

## GODALMING TOWN COUNCIL

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6 March 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, 12 MARCH 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](mailto:office@godalming-tc.gov.uk)

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

Committee Members:	Councillor Follows – Chair Councillor Weightman – Vice Chair
Councillor Adam	Councillor 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 19 February 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 28 February 2026 (report attached for the information of Members).

8. TENANCY AGREEMENTS – RENTERS' RIGHTS ACT 2026

**Recommendation:**

**Members are asked to note that, in response to the Renters' Rights Act coming into force on 1 May 2026, the Council will be updating its residential tenancy agreements to assured periodic tenancy agreements for its Lodge properties to ensure full legal compliance and sound governance.**

**Background**

The Renters' Rights Act introduces significant reforms to residential letting arrangements in England, effective from 1 May 2026.

The principal changes include:

- abolition of the Assured Shorthold Tenancy (AST) model;
- removal of Section 21 "no-fault" possession;
- introduction of assured periodic tenancies as the default form of tenancy; and
- rent increases governed by statutory procedure rather than contractual review clauses.

The Council lets its Lodge properties on the open market and therefore falls within the scope of this legislation.

Although existing tenancies will transition under the new statutory framework, it is considered prudent and in keeping with good governance for the Council to proactively update its tenancy documentation to ensure clarity, legal compliance and administrative consistency.

### **Revised Tenancy Agreements**

The Council's residential tenancy agreements will be updated to reflect the new legislative framework. The revised agreements:

- operate as assured periodic tenancies from commencement;
- remove references to fixed terms and break clauses;
- remove reliance on Section 21 possession;
- restrict possession to statutory grounds contained within Schedule 2 of the Housing Act 1988 (as amended); and
- align rent review provisions with the statutory rent increase procedure applicable to periodic tenancies.

The practical day-to-day management of the Lodge properties will remain unchanged. The amendments are administrative and legal in nature rather than policy-driven.

### **Risk Implications**

The primary risk addressed by this update is legal non-compliance. Failure to amend tenancy documentation in line with the new statutory framework could expose the Council to:

- procedural challenge in possession proceedings;
- delay in enforcement action where justified; and
- increased likelihood of administrative error.

By implementing revised agreements the Council mitigates the risk of relying on outdated statutory provisions and ensures that future tenancy management actions are legally robust.

Whilst the removal of Section 21 reduces landlord flexibility, statutory possession grounds remain available where appropriate.

### **Financial Implications**

There are no direct additional costs associated with updating the tenancy agreements.

The Council retains the ability to review and increase rents annually in accordance with statutory requirements. The changes formalise the process by which rent increases must be implemented.

Updating the agreements reduces potential financial exposure arising from defective documentation or procedural error.

### **Equality Implications**

The revision of tenancy agreements does not alter access to housing or introduce new eligibility criteria.

The updated agreements ensure compliance with national legislation intended to provide greater security and fairness within the private rented sector. The Council will continue to operate in accordance with the Equality Act 2010 and its Public Sector Equality Duty. No adverse equality impacts have been identified.

## **9. REVIEW OF COMMITTEE STRUCTURE – REVISED GOVERNANCE STRUCTURE, TERMS OF REFERENCE AND SCHEME OF DELEGATION – SERVICE COMMITTEE MODEL**

### **Recommendations:**

**The Policy & Management Committee is asked to resolve to:**

- a. **Agree the revised Scheme of Delegation (March 2026 version), which if adopted by Annual Council, will be used to support the Service Committee model of governance.**
- b. **Agree that consequential amendments to Standing Orders, Financial Regulations and other governance policies and procedures as necessary to implement the Service Committee model be brought forward for approval.**

## **1. Purpose of Report**

To present to Members a revised Scheme of Delegation reflecting:

- the Council's resolution of 19 February 2026 approving Option B (Hybrid/Service Committee Model), as amended to include a Youth Service Committee;
- the requirement to prepare a comprehensive Scheme of Delegation to support implementation of the revised governance structure;
- the introduction of a formal Reporting & Escalation Framework;
- the introduction of a structured Call-In Mechanism; and
- the reallocation of cost centres and financial responsibilities under the Service Committee model.

The Committee is asked to consider and recommend adoption to Full Council.

## **2. Background**

At its meeting on 19 February 2026, the Council resolved to approve Option B (Hybrid/Service Committee Model), subject to amendment to include the establishment of a Youth Service Committee and a review after nine months' of operation.

The Council further instructed the Chief Executive Officer to prepare:

- a comprehensive Scheme of Delegation; and
- necessary revisions to Standing Orders to support implementation.

The draft Scheme of Delegation (attached for the information of Members) replaces the existing Scheme in full, rather than amending it piecemeal, to ensure clarity, coherence and internal consistency. Necessary revisions to Standing Orders and other governance documents will follow from approval of the Scheme of Delegation.

## **3. Summary of Key Structural Changes**

### 3.1 Committee Structure

- Reflects the Service Committee model.
- Incorporates the Youth Service Committee.
- Clarifies the role of the Leader of the Council.
- Formally designates the Deputy Chief Officer as Deputy Proper Officer (to be mirrored in Standing Orders).

### 3.2 Staffing Separation

- Allocates all staffing nominal codes across all cost centres to the Staffing Committee.
- Preserves operational service oversight for Service Committees.
- Reinforces that line management rests with the Chief Executive Officer.

### 3.3 Financial Discipline

- Introduces clear virement thresholds:
  - Up to £3,000 within a cost centre (Service Committee).
  - Above £3,000 or between cost centres (Management Committee).
- Centralises control of Ear Marked Reserves:
  - Management Committee up to £50,000.
  - Full Council above £50,000.
- Requires Full Council approval for any use of the General Reserve.

### 3.4 Cost Centre Allocation

Table 1 of the Scheme allocates each cost centre to a specific Committee, ensuring:

- clear accountability;
- avoidance of duplication;
- corporate control of capital and property assets; and
- proper separation between staffing and operational budgets.

### 3.5 Call-In Mechanism

A structured Call-In provision has been introduced:

- triggered within five clear working days of publication of draft minutes;
- requires one third of total Council membership;
- validated by the CEO in consultation with the Mayor and Leader; and
- suspends implementation pending Full Council determination.

This mechanism provides safeguard without undermining delegated authority.

## **4. Governance Implications**

The revised Scheme:

- strengthens corporate financial oversight;
- clarifies Member and Officer roles;
- protects reserves integrity;
- prevents informal operational direction by Members;
- enhances transparency and accountability; and
- allows for alignment of Standing Orders, Financial Regulations and Committee Terms of Reference.

The Scheme has been drafted to be practical and workable in day-to-day administration, not merely theoretical.

## **5. Financial Implications**

There are no immediate financial implications arising from adoption of the Scheme itself.

The revised structure clarifies existing budget management arrangements and strengthens reserve control but does not alter the approved 2025/26 budget.

## **6. Legal Implications**

The Scheme has been drafted to ensure compliance with:

- Local Government Act 1972;
- Local Government and Housing Act 1989; and
- relevant financial governance standards for parish councils.

Full Council remains the sovereign decision-making body, and no executive authority is created.

## **7. Next Steps (If Approved)**

If agreed by this Committee:

- a. Standing Orders will be amended to:
  - designate the Deputy Chief Officer as Deputy Proper Officer; and
  - cross-reference the Call-In Mechanism.

- b. Financial Regulations will be updated to align with:
  - o virement thresholds; and
  - o reserve control provisions.
- c. Committee Terms of Reference will be updated to reflect cost centre allocations.

10. POLICY DOCUMENT REVIEW

Members are requested to review the policy document listed below and if agreed to resolve to recommend adoption by Full Council.

[Exercise of Employer Discretions](#)

11. LGR & COMMUNITY ASSET TRANSFERS – UPDATE

Members to receive an update regarding the current progress of Community Asset Transfers from the Chair of the LGR Working Group (updated LGR CAT Status grid attached for the information of Members). Members to consider revised CAT submissions for the Godalming Community Store and Band Room (attached for the information of Members).

