed regularly and at least annually for fitness of purpose.
137. **Public contracts must be made in accordance with Financial Regulations Section II. A public contract regulated by the Public Contracts Regulations 2015 with an estimated value in excess of £25,000 but less than the relevant thresholds in Standing Order 143 is subject to Regulations 109-114 of the Public Contracts Regulations 2015 which include a requirement of the Council to advertise the contract opportunity on the Contracts Finder website regardless of what other means it uses to advertise the opportunity.**

~~Subject to additional requirements in the financial regulations of the Council, the tender process for contracts for the supply of goods, materials, services or the execution of works shall include, as a minimum, the following steps:~~

- ~~a. A specification for the goods, materials, services or the execution of works shall be drawn up;~~
- ~~b. An invitation to tender shall be drawn up to confirm (i) the Council's specification~~

- ~~(ii) the time, date and address for the submission of tenders (iii) the date of the Council's written response to the tender and (iv) the prohibition on prospective contractors contacting councillors or staff to encourage or support their tender outside the prescribed process;~~
- ~~e. The invitation to tender shall be advertised in a local newspaper and in any other manner that is appropriate;~~
- ~~d. Tenders are to be submitted in writing in a sealed marked envelope addressed to the Proper Officer;~~
- ~~e. Tenders shall be opened by the Proper Officer in the presence of at least one councillor after the deadline for submission of tenders has passed;~~
- ~~f. Tenders are to be reported to and considered by the appropriate meeting of the Council or a committee or sub-committee with delegated responsibility.~~

~~Neither the Council, nor a committee or a sub-committee with delegated responsibility for considering tenders, is bound to accept the lowest value tender.~~

~~**A public contract regulated by the Public Contracts Regulations 2015 with an estimated value in excess of £181,302 for a public service or supply contract or in excess of £4,551,413 for a public works contract (or other thresholds determined by the European Commission every two years and published in the Official Journal of the European Union (OJEU)) shall comply with the relevant procurement procedures and other requirements in the Public Contracts Regulations 2015 which include advertising the contract opportunity on the Contracts Finder website and in OJEU.**~~

~~**A public contract in connection with the supply of gas, heat, electricity, drinking water, transport services, or postal services to the public; or the provision of a port or airport; or the exploration for or extraction of gas, oil or solid fuel with an estimated value in excess of £363,424 for a supply, services or design contract; or in excess of £4,551,413 for a works contract; or £820,370 for a social and other specific services contract (or other thresholds determined by the European Commission every two years and published in OJEU) shall comply with the relevant procurement procedures and other requirements in the Utilities Contracts Regulations 2016.**~~

Section Eighteen: Canvassing of and recommendations by Councillors

138. Canvassing councillors or the members of a committee, directly or indirectly, for appointment to or by the Council shall disqualify the candidate from such an appointment. The Proper Officer shall disclose the requirements of this Standing Order to every candidate.
139. A councillor or a member of a committee shall not solicit a person for appointment to or by the Council or recommend a person for such appointment or for promotion; but, nevertheless, any such person may give a written testimonial of a candidate's ability, experience or character for submission to the Council with an application for appointment.
140. This Standing Order shall apply to tenders as if the person making the tender were a candidate for an appointment.

Section Nineteen: Inspection of documents, confidential or sensitive Information & unauthorised activities

141. Subject to Standing Orders to the contrary or in respect of matters which are confidential, a councillor may, for the purpose of official duties (but not otherwise), inspect any document in the possession of the Council or a committee, and request a copy for the same purpose. The minutes of meetings of the Council, or its committees shall be available for inspection by councillors.
142. The agenda, papers that support the agenda and the minutes of a meeting shall not disclose or otherwise undermine confidential or sensitive information which for special reasons would not be in the public interest
143. Councillors and staff shall not disclose confidential or sensitive information which for special reasons would not be in the public interest.
144. A councillor in breach of the provisions of Standing Order ~~150~~ 143 above may be removed from a committee by a resolution of the Council
145. Unless authorised by a resolution, no individual councillor shall in the name or on behalf of the Council or a committee:
 - i. inspect any land and/or premises which the Council has a right or duty to inspect; or
 - ii. issue orders, instructions or directions.

