

GODALMING TOWN COUNCIL

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13 February 2026

I HEREBY SUMMON YOU to attend the **POLICY & MANAGEMENT COMMITTEE** Meeting to be held in the Council Chamber, Waverley Borough Council, The Burys, Godalming on THURSDAY, 19 FEBRUARY 2026 at 7.00pm or at the conclusion of the preceding Environment & Planning Committee meeting, whichever is later.

Andy Jeffery

Andy Jeffery
Chief Executive Officer

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

| | |
|---------------------|---|
| Committee Members: | Councillor Follows – Chair Councillor Weightman – Vice Chair |
| Councillor Adam | Councillor Kiehl |
| Councillor Crooks | Councillor Marshall |
| Councillor Crowe | Councillor Martin |
| Councillor C Downey | Councillor PMA Rivers |
| Councillor S Downey | Councillor Steel |
| Councillor Duce | Councillor Thomson |
| Councillor Heagin | Councillor Williams |
| Councillor Holliday | |

AGENDA

1. **MINUTES**

To approve as a correct record the minutes of the meeting held on the 29 January 2026, a copy of which has been circulated previously.

2. **APOLOGIES FOR ABSENCE**

3. **DISCLOSABLE PECUNIARY INTERESTS AND OTHER REGISTERABLE INTERESTS**

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

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

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

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

5. QUESTIONS BY MEMBERS

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

6. ACCOUNTS PAID SINCE LAST MEETING & SCHEDULE OF PAYMENTS

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

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

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

7. BUDGET MONITORING

Members are asked to note a report from the Responsible Finance Officer on the Council's financial performance to 31 January 2026 (report attached for the information of Members).

8. REVIEW OF COMMITTEE STRUCTURE

Recommendations

Having undertaken a review in accordance with Min No 501-25, and having:

- developed and assessed structural options side-by-side;
- applied the agreed governance principles (reduced duplication, clear accountability, transparency and reporting back, Member involvement, and capacity/resilience);
- considered delegation thresholds and reporting arrangements in draft form; and
- stress-tested likely meeting cycles, workload, Member capacity and Officer support implications,

Members are invited to Resolve:

- That, in fulfilment of Min No 501-25, Option B (Hybrid/Service Committee model) be approved as the preferred governance structure for further consideration for use by Godalming Town Council.
- That having been considered and assessed as less suitable within the parish governance framework, Option C (More Strongly Delegated/Executive-style model) will not be pursued.
- That Option A (Refined Committee System) is noted as representing refinement of the current arrangements but is not adopted as it does not sufficiently address duplication, clarity of accountability, or workload distribution.
- That Officers be instructed to prepare a comprehensive Scheme of Delegation, including:
 - committee and Proper Officer delegations;
 - financial thresholds;
 - urgency provisions; and
 - mandatory reporting requirements for transparency and audit trail;
 for consideration by Council.

Background

At Min No 501-25, Members resolved to undertake a structured review of the Council's governance arrangements and agreed the following approach:

1. To agree governance principles to guide option development:
 - reduced duplication;
 - clear accountability;
 - transparency and reporting back;
 - Member involvement; and
 - capacity and resilience.
2. To develop structure options side-by-side:
 - **Option A** – Refined committee system;
 - **Option B** – Hybrid model; and
 - **Option C** – More strongly delegated model.
3. To produce a clear Scheme of Delegation (committees and Proper Officer).
4. To stress-test each option for capacity and deliverability, including likely meeting cycles, agenda volumes, Member availability and Officer support.
5. To adopt a phased approach, implementing “no-regrets” improvements where appropriate.

The report (attached for the information of Members) and its appendices respond directly to that resolution.

Options Considered

In line with the resolution, three models were examined.

Option A – Refined Committee System

This option would retain the current committee structure with updated remits, clearer delegation thresholds, and reduced duplication with Full Council.

In practical terms, this represents a “tweak around the edges” approach, refining but not materially changing the current structure.

While capable of modest improvement, this option:

- does not fundamentally address Members' overload;
- retains significant duplication between committees and Full Council; and
- risks blurring the line between Members' decision-making responsibilities and the Officer's advisory and facilitative role if delegation is expanded without structural change.

For these reasons, Option A was considered unlikely to deliver the step-change in clarity, resilience and workload distribution Members indicated they wished to achieve.

Option B – Hybrid/Service Committee Model

This option develops a strengthened central Management (policy/resources) Committee alongside clearly defined service committees, with improved delegation, reporting and accountability.

This is the model presented in the attached report and appendices. It:

- aligns with the agreed governance principles;
- reduces duplication of decisions by 16%;
- improves clarity of responsibility;
- distributes workload more proportionately;
- strengthens transparency through defined reporting and delegation thresholds;

- reduces Member attendance requirement by up to 11%; and
- strengthens financial management through improved budget scrutiny.

This option is recommended.

Option C – More Strongly Delegated/Executive-Style Model

Option C corresponds in practice to an executive-style structure, with greater delegation to a small number of committees and Officers within defined limits.

This model was explored fully. However:

- parish and town councils do not operate within a statutory executive framework;
- the model would concentrate decision-making authority in a small group without the safeguards that exist at principal authority level; and
- it would reduce direct involvement for the majority of Members without materially reducing overall meeting volume.

On balance, this option was considered less favourable than Option B.

Scheme of Delegation

The resolution requested production of a clear Scheme of Delegation.

A full Scheme of Delegation is a substantial piece of governance work. Producing three complete versions (one for each structural option) would not be proportionate at this stage. Instead:

- the attached draft Terms of Reference demonstrate how delegation would operate under the recommended model; and
- if Members resolve to adopt the Service Committee model, a full Scheme of Delegation (including financial thresholds, urgency provisions and reporting requirements) will be brought forward for formal adoption.

Stress-Testing and Deliverability

Each option has been assessed against:

- meeting cycles;
- likely agenda volumes;
- Member availability and workload;
- Officer capacity and support requirements; and
- governance risk.

Officers also reviewed the Council's decision tracker for 2024/25 and 2025/26 to test how the proposed model and anticipated delegation levels would have operated in practice. The review found that 16% of decisions in 2025 and 18% in 2024 would not have required referral to a higher body and could have been determined at the first meeting. This evidence will inform the finalisation of delegation thresholds.

Phased Approach

Consistent with the resolution:

- "No-regrets" improvements (such as clarifying remits, strengthening reporting, and reducing duplication) can be implemented immediately following Council's decision.
- A review point can be built into the implementation timetable, particularly in light of any future devolved responsibilities arising from local government reorganisation.

The proposed model is capable of adapting to future changes in responsibility and scale.

9. UPCOMING EVENTS

Members to note the following upcoming event(s):

| Date | Event |
|--------------|-----------------------------------|
| 7 March 2026 | Antiques & Vintage/Artisan Market |

10. GODALMING BANKING HUB – UPDATE

Members to receive a brief from the Deputy Chief Officer regarding the plans for a Godalming Banking Hub

11. TOWN COUNCIL REPRESENTATION ON EXTERNAL BODIES

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

12. COMMUNICATIONS ARISING FROM THIS MEETING

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

13. DATE OF NEXT MEETING

The next meeting of the Policy & Management Committee is scheduled to be held in the Council Chamber on Thursday, 12 March 2026 at 7.00pm or at the conclusion of the preceding Environment & Planning Committee meeting, whichever is later.

14. ANNOUNCEMENTS

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

7. BUDGET MONITORING REPORT

Members to consider a budget monitoring report to 31 January 2026 against the revised estimates for the 2025/26 financial year as agreed by Full Council on 11 December 2025 (detailed Income & Expenditure report attached for the information of Members).

| Cost Centre | Year-to-date Variance | Projected Variance @ Year End |
|---------------------------------|------------------------------|--|
| Head Office Costs | £65,903 u/s | On budget |
| Civic Expenses | £3,163 u/s | On budget |
| Street Scene | £1,948 u/s | On budget |
| Staycation | £691 u/s | On budget |
| Festivals & Markets | £5,602 u/s | £4,000 u/s |
| Christmas Lights | £3,414 u/s | £2,500 u/s |
| Ockford Building | £2,878 u/s | £2,500 u/s (VOA decision favourable) |
| Local Government Reorganisation | £0 o/s | £0 (EMR Funded) |
| BWP Youth Centre | £10,247 u/s | On budget |
| Pepperpot | £611 u/s | On budget (normal operating budget) |
| The Square | £2,794 o/s | On budget |
| Allotments | £658 u/s | On budget |
| Wilfrid Noyce Community Centre | £7,626 u/s | On budget |
| Bandstand | £1,021 u/s | On budget |
| Godalming Museum | £10,842 u/s | £3,000 u/s |
| Public Conveniences | £507 o/s | On budget |
| Crown Court Toilets | £0 (CIL Funded) | £0 (CIL Funded) |
| Broadwater Park Extension | £0 | £0 |
| Pepperpot External Redecoration | £265,665 o/s (EMR Funded) | £42,000 o/s (EMR funded) |
| Cemeteries | £59,771 u/s | £50,000 u/s |
| TOTAL | £94,651 o/s | @ £20,000 u/s Broadly on Budget |

Commentary

The monitoring report shows a current variance of £94,651 overspent against the profiled revised estimate budget. This is driven by timing issue in transferring EMR to the revenue account for Pepperpot refurbishment costs. The predicted year end is £20,000 underspent so broadly on budget.

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

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

Key Variances

Significant Underspends

- **Cemeteries & Open Spaces (+£59,771)** – The most significant favourable variance, driven by strong income from interments and grave purchases, alongside controlled expenditure.
- **BWP Youth Centre (+£10,247)** – Strong grant income and continued control of staffing and programme costs have resulted in a current underspend.
- **Wilfrid Noyce Centre (+£7,626)** – Income performance remains above profile and utility costs have been managed effectively. While cleaning and maintenance costs are higher than profile, these are currently offset by income. Concern remains regarding loss of significant day-time user of the centre and efforts continue to fill the newly available slots.
- **Festivals, Markets & Events (+£5,602)** – Higher-than-anticipated income from events and careful cost control have delivered a favourable position.
- **Civic Expenses (+£3,163)** Expenditure remains below profile, with lower-than-anticipated spend on training, hospitality and professional support.

- **Godalming Museum (+£10,842)** Early payment of the current quarter rent puts income ahead of profile, whilst changes in staffing arrangements have affected salary profile.
- **Head Office (+£65,903)** – the current underspend is due to expenditure timing; the end of year position is expected to be on budget.
- **Ockford Building (+£2,878)** – Previous overspend driven by incorrect NNDR liability has been resolved, slightly better income and careful expenditure controls have contributed to the current position. However, we await delayed utility bills that may alter the expenditure profile.

Significant Overspends

- **The Square (–£2,794)** – The overspend reflects staffing costs and property maintenance costs. This has been accounted for in the Revised Estimates and will be managed through the remainder of the year. This a timing issue related to the due date for the quarterly rent payment.
- **Pepperpot External Redecoration (–£265,665)** This is a timing issue related to the internal movement of funding from Ear Marked Reserves to revenue account.

Conclusion

The Month 10 position demonstrates that, following Revised Estimates, the Council's income and expenditure are in line with the budget profile. In-year pressures continue to be mitigated and income-generating services continue to perform above profile.

Internal movement of Ear Marked Reserves is expected to be reflected in the next monitoring report. The Committee is asked to note the contents of this report.