Following on from the P&M meeting of 12 March, the LGR groups considered the benefit of writing to WBC to seek progress following the 23 October 2025 meeting with the WBC Asset Management Team regarding Holloway Hill Recreation Ground. A draft letter is attached for Members consideration.

Additionally, Members to receive response from the Ministry of Housing, Community and Local Government regarding GTC's letter of 2 February 2026 seeking support for the anticipated cost increase of the 2027 Town & Parish elections (letter attached for the information of Members).

12. UK TOWN OF CULTURE 2028 – EXPRESSION OF INTEREST

Following the decision of Council to support a submission of an Expression of Interest (EOI) for Godalming to be considered as the UK Town of Culture 2028 (Min No 533-25 refers), the Community & Communications Officer has sought views and expressions of support from a range of community art, culture and performing groups. Members to receive an update on the level of support received for Godalming's EOI and are requested to confirm whether they wish Officers to proceed to submit the EOI to the department of Culture, Media & Sport.

13. UPCOMING EVENTS

Members to note the following upcoming event(s):

<b>Date</b>	<b>Event</b>
Thursday, 19 March	Annual Town Meeting
Saturday, 4 April	Spring Festival

14. TOWN COUNCIL REPRESENTATION ON EXTERNAL BODIES

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

15. COMMUNICATIONS ARISING FROM THIS MEETING

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

16. DATE OF NEXT MEETING

The next meeting of the Policy & Management Committee is scheduled to be held in the Council Chamber on Thursday, 23 April 2026 at 7.00pm or at the conclusion of the preceding Environment & Planning Committee meeting, whichever is later.

17. ANNOUNCEMENTS

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

## 7. BUDGET MONITORING REPORT

Members to consider a budget monitoring report to 28 February 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).

<b>Cost Centre</b>	<b>Year-to-date Variance</b>	<b>Projected Variance @ Year End</b>
Head Office Costs	£7350/s	On budget
Civic Expenses	£3,782 u/s	On budget
Street Scene	£2,148 u/s	On budget
Staycation	£691 u/s	On budget
Festivals & Markets	£4,798 u/s	£4,000 u/s
Christmas Lights	£3,414 u/s	£2,500 u/s
Ockford Building	£2,388 u/s	£2,500 u/s (VOA decision favourable)
Local Government Reorganisation	£0 o/s	£0 (EMR Funded)
BWP Youth Centre	£7,295 u/s	On budget
Pepperpot	£1,459 o/s	£2,000 o/s
The Square	£3,833 o/s	On budget
Allotments	£171 u/s	On budget
Wilfrid Noyce Community Centre	£1,548 u/s	On budget
Bandstand	£1,146 u/s	On budget
Godalming Museum	£11,525 u/s	£3,000 u/s
Public Conveniences	£1,619 o/s	On budget
Crown Court Toilets	£0 (CIL Funded)	£0 (CIL Funded)
Broadwater Park Extension	£0	£0
Pepperpot External Redecoration	£188,568 o/s	£81,254 o/s (EMR funded)
Cemeteries	£76,054 u/s	£72,000 u/s
<b>TOTAL</b>	<b>£81,254o/s</b>	<b>@ £746 u/s</b>

### **Commentary**

The monitoring report shows a current variance of £81,254 overspent against the profiled revised estimate budget. This is driven by the refurbishment costs. The predicted year end is £746 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 (+£76,054)** – The most significant favourable variance, driven by strong income from interments and grave purchases, alongside controlled expenditure.
- **BWP Youth Centre (+£7,295)** – Strong grant income and continued control of staffing and programme costs have resulted in a current underspend.
- **Wilfrid Noyce Centre (+£1,548)** – Despite loss of significant daytime user, expenditure control should ensure the WNC breaks even.
- **Festivals, Markets & Events (+£4,798)** – On target income from events and careful cost control have delivered a favourable position.
- **Civic Expenses (+£3,782)** Expenditure remains below profile, with lower-than-anticipated spend on training, hospitality and professional support.
- **Godalming Museum (+£11,525)** Early payment of the current quarter rent puts income ahead of profile, whilst changes in staffing arrangements have affected salary profile.

- **Ockford Building (+£2,388)** – 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 (-£3,833)** – This a timing issue related to the due date for the quarterly rent payment.
- **Pepperpot External Redecoration (-£188,568)** This is a timing issue related to the internal movement of funding from Ear Marked Reserves to revenue account.

#### **Conclusion**

The Month 11 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.

The Committee is asked to note the contents of this report.

#### **STATEMENT OF GENERAL AND EARMARKED RESERVES 28 FEBRUARY 2026**

		<b>Opening Balance 1 April 2025</b>	<b>Net Transfers to EMR</b>	<b>Closing Balance 31 January 2026</b>
<b>Unallocated Reserve</b>		<b>£</b>	<b>£</b>	<b>£</b>
1	Revenue Reserve	969,448		685,499.77
<b>GTC Unallocated Reserves</b>		<b>969,448</b>		<b>685,499.77 (a)</b>
<b>Earmarked Reserves</b>				
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	-59,900	0
8	Professional Fees	17,000	-17,000	0
9	Flood Alleviation	6,000		6,000
10	Mayors Charity (P Rivers)	2,011.90	-2,011.90	0
11	Local Gov't Reorganisation	0	+86,177.89	86,177.89
<b>Sub-total GTC Earmarked Reserves</b>		<b>380,807</b>		<b>448,799.14 (b)</b>
12	Community Infrastructure Levy	455,589.09	-243,339.22	212,249.87 (c)
<b>Total Earmarked Reserves</b>		<b>836,396</b>		<b>b+c = 661,049.01 (d)</b>
<b>Balances</b>		<b>1,805,844</b>		<b>a+d = 1,346,548.78</b>

## Detailed Income &amp; Expenditure by Phased Budget Heading 28/02/2026

Month No: 11

## 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	5,098	4,425	(673)	54,512	48,775	(5,737)	53,000			102.9%	
Head Office Costs :- Income	<b>5,098</b>	<b>4,425</b>	<b>(673)</b>	<b>1,342,504</b>	<b>1,285,166</b>	<b>(57,338)</b>	<b>1,289,391</b>			<b>104.1%</b>	<b>0</b>
4001 Salaries	25,355	21,860	(3,495)	238,548	241,437	2,889	263,297	24,749		90.6%	
4002 Employer's NIC	3,365	2,890	(475)	31,614	27,012	(4,602)	29,902	(1,712)		105.7%	
4003 Employer's Superannuation	4,488	3,865	(623)	42,052	40,494	(1,558)	44,359	2,307		94.8%	
4011 Staff Training	0	318	318	3,114	2,182	(932)	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	561	126	612	177		71.0%	
4101 Repair/Alteration of Buildings	0	0	0	335	0	(335)	0	(335)		0.0%	
4102 Property Maintenance	41	200	159	290	1,000	710	1,200	910		24.1%	
4103 Maintenance Contracts	79	196	117	2,346	2,156	(190)	2,352	6		99.7%	
4111 Energy Costs	471	510	39	2,730	5,610	2,880	6,120	3,390		44.6%	
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	(4)	26	30	329	374	45	400	71		82.2%	
4151 Fixtures & Fittings	0	0	0	17	0	(17)	0	(17)		0.0%	
4161 Cleaning	0	501	501	3,590	3,843	253	4,344	754		82.6%	
4162 Waste Removal	348	51	(297)	1,120	699	(421)	750	(370)		149.3%	