Section Twenty: Matters affecting Council staff

146. If a meeting considers any matter personal to a Council employee, it shall not be considered until the body meeting has decided whether or not the press and public shall be excluded pursuant to Standing Order 3 4 above.
147. Subject to the Council's policy regarding absences from work, the **Leader of the Council and Chairman of the Staffing Committee** ~~Council's most senior employee present shall be notified~~ ~~notify the Chairman of the Staffing Committee or, in the absence of that Chairman, the Chairman of the Policy & Management Committee~~ if any absence is likely to occasion the closing of the Town Council's offices. The Town Clerk shall make a summary report of staff absences to each meeting of the Staffing Committee.
148. Annual staff appraisals shall be conducted in accordance with the Council's Appraisal Scheme
149. **All grievance matters shall be handled in accordance with the Council's adopted Grievance Policy and Procedures.** ~~Subject to the Council's policy regarding the handling of grievance matters, the Council's most senior employee (or other employees) shall contact the Chairman of the Staffing Committee or, in the absence of the Chairman, the Vice-Chairman of the Staffing Committee in respect of an informal or formal grievance matter, and this matter shall be reported back and progressed by resolution of the Staffing Committee.~~
- ~~Subject to the Council's policy regarding the handling of grievance and disciplinary matters, if an informal or formal grievance matter raised by an employee relates to the Chairman or Vice-Chairman of the Staffing Committee this shall be communicated to the Chairman of the Policy & Management Committee and the Chairman of the Policy & Management Committee shall determine whether the matter shall be reported back and progressed by resolution of the Staffing Committee or by resolution of the Policy & Management Committee.~~
150. Any persons responsible for all or part of the management of staff shall treat as confidential the written records of all meetings relating to their performance, capabilities, grievance or disciplinary matters.
151. The Council shall keep written records relating to employees secure. All paper records shall be secured under lock and electronic records shall be password protected.

152. Records documenting reasons for an employee's absence due to ill health or details of a medical condition shall be made available only to those persons with responsibility for the same.
153. Only the Town Clerk, or the appropriate line manager or the Chairman of the Staffing Committee or, in the absence of the Chairman, the Vice-Chairman of the Staffing Committee shall have access to employee records referred to in Standing Orders ~~458~~ **150** and ~~460~~ **151** above if so justified
154. Access and means of access by keys and/or computer passwords to records of employment referred to in Standing Orders ~~458 and 460~~ **150 and 151** above shall be provided only to the Town Clerk or the Chairman of the Staffing Committee.

Section Twenty-one: Responsibilities to provide information

155. **In accordance with freedom of information legislation, the Council shall publish information in accordance with its publication scheme and respond to requests for information held by the Council.**

156. **The Council, shall publish information in accordance with the requirements of the Local Government (Transparency Requirements) (England) Regulations 2015.**

Section Twenty-two: Relations with the press/media

157. Requests from the press or other media for an oral or written comment or statement from the Council, its councillors or staff shall be handled in accordance with the Council's policy in respect of dealing with the press and/or other media.

Section Twenty-three: Responsibilities under data protection legislation

158. *The Council's responsibilities under the data protection legislation includes the following, this list is not exclusive, see also Standing Orders section 24 Management of Information.*

- a. **The Council shall appoint a Data Protection Officer.**
- b. **The Council shall have policies and procedures in place to respond to an individual exercising statutory rights concerning his personal data.**
- c. **The Council shall have a written policy in place for responding to and managing a personal data breach.**
- d. **The Council shall keep a record of all personal data breaches comprising the facts relating to the personal data breach, its effects and the remedial action taken.**
- e. **The Council shall ensure that information communicated in its privacy notice(s) is in an easily accessible and available form and kept up to date.**
- f. **The Council shall maintain a written record of its processing activities.**

Section Twenty-four: Management of information

(See also Standing Order ~~163 & 164~~ **155 & 156**)

159. **The Council shall have in place and keep under review, technical and organisational measures to keep secure information (including personal data) which it holds in paper and electronic form. Such arrangements shall include deciding who has access to personal data and encryption of personal data.**
160. **The Council shall have in place, and keep under review, policies for the retention and safe destruction of all information (including personal data) which it holds in paper and electronic form. The Council's retention policy shall confirm the period for which information (including personal data) shall be retained or if this is not possible the criteria used to determine that period (eg. The Limitation Act 1980).**
161. **The agenda, papers that support the agenda and the minutes of a meeting shall not disclose or otherwise undermine confidential information or personal data without legal justification.**
162. **Councillors, staff, the Council's contractors and agents shall not disclose confidential information or personal data without legal justification.**

Section Twenty-five: Standing Orders generally

163. Any or every part of the Standing Orders, except those which are mandatory by law, may be suspended by resolution in relation to any specific item of business.
164. A motion to add to or vary or revoke one or more of the Council's Standing Orders, not mandatory by law, shall be proposed by a special motion, the written notice whereof bears the names of as least two councillors.
165. The Proper Officer shall provide a copy of the Council's Standing Orders to a councillor upon delivery of that councillor's declaration of acceptance of office.
166. The Chairman's decision as to the application of Standing Orders at meetings shall be final.

GODALMING TOWN COUNCIL

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

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

COMMITTEE:

DATE:

NAME OF COUNCILLOR: _____

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

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

Signed _____

Dated _____

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

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

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