

## GODALMING TOWN COUNCIL

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23 June 2023

I HEREBY SUMMON YOU to attend an EXTRAORDINARY **POLICY & MANAGEMENT COMMITTEE** Meeting to be held in the Council Chamber, Waverley Borough Council, The Burys, Godalming on THURSDAY, 29 JUNE 2023 at 6.45pm or at the conclusion of the preceding Environment & Planning Committee, whichever is later.

*Andy Jeffery*

Andy Jeffery  
Town Clerk

If you wish to speak at this meeting please contact Godalming Town Council on 01483 523575 or email [office@godalming-tc.gov.uk](mailto:office@godalming-tc.gov.uk)

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

Committee Members:

Councillor Follows – Chair  
Councillor Weightman – Vice Chair

Councillor Adam  
Councillor Clayton  
Councillor Crooks  
Councillor Crowe  
Councillor Downey  
Councillor Heagin  
Councillor Holliday  
Councillor Kiehl

Councillor Martin  
Councillor PS Rivers  
Councillor PMA Rivers  
Councillor Steel  
Councillor Taylor  
Councillor Thomson  
Councillor Williams

## AGENDA

1. MINUTES

To approve as a correct record the minutes of the meeting held on the 1 June 2023, a copy of which has been circulated previously.

2. APOLOGIES FOR ABSENCE

3. DISCLOSABLE PECUNIARY INTERESTS AND OTHER REGISTERABLE INTERESTS

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

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

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

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

5. QUESTIONS BY MEMBERS

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

6. ACCOUNTS PAID SINCE LAST MEETING & SCHEDULE OF PAYMENTS

RFO to report on the accounts paid since the last meeting.

A schedule of the accounts paid will be tabled for the information of Members. The invoices relating to these payments are available in the Council's office for inspection. All payments made are in line with the agreed budget or other resolution of this Committee or Full Council.

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

7. MOTION ON NOTICE

**Proposer:** Cllr Paul Follows

**Seconder(s):** Cllr Clare Weightman, Cllr Stuart Downey

**MOTION FOR THE PROVISION OF A NEW, MODULAR FACILITY ADJACENT TO BROADWATER PARK YOUTH & COMMUNITY CENTRE TO EXTEND THE AVAILABLE FACILITIES**

Recognising the commitment of this administration to the **provision of community facilities**, to a **robust and financially prudent town council**, the **provision of youth services** in our town and our **declared state of climate emergency**, Godalming Town Council -

**1. Authorises the Town Clerk to:**

- a. Explore options for the provision of a new, modular facility to the rear of the existing Broadwater Park Youth & Community Centre for community use (subject to the requirements of clause 2).
- b. Explore options to extend the Broadwater Park Youth & Community Centre to provide additional office space for the Godalming Town Council Youth Services.
- c. Engage, funded from the professional services budget, with surveyors to consider the following (non-exhaustive) matters:
  - i. Consideration of the land/site condition.
  - ii. Availability of utilities/services connections.
  - iii. Highways access to the site.
  - iv. Positioning/orientation of the building on the site.
  - v. Landscaping and groundworks.

- d. Engage, funded from the professional services budget, with planning consultants and/or Waverley Borough Council to consider the following (non-exhaustive) planning considerations:
  - i. Qualification of exceptional circumstances in the Green Belt.
  - ii. Maintenance of the view of the listed 'Crinkle Crinkle' Wall and any associated listed building consent requirements.
  - iii. Submission of a full planning consent.
  - iv. Building control/compliance matters
- e. Explore potential funding options (subject to part 3). This should consider Neighbourhood and Strategic Community Infrastructure Levy (CIL) and an application to the Public Works Loan Board (PWLB).
  - i. This must include consideration of the 'for yield' rules of the PWLB as part of this assessment.

**2. Imposes the following restrictions upon clause 1:**

- a. Any modular building proposed must be a second-hand, reused structure (i.e., the recycling of a redundant modular building or manufactured using materials from a sustainable source.
- b. Any modular structure that is procured must be compatible with additional (future) carbon reduction measures (such as roof mounted solar panels) and any report to council must show the consideration of such measures.

**3. Authorises the Town Clerk, Leader of the Council and Deputy Leader of the Council to:**

- a. Produce a GTC Business Plan for the site.
- b. Engage with potential main tenant regarding the creation of a business case/customer requirement for use of the facility during the day.
- c. Engage with the Godalming Town Council Youth Services as to any requirements for use outside of main tenant operating time.