STATEMENT OF GENERAL AND EARMARKED RESERVES 31 JANUARY 2026

| | | Opening Balance 1 April 2025 | Net Transfers to EMR | Closing Balance 31 January 2026 |
|---|-------------------------------|------------------------------------|----------------------------|------------------------------------|
| Unallocated Reserve | | £ | £ | £ |
| 1 | Revenue Reserve | 969,448 | | 685,499.77 |
| GTC Unallocated Reserves | | 969,448 | | 685,499.77 (a) |
| Earmarked Reserves | | | | |
| 2 | Election Expenses Fund | 15,026.17 | +6,000 | 21,026.17 |
| 3 | Emerging Projects Fund | 47,591.25 | +10,909 | 58,500.25 |
| 4 | Youth Provision | 5,250 | | 5,250 |
| 5 | Afghan Refugees | 529 | | 529 |
| 6 | Land & Property | 227,500 | +43,816 | 271,316.00 |
| 7 | Capital Works | 59,900 | +17,197 | 77,097.00 |
| 8 | Professional Fees | 17,000 | -17,000 | 0 |
| 9 | Flood Alleviation | 6,000 | | 6,000 |
| 10 | Mayors Charity (P Rivers) | 2,011.90 | -1,006.50 | 1,005.40 |
| 11 | Local Gov't Reorganisation | 0 | +86,177.89 | 86,177.89 |
| Sub-total GTC Earmarked Reserves | | 380,807 | | 526,901.71 (b) |
| 12 | Community Infrastructure Levy | 455,589.09 | -240,258.22 | 215,330.87 (c) |
| Total Earmarked Reserves | | 836,396 | | b+c = 742,232.58 (d) |
| Balances | | 1,805,844 | | a+d = 1,427,732.35 |

Detailed Income & Expenditure by Phased Budget Heading 31/01/2026

Month No: 10

Cost Centre Report

| | Current Month Actual | Current Month Budget | Current Month Variance | Year To Date Actual | Year To Date Budget | Year To Date Variance | Total Annual Budget | Committed Expenditure | Funds Available | % Spent | Transfer to/from EMR |
|-------------------------------------|-------------------------|-------------------------|---------------------------|------------------------|------------------------|--------------------------|------------------------|--------------------------|--------------------|---------------|-------------------------|
| <u>101 Head Office Costs</u> | | | | | | | | | | | |
| 1001 Precept | 0 | 0 | 0 | 1,236,391 | 1,236,391 | 0 | 1,236,391 | | | 100.0% | |
| 1102 Community Infrastructure Levy | 0 | 0 | 0 | 50,930 | 0 | (50,930) | 0 | | | 0.0% | |
| 1302 Rents | 0 | 0 | 0 | 670 | 0 | (670) | 0 | | | 0.0% | |
| 1303 Other customer/client receipts | 0 | 0 | 0 | 1 | 0 | (1) | 0 | | | 0.0% | |
| 1401 Interest Received | 3,815 | 4,425 | 610 | 49,414 | 44,350 | (5,064) | 53,000 | | | 93.2% | |
| Head Office Costs :- Income | 3,815 | 4,425 | 610 | 1,337,406 | 1,280,741 | (56,665) | 1,289,391 | | | 103.7% | 0 |
| 4001 Salaries | 30,695 | 21,860 | (8,835) | 213,193 | 219,577 | 6,384 | 263,297 | | 50,104 | 81.0% | |
| 4002 Employer's NIC | 4,026 | 2,890 | (1,136) | 28,248 | 24,122 | (4,126) | 29,902 | | 1,654 | 94.5% | |
| 4003 Employer's Superannuation | 5,268 | 3,865 | (1,403) | 37,564 | 36,629 | (935) | 44,359 | | 6,795 | 84.7% | |
| 4011 Staff Training | 0 | 318 | 318 | 3,114 | 1,864 | (1,250) | 2,500 | | (614) | 124.6% | |
| 4012 Recruitment Advertising | 0 | 0 | 0 | 1,157 | (230) | (1,387) | 1,300 | | 143 | 89.0% | |
| 4013 Other Staff Expenses | 0 | 51 | 51 | 435 | 510 | 75 | 612 | | 177 | 71.0% | |
| 4101 Repair/Alteration of Buildings | 0 | 0 | 0 | 335 | 0 | (335) | 0 | | (335) | 0.0% | |
| 4102 Property Maintenance | 25 | 200 | 175 | 249 | 800 | 551 | 1,200 | | 951 | 20.8% | |
| 4103 Maintenance Contracts | 40 | 196 | 156 | 2,267 | 1,960 | (307) | 2,352 | | 85 | 96.4% | |
| 4111 Energy Costs | 391 | 510 | 119 | 2,260 | 5,100 | 2,840 | 6,120 | | 3,860 | 36.9% | |
| 4121 Rents | 0 | 0 | 0 | 2,564 | 1,222 | (1,342) | 1,222 | | (1,342) | 209.8% | |
| 4131 Rates | 0 | 0 | 0 | 8,625 | 8,625 | 0 | 8,625 | | 0 | 100.0% | |
| 4141 Water Services | 115 | 26 | (89) | 333 | 348 | 15 | 400 | | 67 | 83.2% | |
| 4151 Fixtures & Fittings | 0 | 0 | 0 | 17 | 0 | (17) | 0 | | (17) | 0.0% | |
| 4161 Cleaning | 612 | 501 | (111) | 3,590 | 3,342 | (248) | 4,344 | | 754 | 82.6% | |
| 4162 Waste Removal | 230 | 51 | (179) | 772 | 648 | (124) | 750 | | (22) | 102.9% | |

Detailed Income & Expenditure by Phased Budget Heading 31/01/2026

Month No: 10

Cost Centre Report

| | Current Month Actual | Current Month Budget | Current Month Variance | Year To Date Actual | Year To Date Budget | Year To Date Variance | Total Annual Budget | Committed Expenditure | Funds Available | % Spent | Transfer to/from EMR |
|----------------------------------|-------------------------|-------------------------|---------------------------|------------------------|------------------------|--------------------------|------------------------|--------------------------|--------------------|---------|-------------------------|
| 4163 Domestic Supplies | 4 | 31 | 27 | 524 | 588 | 64 | 650 | | 126 | 80.6% | |
| 4201 Public Transport | 0 | 0 | 0 | 6 | 0 | (6) | 0 | | (6) | 0.0% | |
| 4202 Car Allowances | 20 | 120 | 100 | 1,157 | 1,200 | 43 | 1,440 | | 283 | 80.4% | |
| 4203 Other Transport Costs | 0 | 0 | 0 | 176 | 50 | (126) | 50 | | (126) | 351.7% | |
| 4204 Vehicle Fuel Costs | 0 | 0 | 0 | 59 | 0 | (59) | 0 | | (59) | 0.0% | |
| 4301 Equipment | 0 | 0 | 0 | 1,916 | 1,000 | (916) | 1,500 | | (416) | 127.7% | |
| 4304 Catering & Hospitality | 0 | 58 | 58 | 48 | 134 | 86 | 250 | | 202 | 19.1% | |
| 4306 Printing | 62 | 183 | 121 | 893 | 1,374 | 481 | 1,740 | | 847 | 51.3% | |
| 4307 Stationery | 19 | 408 | 389 | 3,973 | 3,180 | (793) | 3,996 | | 23 | 99.4% | |
| 4308 General Office Expense | 0 | 0 | 0 | 0 | (130) | (130) | 125 | | 125 | 0.0% | |
| 4311 Professional Fees - Legal | 0 | 417 | 417 | 661 | 1,666 | 1,005 | 2,500 | | 1,839 | 26.4% | |
| 4313 Professional Fees - Other | 531 | 683 | 152 | 30,553 | 23,634 | (6,919) | 25,000 | | (5,553) | 122.2% | |
| 4314 Audit Fees | 251 | 0 | (251) | 3,291 | 2,866 | (425) | 3,366 | | 75 | 97.8% | |
| 4315 Insurance | 0 | 0 | 0 | 19,180 | 19,180 | (0) | 19,180 | | (0) | 100.0% | |
| 4321 Bank Charges | 11 | 46 | 35 | 208 | 208 | (0) | 300 | | 92 | 69.4% | |
| 4322 Postage | 0 | 84 | 84 | 647 | 632 | (15) | 800 | | 154 | 80.8% | |
| 4323 Telephones & Broadband | 67 | 238 | 171 | 2,657 | 2,713 | 56 | 3,189 | | 532 | 83.3% | |
| 4324 Do Not Use (Prev Broadband) | 0 | 0 | 0 | 40 | 0 | (40) | 0 | | (40) | 0.0% | |
| 4325 Computing | 637 | 1,265 | 628 | 22,139 | 23,470 | 1,331 | 26,000 | | 3,861 | 85.2% | |
| 4326 Website | 193 | 204 | 11 | 955 | 1,176 | 221 | 1,584 | | 629 | 60.3% | |
| 4341 Grants | 3,000 | 1,633 | (1,367) | 56,454 | 61,834 | 5,380 | 65,100 | | 8,646 | 86.7% | |
| 4342 Subscriptions | 559 | 0 | (559) | 4,999 | 4,993 | (6) | 6,000 | | 1,001 | 83.3% | |
| 4343 Licensing/PRS | 0 | 0 | 0 | 0 | 122 | 122 | 122 | | 122 | 0.0% | |
| 4900 Miscellaneous Expenses | (191) | 165 | 356 | 824 | 1,651 | 827 | 1,981 | | 1,157 | 41.6% | 138,127 |

