

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	

A G E N D A

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:

- i. 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.
- ii. 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.
- iii. 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.
- iv. That Officers be instructed to prepare a comprehensive Scheme of Delegation, including:
 - o committee and Proper Officer delegations;
 - o financial thresholds;
 - o urgency provisions; and
 - o 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 is 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%	

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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

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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				
102 Civic Expenses											
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)				

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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	<u>0</u>	<u>0</u>	<u>0</u>	<u>6,982</u>	<u>6,982</u>	<u>0</u>	<u>6,982</u>			<u>100.0%</u>	<u>0</u>
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	<u>0</u>	<u>200</u>	<u>200</u>	<u>6,217</u>	<u>8,165</u>	<u>1,948</u>	<u>8,565</u>	<u>0</u>	<u>2,348</u>	<u>72.6%</u>	<u>0</u>
Net Income over Expenditure	<u>0</u>	<u>(200)</u>	<u>(200)</u>	<u>765</u>	<u>(1,183)</u>	<u>(1,948)</u>	<u>(1,583)</u>				
<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	<u>0</u>	<u>0</u>	<u>0</u>	<u>3,920</u>	<u>4,610</u>	<u>691</u>	<u>4,610</u>	<u>0</u>	<u>691</u>	<u>85.0%</u>	<u>0</u>
Net Expenditure	<u>0</u>	<u>0</u>	<u>0</u>	<u>(3,920)</u>	<u>(4,610)</u>	<u>(691)</u>	<u>(4,610)</u>				
<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	<u>560</u>	<u>2,330</u>	<u>1,770</u>	<u>26,276</u>	<u>21,125</u>	<u>(5,151)</u>	<u>22,005</u>			<u>119.4%</u>	<u>0</u>

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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)				

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

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Cost Centre Report

	Current Month Actual	Current Month Budget	Current Month Variance	Year To Date Actual	Year To Date Budget	Year To Date Variance	Total Annual Budget	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
<u>109 Ockford Building</u>											
1301 Premises Hire Charges	356	333	(23)	4,054	3,330	(724)	4,000			101.3%	
Ockford Building :- Income	<u>356</u>	<u>333</u>	<u>(23)</u>	<u>4,054</u>	<u>3,330</u>	<u>(724)</u>	<u>4,000</u>			<u>101.3%</u>	<u>0</u>
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	<u>385</u>	<u>473</u>	<u>88</u>	<u>3,251</u>	<u>5,405</u>	<u>2,154</u>	<u>6,351</u>	<u>0</u>	<u>3,100</u>	<u>51.2%</u>	<u>0</u>
Net Income over Expenditure	<u>(29)</u>	<u>(140)</u>	<u>(111)</u>	<u>803</u>	<u>(2,075)</u>	<u>(2,878)</u>	<u>(2,351)</u>				

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Cost Centre Report

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

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Cost Centre Report

	Current Month Actual	Current Month Budget	Current Month Variance	Year To Date Actual	Year To Date Budget	Year To Date Variance	Total Annual Budget	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
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%	

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Cost Centre Report

	Current Month Actual	Current Month Budget	Current Month Variance	Year To Date Actual	Year To Date Budget	Year To Date Variance	Total Annual Budget	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
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)				

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Cost Centre Report

	Current Month Actual	Current Month Budget	Current Month Variance	Year To Date Actual	Year To Date Budget	Year To Date Variance	Total Annual Budget	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
<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

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Cost Centre Report

	Current Month Actual	Current Month Budget	Current Month Variance	Year To Date Actual	Year To Date Budget	Year To Date Variance	Total Annual Budget	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
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%	

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Cost Centre Report

	Current Month Actual	Current Month Budget	Current Month Variance	Year To Date Actual	Year To Date Budget	Year To Date Variance	Total Annual Budget	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
4343 Licensing/PRS	0	0	0	70	500	430	500		430	14.0%	
Bandstand :- Indirect Expenditure	0	125	125	90	1,100	1,010	1,350	0	1,260	6.6%	0
Net Income over Expenditure	0	(125)	(125)	(79)	(1,100)	(1,021)	(1,350)				
<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	2,201	0	(2,201)	10,828	8,387	(2,441)	10,828			100.0%	0
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	4,125	6,510	2,385	67,848	76,249	8,401	89,769	0	21,921	75.6%	0
Net Income over Expenditure	(1,924)	(6,510)	(4,586)	(57,020)	(67,862)	(10,842)	(78,941)				

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	Current Month Actual	Current Month Budget	Current Month Variance	Year To Date Actual	Year To Date Budget	Year To Date Variance	Total Annual Budget	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
<u>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	2,176	3,342	1,166	33,121	32,614	(507)	39,298	0	6,177	84.3%	0
Net Expenditure	(2,176)	(3,342)	(1,166)	(33,121)	(32,614)	507	(39,298)				
<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	0	0	0	0	0	0	0	0	0		5,395
Net Expenditure	0	0	0	0	0	0	0				
5200 plus Transfer from EMR	0	0	0	5,395	0	(5,395)	0				
Movement to/(from) Gen Reserve	0	0	0	5,395	0	(5,395)	0				

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	Current Month Actual	Current Month Budget	Current Month Variance	Year To Date Actual	Year To Date Budget	Year To Date Variance	Total Annual Budget	Committed Expenditure	Funds Available	% Spent	Transfer to/from EMR
<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)	0	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%	

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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)				

Continued over page

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
414 Mayors Charity 2025 - R Crooks											
1304 Donations	0	0	0	1,435	0	(1,435)	0			0.0%	32,320
Mayors Charity 2025 - R Crooks :- Income	0	0	0	1,435	0	(1,435)	0				32,320
Net Income	0	0	0	1,435	0	(1,435)	0				
415 Mayors Charity 2024 - P Rivers											
1304 Donations	0	0	0	38	0	(38)	0			0.0%	
Mayors Charity 2024 - P Rivers :- Income	0	0	0	38	0	(38)	0				0
4900 Miscellaneous Expenses	0	0	0	1,007	0	(1,007)	0		(1,007)	0.0%	
Mayors Charity 2024 - P Rivers :- Indirect Expenditure	0	0	0	1,007	0	(1,007)	0	0	(1,007)		0
Net Income over Expenditure	0	0	0	(968)	0	968	0				
416 Community Store											
1304 Donations	300	0	(300)	3,710	0	(3,710)	0			0.0%	
Community Store :- Income	300	0	(300)	3,710	0	(3,710)	0				0
4900 Miscellaneous Expenses	1,510	0	(1,510)	3,410	0	(3,410)	0		(3,410)	0.0%	
Community Store :- Indirect Expenditure	1,510	0	(1,510)	3,410	0	(3,410)	0	0	(3,410)		0
Net Income over Expenditure	(1,210)	0	1,210	300	0	(300)	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
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

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.