**8. COMMUNITY OWNERSHIP FUND – CROWN COURT PUBLIC TOILETS – ITEM FOR DECISION**

**Recommendation: Members to approve the working design and high-level budget for the renovation of Crown Court public toilets to be used in support of an application to the Community Ownership Fund (COF).**

At the meeting of 1 June 2023, Members noted that although launched in 2021, recent changes to the eligibility criteria means that town and parish councils are now able to bid against the COF.

Consequently, Members resolved to approve that the Town Clerk engage the council's surveyors to undertake a full condition report and to scope initial designs for the renovation of the Crown Court public toilets that would provide for modern, hygienic, gender-neutral facilities that are fit for purpose. At this stage of the process, the Town Clerk has engaged the council's surveyors to produce a design and high-level budget for members' consideration and approval, prior to working-up detailed plans and specifications. It is anticipated the design will be available for Members prior to the meeting and will be distributed as soon as it is received.

Additionally, the Town Clerk has, in line with Members' wishes, engaged with Waverley Borough Council (WBC) to seek an extension of the existing lease or an assignment of the freehold of the property to Godalming Town Council (GTC).

Having submitted an Expression of Interest (EOI) for accessing the COF for the renovation of the Crown Court public toilets, the Town Clerk and RFO attended a webinar with the Department of Levelling Up Housing & Communities (DLUHC) on the COF, which was attended by 350 parishes.

As a result of the EOI and a follow up from the webinar event, a letter dated 6 June was received on 12 June inviting GTC to submit a full application to the fund. The deadline for the next evaluation of bids is 11.59am on Wednesday 12 July. It is hoped that GTC will be able to meet that deadline. As Members will undoubtedly appreciate the application process requires GTC to make a detailed and comprehensive submission that is focussed on the scoring criteria published by the COF. The level of detail required and the short lead up to close of applications has meant this work strand is of the highest priority.

9. STAYCATION LIVE 2023

**Recommendation:**

**Members to consider the attached report (attached for the information of Members) and, if agreed, approve the recommendations contained within the report.**

At the meeting of the Policy & Management Committee held on 1 June 2023, Members considered a confidential report in relation to the organisation and management of the Staycation Live music festival. On consideration of the report, Members requested the Town Clerk engage with organising stakeholders and report back to Members at the Extraordinary meeting of 29 June, with the aim of finding an acceptable support mechanism for Staycation Live 2023 and establishing the groundwork for the longer-term financial viability of the event.

A meeting was held on the evening of 14 June to identify concerns and seek solutions the outcomes of which are contained in the attached report.

10. COMMUNICATIONS ARISING FROM THIS MEETING

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

11. DATE OF NEXT MEETING

The next meeting of the Policy & Management Committee is scheduled to be held in the Council Chamber on Thursday, 13 July 2023 at 6.30pm.

12. ANNOUNCEMENTS

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

9. STAYCATION LIVE 2023

**PROPOSAL PAPER FOR FINANCIAL SUPPORT IN THE EVENT OF STAYCATION LIVE 2023 MAKING A FINANCIAL LOSS AND FOR CONSIDERATION OF FUTURE ARRANGEMENTS FOR STAYCATION LIVE FROM 2024**

**1. Introduction**

- 1.1. At the meeting of the Policy & Management Committee held on 1 June 2023, Members considered a confidential report in relation to the organisation and management of the Staycation Live music festival. On consideration of the report, Members requested the Town Clerk engage with organising stakeholders and report back to Members at the Extraordinary meeting of 29 June, with the aim of finding an acceptable support mechanism for Staycation Live 2023 and establishing the groundwork for the longer-term financial viability of the event.
- 1.2. A meeting was held on the evening of 14 June to identify concerns and seek solutions as indicated below.
- 1.3. In hosting the meeting, the Town Clerk reiterated Members' recognition of the enormous contribution by TST, its partners and volunteers in providing Staycation Live as a major event in the town's calendar for the past 11 years and passed on Members' thanks for their work.