Detailed Income & Expenditure by Phased Budget Heading 31/01/2026

Month No: 10

Cost Centre Report

| | Current Month Actual | Current Month Budget | Current Month Variance | Year To Date Actual | Year To Date Budget | Year To Date Variance | Total Annual Budget | Committed Expenditure | Funds Available | % Spent | Transfer to/from EMR |
|---|-------------------------|-------------------------|---------------------------|------------------------|------------------------|--------------------------|------------------------|--------------------------|--------------------|---------------|-------------------------|
| 4901 Misc Exps funded frm Reserves | 27,286 | 0 | (27,286) | 302,293 | 179,749 | (122,544) | 179,749 | | (122,544) | 168.2% | 65,948 |
| 6000 Debt Charges - Principal | 5,810 | 5,621 | (189) | 29,713 | 28,799 | (914) | 34,501 | | 4,788 | 86.1% | |
| 6001 Debt Charges - Interest | 5,437 | 5,626 | 189 | 36,702 | 37,615 | 913 | 43,202 | | 6,500 | 85.0% | |
| Head Office Costs :- Indirect Expenditure | 85,097 | 47,250 | (37,847) | 824,789 | 702,221 | (122,568) | 789,308 | 0 | (35,481) | 104.5% | 204,075 |
| Net Income over Expenditure | (81,283) | (42,825) | 38,458 | 512,617 | 578,520 | 65,903 | 500,083 | | | | |
| 5200 plus Transfer from EMR | 27,286 | 0 | (27,286) | 302,293 | 0 | (302,293) | 0 | | | | |
| 5201 less Transfer to EMR | 0 | 0 | 0 | 50,930 | 0 | (50,930) | 0 | | | | |
| Movement to/(from) Gen Reserve | (53,997) | (42,825) | 11,172 | 763,980 | 578,520 | (287,320) | 500,083 | | | | |
| <u>102 Civic Expenses</u> | | | | | | | | | | | |
| 4102 Property Maintenance | 0 | 0 | 0 | 400 | 0 | (400) | 0 | | (400) | 0.0% | |
| 4203 Other Transport Costs | 0 | 0 | 0 | 94 | 94 | 0 | 94 | | 0 | 100.0% | |
| 4301 Equipment | 0 | 0 | 0 | 0 | 350 | 350 | 350 | | 350 | 0.0% | |
| 4304 Catering & Hospitality | 0 | 83 | 83 | 284 | 334 | 50 | 500 | | 216 | 56.9% | |
| 4305 Clothes, Uniform & Laundry | 0 | 0 | 0 | 0 | 50 | 50 | 300 | | 300 | 0.0% | |
| 4306 Printing | 0 | 0 | 0 | 324 | 816 | 492 | 816 | | 492 | 39.7% | |
| 4313 Professional Fees - Other | 0 | 0 | 0 | 738 | 608 | (130) | 608 | | (130) | 121.4% | |
| 4325 Computing | 167 | 350 | 184 | 2,476 | 3,500 | 1,024 | 4,200 | | 1,724 | 59.0% | |
| 4327 Publicity Advertising | 275 | 300 | 25 | 1,463 | 1,300 | (163) | 1,600 | | 137 | 91.4% | |
| 4332 Mayor's Expenses | 0 | 112 | 112 | 0 | 1,120 | 1,120 | 1,344 | | 1,344 | 0.0% | |
| 4334 Members' Training | 0 | 100 | 100 | 40 | 600 | 560 | 800 | | 760 | 5.0% | |
| 4900 Miscellaneous Expenses | 42 | 82 | 40 | 2,126 | 2,336 | 210 | 2,500 | | 374 | 85.0% | |
| Civic Expenses :- Indirect Expenditure | 484 | 1,027 | 544 | 7,945 | 11,108 | 3,163 | 13,112 | 0 | 5,167 | 60.6% | 0 |
| Net Expenditure | (484) | (1,027) | (544) | (7,945) | (11,108) | (3,163) | (13,112) | | | | |

Detailed Income & Expenditure by Phased Budget Heading 31/01/2026

Month No: 10

Cost Centre Report

| | Current Month Actual | Current Month Budget | Current Month Variance | Year To Date Actual | Year To Date Budget | Year To Date Variance | Total Annual Budget | Committed Expenditure | Funds Available | % Spent | Transfer to/from EMR |
|--|-------------------------|-------------------------|---------------------------|------------------------|------------------------|--------------------------|------------------------|--------------------------|--------------------|---------------|-------------------------|
| <u>104 Street Scene</u> | | | | | | | | | | | |
| 1303 Other customer/client receipts | 0 | 0 | 0 | 6,982 | 6,982 | 0 | 6,982 | | | 100.0% | |
| Street Scene :- Income | 0 | 0 | 0 | 6,982 | 6,982 | 0 | 6,982 | | | 100.0% | 0 |
| 4102 Property Maintenance | 0 | 200 | 200 | 6,091 | 5,665 | (426) | 6,065 | | (26) | 100.4% | |
| 4151 Fixtures & Fittings | 0 | 0 | 0 | 0 | 2,500 | 2,500 | 2,500 | | 2,500 | 0.0% | |
| 4164 Workshop Consumables | 0 | 0 | 0 | 38 | 0 | (38) | 0 | | (38) | 0.0% | |
| 4190 Street Furniture | 0 | 0 | 0 | 88 | 0 | (88) | 0 | | (88) | 0.0% | |
| Street Scene :- Indirect Expenditure | 0 | 200 | 200 | 6,217 | 8,165 | 1,948 | 8,565 | 0 | 2,348 | 72.6% | 0 |
| Net Income over Expenditure | 0 | (200) | (200) | 765 | (1,183) | (1,948) | (1,583) | | | | |
| <u>105 Staycation</u> | | | | | | | | | | | |
| 4162 Waste Removal | 0 | 0 | 0 | 1,500 | 1,500 | 0 | 1,500 | | 0 | 100.0% | |
| 4313 Professional Fees - Other | 0 | 0 | 0 | 2,045 | 2,500 | 456 | 2,500 | | 456 | 81.8% | |
| 4327 Publicity Advertising | 0 | 0 | 0 | 375 | 450 | 75 | 450 | | 75 | 83.3% | |
| 4343 Licensing/PRS | 0 | 0 | 0 | 0 | 160 | 160 | 160 | | 160 | 0.0% | |
| Staycation :- Indirect Expenditure | 0 | 0 | 0 | 3,920 | 4,610 | 691 | 4,610 | 0 | 691 | 85.0% | 0 |
| Net Expenditure | 0 | 0 | 0 | (3,920) | (4,610) | (691) | (4,610) | | | | |
| <u>106 Festivals, Markets & Events</u> | | | | | | | | | | | |
| 1303 Other customer/client receipts | 560 | 330 | (230) | 24,769 | 17,892 | (6,877) | 18,772 | | | 131.9% | |
| 1304 Donations | 0 | 2,000 | 2,000 | 1,506 | 3,233 | 1,727 | 3,233 | | | 46.6% | |
| Festivals, Markets & Events :- Income | 560 | 2,330 | 1,770 | 26,276 | 21,125 | (5,151) | 22,005 | | | 119.4% | 0 |

Detailed Income & Expenditure by Phased Budget Heading 31/01/2026

Month No: 10

Cost Centre Report

| | Current Month Actual | Current Month Budget | Current Month Variance | Year To Date Actual | Year To Date Budget | Year To Date Variance | Total Annual Budget | Committed Expenditure | Funds Available | % Spent | Transfer to/from EMR |
|---|-------------------------|-------------------------|---------------------------|------------------------|------------------------|--------------------------|------------------------|--------------------------|--------------------|--------------|-------------------------|
| 4001 Salaries | 0 | 0 | 0 | 0 | 2,589 | 2,589 | 2,589 | | 2,589 | 0.0% | |
| 4002 Employer's NIC | 0 | 0 | 0 | 0 | 388 | 388 | 388 | | 388 | 0.0% | |
| 4003 Employer's Superannuation | 0 | 0 | 0 | 0 | 451 | 451 | 451 | | 451 | 0.0% | |
| 4013 Other Staff Expenses | 0 | 0 | 0 | 9 | 0 | (9) | 0 | | (9) | 0.0% | |
| 4162 Waste Removal | 0 | 0 | 0 | 845 | 1,100 | 255 | 1,100 | | 255 | 76.9% | |
| 4163 Domestic Supplies | 0 | 0 | 0 | 116 | 0 | (116) | 0 | | (116) | 0.0% | |
| 4164 Workshop Consumables | 0 | 0 | 0 | 19 | 0 | (19) | 0 | | (19) | 0.0% | |
| 4171 Grounds Maintenance Costs | 0 | 0 | 0 | 25 | 0 | (25) | 0 | | (25) | 0.0% | |
| 4203 Other Transport Costs | 0 | 0 | 0 | 11 | 0 | (11) | 0 | | (11) | 0.0% | |
| 4301 Equipment | 0 | 0 | 0 | 2,966 | 3,192 | 226 | 3,192 | | 226 | 92.9% | |
| 4303 Materials | 0 | 0 | 0 | 60 | 0 | (60) | 0 | | (60) | 0.0% | |
| 4304 Catering & Hospitality | 0 | 0 | 0 | 228 | 460 | 232 | 460 | | 232 | 49.5% | |
| 4306 Printing | 510 | 0 | (510) | 510 | 330 | (180) | 330 | | (180) | 154.5% | |
| 4313 Professional Fees - Other | 0 | 0 | 0 | 3,710 | 3,200 | (510) | 3,200 | | (510) | 115.9% | |
| 4327 Publicity Advertising | 0 | 366 | 366 | 4,347 | 3,660 | (687) | 4,392 | | 45 | 99.0% | |
| 4343 Licensing/PRS | 0 | 0 | 0 | 951 | 600 | (351) | 600 | | (351) | 158.5% | |
| 4900 Miscellaneous Expenses | 0 | 100 | 100 | 4,021 | 2,300 | (1,721) | 2,500 | | (1,521) | 160.9% | |
| Festivals, Markets & Events :- Indirect Expenditure | 510 | 466 | (44) | 17,818 | 18,270 | 452 | 19,202 | 0 | 1,384 | 92.8% | 0 |
| Net Income over Expenditure | 50 | 1,864 | 1,814 | 8,457 | 2,855 | (5,602) | 2,803 | | | | |
| <u>108 Christmas Lights</u> | | | | | | | | | | | |
| 4313 Professional Fees - Other | 23,300 | 28,600 | 5,300 | 46,286 | 49,700 | 3,414 | 49,700 | | 3,414 | 93.1% | |
| Christmas Lights :- Indirect Expenditure | 23,300 | 28,600 | 5,300 | 46,286 | 49,700 | 3,414 | 49,700 | 0 | 3,414 | 93.1% | 0 |
| Net Expenditure | (23,300) | (28,600) | (5,300) | (46,286) | (49,700) | (3,414) | (49,700) | | | | |

Detailed Income & Expenditure by Phased Budget Heading 31/01/2026

Month No: 10

Cost Centre Report

| | Current Month Actual | Current Month Budget | Current Month Variance | Year To Date Actual | Year To Date Budget | Year To Date Variance | Total Annual Budget | Committed Expenditure | Funds Available | % Spent | Transfer to/from EMR |
|--|-------------------------|-------------------------|---------------------------|------------------------|------------------------|--------------------------|------------------------|--------------------------|--------------------|---------------|-------------------------|
| <u>109 Ockford Building</u> | | | | | | | | | | | |
| 1301 Premises Hire Charges | 356 | 333 | (23) | 4,054 | 3,330 | (724) | 4,000 | | | 101.3% | |
| Ockford Building :- Income | 356 | 333 | (23) | 4,054 | 3,330 | (724) | 4,000 | | | 101.3% | 0 |
| 4102 Property Maintenance | 0 | 75 | 75 | 710 | 606 | (104) | 756 | | 46 | 94.0% | |
| 4103 Maintenance Contracts | 0 | 155 | 155 | 414 | 494 | 80 | 804 | | 390 | 51.5% | |
| 4111 Energy Costs | 385 | 110 | (275) | 1,780 | 1,100 | (680) | 1,320 | | (460) | 134.9% | |
| 4121 Rents | 0 | 0 | 0 | 0 | 400 | 400 | 400 | | 400 | 0.0% | |
| 4131 Rates | 0 | 0 | 0 | (2,492) | 1,775 | 4,267 | 1,775 | | 4,267 | (140.4%) | |
| 4141 Water Services | 0 | 33 | 33 | 0 | 330 | 330 | 396 | | 396 | 0.0% | |
| 4151 Fixtures & Fittings | 0 | 0 | 0 | 22 | 0 | (22) | 0 | | (22) | 0.0% | |
| 4162 Waste Removal | 0 | 75 | 75 | 27 | (150) | (177) | 0 | | (27) | 0.0% | |
| 4163 Domestic Supplies | 0 | 25 | 25 | 63 | 250 | 187 | 300 | | 237 | 21.0% | |
| 4164 Workshop Consumables | 0 | 0 | 0 | 35 | 0 | (35) | 0 | | (35) | 0.0% | |
| 4301 Equipment | 0 | 0 | 0 | 1,436 | 0 | (1,436) | 0 | | (1,436) | 0.0% | |
| 4313 Professional Fees - Other | 0 | 0 | 0 | 499 | 0 | (499) | 0 | | (499) | 0.0% | |
| 4323 Telephones & Broadband | 0 | 0 | 0 | 627 | 600 | (27) | 600 | | (27) | 104.5% | |
| 4343 Licensing/PRS | 0 | 0 | 0 | 130 | 0 | (130) | 0 | | (130) | 0.0% | |
| Ockford Building :- Indirect Expenditure | 385 | 473 | 88 | 3,251 | 5,405 | 2,154 | 6,351 | 0 | 3,100 | 51.2% | 0 |
| Net Income over Expenditure | (29) | (140) | (111) | 803 | (2,075) | (2,878) | (2,351) | | | | |