## Detailed Income &amp; Expenditure by Phased Budget Heading 28/02/2026

Month No: 11

## 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	0	31	31	524	619	95	650		126	80.6%	
4201 Public Transport	0	0	0	6	0	(6)	0		(6)	0.0%	
4202 Car Allowances	0	120	120	1,157	1,320	163	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	30	0	(30)	1,946	1,000	(946)	1,500		(446)	129.7%	
4304 Catering & Hospitality	0	58	58	48	192	144	250		202	19.1%	
4306 Printing	0	183	183	893	1,557	664	1,740		847	51.3%	
4307 Stationery	193	408	215	4,166	3,588	(578)	3,996		(170)	104.2%	
4308 General Office Expense	0	0	0	0	(130)	(130)	125		125	0.0%	
4311 Professional Fees - Legal	0	417	417	661	2,083	1,422	2,500		1,839	26.4%	
4313 Professional Fees - Other	260	683	423	30,813	24,317	(6,496)	25,000		(5,813)	123.3%	
4314 Audit Fees	0	0	0	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	8	46	38	216	254	38	300		84	72.1%	
4322 Postage	0	84	84	647	716	70	800		154	80.8%	
4323 Telephones & Broadband	316	238	(78)	2,974	2,951	(23)	3,189		215	93.2%	
4324 Do Not Use (Prev Broadband)	0	0	0	40	0	(40)	0		(40)	0.0%	
4325 Computing	777	1,265	488	22,916	24,735	1,819	26,000		3,084	88.1%	
4326 Website	154	204	50	1,110	1,380	270	1,584		474	70.1%	
4327 Publicity Advertising	195	0	(195)	195	0	(195)	0		(195)	0.0%	
4341 Grants	2,440	1,633	(807)	58,894	63,467	4,573	65,100		6,206	90.5%	
4342 Subscriptions	1,172	0	(1,172)	6,171	4,993	(1,178)	6,000		(171)	102.9%	
4343 Licensing/PRS	0	0	0	0	122	122	122		122	0.0%	

## Detailed Income &amp; Expenditure by Phased Budget Heading 28/02/2026

Month No: 11

## 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
4900 Miscellaneous Expenses	(37)	165	202	787	1,816	1,029	1,981		1,194	39.7%	138,127
4901 Misc Exps funded frm Reserves	3,081	0	(3,081)	305,374	179,749	(125,625)	179,749		(125,625)	169.9%	69,029
6000 Debt Charges - Principal	5,895	5,702	(193)	35,608	34,501	(1,107)	34,501		(1,107)	103.2%	
6001 Debt Charges - Interest	5,394	5,587	193	42,096	43,202	1,106	43,202		1,106	97.4%	
Head Office Costs :- Indirect Expenditure	<b>54,021</b>	<b>47,292</b>	<b>(6,729)</b>	<b>878,811</b>	<b>749,513</b>	<b>(129,298)</b>	<b>789,308</b>	<b>0</b>	<b>(89,503)</b>	<b>111.3%</b>	<b>207,156</b>
<b>Net Income over Expenditure</b>	<b>(48,923)</b>	<b>(42,867)</b>	<b>6,056</b>	<b>463,694</b>	<b>535,653</b>	<b>71,959</b>	<b>500,083</b>				
5200 plus Transfer from EMR	3,081	0	(3,081)	305,374	0	(305,374)	0				
5201 less Transfer to EMR	0	0	0	50,930	0	(50,930)	0				
<b>Movement to/(from) Gen Reserve</b>	<b>(45,842)</b>	<b>(42,867)</b>	<b>2,975</b>	<b>718,138</b>	<b>535,653</b>	<b>(284,345)</b>	<b>500,083</b>				
<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	417	133	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	108	350	242	2,584	3,850	1,266	4,200		1,616	61.5%	
4327 Publicity Advertising	0	0	0	1,463	1,300	(163)	1,600		137	91.4%	
4332 Mayor's Expenses	0	112	112	0	1,232	1,232	1,344		1,344	0.0%	
4334 Members' Training	0	100	100	40	700	660	800		760	5.0%	

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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
4900 Miscellaneous Expenses	0	82	82	2,126	2,418	292	2,500		374	85.0%	
Civic Expenses :- Indirect Expenditure	<b>108</b>	<b>727</b>	<b>619</b>	<b>8,053</b>	<b>11,835</b>	<b>3,782</b>	<b>13,112</b>	<b>0</b>	<b>5,059</b>	<b>61.4%</b>	<b>0</b>
<b>Net Expenditure</b>	<b>(108)</b>	<b>(727)</b>	<b>(619)</b>	<b>(8,053)</b>	<b>(11,835)</b>	<b>(3,782)</b>	<b>(13,112)</b>				
<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	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,982</b>	<b>6,982</b>	<b>0</b>	<b>6,982</b>			<b>100.0%</b>	<b>0</b>
4102 Property Maintenance	0	200	200	6,091	5,865	(226)	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	<b>0</b>	<b>200</b>	<b>200</b>	<b>6,217</b>	<b>8,365</b>	<b>2,148</b>	<b>8,565</b>	<b>0</b>	<b>2,348</b>	<b>72.6%</b>	<b>0</b>
<b>Net Income over Expenditure</b>	<b>0</b>	<b>(200)</b>	<b>(200)</b>	<b>765</b>	<b>(1,383)</b>	<b>(2,148)</b>	<b>(1,583)</b>				
<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	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,920</b>	<b>4,610</b>	<b>691</b>	<b>4,610</b>	<b>0</b>	<b>691</b>	<b>85.0%</b>	<b>0</b>
<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(3,920)</b>	<b>(4,610)</b>	<b>(691)</b>	<b>(4,610)</b>				

## Detailed Income &amp; Expenditure by Phased Budget Heading 28/02/2026

Month No: 11

## 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>106 Festivals, Markets &amp; Events</u>											
1303 Other customer/client receipts	195	440	245	24,964	18,332	(6,632)	18,772			133.0%	
1304 Donations	0	0	0	1,506	3,233	1,727	3,233			46.6%	
Festivals, Markets & Events :- Income	<b>195</b>	<b>440</b>	<b>245</b>	<b>26,471</b>	<b>21,565</b>	<b>(4,906)</b>	<b>22,005</b>			<b>120.3%</b>	<b>0</b>
4001 Salaries	0	0	0	0	2,589	2,589	2,589	2,589	2,589	0.0%	
4002 Employer's NIC	0	0	0	0	388	388	388	388	388	0.0%	
4003 Employer's Superannuation	0	0	0	0	451	451	451	451	451	0.0%	
4013 Other Staff Expenses	0	0	0	9	0	(9)	0	(9)	(9)	0.0%	
4162 Waste Removal	0	0	0	845	1,100	255	1,100	255	255	76.9%	
4163 Domestic Supplies	0	0	0	116	0	(116)	0	(116)	(116)	0.0%	
4164 Workshop Consumables	0	0	0	19	0	(19)	0	(19)	(19)	0.0%	
4171 Grounds Maintenance Costs	0	0	0	25	0	(25)	0	(25)	(25)	0.0%	
4203 Other Transport Costs	0	0	0	11	0	(11)	0	(11)	(11)	0.0%	
4301 Equipment	0	0	0	2,966	3,192	226	3,192	226	226	92.9%	
4303 Materials	0	0	0	60	0	(60)	0	(60)	(60)	0.0%	
4304 Catering & Hospitality	0	0	0	228	460	232	460	232	232	49.5%	
4306 Printing	0	0	0	510	330	(180)	330	(180)	(180)	154.5%	
4313 Professional Fees - Other	0	0	0	3,710	3,200	(510)	3,200	(510)	(510)	115.9%	
4327 Publicity Advertising	1,025	366	(659)	5,372	4,026	(1,346)	4,392	(980)	(980)	122.3%	
4343 Licensing/PRS	0	0	0	951	600	(351)	600	(351)	(351)	158.5%	
4900 Miscellaneous Expenses	0	100	100	4,021	2,400	(1,621)	2,500	(1,521)	(1,521)	160.9%	
Festivals, Markets & Events :- Indirect Expenditure	<b>1,025</b>	<b>466</b>	<b>(559)</b>	<b>18,843</b>	<b>18,736</b>	<b>(107)</b>	<b>19,202</b>	<b>0</b>	<b>359</b>	<b>98.1%</b>	<b>0</b>
<b>Net Income over Expenditure</b>	<b>(830)</b>	<b>(26)</b>	<b>804</b>	<b>7,627</b>	<b>2,829</b>	<b>(4,798)</b>	<b>2,803</b>				