**2. Ticketing**

- 2.1. In reviewing the points raised by Members at Min No. 98-23, the need for ticketing of the evening cloisters event was considered.
- 2.2. The benefits or otherwise of ticketing certain elements of Staycation Live were explored.
  - Does the income generated from the Friday and Saturday evening events exceed the additional costs of hosting the events?
  - With just over 6 weeks to the event, is there sufficient time to market and promote these elements separately from the main Staycation Live to sell tickets?
  - With a fixed capacity for these events, how is entry and egress to be managed?
  - How to manage those who seek entry once the event is at capacity.
- 2.3. The additional costs for the Friday and Saturday evening events falls mainly to the security requirements to safely host the event, along with bar and site staff. These costs are unavoidable costs to provide safe and enjoyable events and are currently covered by the additional profits generated by bar sales. Whilst the ticketing of these events was initially considered as a means of managing the event and generating a pre-sales income to cover fixed costs, it does not solve the issue of how to manage those who wish to attend when the venue is at capacity. Indeed, after much thought and discussion, it is believed that the ticketing of these elements of Staycation Live could create more challenges than it would solve.
- 2.4. To ticket the event, the number of tickets available would have to be limited to the venue capacity. However, experience of the events is that many attendees come for a period and then leave, which allows for others to be gain entry on a 1 in 1 out basis. By doing so, a greater number of people can enjoy the event. A ticketed event could only ever allow entry to ticket holders, whether they attend or not and irrespective of

how long they stay. This could lead to frustration and conflict from those who are refused entry even though they can see the venue is well under capacity. However, whether ticketed or not once capacity has been reached no further entry is permissible. This then asks the question of what to do with those who want to gain entry but are unable to do so? The first line in managing this is the continued explanation by the security and site staff. When told that the event is full and that there is a queuing system for one in one out, many decide to leave the area and go to other events in the town. For those who decide to remain, to seek to maintain a clearway around the entry and exit points of the venue, a screen will be placed away from the entry point. It is believed this will allow others to see the performers even if they cannot enjoy the 'emotion and sweat' of the crowd.

2.5. Learning lessons from 2022, has resulted in the establishing of separate entry and exit points, which will prevent the formation of pinch points, additionally the number of stewards and security is to be increased.

2.6. **Going forward it was agreed that the costs of the 'Loki Stage' are to be broken down into those that are associated with daytime performances and those which are additional costs required to support the evening events.** This will allow for a more detailed and forensic analysis to establish the financial benefit or otherwise of this element of Staycation Live and support decision making for future events.

### 3. Voluntary Contributions

3.1. The financial viability of Staycation Live relies on the generosity of attendees to make donations to support the event. The premise of Staycation Live being that the event should be available to all, irrespective of their economic situation. However, this also creates the event's financial vulnerability. If the crowds don't show or donate, then the income, hence the financial viability, is affected.

3.2. Historically, attendees have been supportive of Staycation Live and have donated generously in support and appreciation of the event. However, past performance is no guarantee of future performance. Whilst neither Godalming Town Council (GTC) or TST have indicated any desire to move from the voluntary nature of donations to the core event, not only should event costs be kept as low as possible to provide a safe and enjoyable event, but transparency with event goers regarding the cost of hosting the event should also be displayed on information boards at the entry point. The boards should be friendly but informative. Whilst exact wording is to be determined an example of possible wording is shown below:

Staycation Live

Welcome to Staycation Live, we hope you have a great time enjoying the music and atmosphere of this community festival.

Staycation Live would not be possible without you. Please support this event by making a donation, not only will your donation support local charities and community groups, but it will also help secure future events

What happens to your donation?

- Supports local charities and good causes
- Helps pay for the bands, staging, sound systems and sound engineers, toilets, first-aiders and security staff, waste management

- 3.3. Whilst GTC is exploring cancellation insurance for events beyond our control, such as national mourning, government lockdowns etc, the most likely cause of financial vulnerability is poor weather events.
- 3.4. To gain a better understanding of the vulnerability levels, income and expenditure profiles need to be further understood. Any event, after a set point and even if it is cancelled in advance, has non-recoverable fixed costs. Likewise, there are costs to hosting the event that will be incurred even if the event suffers from poor attendance. Historically, these difference profiles have not been fully identified. **It was agreed that in arranging Staycation Live 2023, costs are to be identified as non-recoverable pre-event costs, recoverable pre-event costs in a situation where the event is cancelled prior to the set-up period of the event, and recoverable and non-recoverable expenditure once the event set up has begun.**
- 3.5. Likewise, to identify the level of exposure to a poor weather event, it is important to know the income profile of the event. Whilst this cannot be a full indicator of the effect of poor weather it can provide a bell-sounding.
- 3.6. In considering the effects of poor weather on income, consideration was given to the likely impact of 'total washout' and 'partial washout'. Without doubt an extreme wet weather event would be catastrophic with a potential for total loss of income. In this scenario, it is likely that even with GTC support and utilising all possible saving measures and TST reserves, that TST would suffer irreversible financial losses and that Staycation Live would cease. However, it was considered from experience that the more likely scenario would be that poor weather would probably have an impact on part of the event, i.e. Friday evening, Saturday daytime, Saturday evening, Sunday daytime as opposed to the whole event. In this case overall income would, in all probability, be down. However, what needs to be established going forward from 2024 is the probable impact for each period of the event i.e. if it rained heavily on a Friday night, what is the likely loss of income, the same for Saturday daytime/ Saturday evening, Sunday daytime. To this end it was agreed that **income should be recorded by sessions, not only donation income, but also TST-run bar takings. By doing so a better risk profile will be established.**