Detailed Income & Expenditure by Phased Budget Heading 31/01/2026

Month No: 10

Cost Centre Report

| | Current Month Actual | Current Month Budget | Current Month Variance | Year To Date Actual | Year To Date Budget | Year To Date Variance | Total Annual Budget | Committed Expenditure | Funds Available | % Spent | Transfer to/from EMR |
|---|-------------------------|-------------------------|---------------------------|------------------------|------------------------|--------------------------|------------------------|--------------------------|--------------------|---------|-------------------------|
| <u>110 Local Govt Reorganisation</u> | | | | | | | | | | | |
| 4306 Printing | 0 | 0 | 0 | 1,535 | 0 | (1,535) | 0 | | (1,535) | 0.0% | |
| 4311 Professional Fees - Legal | 0 | 0 | 0 | 7,725 | 0 | (7,725) | 0 | | (7,725) | 0.0% | 7,725 |
| 4312 Professional Fees - Surveyors | 0 | 0 | 0 | 44 | 0 | (44) | 0 | | (44) | 0.0% | 44 |
| 4313 Professional Fees - Other | 0 | 0 | 0 | 2,700 | 0 | (2,700) | 0 | | (2,700) | 0.0% | 480 |
| 4322 Postage | 0 | 0 | 0 | 1,658 | 0 | (1,658) | 0 | | (1,658) | 0.0% | 1,658 |
| 4900 Miscellaneous Expenses | 0 | 0 | 0 | 160 | 0 | (160) | 0 | | (160) | 0.0% | 55 |
| Local Govt Reorganisation :- Indirect Expenditure | <u>0</u> | <u>0</u> | <u>0</u> | <u>13,822</u> | <u>0</u> | <u>(13,822)</u> | <u>0</u> | <u>0</u> | <u>(13,822)</u> | | <u>9,962</u> |
| Net Expenditure | <u>0</u> | <u>0</u> | <u>0</u> | <u>(13,822)</u> | <u>0</u> | <u>13,822</u> | <u>0</u> | | | | |
| 5200 plus Transfer from EMR | 55 | 0 | (55) | 13,822 | 0 | (13,822) | 0 | | | | |
| Movement to/(from) Gen Reserve | <u>55</u> | <u>0</u> | <u>(55)</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> | | | | |
| <u>111 Available for use</u> | | | | | | | | | | | |
| 4311 Professional Fees - Legal | 0 | 0 | 0 | 858 | 0 | (858) | 0 | | (858) | 0.0% | |
| Available for use :- Indirect Expenditure | <u>0</u> | <u>0</u> | <u>0</u> | <u>858</u> | <u>0</u> | <u>(858)</u> | <u>0</u> | <u>0</u> | <u>(858)</u> | | <u>0</u> |
| Net Expenditure | <u>0</u> | <u>0</u> | <u>0</u> | <u>(858)</u> | <u>0</u> | <u>858</u> | <u>0</u> | | | | |
| <u>201 BWP Youth & Community Centre</u> | | | | | | | | | | | |
| 1201 Grants - SCC | 578 | 0 | (578) | 12,630 | 10,705 | (1,925) | 10,705 | | | 118.0% | |
| 1202 Grants - WBC | 0 | 0 | 0 | 200 | 200 | 0 | 200 | | | 100.0% | |
| 1301 Premises Hire Charges | 1,115 | 450 | (665) | 10,046 | 7,100 | (2,946) | 8,000 | | | 125.6% | |

Detailed Income & Expenditure by Phased Budget Heading 31/01/2026

Month No: 10

Cost Centre Report

| | Current Month Actual | Current Month Budget | Current Month Variance | Year To Date Actual | Year To Date Budget | Year To Date Variance | Total Annual Budget | Committed Expenditure | Funds Available | % Spent | Transfer to/from EMR |
|--|-------------------------|-------------------------|---------------------------|------------------------|------------------------|--------------------------|------------------------|--------------------------|--------------------|---------------|-------------------------|
| 1304 Donations | 0 | 0 | 0 | 1,146 | 0 | (1,146) | 0 | | | 0.0% | |
| BWP Youth & Community Centre :- Income | 1,692 | 450 | (1,242) | 24,021 | 18,005 | (6,016) | 18,905 | | | 127.1% | 0 |
| 4001 Salaries | 19,673 | 19,092 | (581) | 187,439 | 190,916 | 3,477 | 229,100 | | 41,661 | 81.8% | |
| 4002 Employer's NIC | 2,322 | 2,227 | (95) | 22,117 | 22,265 | 148 | 26,719 | | 4,602 | 82.8% | |
| 4003 Employer's Superannuation | 2,611 | 3,379 | 768 | 25,245 | 26,242 | 997 | 33,000 | | 7,755 | 76.5% | |
| 4011 Staff Training | (11) | 318 | 329 | 3,121 | 1,364 | (1,757) | 2,000 | | (1,121) | 156.1% | |
| 4012 Recruitment Advertising | 0 | 41 | 41 | 0 | 418 | 418 | 500 | | 500 | 0.0% | |
| 4102 Property Maintenance | 0 | 153 | 153 | 3,110 | 2,194 | (916) | 2,500 | | (610) | 124.4% | |
| 4103 Maintenance Contracts | 40 | 150 | 110 | 2,351 | 2,220 | (131) | 2,520 | | 169 | 93.3% | |
| 4111 Energy Costs | 650 | 408 | (242) | 3,125 | 4,080 | 955 | 4,896 | | 1,771 | 63.8% | |
| 4121 Rents | 0 | 0 | 0 | 201 | 0 | (201) | 0 | | (201) | 0.0% | |
| 4131 Rates | 0 | 0 | 0 | 2,784 | 2,784 | (0) | 2,784 | | (0) | 100.0% | |
| 4141 Water Services | (97) | 59 | 156 | 433 | 782 | 349 | 900 | | 467 | 48.1% | |
| 4151 Fixtures & Fittings | 0 | 0 | 0 | 195 | 0 | (195) | 0 | | (195) | 0.0% | |
| 4161 Cleaning | 0 | 795 | 795 | 10,416 | 11,450 | 1,034 | 13,040 | | 2,624 | 79.9% | |
| 4162 Waste Removal | 73 | 83 | 10 | 1,059 | 906 | (153) | 1,072 | | 13 | 98.8% | |
| 4163 Domestic Supplies | 0 | 15 | 15 | 152 | 150 | (2) | 180 | | 28 | 84.6% | |
| 4171 Grounds Maintenance Costs | 0 | 29 | 29 | 496 | 662 | 166 | 720 | | 224 | 68.9% | |
| 4202 Car Allowances | 0 | 0 | 0 | 18 | 20 | 3 | 40 | | 23 | 43.8% | |
| 4204 Vehicle Fuel Costs | 148 | 42 | (106) | 281 | 166 | (115) | 250 | | (31) | 112.2% | |
| 4205 Vehicle Costs (exc Fuel) | 0 | 200 | 200 | 1,668 | 2,000 | 332 | 2,400 | | 732 | 69.5% | |
| 4301 Equipment | 0 | 0 | 0 | 1,873 | 48 | (1,825) | 48 | | (1,825) | 3902.1% | |
| 4305 Clothes, Uniform & Laundry | 0 | 0 | 0 | 454 | 746 | 292 | 746 | | 292 | 60.9% | |

Detailed Income & Expenditure by Phased Budget Heading 31/01/2026

Month No: 10

Cost Centre Report

| | Current Month Actual | Current Month Budget | Current Month Variance | Year To Date Actual | Year To Date Budget | Year To Date Variance | Total Annual Budget | Committed Expenditure | Funds Available | % Spent | Transfer to/from EMR |
|--|-------------------------|-------------------------|---------------------------|------------------------|------------------------|--------------------------|------------------------|--------------------------|--------------------|--------------|-------------------------|
| 4313 Professional Fees - Other | 0 | 11 | 11 | 849 | 110 | (739) | 132 | | (717) | 643.2% | |
| 4323 Telephones & Broadband | 48 | 146 | 98 | 1,853 | 2,132 | 279 | 2,424 | | 571 | 76.4% | |
| 4325 Computing | 288 | 179 | (109) | 2,017 | 1,790 | (227) | 2,148 | | 131 | 93.9% | |
| 4900 Miscellaneous Expenses | 0 | 40 | 40 | 362 | 160 | (202) | 240 | | (122) | 150.8% | |
| 7100 Youth Programmes | 987 | 970 | (17) | 7,771 | 9,710 | 1,939 | 11,650 | | 3,879 | 66.7% | |
| 7300 HAF | 0 | 0 | 0 | 5,192 | 5,650 | 458 | 5,650 | | 458 | 91.9% | |
| 7305 HAF - Food & Cooking | 0 | 0 | 0 | 1,253 | 1,100 | (153) | 1,100 | | (153) | 113.9% | |
| BWP Youth & Community Centre :- Indirect Expenditure | 26,732 | 28,337 | 1,605 | 285,834 | 290,065 | 4,231 | 346,759 | 0 | 60,925 | 82.4% | 0 |
| Net Income over Expenditure | (25,040) | (27,887) | (2,847) | (261,813) | (272,060) | (10,247) | (327,854) | | | | |
| <u>202 Pepperpot</u> | | | | | | | | | | | |
| 1301 Premises Hire Charges | 639 | 717 | 78 | 5,499 | 6,066 | 567 | 7,500 | | | 73.3% | |
| Pepperpot :- Income | 639 | 717 | 78 | 5,499 | 6,066 | 567 | 7,500 | | | 73.3% | 0 |
| 4102 Property Maintenance | 0 | 100 | 100 | 493 | 400 | (93) | 600 | | 107 | 82.2% | |
| 4103 Maintenance Contracts | 0 | 100 | 100 | 269 | 400 | 131 | 600 | | 331 | 44.8% | |
| 4111 Energy Costs | 231 | 221 | (10) | 2,114 | 2,210 | 96 | 2,652 | | 538 | 79.7% | |
| 4131 Rates | 0 | 0 | 0 | 419 | 419 | (0) | 419 | | (0) | 100.0% | |
| 4161 Cleaning | 0 | 315 | 315 | 2,126 | 2,226 | 100 | 2,856 | | 730 | 74.4% | |
| 4302 Furniture | 0 | 0 | 0 | 0 | 600 | 600 | 600 | | 600 | 0.0% | |
| 4323 Telephones & Broadband | 0 | 60 | 60 | 712 | 984 | 272 | 1,104 | | 392 | 64.5% | |
| 4343 Licensing/PRS | 0 | 0 | 0 | 0 | 72 | 72 | 72 | | 72 | 0.0% | |
| Pepperpot :- Indirect Expenditure | 231 | 796 | 565 | 6,134 | 7,311 | 1,177 | 8,903 | 0 | 2,769 | 68.9% | 0 |
| Net Income over Expenditure | 408 | (79) | (487) | (634) | (1,245) | (611) | (1,403) | | | | |