## Detailed Income &amp; Expenditure by Phased Budget Heading 28/02/2026

Month No: 11

## 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>108 Christmas Lights</u>											
4313 Professional Fees - Other	0	0	0	46,286	49,700	3,414	49,700		3,414	93.1%	
Christmas Lights :- Indirect Expenditure	<u>0</u>	<u>0</u>	<u>0</u>	<u>46,286</u>	<u>49,700</u>	<u>3,414</u>	<u>49,700</u>	<u>0</u>	<u>3,414</u>	<u>93.1%</u>	<u>0</u>
<b>Net Expenditure</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>(46,286)</u>	<u>(49,700)</u>	<u>(3,414)</u>	<u>(49,700)</u>				
<u>109 Ockford Building</u>											
1301 Premises Hire Charges	0	333	333	4,054	3,663	(391)	4,000			101.3%	
Ockford Building :- Income	<u>0</u>	<u>333</u>	<u>333</u>	<u>4,054</u>	<u>3,663</u>	<u>(391)</u>	<u>4,000</u>			<u>101.3%</u>	<u>0</u>
4102 Property Maintenance	0	75	75	710	681	(29)	756		46	94.0%	
4103 Maintenance Contracts	0	155	155	414	649	235	804		390	51.5%	
4111 Energy Costs	201	110	(91)	1,982	1,210	(772)	1,320		(662)	150.1%	
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	363	363	396		396	0.0%	
4151 Fixtures & Fittings	0	0	0	22	0	(22)	0		(22)	0.0%	
4162 Waste Removal	288	75	(213)	315	(75)	(390)	0		(315)	0.0%	
4163 Domestic Supplies	0	25	25	63	275	212	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	140	0	(140)	767	600	(167)	600		(167)	127.8%	
4343 Licensing/PRS	0	0	0	130	0	(130)	0		(130)	0.0%	
Ockford Building :- Indirect Expenditure	<u>629</u>	<u>473</u>	<u>(156)</u>	<u>3,881</u>	<u>5,878</u>	<u>1,997</u>	<u>6,351</u>	<u>0</u>	<u>2,470</u>	<u>61.1%</u>	<u>0</u>
<b>Net Income over Expenditure</b>	<u>(629)</u>	<u>(140)</u>	<u>489</u>	<u>173</u>	<u>(2,215)</u>	<u>(2,388)</u>	<u>(2,351)</u>				

## Detailed Income &amp; Expenditure by Phased Budget Heading 28/02/2026

Month No: 11

## 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	<b>0</b>	<b>0</b>	<b>0</b>	<b>13,822</b>	<b>0</b>	<b>(13,822)</b>	<b>0</b>	<b>0</b>	<b>(13,822)</b>		<b>9,962</b>
<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(13,822)</b>	<b>0</b>	<b>13,822</b>	<b>0</b>				
5200 plus Transfer from EMR	0	0	0	13,822	0	(13,822)	0				
<b>Movement to/(from) Gen Reserve</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>				
<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	<b>0</b>	<b>0</b>	<b>0</b>	<b>858</b>	<b>0</b>	<b>(858)</b>	<b>0</b>	<b>0</b>	<b>(858)</b>		<b>0</b>
<b>Net Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(858)</b>	<b>0</b>	<b>858</b>	<b>0</b>				
<u>201 BWP Youth &amp; Community Centre</u>											
1201 Grants - SCC	0	0	0	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	0	450	450	10,046	7,550	(2,496)	8,000			125.6%	

## Detailed Income &amp; Expenditure by Phased Budget Heading 28/02/2026

Month No: 11

## 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	<b>0</b>	<b>450</b>	<b>450</b>	<b>24,021</b>	<b>18,455</b>	<b>(5,566)</b>	<b>18,905</b>			<b>127.1%</b>	<b>0</b>
4001 Salaries	19,502	19,092	(410)	206,941	210,008	3,067	229,100		22,159	90.3%	
4002 Employer's NIC	2,286	2,227	(59)	24,403	24,492	89	26,719		2,316	91.3%	
4003 Employer's Superannuation	3,195	3,379	184	28,439	29,621	1,182	33,000		4,561	86.2%	
4011 Staff Training	0	318	318	3,121	1,682	(1,439)	2,000		(1,121)	156.1%	
4012 Recruitment Advertising	0	41	41	0	459	459	500		500	0.0%	
4102 Property Maintenance	129	153	24	3,239	2,347	(892)	2,500		(739)	129.6%	
4103 Maintenance Contracts	40	150	110	2,391	2,370	(21)	2,520		129	94.9%	
4111 Energy Costs	679	408	(271)	3,804	4,488	684	4,896		1,092	77.7%	
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	(1)	59	60	432	841	409	900		468	48.0%	
4151 Fixtures & Fittings	50	0	(50)	245	0	(245)	0		(245)	0.0%	
4161 Cleaning	2,890	795	(2,095)	13,306	12,245	(1,061)	13,040		(266)	102.0%	
4162 Waste Removal	279	83	(196)	1,338	989	(349)	1,072		(266)	124.8%	
4163 Domestic Supplies	6	15	9	158	165	7	180		22	87.9%	
4171 Grounds Maintenance Costs	0	29	29	496	691	195	720		224	68.9%	
4202 Car Allowances	0	0	0	18	20	3	40		23	43.8%	
4204 Vehicle Fuel Costs	0	42	42	281	208	(73)	250		(31)	112.2%	
4205 Vehicle Costs (exc Fuel)	0	200	200	1,668	2,200	532	2,400		732	69.5%	
4301 Equipment	120	0	(120)	1,993	48	(1,945)	48		(1,945)	4152.1%	
4305 Clothes, Uniform & Laundry	0	0	0	454	746	292	746		292	60.9%	

## Detailed Income &amp; Expenditure by Phased Budget Heading 28/02/2026

Month No: 11

## 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	121	(728)	132		(717)	643.2%	
4323 Telephones & Broadband	128	146	18	1,981	2,278	297	2,424		443	81.7%	
4325 Computing	446	179	(267)	2,463	1,969	(494)	2,148		(315)	114.7%	
4900 Miscellaneous Expenses	13	40	27	375	200	(175)	240		(135)	156.1%	
7100 Youth Programmes	898	970	72	8,669	10,680	2,011	11,650		2,981	74.4%	
7300 HAF	180	0	(180)	5,372	5,650	278	5,650		278	95.1%	
7305 HAF - Food & Cooking	0	0	0	1,253	1,100	(153)	1,100		(153)	113.9%	
BWP Youth & Community Centre :- Indirect Expenditure	<b>30,839</b>	<b>28,337</b>	<b>(2,502)</b>	<b>316,673</b>	<b>318,402</b>	<b>1,729</b>	<b>346,759</b>	<b>0</b>	<b>30,086</b>	<b>91.3%</b>	<b>0</b>
<b>Net Income over Expenditure</b>	<b>(30,839)</b>	<b>(27,887)</b>	<b>2,952</b>	<b>(292,652)</b>	<b>(299,947)</b>	<b>(7,295)</b>	<b>(327,854)</b>				
<u>202 Pepperpot</u>											
1301 Premises Hire Charges	0	717	717	5,499	6,783	1,284	7,500			73.3%	
Pepperpot :- Income	<b>0</b>	<b>717</b>	<b>717</b>	<b>5,499</b>	<b>6,783</b>	<b>1,284</b>	<b>7,500</b>			<b>73.3%</b>	<b>0</b>
4102 Property Maintenance	1,360	100	(1,260)	1,853	500	(1,353)	600		(1,253)	308.8%	
4103 Maintenance Contracts	0	100	100	269	500	231	600		331	44.8%	
4111 Energy Costs	0	221	221	2,114	2,431	317	2,652		538	79.7%	
4131 Rates	0	0	0	419	419	(0)	419		(0)	100.0%	
4161 Cleaning	709	315	(394)	2,835	2,541	(294)	2,856		21	99.3%	
4302 Furniture	0	0	0	0	600	600	600		600	0.0%	
4323 Telephones & Broadband	80	60	(20)	792	1,044	252	1,104		312	71.7%	
4343 Licensing/PRS	0	0	0	0	72	72	72		72	0.0%	
Pepperpot :- Indirect Expenditure	<b>2,149</b>	<b>796</b>	<b>(1,353)</b>	<b>8,282</b>	<b>8,107</b>	<b>(175)</b>	<b>8,903</b>	<b>0</b>	<b>621</b>	<b>93.0%</b>	<b>0</b>
<b>Net Income over Expenditure</b>	<b>(2,149)</b>	<b>(79)</b>	<b>2,070</b>	<b>(2,783)</b>	<b>(1,324)</b>	<b>1,459</b>	<b>(1,403)</b>				