#### 4. 2023 Projected Costs and Income

- 4.1. GTC had been provided with a projected cost and income forecast for Staycation Live 2023. Several questions arose from this forecast and were discussed at the meeting. In relation to income, whilst the bar sales and donations are undoubtedly a variable element being dependent on attendance, it was established that the income from concessions has two elements; pitch fees that are a fixed income and percentage income that is variable base on sales and therefore on attendance. The fixed income comprises of the pitch fee element of concessions, sponsorship and advertising revenue totalling £21,000, with the variable element of the income for bar sales, concession percentage and donation collection being projected at £67,000.
- 4.2. Regarding expenditure, in addition to the points identified at paragraph 3.4 above, it was agreed that the charitable donation is not a fixed expenditure and is based on 25% of the donations received. As such if donations are down then the charity donation would also be reduced. Additionally, it was determined that of the bar operating costs, whilst the fixed costs are in the region of £6,000 (tentage, fixtures/fitting, pumps and coolers and refrigerated trailers etc.) approx.. £10,000 is stock that would be subject to a returns policy. Therefore, when considering bar operating costs, the stock should be considered separate to fixed operating costs as the stock will either be sold, thus generating income, or returned thus reducing expenditure. Although not necessarily proportionate, for ease of calculating total expenditure the cost of stock has been calculated as a percentage of the projected

bar income, i.e. if bar take is 100% of projected income then bar stock expenditure is also 100% of expected expenditure, likewise if bar take is 50% of projected income the stock expenditure has been calculated at 50% of expected costs.

- 4.3. In relation to the management fee, this was discussed as part of risk sharing. It was acknowledged that the designated members of TST LLP provide significant time and effort in the preparation, organisation, and delivery of Staycation Live and that the management fee is the main remuneration for their work. It was also acknowledged that within the premise for shared risk that if GTC was called upon to provide financial support in the event of a downturn in projected income, then it should be expected that part of TST risk is a proportionate reduction in the remunerated management fee.

## 5. GTC Financial Support for Event Losses

- 5.1. As set out in Min No. 98-23, Members have stated that GTC's financial support to offset a financial loss incurred in staging Staycation Live is limited to a maximum of £20,000.
- 5.2. **It was agreed that a proposal be put forward that up to a 33% reduction of the management fee be applied in the event of GTC's financial support for event losses being called upon.**
- 5.3. It was proposed that the reduction in management fee as indicated at paragraph 5.2 be proportionate to the level of financial support provided by GTC as set out below:

Percentage of GTC Cap	Level of GTC Support in £	Reduction in Management Fee £	Total Amount of Losses Covered in £
100%	20,000	5,000	25,000
90%	18,000	4,500	22,500
80%	16,000	4,000	20,000
70%	14,000	3,500	17,500
60%	12,000	3,000	15,000
50%	10,000	2,500	12,500
40%	8,000	2,000	10,000
30%	6,000	1,500	7,500
20%	4,000	1,000	5,000
10%	2,000	500	2,500

- 5.4. **It was acknowledged that if event losses exceeded the cap agreed by GTC that TST would be required to use the remaining 66% of the management fee to mitigate those losses.**
- 5.5. Based on loss of bar income, donation income and variable concession income, set against the reduced expenditure associated with charity donation and bar stock cost, the available support funds and reduction in management fee would cover a 50% reduction in the variable income of the event. Where the income reduction is greater than 50% and the remaining management fee is required to cover expenditure, this would support a loss in the variable income of up to 70%. However, it is believed that in the event of extreme poor weather covering more than one day of the event, decisions could be taken to reduce the casual staffing costs to help reduce expenditure.