Detailed Income & Expenditure by Phased Budget Heading 31/01/2026

Month No: 10

Cost Centre Report

| | Current Month Actual | Current Month Budget | Current Month Variance | Year To Date Actual | Year To Date Budget | Year To Date Variance | Total Annual Budget | Committed Expenditure | Funds Available | % Spent | Transfer to/from EMR |
|---|-------------------------|-------------------------|---------------------------|------------------------|------------------------|--------------------------|------------------------|--------------------------|--------------------|---------------|-------------------------|
| <u>203 The Square</u> | | | | | | | | | | | |
| 1302 Rents | 2,543 | 1,050 | (1,493) | 7,706 | 10,500 | 2,794 | 12,600 | | | 61.2% | |
| 1303 Other customer/client receipts | 0 | 0 | 0 | 1,998 | 1,998 | 0 | 1,998 | | | 100.0% | |
| The Square :- Income | 2,543 | 1,050 | (1,493) | 9,704 | 12,498 | 2,794 | 14,598 | | | 66.5% | 0 |
| 4315 Insurance | 0 | 0 | 0 | 1,998 | 1,998 | 0 | 1,998 | | 0 | 100.0% | |
| The Square :- Indirect Expenditure | 0 | 0 | 0 | 1,998 | 1,998 | 0 | 1,998 | 0 | 0 | 100.0% | 0 |
| Net Income over Expenditure | 2,543 | 1,050 | (1,493) | 7,706 | 10,500 | 2,794 | 12,600 | | | | |
| <u>204 Allotments</u> | | | | | | | | | | | |
| 1302 Rents | 0 | 0 | 0 | 2,738 | 2,900 | 162 | 2,900 | | | 94.4% | |
| Allotments :- Income | 0 | 0 | 0 | 2,738 | 2,900 | 162 | 2,900 | | | 94.4% | 0 |
| 4102 Property Maintenance | 39 | 0 | (39) | 74 | 0 | (74) | 300 | | 226 | 24.7% | |
| 4141 Water Services | (26) | 20 | 46 | 346 | 392 | 46 | 432 | | 86 | 80.1% | |
| 4171 Grounds Maintenance Costs | 438 | 0 | (438) | 1,652 | 2,500 | 848 | 3,000 | | 1,348 | 55.1% | |
| Allotments :- Indirect Expenditure | 450 | 20 | (430) | 2,072 | 2,892 | 820 | 3,732 | 0 | 1,660 | 55.5% | 0 |
| Net Income over Expenditure | (450) | (20) | 430 | 666 | 8 | (658) | (832) | | | | |
| <u>205 Wilfrid Noyce Community Centre</u> | | | | | | | | | | | |
| 1301 Premises Hire Charges | 5,507 | 3,855 | (1,652) | 38,960 | 38,550 | (410) | 46,260 | | | 84.2% | |
| 1303 Other customer/client receipts | 0 | 0 | 0 | 431 | 0 | (431) | 0 | | | 0.0% | |
| Wilfrid Noyce Community Centre :- Income | 5,507 | 3,855 | (1,652) | 39,391 | 38,550 | (841) | 46,260 | | | 85.2% | 0 |

Detailed Income & Expenditure by Phased Budget Heading 31/01/2026

Month No: 10

Cost Centre Report

| | Current Month Actual | Current Month Budget | Current Month Variance | Year To Date Actual | Year To Date Budget | Year To Date Variance | Total Annual Budget | Committed Expenditure | Funds Available | % Spent | Transfer to/from EMR |
|--|-------------------------|-------------------------|---------------------------|------------------------|------------------------|--------------------------|------------------------|--------------------------|--------------------|--------------|-------------------------|
| 4102 Property Maintenance | 349 | 445 | 96 | 4,004 | 6,110 | 2,106 | 7,000 | | 2,996 | 57.2% | |
| 4103 Maintenance Contracts | 2,241 | 791 | (1,450) | 5,168 | 1,918 | (3,250) | 3,500 | | (1,668) | 147.7% | |
| 4111 Energy Costs | 1,122 | 1,016 | (106) | 6,004 | 10,160 | 4,156 | 12,192 | | 6,188 | 49.2% | |
| 4131 Rates | 0 | 0 | 0 | 1,945 | 1,945 | (0) | 1,945 | | (0) | 100.0% | |
| 4141 Water Services | (115) | 121 | 236 | 915 | 958 | 43 | 1,200 | | 285 | 76.2% | |
| 4161 Cleaning | 0 | 1,400 | 1,400 | 17,750 | 17,045 | (705) | 19,845 | | 2,095 | 89.4% | |
| 4162 Waste Removal | 117 | 130 | 13 | 1,060 | 2,240 | 1,180 | 2,500 | | 1,440 | 42.4% | |
| 4163 Domestic Supplies | 46 | 29 | (17) | 171 | 242 | 71 | 300 | | 129 | 56.9% | |
| 4164 Workshop Consumables | 0 | 0 | 0 | 4 | 0 | (4) | 0 | | (4) | 0.0% | |
| 4301 Equipment | 0 | 250 | 250 | 0 | 2,500 | 2,500 | 3,000 | | 3,000 | 0.0% | |
| 4323 Telephones & Broadband | 0 | 100 | 100 | 921 | 1,300 | 379 | 1,500 | | 579 | 61.4% | |
| 4343 Licensing/PRS | 0 | 0 | 0 | 429 | 650 | 221 | 650 | | 221 | 66.1% | |
| 4900 Miscellaneous Expenses | 5 | 46 | 41 | 372 | 460 | 88 | 552 | | 180 | 67.3% | |
| Wilfrid Noyce Community Centre :- Indirect Expenditure | 3,764 | 4,328 | 564 | 38,743 | 45,528 | 6,785 | 54,184 | 0 | 15,441 | 71.5% | 0 |
| Net Income over Expenditure | 1,743 | (473) | (2,216) | 648 | (6,978) | (7,626) | (7,924) | | | | |
| <u>206 Bandstand</u> | | | | | | | | | | | |
| 1301 Premises Hire Charges | 0 | 0 | 0 | 11 | 0 | (11) | 0 | | | 0.0% | |
| Bandstand :- Income | 0 | 0 | 0 | 11 | 0 | (11) | 0 | | | | 0 |
| 4102 Property Maintenance | 0 | 125 | 125 | 0 | 350 | 350 | 600 | | 600 | 0.0% | |
| 4111 Energy Costs | 0 | 0 | 0 | 0 | 250 | 250 | 250 | | 250 | 0.0% | |
| 4163 Domestic Supplies | 0 | 0 | 0 | 20 | 0 | (20) | 0 | | (20) | 0.0% | |

Detailed Income & Expenditure by Phased Budget Heading 31/01/2026

Month No: 10

Cost Centre Report

| | Current Month Actual | Current Month Budget | Current Month Variance | Year To Date Actual | Year To Date Budget | Year To Date Variance | Total Annual Budget | Committed Expenditure | Funds Available | % Spent | Transfer to/from EMR |
|--|-------------------------|-------------------------|---------------------------|------------------------|------------------------|--------------------------|------------------------|--------------------------|--------------------|---------------|-------------------------|
| 4343 Licensing/PRS | 0 | 0 | 0 | 70 | 500 | 430 | 500 | | 430 | 14.0% | |
| Bandstand :- Indirect Expenditure | <u>0</u> | <u>125</u> | <u>125</u> | <u>90</u> | <u>1,100</u> | <u>1,010</u> | <u>1,350</u> | <u>0</u> | <u>1,260</u> | <u>6.6%</u> | <u>0</u> |
| Net Income over Expenditure | <u>0</u> | <u>(125)</u> | <u>(125)</u> | <u>(79)</u> | <u>(1,100)</u> | <u>(1,021)</u> | <u>(1,350)</u> | | | | |
| <u>207 Godalming Museum</u> | | | | | | | | | | | |
| 1302 Rents | 2,201 | 0 | (2,201) | 8,804 | 6,603 | (2,201) | 8,804 | | | 100.0% | |
| 1303 Other customer/client receipts | 0 | 0 | 0 | 2,024 | 1,784 | (240) | 2,024 | | | 100.0% | |
| Godalming Museum :- Income | <u>2,201</u> | <u>0</u> | <u>(2,201)</u> | <u>10,828</u> | <u>8,387</u> | <u>(2,441)</u> | <u>10,828</u> | | | <u>100.0%</u> | <u>0</u> |
| 4001 Salaries | 3,279 | 4,528 | 1,249 | 53,443 | 55,245 | 1,802 | 64,301 | | 10,858 | 83.1% | |
| 4002 Employer's NIC | 281 | 509 | 228 | (4,114) | 4,853 | 8,967 | 5,871 | | 9,985 | (70.1%) | |
| 4003 Employer's Superannuation | 176 | 801 | 625 | 5,782 | 6,031 | 249 | 7,633 | | 1,851 | 75.8% | |
| 4011 Staff Training | 0 | 0 | 0 | 0 | 0 | 0 | 500 | | 500 | 0.0% | |
| 4102 Property Maintenance | 0 | 292 | 292 | 4,159 | 2,416 | (1,743) | 3,000 | | (1,159) | 138.6% | |
| 4103 Maintenance Contracts | 79 | 117 | 38 | 1,111 | 1,122 | 11 | 1,356 | | 245 | 82.0% | |
| 4111 Energy Costs | 0 | 0 | 0 | 659 | 0 | (659) | 0 | | (659) | 0.0% | |
| 4121 Rents | 0 | 0 | 0 | 1,221 | 1,221 | 0 | 1,221 | | 0 | 100.0% | |
| 4164 Workshop Consumables | 0 | 0 | 0 | 46 | 0 | (46) | 0 | | (46) | 0.0% | |
| 4313 Professional Fees - Other | 0 | 0 | 0 | 60 | 0 | (60) | 0 | | (60) | 0.0% | |
| 4315 Insurance | 0 | 0 | 0 | 2,087 | 2,087 | 0 | 2,087 | | 0 | 100.0% | |
| 4325 Computing | 309 | 263 | (46) | 3,394 | 3,274 | (120) | 3,800 | | 406 | 89.3% | |
| Godalming Museum :- Indirect Expenditure | <u>4,125</u> | <u>6,510</u> | <u>2,385</u> | <u>67,848</u> | <u>76,249</u> | <u>8,401</u> | <u>89,769</u> | <u>0</u> | <u>21,921</u> | <u>75.6%</u> | <u>0</u> |
| Net Income over Expenditure | <u>(1,924)</u> | <u>(6,510)</u> | <u>(4,586)</u> | <u>(57,020)</u> | <u>(67,862)</u> | <u>(10,842)</u> | <u>(78,941)</u> | | | | |