## Detailed Income &amp; Expenditure by Phased Budget Heading 28/02/2026

Month No: 11

## 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	11	1,050	1,039	7,718	11,550	3,833	12,600			61.3%	
1303 Other customer/client receipts	0	0	0	1,998	1,998	0	1,998			100.0%	
The Square :- Income	<b>11</b>	<b>1,050</b>	<b>1,039</b>	<b>9,715</b>	<b>13,548</b>	<b>3,833</b>	<b>14,598</b>			<b>66.6%</b>	<b>0</b>
4315 Insurance	0	0	0	1,998	1,998	0	1,998		0	100.0%	
The Square :- Indirect Expenditure	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,998</b>	<b>1,998</b>	<b>0</b>	<b>1,998</b>	<b>0</b>	<b>0</b>	<b>100.0%</b>	<b>0</b>
<b>Net Income over Expenditure</b>	<b>11</b>	<b>1,050</b>	<b>1,039</b>	<b>7,718</b>	<b>11,550</b>	<b>3,833</b>	<b>12,600</b>				
<u>204 Allotments</u>											
1302 Rents	0	0	0	2,738	2,900	162	2,900			94.4%	
Allotments :- Income	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,738</b>	<b>2,900</b>	<b>162</b>	<b>2,900</b>			<b>94.4%</b>	<b>0</b>
4102 Property Maintenance	0	0	0	74	0	(74)	300		226	24.7%	
4141 Water Services	38	20	(18)	384	412	28	432		48	89.0%	
4171 Grounds Maintenance Costs	469	0	(469)	2,121	2,500	380	3,000		880	70.7%	
Allotments :- Indirect Expenditure	<b>507</b>	<b>20</b>	<b>(487)</b>	<b>2,579</b>	<b>2,912</b>	<b>333</b>	<b>3,732</b>	<b>0</b>	<b>1,153</b>	<b>69.1%</b>	<b>0</b>
<b>Net Income over Expenditure</b>	<b>(507)</b>	<b>(20)</b>	<b>487</b>	<b>159</b>	<b>(12)</b>	<b>(171)</b>	<b>(832)</b>				
<u>205 Wilfrid Noyce Community Centre</u>											
1301 Premises Hire Charges	0	3,855	3,855	38,960	42,405	3,445	46,260			84.2%	
1303 Other customer/client receipts	0	0	0	431	0	(431)	0			0.0%	
Wilfrid Noyce Community Centre :- Income	<b>0</b>	<b>3,855</b>	<b>3,855</b>	<b>39,391</b>	<b>42,405</b>	<b>3,014</b>	<b>46,260</b>			<b>85.2%</b>	<b>0</b>

## Detailed Income &amp; Expenditure by Phased Budget Heading 28/02/2026

Month No: 11

## 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	0	445	445	4,004	6,555	2,551	7,000		2,996	57.2%	
4103 Maintenance Contracts	79	791	712	5,247	2,709	(2,538)	3,500		(1,747)	149.9%	
4111 Energy Costs	1,162	1,016	(146)	7,166	11,176	4,010	12,192		5,026	58.8%	
4131 Rates	0	0	0	1,945	1,945	(0)	1,945		(0)	100.0%	
4141 Water Services	157	121	(36)	1,071	1,079	8	1,200		129	89.3%	
4161 Cleaning	4,961	1,400	(3,561)	22,711	18,445	(4,266)	19,845		(2,866)	114.4%	
4162 Waste Removal	112	130	18	1,172	2,370	1,198	2,500		1,328	46.9%	
4163 Domestic Supplies	0	29	29	171	271	100	300		129	56.9%	
4164 Workshop Consumables	0	0	0	4	0	(4)	0		(4)	0.0%	
4301 Equipment	0	250	250	0	2,750	2,750	3,000		3,000	0.0%	
4323 Telephones & Broadband	80	100	20	1,001	1,400	399	1,500		499	66.7%	
4343 Licensing/PRS	0	0	0	429	650	221	650		221	66.1%	
4900 Miscellaneous Expenses	0	46	46	372	506	134	552		180	67.3%	
Wilfrid Noyce Community Centre :- Indirect Expenditure	<b>6,550</b>	<b>4,328</b>	<b>(2,222)</b>	<b>45,294</b>	<b>49,856</b>	<b>4,562</b>	<b>54,184</b>	<b>0</b>	<b>8,890</b>	<b>83.6%</b>	<b>0</b>
<b>Net Income over Expenditure</b>	<b>(6,550)</b>	<b>(473)</b>	<b>6,077</b>	<b>(5,903)</b>	<b>(7,451)</b>	<b>(1,548)</b>	<b>(7,924)</b>				
<u>206 Bandstand</u>											
1301 Premises Hire Charges	0	0	0	11	0	(11)	0			0.0%	
Bandstand :- Income	<b>0</b>	<b>0</b>	<b>0</b>	<b>11</b>	<b>0</b>	<b>(11)</b>	<b>0</b>				<b>0</b>
4102 Property Maintenance	0	125	125	0	475	475	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 &amp; Expenditure by Phased Budget Heading 28/02/2026

Month No: 11

## 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>1,225</u>	<u>1,135</u>	<u>1,350</u>	<u>0</u>	<u>1,260</u>	<u>6.6%</u>	<u>0</u>
<b>Net Income over Expenditure</b>	<u>0</u>	<u>(125)</u>	<u>(125)</u>	<u>(79)</u>	<u>(1,225)</u>	<u>(1,146)</u>	<u>(1,350)</u>				
<u>207 Godalming Museum</u>											
1302 Rents	0	2,201	2,201	8,804	8,804	0	8,804			100.0%	
1303 Other customer/client receipts	0	240	240	2,024	2,024	(0)	2,024			100.0%	
Godalming Museum :- Income	<u>0</u>	<u>2,441</u>	<u>2,441</u>	<u>10,828</u>	<u>10,828</u>	<u>(0)</u>	<u>10,828</u>			<u>100.0%</u>	<u>0</u>
4001 Salaries	3,125	4,528	1,403	56,568	59,773	3,205	64,301		7,733	88.0%	
4002 Employer's NIC	281	509	228	(3,833)	5,362	9,195	5,871		9,704	(65.3%)	
4003 Employer's Superannuation	176	801	625	5,958	6,832	874	7,633		1,675	78.1%	
4011 Staff Training	0	0	0	0	0	0	500		500	0.0%	
4102 Property Maintenance	0	292	292	4,159	2,708	(1,451)	3,000		(1,159)	138.6%	
4103 Maintenance Contracts	79	117	38	1,191	1,239	48	1,356		165	87.8%	
4111 Energy Costs	(659)	0	659	0	0	0	0		0	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%	
4312 Professional Fees - Surveyors	86	0	(86)	86	0	(86)	0		(86)	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	299	263	(36)	3,693	3,537	(156)	3,800		107	97.2%	
Godalming Museum :- Indirect Expenditure	<u>3,386</u>	<u>6,510</u>	<u>3,124</u>	<u>71,234</u>	<u>82,759</u>	<u>11,525</u>	<u>89,769</u>	<u>0</u>	<u>18,535</u>	<u>79.4%</u>	<u>0</u>
<b>Net Income over Expenditure</b>	<u>(3,386)</u>	<u>(4,069)</u>	<u>(683)</u>	<u>(60,406)</u>	<u>(71,931)</u>	<u>(11,525)</u>	<u>(78,941)</u>				