5.6. It is believed that the worst-case scenario (a total wash out of the event), resulting in there being no variable income at all, would, having allowed for reductions in variable expenditure (bar stock and charitable donations) but not allowing for potential reductions in staffing expenditure, would mean at overall loss of £15,000 above the available GTC support fund and the full management fee sum.

## 6. Profits

6.1. Whilst the discussions above have concentrated on issues regarding reduced income, it is of course hoped that such arrangements would not be required and that the event breaks even and hopefully makes a profit. It should be noted that the greater the collection income the greater the donation made to the nominated charity/local causes.

6.2. The issue of securing profits from one staycation year to create a contingency for future years was discussed. Whilst, as suggested at section 7 below, it would be for a Task & Finish Group to make final recommendations regarding a continuous contingency fund, at this point **it is recommended that any profit generated by Staycation Live 2023 be treated as a restricted fund by TST LLP to support Staycation Live 2024.**

6.3. **If TST determine they do not wish to organise and manage Staycation Live 2024, 25% of any profits generated from Staycation Live 2023 are to be disbursed to each designated member of TST with the remaining 25% disbursed to Godalming Town Council as a contribution to the 2023/24 Mayor's charity.**

## 7. Staycation Live 2024

7.1. Whilst discussions were concentrated in reviewing arrangements for Staycation Live 2023, it was agreed that discussions for 2024 should start in the autumn to identify the points raised at 2.6 and 3.4 as well as reviewing the longer-term arrangements to secure the future of Staycation Live.

7.2. To provide a platform to accommodate these discussions, **it is recommended that the Events Task & Finish Group, consisting of three Members and the Town Clerk, be reconvened to explore future management arrangements with TST for Staycation Live Music Festival and report its recommendations for consideration by the Policy & Management Committee.**

## 8. Recommendations

8.1. **Members are requested to consider the report set out above and if minded resolve to agree the following actions and recommendations:**

- a. **That on completion of Staycation Live 2023, TST provide the Town Clerk with a breakdown of costs relating to the 'Loki Stage' that identify expenditure associated with daytime performances and the expenditure which are additional costs required to support the evening events.**
- b. **That on completion of Staycation Live 2023, TST provide the Town Clerk with a breakdown of costs identifying the non-recoverable pre-event costs, costs that would be recoverable in a situation where the event was cancelled prior to the set-up period of the event, and recoverable and non-recoverable expenditure once the event set up has begun.**
- c. **That on completion of Staycation Live 2023, TST provide the Town Clerk with data that indicates income recorded by sessions that includes donation income and the TST-run bar takings.**

- d. That in agreeing to provide up to £20,000 support if Staycation Live 2023 makes a loss, GTC requires that the designated members of TST LLP agree that up to a 33% reduction of the management fee be applied in the event of GTC's financial support for event losses are called upon for use, the proportion of the reduction to be as indicated at paragraph 5.3 of the report.**
- e. In agreeing to provide up to £20,000 support if Staycation Live 2023 makes a loss, GTC requires that the designated members of TST agree that if event losses exceeded the cap agreed by GTC, that TST is to apply the remaining 66% of the management fee indicated in the Staycation Live projected costs and income statement to mitigate those losses.**
- f. That in agreeing to provide up to £20,000 support if Staycation Live 2023 makes a loss, GTC requires that the designated members of TST LLP agree that any profit generated by Staycation Live 2023 be treated as a restricted fund by TST LLP to support Staycation Live 2024.**
- g. In agreeing to provide up to £20,000 support if Staycation Live 2023 makes a loss, GTC requires that the designated members of TST agree that if TST LLP determines it does not wish to organise and manage Staycation Live 2024, the designated members of TST LLP agree that 25% of any profits generated by Staycation Live 2023, held in a restricted fund as indicated at f above, are to be disbursed to each designated member of TST with the remaining 25% disbursed to Godalming Town Council as a contribution to the 2023/24 Mayor's charity.**
- h. That Members nominate three of their number to form an Events Task & Finish Group, to explore future management arrangements with TST LLP for Staycation Live Music Festival and report its recommendations for consideration by the Policy & Management Committee. The Town Clerk is to be a member of the Events Task & Finish Group.**

## GODALMING TOWN COUNCIL

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

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

**COMMITTEE:** \_\_\_\_\_

**DATE:** \_\_\_\_\_

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

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

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

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

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

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

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

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