Detailed Income & Expenditure by Phased Budget Heading 31/01/2026

Month No: 10

Cost Centre Report

| | Current Month Actual | Current Month Budget | Current Month Variance | Year To Date Actual | Year To Date Budget | Year To Date Variance | Total Annual Budget | Committed Expenditure | Funds Available | % Spent | Transfer to/from EMR |
|--|-------------------------|-------------------------|---------------------------|------------------------|------------------------|--------------------------|------------------------|--------------------------|--------------------|--------------|-------------------------|
| <u>208 Public Conveniences</u> | | | | | | | | | | | |
| 4102 Property Maintenance | 0 | 130 | 130 | 817 | 740 | (77) | 1,000 | | 183 | 81.7% | |
| 4103 Maintenance Contracts | 0 | 250 | 250 | 464 | 700 | 236 | 1,200 | | 736 | 38.7% | |
| 4111 Energy Costs | 214 | 187 | (27) | 2,443 | 2,218 | (225) | 2,592 | | 149 | 94.3% | |
| 4141 Water Services | (270) | 208 | 478 | 3,199 | 2,084 | (1,115) | 2,500 | | (699) | 127.9% | |
| 4161 Cleaning | 2,232 | 2,184 | (48) | 22,318 | 22,632 | 314 | 27,000 | | 4,682 | 82.7% | |
| 4162 Waste Removal | 0 | 0 | 0 | 90 | 0 | (90) | 0 | | (90) | 0.0% | |
| 4163 Domestic Supplies | 0 | 333 | 333 | 2,749 | 3,330 | 581 | 3,996 | | 1,247 | 68.8% | |
| 4164 Workshop Consumables | 0 | 0 | 0 | 30 | 0 | (30) | 0 | | (30) | 0.0% | |
| 4301 Equipment | 0 | 0 | 0 | 114 | 250 | 136 | 250 | | 136 | 45.6% | |
| 4313 Professional Fees - Other | 0 | 0 | 0 | 714 | 360 | (354) | 360 | | (354) | 198.3% | |
| 4900 Miscellaneous Expenses | 0 | 50 | 50 | 183 | 300 | 117 | 400 | | 217 | 45.8% | |
| Public Conveniences :- Indirect Expenditure | <u>2,176</u> | <u>3,342</u> | <u>1,166</u> | <u>33,121</u> | <u>32,614</u> | <u>(507)</u> | <u>39,298</u> | <u>0</u> | <u>6,177</u> | <u>84.3%</u> | <u>0</u> |
| Net Expenditure | <u>(2,176)</u> | <u>(3,342)</u> | <u>(1,166)</u> | <u>(33,121)</u> | <u>(32,614)</u> | <u>507</u> | <u>(39,298)</u> | | | | |
| <u>209 Crown Court Conveniences</u> | | | | | | | | | | | |
| 4121 Rents | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 0.0% | 5,395 |
| Crown Court Conveniences :- Indirect Expenditure | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> | | <u>5,395</u> |
| Net Expenditure | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> | | | | |
| 5200 plus Transfer from EMR | 0 | 0 | 0 | 5,395 | 0 | (5,395) | 0 | | | | |
| Movement to/(from) Gen Reserve | <u>0</u> | <u>0</u> | <u>0</u> | <u>5,395</u> | <u>0</u> | <u>(5,395)</u> | <u>0</u> | | | | |

Detailed Income & Expenditure by Phased Budget Heading 31/01/2026

Month No: 10

Cost Centre Report

| | Current Month Actual | Current Month Budget | Current Month Variance | Year To Date Actual | Year To Date Budget | Year To Date Variance | Total Annual Budget | Committed Expenditure | Funds Available | % Spent | Transfer to/from EMR |
|---|-------------------------|-------------------------|---------------------------|------------------------|------------------------|--------------------------|------------------------|--------------------------|--------------------|---------|-------------------------|
| <u>210 Broadwater Park Extension</u> | | | | | | | | | | | |
| 1301 Premises Hire Charges | (200) | 0 | 200 | (200) | 0 | 200 | 0 | | | 0.0% | |
| Broadwater Park Extension :- Income | (200) | 0 | 200 | (200) | 0 | 200 | 0 | | | | 0 |
| 4101 Repair/Alteration of Buildings | 0 | 0 | 0 | 1,778 | 0 | (1,778) | 0 | | (1,778) | 0.0% | |
| 7100 Youth Programmes | 0 | 0 | 0 | (6) | 0 | 6 | 0 | | 6 | 0.0% | |
| Broadwater Park Extension :- Indirect Expenditure | 0 | 0 | 0 | 1,772 | 0 | (1,772) | 0 | 0 | (1,772) | | 0 |
| Net Income over Expenditure | (200) | 0 | 200 | (1,972) | 0 | 1,972 | 0 | | | | |
| <u>211 Pepperpot Ext Redec</u> | | | | | | | | | | | |
| 4101 Repair/Alteration of Buildings | 0 | 0 | 0 | 243,999 | 0 | (243,999) | 0 | | (243,999) | 0.0% | |
| 4102 Property Maintenance | 457 | 0 | (457) | 92,184 | 0 | (92,184) | 0 | | (92,184) | 0.0% | |
| 4162 Waste Removal | 269 | 0 | (269) | 269 | 0 | (269) | 0 | | (269) | 0.0% | |
| 4312 Professional Fees - Surveyors | 4,250 | 0 | (4,250) | 28,750 | 0 | (28,750) | 0 | | (28,750) | 0.0% | 17,000 |
| 4900 Miscellaneous Expenses | 0 | 0 | 0 | 267 | 0 | (267) | 0 | | (267) | 0.0% | |
| Pepperpot Ext Redec :- Indirect Expenditure | 4,976 | 0 | (4,976) | 365,468 | 0 | (365,468) | 0 | 0 | (365,468) | | 17,000 |
| Net Expenditure | (4,976) | 0 | 4,976 | (365,468) | 0 | 365,468 | 0 | | | | |
| 5200 plus Transfer from EMR | 0 | 0 | 0 | 99,803 | 0 | (99,803) | 0 | | | | |
| Movement to/(from) Gen Reserve | (4,976) | 0 | 4,976 | (265,665) | 0 | 265,665 | 0 | | | | |

Detailed Income & Expenditure by Phased Budget Heading 31/01/2026

Month No: 10

Cost Centre Report

| | Current Month Actual | Current Month Budget | Current Month Variance | Year To Date Actual | Year To Date Budget | Year To Date Variance | Total Annual Budget | Committed Expenditure | Funds Available | % Spent | Transfer to/from EMR |
|---|-------------------------|-------------------------|---------------------------|------------------------|------------------------|--------------------------|------------------------|--------------------------|--------------------|---------------|-------------------------|
| <u>301 Cemeteries & Open Spaces</u> | | | | | | | | | | | |
| 1302 Rents | 2,270 | 2,270 | 0 | 25,410 | 27,700 | 2,290 | 32,240 | | | 78.8% | |
| 1303 Other customer/client receipts | 900 | 1,200 | 300 | 12,978 | 14,000 | 1,022 | 16,400 | | | 79.1% | |
| 1700 Interment | 2,850 | 3,200 | 350 | 41,770 | 32,000 | (9,770) | 38,400 | | | 108.8% | |
| 1701 Monument | 920 | 230 | (690) | 5,460 | 3,175 | (2,285) | 3,635 | | | 150.2% | |
| 1702 Purchase of Grave Space | 9,460 | 5,750 | (3,710) | 90,480 | 57,500 | (32,980) | 69,000 | | | 131.1% | |
| 1703 Other Cemetery Fees | 0 | 0 | 0 | 1,200 | 0 | (1,200) | 0 | | | 0.0% | |
| Cemeteries & Open Spaces :- Income | 16,400 | 12,650 | (3,750) | 177,298 | 134,375 | (42,923) | 159,675 | | | 111.0% | 0 |
| 4001 Salaries | 10,335 | 10,083 | (252) | 104,169 | 100,828 | (3,341) | 120,994 | | 16,825 | 86.1% | |
| 4002 Employer's NIC | 1,322 | 1,263 | (59) | 13,276 | 12,623 | (653) | 15,149 | | 1,873 | 87.6% | |
| 4003 Employer's Superannuation | 1,856 | 1,785 | (71) | 18,003 | 17,846 | (157) | 21,416 | | 3,413 | 84.1% | |
| 4011 Staff Training | 0 | 318 | 318 | 395 | 864 | 469 | 1,500 | | 1,105 | 26.3% | |
| 4014 Sexton Duties | 150 | 125 | (25) | 600 | 1,250 | 650 | 1,500 | | 900 | 40.0% | |
| 4015 Grave Digging | 4,150 | 1,200 | (2,950) | 13,200 | 12,000 | (1,200) | 14,400 | | 1,200 | 91.7% | |
| 4102 Property Maintenance | 0 | 817 | 817 | 2,833 | 4,366 | 1,533 | 6,000 | | 3,167 | 47.2% | |
| 4103 Maintenance Contracts | 0 | 217 | 217 | 2,376 | 1,966 | (410) | 2,400 | | 24 | 99.0% | |
| 4111 Energy Costs | 591 | 500 | (91) | 3,275 | 5,000 | 1,725 | 6,000 | | 2,725 | 54.6% | |
| 4131 Rates | 0 | 0 | 0 | 2,910 | 2,910 | (0) | 2,910 | | (0) | 100.0% | |
| 4141 Water Services | (47) | 48 | 95 | 692 | 828 | 136 | 924 | | 232 | 74.9% | |
| 4151 Fixtures & Fittings | 0 | 0 | 0 | 50 | 0 | (50) | 0 | | (50) | 0.0% | |
| 4161 Cleaning | 40 | 48 | 8 | 71 | (96) | (167) | 0 | | (71) | 0.0% | |
| 4162 Waste Removal | 270 | 500 | 230 | 3,460 | 5,000 | 1,540 | 6,000 | | 2,540 | 57.7% | |
| 4163 Domestic Supplies | 101 | 30 | (71) | 560 | 740 | 180 | 800 | | 240 | 70.0% | |