## Detailed Income &amp; Expenditure by Phased Budget Heading 28/02/2026

Month No: 11

## 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	146	130	(16)	964	870	(94)	1,000		36	96.4%	
4103 Maintenance Contracts	0	250	250	464	950	486	1,200		736	38.7%	
4111 Energy Costs	204	187	(17)	2,647	2,405	(242)	2,592		(55)	102.1%	
4141 Water Services	(74)	208	282	3,124	2,292	(832)	2,500		(624)	125.0%	
4161 Cleaning	2,232	2,184	(48)	24,549	24,816	267	27,000		2,451	90.9%	
4162 Waste Removal	1,946	0	(1,946)	2,036	0	(2,036)	0		(2,036)	0.0%	
4163 Domestic Supplies	0	333	333	2,749	3,663	914	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	350	167	400		217	45.8%	
Public Conveniences :- Indirect Expenditure	<u>4,454</u>	<u>3,342</u>	<u>(1,112)</u>	<u>37,575</u>	<u>35,956</u>	<u>(1,619)</u>	<u>39,298</u>	<u>0</u>	<u>1,723</u>	<u>95.6%</u>	<u>0</u>
<b>Net Expenditure</b>	<u>(4,454)</u>	<u>(3,342)</u>	<u>1,112</u>	<u>(37,575)</u>	<u>(35,956)</u>	<u>1,619</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>
<b>Net Expenditure</b>	<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				
<b>Movement to/(from) Gen Reserve</b>	<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 &amp; Expenditure by Phased Budget Heading 28/02/2026

Month No: 11

## 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	0	0	0	(200)	0	200	0			0.0%	
Broadwater Park Extension :- Income	<u>0</u>	<u>0</u>	<u>0</u>	<u>(200)</u>	<u>0</u>	<u>200</u>	<u>0</u>				<u>0</u>
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	<u>0</u>	<u>0</u>	<u>0</u>	<u>1,772</u>	<u>0</u>	<u>(1,772)</u>	<u>0</u>	<u>0</u>	<u>(1,772)</u>		<u>0</u>
<b>Net Income over Expenditure</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>(1,972)</u>	<u>0</u>	<u>1,972</u>	<u>0</u>				
<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	0	0	0	92,184	0	(92,184)	0		(92,184)	0.0%	77,097
4162 Waste Removal	0	0	0	269	0	(269)	0		(269)	0.0%	
4312 Professional Fees - Surveyors	0	0	0	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	<u>0</u>	<u>0</u>	<u>0</u>	<u>365,468</u>	<u>0</u>	<u>(365,468)</u>	<u>0</u>	<u>0</u>	<u>(365,468)</u>		<u>94,097</u>
<b>Net Expenditure</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>(365,468)</u>	<u>0</u>	<u>365,468</u>	<u>0</u>				
5200 plus Transfer from EMR	0	0	0	176,900	0	(176,900)	0				
<b>Movement to/(from) Gen Reserve</b>	<u>0</u>	<u>0</u>	<u>0</u>	<u>(188,568)</u>	<u>0</u>	<u>188,568</u>	<u>0</u>				

17:15

## Detailed Income &amp; Expenditure by Phased Budget Heading 28/02/2026

Month No: 11

## 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 &amp; Open Spaces</u>											
1302 Rents	2,421	2,270	(151)	27,831	29,970	2,139	32,240			86.3%	
1303 Other customer/client receipts	2,166	1,200	(966)	15,144	15,200	56	16,400			92.3%	
1700 Interment	6,275	3,200	(3,075)	48,045	35,200	(12,845)	38,400			125.1%	
1701 Monument	1,080	230	(850)	6,540	3,405	(3,135)	3,635			179.9%	
1702 Purchase of Grave Space	11,200	5,750	(5,450)	101,680	63,250	(38,430)	69,000			147.4%	
1703 Other Cemetery Fees	400	0	(400)	1,600	0	(1,600)	0			0.0%	
<b>Cemeteries &amp; Open Spaces :- Income</b>	<b>23,542</b>	<b>12,650</b>	<b>(10,892)</b>	<b>200,840</b>	<b>147,025</b>	<b>(53,815)</b>	<b>159,675</b>			<b>125.8%</b>	<b>0</b>
4001 Salaries	10,335	10,083	(252)	114,503	110,911	(3,592)	120,994	6,491		94.6%	
4002 Employer's NIC	1,322	1,263	(59)	14,598	13,886	(712)	15,149	551		96.4%	
4003 Employer's Superannuation	1,856	1,785	(71)	19,859	19,631	(228)	21,416	1,557		92.7%	
4011 Staff Training	0	318	318	395	1,182	787	1,500	1,105		26.3%	
4014 Sexton Duties	150	125	(25)	750	1,375	625	1,500	750		50.0%	
4015 Grave Digging	0	1,200	1,200	13,200	13,200	0	14,400	1,200		91.7%	
4102 Property Maintenance	707	817	110	3,540	5,183	1,643	6,000	2,460		59.0%	
4103 Maintenance Contracts	485	217	(268)	2,861	2,183	(678)	2,400	(461)		119.2%	
4111 Energy Costs	587	500	(87)	3,862	5,500	1,638	6,000	2,138		64.4%	
4131 Rates	0	0	0	2,910	2,910	(0)	2,910	(0)		100.0%	
4141 Water Services	(0)	48	48	692	876	184	924	232		74.9%	
4151 Fixtures & Fittings	0	0	0	50	0	(50)	0	(50)		0.0%	
4161 Cleaning	0	48	48	71	(48)	(119)	0	(71)		0.0%	
4162 Waste Removal	476	500	24	3,936	5,500	1,564	6,000	2,064		65.6%	
4163 Domestic Supplies	82	30	(52)	642	770	128	800	158		80.2%	

## Detailed Income &amp; Expenditure by Phased Budget Heading 28/02/2026

Month No: 11

## 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	68	335	267	2,361	3,685	1,324	4,020		1,659	58.7%	
4171 Grounds Maintenance Costs	2,360	4,042	1,682	41,607	44,458	2,851	48,500		6,893	85.8%	
4203 Other Transport Costs	0	2,134	2,134	23,126	24,466	1,340	26,600		3,474	86.9%	
4204 Vehicle Fuel Costs	53	84	31	754	924	170	1,008		254	74.8%	
4205 Vehicle Costs (exc Fuel)	2,659	115	(2,544)	6,187	1,585	(4,602)	1,700		(4,487)	364.0%	
4301 Equipment	70	2,199	2,129	17,376	24,193	6,817	26,392		9,016	65.8%	
4304 Catering & Hospitality	0	62	62	49	338	289	400		351	12.2%	
4305 Clothes, Uniform & Laundry	52	300	248	995	1,500	505	1,800		805	55.3%	
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	258	0	(258)	1,202	750	(452)	1,000		(202)	120.2%	
4323 Telephones & Broadband	54	0	(54)	644	1,200	556	1,200		556	53.7%	
4325 Computing	310	0	(310)	568	0	(568)	0		(568)	0.0%	
4327 Publicity Advertising	0	33	33	0	363	363	396		396	0.0%	
4342 Subscriptions	0	0	0	90	0	(90)	0		(90)	0.0%	
4900 Miscellaneous Expenses	0	30	30	2,250	330	(1,920)	360		(1,890)	625.0%	
4901 Misc Exps funded frm Reserves	0	0	0	10,473	10,473	0	10,473		0	100.0%	1,005
7300 HAF	0	0	0	22	0	(22)	0		(22)	0.0%	
Cemeteries & Open Spaces :- Indirect Expenditure	<b>21,883</b>	<b>26,268</b>	<b>4,385</b>	<b>291,379</b>	<b>299,889</b>	<b>8,510</b>	<b>326,407</b>	<b>0</b>	<b>35,028</b>	<b>89.3%</b>	<b>1,005</b>
<b>Net Income over Expenditure</b>	<b>1,659</b>	<b>(13,618)</b>	<b>(15,277)</b>	<b>(90,539)</b>	<b>(152,864)</b>	<b>(62,325)</b>	<b>(166,732)</b>				
5200 plus Transfer from EMR	1,005	0	(1,005)	13,728	0	(13,728)	0				
<b>Movement to/(from) Gen Reserve</b>	<b>2,664</b>	<b>(13,618)</b>	<b>(16,282)</b>	<b>(76,810)</b>	<b>(152,864)</b>	<b>(76,054)</b>	<b>(166,732)</b>				