Detailed Income & Expenditure by Phased Budget Heading 31/01/2026

Month No: 10

Cost Centre Report

| | Current Month Actual | Current Month Budget | Current Month Variance | Year To Date Actual | Year To Date Budget | Year To Date Variance | Total Annual Budget | Committed Expenditure | Funds Available | % Spent | Transfer to/from EMR |
|--|-------------------------|-------------------------|---------------------------|------------------------|------------------------|--------------------------|------------------------|--------------------------|--------------------|--------------|-------------------------|
| 4164 Workshop Consumables | 96 | 335 | 239 | 2,293 | 3,350 | 1,057 | 4,020 | | 1,727 | 57.1% | |
| 4171 Grounds Maintenance Costs | 336 | 4,042 | 3,706 | 39,247 | 40,416 | 1,169 | 48,500 | | 9,253 | 80.9% | |
| 4203 Other Transport Costs | 1,144 | 2,134 | 990 | 23,126 | 22,332 | (794) | 26,600 | | 3,474 | 86.9% | |
| 4204 Vehicle Fuel Costs | 112 | 84 | (28) | 702 | 840 | 138 | 1,008 | | 306 | 69.6% | |
| 4205 Vehicle Costs (exc Fuel) | 941 | 115 | (826) | 3,529 | 1,470 | (2,059) | 1,700 | | (1,829) | 207.6% | |
| 4301 Equipment | 158 | 2,199 | 2,041 | 17,306 | 21,994 | 4,688 | 26,392 | | 9,086 | 65.6% | |
| 4304 Catering & Hospitality | 0 | 62 | 62 | 49 | 276 | 227 | 400 | | 351 | 12.2% | |
| 4305 Clothes, Uniform & Laundry | 68 | 300 | 232 | 943 | 1,200 | 257 | 1,800 | | 857 | 52.4% | |
| 4311 Professional Fees - Legal | 0 | 0 | 0 | 1,240 | 2,000 | 760 | 2,000 | | 760 | 62.0% | |
| 4312 Professional Fees - Surveyors | 0 | 0 | 0 | 565 | 565 | 0 | 565 | | 0 | 100.0% | |
| 4313 Professional Fees - Other | 298 | 0 | (298) | 944 | 750 | (194) | 1,000 | | 56 | 94.4% | |
| 4323 Telephones & Broadband | 39 | 0 | (39) | 590 | 1,200 | 610 | 1,200 | | 610 | 49.2% | |
| 4325 Computing | 120 | 0 | (120) | 258 | 0 | (258) | 0 | | (258) | 0.0% | |
| 4327 Publicity Advertising | 0 | 33 | 33 | 0 | 330 | 330 | 396 | | 396 | 0.0% | |
| 4342 Subscriptions | 0 | 0 | 0 | 90 | 0 | (90) | 0 | | (90) | 0.0% | |
| 4900 Miscellaneous Expenses | 0 | 30 | 30 | 2,250 | 300 | (1,950) | 360 | | (1,890) | 625.0% | |
| 4901 Misc Exps funded frm Reserves | 0 | 0 | 0 | 10,473 | 10,473 | 0 | 10,473 | | 0 | 100.0% | |
| 7300 HAF | 0 | 0 | 0 | 22 | 0 | (22) | 0 | | (22) | 0.0% | |
| Cemeteries & Open Spaces :- Indirect Expenditure | 22,079 | 26,268 | 4,189 | 269,496 | 273,621 | 4,125 | 326,407 | 0 | 56,911 | 82.6% | 0 |
| Net Income over Expenditure | (5,679) | (13,618) | (7,939) | (92,198) | (139,246) | (47,048) | (166,732) | | | | |
| 5200 plus Transfer from EMR | 0 | 0 | 0 | 12,723 | 0 | (12,723) | 0 | | | | |
| Movement to/(from) Gen Reserve | (5,679) | (13,618) | (7,939) | (79,475) | (139,246) | (59,771) | (166,732) | | | | |

Detailed Income & Expenditure by Phased Budget Heading 31/01/2026

Month No: 10

Cost Centre Report

| | Current Month Actual | Current Month Budget | Current Month Variance | Year To Date Actual | Year To Date Budget | Year To Date Variance | Total Annual Budget | Committed Expenditure | Funds Available | % Spent | Transfer to/from EMR |
|--|-------------------------|-------------------------|---------------------------|------------------------|------------------------|--------------------------|------------------------|--------------------------|--------------------|---------|-------------------------|
| <u>414</u> <u>Mayors Charity 2025 - R Crooks</u> | | | | | | | | | | | |
| 1304 Donations | 0 | 0 | 0 | 1,435 | 0 | (1,435) | 0 | | | 0.0% | 32,320 |
| Mayors Charity 2025 - R Crooks :- Income | <u>0</u> | <u>0</u> | <u>0</u> | <u>1,435</u> | <u>0</u> | <u>(1,435)</u> | <u>0</u> | | | | <u>32,320</u> |
| Net Income | <u>0</u> | <u>0</u> | <u>0</u> | <u>1,435</u> | <u>0</u> | <u>(1,435)</u> | <u>0</u> | | | | |
| <u>415</u> <u>Mayors Charity 2024 - P Rivers</u> | | | | | | | | | | | |
| 1304 Donations | 0 | 0 | 0 | 38 | 0 | (38) | 0 | | | 0.0% | |
| Mayors Charity 2024 - P Rivers :- Income | <u>0</u> | <u>0</u> | <u>0</u> | <u>38</u> | <u>0</u> | <u>(38)</u> | <u>0</u> | | | | <u>0</u> |
| 4900 Miscellaneous Expenses | 0 | 0 | 0 | 1,007 | 0 | (1,007) | 0 | | (1,007) | 0.0% | |
| Mayors Charity 2024 - P Rivers :- Indirect Expenditure | <u>0</u> | <u>0</u> | <u>0</u> | <u>1,007</u> | <u>0</u> | <u>(1,007)</u> | <u>0</u> | <u>0</u> | <u>(1,007)</u> | | <u>0</u> |
| Net Income over Expenditure | <u>0</u> | <u>0</u> | <u>0</u> | <u>(968)</u> | <u>0</u> | <u>968</u> | <u>0</u> | | | | |
| <u>416</u> <u>Community Store</u> | | | | | | | | | | | |
| 1304 Donations | 300 | 0 | (300) | 3,710 | 0 | (3,710) | 0 | | | 0.0% | |
| Community Store :- Income | <u>300</u> | <u>0</u> | <u>(300)</u> | <u>3,710</u> | <u>0</u> | <u>(3,710)</u> | <u>0</u> | | | | <u>0</u> |
| 4900 Miscellaneous Expenses | 1,510 | 0 | (1,510) | 3,410 | 0 | (3,410) | 0 | | (3,410) | 0.0% | |
| Community Store :- Indirect Expenditure | <u>1,510</u> | <u>0</u> | <u>(1,510)</u> | <u>3,410</u> | <u>0</u> | <u>(3,410)</u> | <u>0</u> | <u>0</u> | <u>(3,410)</u> | | <u>0</u> |
| Net Income over Expenditure | <u>(1,210)</u> | <u>0</u> | <u>1,210</u> | <u>300</u> | <u>0</u> | <u>(300)</u> | <u>0</u> | | | | |

Detailed Income & Expenditure by Phased Budget Heading 31/01/2026

Month No: 10

Cost Centre Report

| | Current Month Actual | Current Month Budget | Current Month Variance | Year To Date Actual | Year To Date Budget | Year To Date Variance | Total Annual Budget | Committed Expenditure | Funds Available | % Spent | Transfer to/from EMR |
|---------------------------------------|-------------------------|-------------------------|---------------------------|------------------------|------------------------|--------------------------|------------------------|--------------------------|--------------------|---------|-------------------------|
| Grand Totals:- Income | 33,813 | 25,810 | (8,003) | 1,649,190 | 1,532,959 | (116,231) | 1,583,044 | | | 104.2% | |
| Expenditure | 175,821 | 147,742 | (28,079) | 2,001,897 | 1,530,857 | (471,040) | 1,763,248 | 0 | (238,649) | 113.5% | |
| Net Income over Expenditure | (142,008) | (121,932) | 20,076 | (352,707) | 2,102 | 354,809 | (180,204) | | | | |
| plus Transfer from EMR | 27,341 | 0 | (27,341) | 434,036 | 0 | (434,036) | 0 | | | | |
| less Transfer to EMR | 0 | 0 | 0 | 50,930 | 0 | (50,930) | 0 | | | | |
| Movement to/(from) Gen Reserve | (114,667) | (121,932) | (7,265) | 30,400 | 2,102 | (28,298) | (180,204) | | | | |

8. REVIEW OF COMMITTEE STRUCTURE – RECOMMENDATION TO ADOPT A SERVICE COMMITTEE MODEL

Purpose of Report

To present the outcome of the committee structure review requested by Council, following Member consultation, and to recommend the development of a Service Committee governance model for Godalming Town Council in preference to an executive-style model or the refinement of the existing structure.

1. Background and Context

The Council agreed to review its governance arrangements to ensure they remain:

- lawful and compliant with parish legislation;
- proportionate to the Council's size and responsibilities;
- effective in engaging all Members;
- clear in accountability and decision-making; and
- supportive of efficient service delivery.

As part of this process, Members were consulted on potential governance approaches. That consultation indicated that Members wished Officers to explore three options:

- a. refined committee system based on GTC's existing committee structure;
- b. a Service Committee model, coordinated through a central Management Committee; and
- c. an executive-style (cabinet or executive-lite) model.

This report brings together the outcome of that work and makes a recommendation to Council.

2. Options Considered

Option A – Refinement of Existing Structure

The Council's existing structure is centred around the Policy & Management Committee as the single 'spending committee', with other committees which have operations responsibilities needing to pass on recommendations that require budgetary or funding decisions to enact the committees work. With the Policy & Management Committee having to refer to Full Council decisions above a delegated level. Within the current arrangements all Members attend Full Council and with the exception of the Mayor, at least two other committees. Full Council retains all statutory and reserved functions.

This model is time intensive and duplicates decision making for Members and work-strands for Officers. However, it is an established model within the town and parish council sector.

Option B – Service Committee governance model

A Service Committee model distributes decision-making across service-based committees, each with defined responsibilities and delegated powers, coordinated by a Management Committee responsible for finance, corporate services, and cross-cutting policy.

Full Council retains all statutory and reserved functions.

This model reflects established and well-understood practice across town and parish councils

Option C – Executive-style governance model

An executive-style model would involve a small executive or cabinet-type committee, chaired by a Leader, with delegated authority over policy development, finance, and service delivery. Other Members would participate primarily through scrutiny, advisory, or service committees.

This approach mirrors arrangements used by principal authorities, albeit without a statutory executive framework at parish level.

3. Assessment of the Executive-style Model

The executive-style option was explored in detail, including its potential application at town council level. While it offers a clear leadership focus, the review identified a number of significant challenges.

In particular:

- Town and parish councils operate without a statutory executive or scrutiny framework. Any executive arrangement would therefore be informal, constitutionally weaker, and dependent on custom rather than legislation.
- Decision-making authority would be concentrated in a small number of Members, without the statutory checks and balances that apply at higher tiers of local government.
- The model would reduce direct involvement for the majority of Members, limiting opportunities for participation in service-level decisions.
- Scrutiny or call-in mechanisms would add procedural complexity and Officer workload without delivering clear governance benefits at this scale.
- The executive-style model would not materially reduce the number of meetings but would redistribute them among fewer Members.

Having regard to these factors, the executive-style model was considered the less favourable of the options Members asked Officers to explore.

4. Assessment of the Refinement of Existing Structure/Service Committee Model

In assessing the refinement of the existing structure model it became apparent that it would result in the same outcome as the Service Committee model. Therefore, having assessed both against the same criteria it was considered appropriate to treat them as the same and to avoid confusion this report refers to this option as Option B, which is recommended as the most appropriate governance structure for Godalming Town Council.

Option B – Service Committee Model:

- aligns with parish legislation and sector best practice;
- retains Full Council as the sovereign decision-making body;
- ensures meaningful involvement of all Members, without overloading them;
- provides clear delegation, reporting lines, and financial controls;
- distributes workload more evenly and transparently, reduces Members attendance requirement by up to 11%; and
- improves clarity for Officers, Members and the public.

The proposed structure includes:

- a Management Committee to coordinate policy, finance, and corporate matters;
- service committees with defined remits and cost-centre responsibility;
- appropriately scoped Staffing, Audit & Governance Committees; and
- a measurable reduction in the number of meetings most Members are expected to attend.

The Service Committee model is therefore not an interim or compromise arrangement, but a robust and proportionate governance solution suited to the Council's current and future needs.