## Detailed Income &amp; Expenditure by Phased Budget Heading 28/02/2026

Month No: 11

## 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>
<b>Net Income</b>	<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>
<b>Net Income over Expenditure</b>	<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	350	0	(350)	4,060	0	(4,060)	0			0.0%	
Community Store :- Income	<u>350</u>	<u>0</u>	<u>(350)</u>	<u>4,060</u>	<u>0</u>	<u>(4,060)</u>	<u>0</u>				<u>0</u>
4900 Miscellaneous Expenses	0	0	0	3,410	0	(3,410)	0		(3,410)	0.0%	
Community Store :- Indirect Expenditure	<u>0</u>	<u>0</u>	<u>0</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>
<b>Net Income over Expenditure</b>	<u>350</u>	<u>0</u>	<u>(350)</u>	<u>650</u>	<u>0</u>	<u>(650)</u>	<u>0</u>				

## Detailed Income &amp; Expenditure by Phased Budget Heading 28/02/2026

Month No: 11

## 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	29,196	26,361	(2,835)	1,678,387	1,559,320	(119,067)	1,583,044			106.0%	
Expenditure	125,553	118,884	(6,669)	2,127,450	1,649,741	(477,709)	1,763,248	0	(364,202)	120.7%	
<b>Net Income over Expenditure</b>	<b>(96,356)</b>	<b>(92,523)</b>	<b>3,833</b>	<b>(449,063)</b>	<b>(90,421)</b>	<b>358,642</b>	<b>(180,204)</b>				
plus Transfer from EMR	4,086	0	(4,086)	515,220	0	(515,220)	0				
less Transfer to EMR	0	0	0	50,930	0	(50,930)	0				
<b>Movement to/(from) Gen Reserve</b>	<b>(92,270)</b>	<b>(92,523)</b>	<b>(253)</b>	<b>15,226</b>	<b>(90,421)</b>	<b>(105,647)</b>	<b>(180,204)</b>				

9. REVIEW OF COMMITTEE STRUCTURE – REVISED GOVERNANCE STRUCTURE, TERMS OF REFERENCE AND SCHEME OF DELEGATION

On 19 March 2026, Members reviewed proposals for amendments to the current governance structure and resolved to explore an option for governance via Full Council and Service Committees. In doing so, Members amended the originally proposed structure (Appendix B of the committees report of 19 February 2026) to establish a Standing Youth Service Committee and resolved that a revised Scheme of Delegation, Standing Orders and other policy documents required to implement a new structure be brought to the Policy & Management Committee for consideration with the aim that any new governance structure be ready for approval and adoption at the next Annual Full Council (Min No 572-25 refers).

The first step in the process is for Members to approve a revised governance structure to reflect the amendments made at the 19 February meeting and the reporting and escalation framework that provide the foundations for a Scheme of Delegation as set out in Appendix A & B of this report.

If approved by Members, the next stage is to agree the Scheme of Delegation that supports the Service Committee governance structure, which is at Appendix C of this report.

If Members resolve to approve the revised governance structure and the Scheme of Delegation, Officers will be able to proceed with the required amendments to Standing Orders, Financial Regulations and cross reference checks to other council policies and procedures, as well as the schedule of meetings, with the aim to bring those documents to the next P&M meeting.

**1. Proposed Governance Structure and Draft Terms of Reference – Service Committee Model (As Amended)**

Background

This section sets out the proposed committee structure and draft Terms of Reference associated with the approved Service Committee governance model, as amended to include the establishment of a Youth Service Committee.

The draft Terms of Reference are provided to:

- illustrate how the structure will operate in practice;
- demonstrate clear delegation, accountability and reporting lines;
- ensure alignment with the Council’s Statement on Staff Management; and
- support Members in understanding the practical implications of the revised model.

If approved, these Terms of Reference will be embedded within Standing Orders and a formal Scheme of Delegation.

Overview of Proposed Committee Structure

<b>Body</b>	<b>Membership</b>	<b>Primary role</b>
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
Youth Service Committee	5	Strategic oversight and support of Youth Service

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; and
  - contrary to adopted policy.
- Committees operate within the Council's Statement on Staff Management. Operational management of staff remains the responsibility of the Chief Executive Officer.
- Committees may not exercise line management functions unless expressly delegated (Staffing Committee only).
- Delegation may not be exercised by individual councillors.
- Quorum: one-third of membership, minimum of three Members.
- Committees may refer matters to Full Council where strategic significance justifies it.
- The revised structure shall be subject to review after nine months of operation (as resolved at Min No 572-25).

#### 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.

## 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 coordinate corporate governance, financial oversight and cross-cutting policy, ensuring alignment across service committees.

### *Delegated Responsibilities*

- Recommend annual budget to Full Council.
- Monitor income and expenditure.
- Approve virement up to £50,000.
- Authorise expenditure up to £50,000 within approved budgets and policy, including SLA and CIL awards.
- Oversee asset management, procurement, contracts, insurance, IT and legal services.
- Develop corporate policy proposals.
- Coordinate work programmes across Service Committees.
- Receive budget monitoring and performance reports from Service Committees.

### *Meeting Frequency*

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

## 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 employment matters and ensure the Council meets its legal responsibilities as an employer.

Operational management of staff remains with the CEO in accordance with the Statement on Staff Management

### *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.

### 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.

### 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.

### 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.

## 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.
- Authorise expenditure within approved budgets.

### *Meeting Frequency*

- Quarterly, plus additional meetings as required.

## Youth Service Committee

Chair: Appointed annually  
Membership: 5 Members  
Reports to: Management Committee (for budget monitoring) and Full Council where required by policy or strategic significance.

### *Purpose*

To provide strategic oversight, assurance and Member support for the Council's Youth Service, ensuring that:

- the service operates within approved budgets and policy;
- safeguarding and statutory obligations are met;
- performance outcomes are monitored; and
- the Youth Service contributes positively to the Council's wider community objectives.

The Committee provides oversight and support. It does not exercise operational management or line management of staff.

### *Advisory Attendance*

The Head of Youth Service may attend meetings in an advisory capacity.

Attendance is professional and advisory only. The Head of Youth Service remains accountable through the CEO in accordance with the Council's management structure

### *Delegated Responsibilities*

Subject to approved budgets and Council policy, the Committee shall:

- monitor Youth Service performance and outcomes;
- receive regular safeguarding assurance reports;
- review participation data, programme delivery and community impact;
- consider and recommend strategic development of youth provision; and
- oversee grant-funded youth programmes;
- authorise expenditure within approved Youth Service budgets;
- recommend policy changes or significant service developments to Management Committee or Full Council; and

- consider proposals for advisory bodies (e.g. Youth Council) and make recommendations to Full Council where appropriate.

#### *Explicit Limitations*

The Youth Service Committee:

- shall not exercise line management over the Head of Youth Service or any staff member;
- shall not direct operational decisions or day-to-day management; and
- shall not intervene in individual staffing matters (reserved to Staffing Committee and CEO).

#### *Meeting Frequency*

Quarterly. Additional meetings may be convened if required.

#### Closing Note for Members

The inclusion of a Youth Service Committee reflects the importance of youth provision within the Council's services.

The structure:

- strengthens Member oversight;
- maintains clear operational boundaries;
- protects the integrity of Officer management arrangements; and
- aligns with the Council's Statement on Staff Management.