5. Conclusion

All governance models requested by Members were examined fully. On balance, the Service Committee model offers clearer accountability, stronger Member engagement, lower governance risk and a better use of Members' time.

For these reasons, it is recommended that Council adopts the Service Committee model and does not pursue an executive-style governance structure.

6. Recommendations

That Members resolve:

1. To endorse the Service Committee governance model as the preferred structure for Godalming Town Council.
2. That an executive-style governance model will not be pursued, having been considered and found less suitable.
3. To approve the proposed committee structure and draft Terms of Reference in principle, as set out in the accompanying appendices.
4. To instruct the Chief Executive Officer to bring forward revised Standing Orders, a Scheme of Delegation, and any necessary amendments to Financial Regulations to enable this committee to make a full report and recommendation to Full Council.

Appendix A

Comparison of Governance Options – Advantages and Disadvantages

Option C – Executive-style Governance Model

Advantages

- clear political leadership through a small executive group;
- potential for quicker decision-making on defined matters; and
- familiar structure for Members with experience of principal authorities.

Disadvantages

- no statutory executive framework at parish level;
- no statutory scrutiny system to provide checks and balances;
- concentration of authority in a small number of Members;
- reduced participation and engagement for non-executive Members;
- increased governance and reputational risk;
- additional procedural complexity without clear benefit; and
- does not reduce overall meeting volume.

Option B – Service Committee Governance Model

Advantages

- fully compatible with parish and town council legislation;
- widely used and well understood across the sector;
- distributes responsibility and workload fairly;
- engages Members in meaningful decision-making;
- clear delegation, spending limits, and reporting lines;
- reduces the number of meetings most Members are required to attend; and
- easier to operate, review, and adjust over time.

Disadvantages

- requires acceptance of differentiated committee roles;
- relies on clear discipline around delegation and reporting; and
- less visually “executive” in presentation.

Overall Assessment

While all options were explored in response to Member consultation, the Service Committee model offers a clearer, safer and more proportionate governance framework for Godalming Town Council.

Appendix B

Proposed Governance Structure and Draft Terms of Reference - Service Committee Model

Purpose of this Appendix

This appendix sets out the proposed committee structure and draft Terms of Reference associated with the recommended Service Committee governance model.

The draft Terms of Reference are provided to:

- illustrate how the proposed structure would operate in practice;
- demonstrate clear delegation, accountability, and reporting lines; and
- support Members in understanding the practical implications of the recommendation.

If the Service Committee model is approved, these Terms of Reference will be finalised and embedded within Standing Orders and a formal Scheme of Delegation.

Overview of Proposed Committee Structure

| Body | Membership | Primary role |
|---------------------------------------|-------------------|---|
| Full Council | 18 | Statutory and reserved functions |
| Management Committee | 11 | Policy coordination, finance, corporate services |
| Staffing Committee | 5 | Employment and staffing matters |
| Audit & Governance Committee | 5 | Audit, risk, governance, compliance |
| Planning Committee | 5 | Planning consultations and neighbourhood planning |
| Community, Events & Culture Committee | 5 | Events, culture, community programmes |
| Cemeteries & Open Spaces Committee | 5 | Cemeteries, allotments, open spaces |

All committees operate within approved budgets, Standing Orders, and Financial Regulations.

General Principles (Applying to All Committees)

- Full Council remains the sovereign body for all statutory and reserved matters.
- Without Full Council approval, no committee may authorise expenditure:
 - above £50,000,

- outside approved budgets, or
- contrary to adopted policy,
- Committees may refer matters to Full Council where required by law or where strategic significance justifies it.
- Delegation may not be exercised by individual councillors.
- Quorum: one-third of membership, minimum of three Members.

1. Full Council

Purpose

To act as the sovereign decision-making body of the Council, exercising all statutory and reserved powers.

Responsibilities

- Approval of the annual budget, precept and AGAR.
- Adoption and amendment of Standing Orders, Financial Regulations and governance documents.
- Appointment of the Mayor and Deputy Mayor.
- Appointment of committees and working groups.
- Appointment and dismissal of the Chief Executive Officer/RFO.
- Oversight of the Council's civic and community role.
- Approval of expenditure above delegated limits.

Meeting Frequency

- Minimum of four meetings per year, including the Annual Council Meeting.

2. Management Committee

Chair: Leader of the Council (appointed by resolution of Full Council)
 Membership: 11 Members (ideally includes Chairs)
 Reports to: Full Council

Purpose

To act as the Council's primary coordinating committee for policy development, financial oversight, corporate governance, and cross-cutting services.

Delegated Responsibilities

- Recommend the annual budget to Full Council.
- Monitor income and expenditure and approve virement up to £50,000.
- Authorise expenditure up to £50,000 within policy and budget.
- Oversee asset management, contracts, procurement, insurance, IT and legal services.
- Develop policy proposals for adoption by Full Council.
- Coordinate work across service committees.
- Receive reports from other committees for referral to Full Council where required.
- Youth Service Sub-committee for Youth Service oversight (meet twice yearly or as required).

Meeting Frequency

- Every 6–8 weeks, aligned with budget and reporting cycles.

3. Staffing Committee

Chair: Appointed annually (ideally not the Leader or Mayor)
 Membership: 5 Members
 Reports to: Full Council (and to Management Committee where budgetary implications arise)

Purpose

To oversee all employment-related matters and ensure the Council meets its legal responsibilities as an employer.

Delegated Responsibilities

- Oversee recruitment, appraisal, training and HR policies.
- Recommend staff structure and salary banding.
- Oversee recruitment process and performance review of the Chief Executive Officer/RFO.
- Oversee recruitment and performance review of other staff within approved budgets.
- Deal with grievance and disciplinary matters as required.
- Monitor compliance with employment legislation, pensions, health and safety.

Meeting Frequency

- Quarterly, plus additional meetings as required.

4. Audit & Governance Committee

Chair: Appointed annually (not Chair of another committee)
Membership: 5 Members
Reports to: Full Council

Purpose

To provide independent assurance to Full Council on governance, financial controls, audit and risk management.

Delegated Responsibilities

- Liaise with internal and external auditors.
- Monitor internal controls and the risk register.
- Review the Annual Governance Statement and AGAR.
- Oversee FOI, data protection, standards and governance compliance.
- Provide assurance reports to Full Council.

Meeting Frequency

- Quarterly, aligned with the audit cycle.

5. Planning Committee

Chair: Appointed annually
Membership: 5 Members – Ideally 1 member from each ward; no political proportionality. (Any Member may attend and speak (but not vote) on applications affecting their ward)
Reports to: Full Council where required by statute or policy significance; otherwise operates under delegated authority.

Purpose

To manage the Council's role in planning consultations and neighbourhood planning.

Delegated Responsibilities

- Submit planning responses to the Local Planning Authority.
- Oversee and review the Neighbourhood Plan.
- Respond to planning policy consultations.
- Consider highways, flood resilience and related matters.

Meeting Frequency

- Every 3-4 weeks, with delegated authority to the Chief Executive Officer in consultation with the Chair for urgent matters between meetings.

6. Community, Events & Culture Committee

Chair: Appointed annually
Membership: 5 Members
Reports to: Management Committee

Purpose

To develop and deliver community programmes, cultural initiatives, and civic events that support the social and cultural life of Godalming.

Delegated Responsibilities

- Oversee festivals, markets, arts and cultural events.
- Manage cultural and museum services.
- Liaise with community and cultural organisations.
- Authorise expenditure within approved budgets.

Meeting Frequency

- Quarterly, plus additional meetings as required.

7. Cemeteries & Open Spaces Committee

Chair: Appointed annually
Membership: 5 Members
Reports to: Management Committee

Purpose

To oversee the Council's responsibilities relating to cemeteries, allotments, open spaces, recreation and play areas.

Delegated Responsibilities

- Manage cemeteries, allotments and open spaces.
- Oversee biodiversity, trees and environmental assets.
- Maintain street furniture and recreation facilities.
- Recommend environmental policy priorities to Management Committee.

Meeting Frequency

- Quarterly, plus additional meetings as required.

Closing Note for Members

These draft Terms of Reference demonstrate how the Service Committee model could operate in practice, with:

- clear roles and responsibilities;
- appropriate delegation and safeguards; and
- a structure that supports effective decision-making without overburdening Members.

Appendix C

Impact on Meetings and Members' Time

Purpose of this Appendix

This appendix sets out the practical impact of the proposed Service Committee governance model on meetings and Members' time, compared with the Council's current arrangements.

It is intended to support Members in understanding:

- how often committees would meet;
- how many meetings individual Members would typically attend, and
- how the proposed structure improves the use of Members' time without increasing overall meeting numbers.

Overall Meeting Volume

Under both the current governance structure and the proposed Service Committee model:

- the Council holds approximately 50 formal meetings per year across all committees and Full Council.

The proposed model does not increase the overall number of meetings. The key difference is how those meetings are distributed, and who is expected to attend them.

Current Position

Under the current structure and approved meeting schedule:

- approximately 50 meetings are held each year, and
- all Members are scheduled to attend around 36 of those meetings, regardless of role or committee responsibilities.

This is due to:

- large committee memberships, often close to whole-Council in practice; and
- frequent scheduling of E&P and P&M committees on the same evening.

The impact on Members includes:

- a high and uniform time commitment;
- frequent late evenings with two or more meetings;
- limited opportunity to focus on specific service areas; and
- reduced capacity for preparation and meaningful debate.

Proposed Service Committee Model

Under the proposed Service Committee model:

- meetings are distributed across smaller, role-focused committees;
- Members are appointed to committees aligned to their interests and availability; and
- attendance expectations are clearer and more proportionate.

Typical Member Attendance

Most Members would attend:

- Full Council – approximately 5 meetings per year, plus
- one or two committees, depending on appointments.

This equates to:

- around 19–26 meetings per year for a typical councillor,
- compared with approximately 36 meetings per year under the current structure.

For most Members, this represents a reduction of the number of scheduled meetings they are expected to attend.

Impact on Meeting Nights

Proposed pattern

- One primary meeting per evening.
- Limited, planned pairing of compatible committees only (e.g. Audit/Staffing, Planning/Management).
- Many weeks with no meetings scheduled for most Members.

This improves:

- work–life balance for Members;
- meeting focus and quality of debate; and
- overall sustainability of the Council's governance arrangements.

Impact on Preparation Time

Meeting attendance represents only part of the commitment required of Members.

Under the proposed model:

- Members prepare for fewer, more relevant meetings;
- preparation time is more focused and effective;
- committees are better informed; and
- decisions are clearer and more robust.

Summary

The proposed Service Committee model:

- schedules approx. same number of meetings held by the Council;
- reduces the number of meetings most Members are expected to attend;
- reduces the number of evenings with multiple long meetings; and
- supports better use of Members' time and effort.

Key Takeaway for Members

"The Service Committee model does not mean more meetings. It means fewer meetings for most Members, fewer late nights, and clearer expectations about where Members' time and contribution are most needed."

GODALMING TOWN COUNCIL

Disclosure by a Member¹ 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]² [a registerable interest (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 Interests | Other Registerable Interests (Non-Pecuniary Interests) | Reason |
|------------|---------|---------------------------------|---|--------|
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| | | | | |
| | | | | |
| | | | | |
| | | | | |

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 registerable interest (non-pecuniary interest) is defined by Section 9 of the Godalming Members' Code of Conduct.