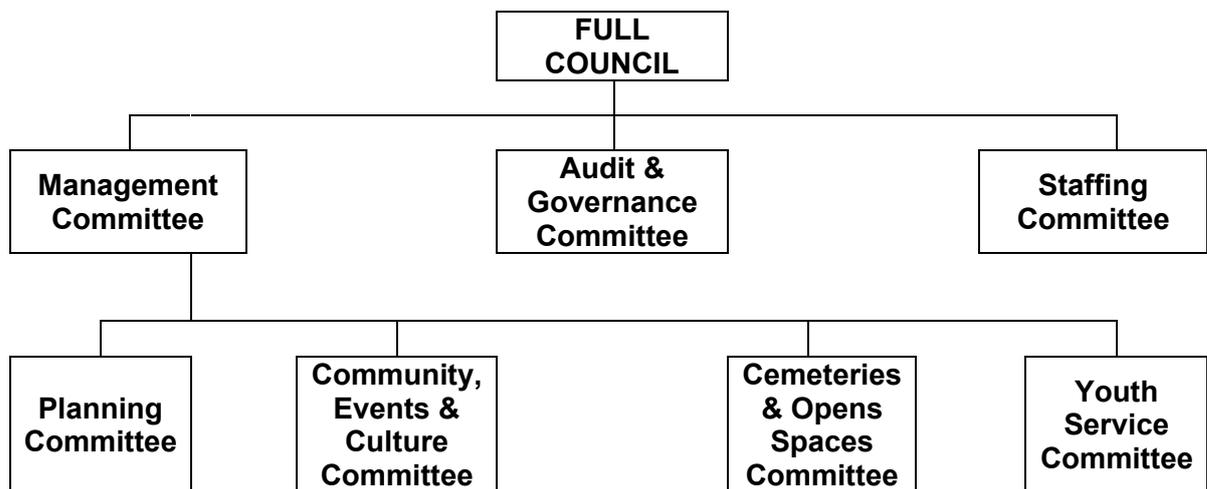
The revised Service Committee model shall be subject to review after nine months of operation in accordance with Min No 572-25.

**APPENDIX A**

**REPORTING STRUCTURE FLOW DIAGRAMS – SERVICE COMMITTEE MODEL**

The following diagrams illustrate the reporting and accountability framework under the Service Committee model. They distinguish clearly between delegated committee decision-making, corporate oversight, independent audit assurance, and Officer line-management responsibilities.

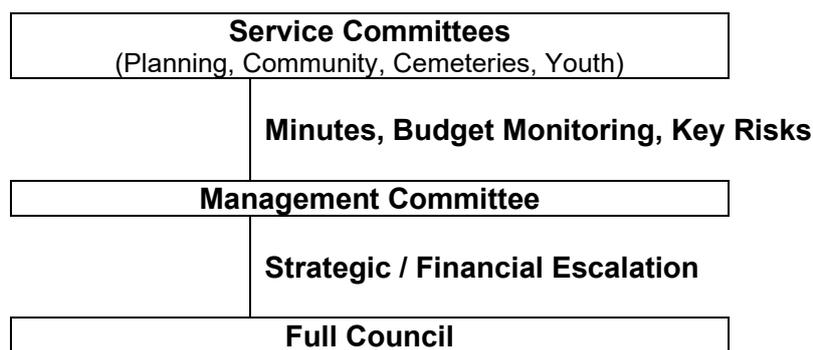
**Governance and Committee Reporting Structure**



**Key Principles:**

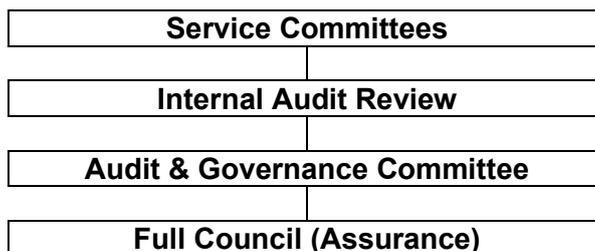
- Service Committees operate under delegated authority.
- Management Committee provides financial and corporate coordination.
- Full Council retains all statutory and reserved powers.
- Audit & Governance provides independent assurance.
- Staffing Committee retains employer oversight responsibilities.

**Service Committee Reporting Flow**



- Matters within delegated authority remain at Service Committee level.
- Only strategic, policy or over-threshold matters escalate to Full Council.
- Full Council notes minutes but does not re-open delegated decisions.

## Audit and Assurance Flow



This ensures financial control, risk management and compliance oversight remain independent of service delivery.

## Officer Management Line (Separate from Committee Oversight)



- Operational management of staff rests with the CEO.
- Committees provide oversight and policy direction, not line-management.
- This arrangement aligns with the Council's Statement on Staff Management.

## **APPENDIX B**

### **REPORTING & ESCALATION FRAMEWORK – SERVICE COMMITTEE MODEL**

#### **Purpose**

This framework, which will be incorporated with the *Scheme of Delegation*, establishes mandatory reporting, financial escalation, policy referral and governance assurance requirements under the Service Committee model.

It ensures:

- clarity of accountability;
- lawful and proportionate delegation;
- financial control;
- protection of officer management responsibilities; and
- transparency to Full Council.

This framework shall apply to all Committees operating under delegated authority.

#### **Delegated Decision-Making**

A Committee exercising delegated authority:

- acts on behalf of the Council within its approved Terms of Reference;
- may authorise expenditure within approved budgets and delegation limits;
- must not act outside adopted Council policy;
- must not authorise expenditure above £50,000 without Full Council approval; and
- must not exercise functions reserved to Full Council.

Decisions properly taken under delegated authority shall not be re-opened by Full Council except through formal motion in accordance with Standing Orders.

## **Mandatory Reporting Requirements**

### Committee Minutes

All Committees shall:

- approve minutes as a formal decision record; and
- submit approved minutes to the next meeting of **Full Council** for noting.

### Quarterly Budget Monitoring

Each Service Committee shall submit a quarterly budget monitoring summary to the **Management Committee**. The report shall include:

- year-to-date expenditure;
- forecast outturn;
- identified pressures or underspends;
- proposed virements (if any); and
- financial risks requiring escalation.

The Management Committee shall review consolidated financial performance and escalate matters where necessary.

### Performance and Risk Reporting

Each Service Committee shall:

- identify key service risks;
- report safeguarding or statutory compliance matters (where applicable); and
- refer material risk issues to the Audit & Governance Committee.

The Youth Service Committee shall, in addition, receive and record safeguarding assurance updates at least quarterly.

### Escalation Triggers

The following matters must be referred upward:

#### *Financial Escalation*

The following must be referred to **Full Council**:

- expenditure above £50,000;
- creation of new recurring financial commitments not within the approved budget;
- borrowing or capital financing decisions; and
- disposal or acquisition of significant assets.

The following must be referred to **Management Committee**:

- virements above delegated committee limits;
- anticipated overspends that cannot be managed within service budgets; and
- contractual commitments exceeding committee authority.

#### *Policy Escalation*

The following must be referred to **Full Council**:

- adoption of new Council policy;
- amendment of constitutional documents;
- matters affecting Council-wide strategic direction; and
- matters with significant reputational impact.

### *Safeguarding Escalation (Youth Service)*

The following must be immediately reported to the **Chief Executive Officer** and, where appropriate, the **Chair of the Staffing Committee**:

- serious safeguarding incidents;
- regulatory breaches; and
- matters exposing the Council to legal or reputational risk.

Operational handling of safeguarding matters remains the responsibility of Officers. The Youth Service Committee shall receive assurance reporting but shall not intervene in operational case management.

### *Urgency Provisions*

Where a matter requires urgent action and cannot reasonably await a scheduled meeting:

- the Chief Executive Officer may exercise urgency powers in consultation with the Leader and relevant Committee Chair;
- any urgent decision must be reported in writing to the next available meeting of the relevant Committee and to Full Council where appropriate; and
- urgent decisions must comply with approved budgets and policy unless exceptional circumstances justify otherwise.

### *Officer Management and Committee Boundaries*

In accordance with the Council's Statement on Staff Management:

- the operational management of staff rests with the Chief Executive Officer;
- committees provide strategic oversight and policy direction only;
- committees shall not exercise line management functions unless expressly delegated (Staffing Committee only);
- individual Members shall not issue instructions to staff; and
- Officers remain accountable through the management structure, not through individual Committees.

The Head of Youth Service attends the Youth Service Committee in an advisory capacity and remains accountable to the Chief Executive Officer.

### *Audit & Assurance Reporting*

The Audit & Governance Committee shall:

- receive internal and external audit reports;
- review the effectiveness of internal controls;
- monitor risk management arrangements; and
- report assurance findings to Full Council.

Service Committees must cooperate fully with audit reviews and implement agreed recommendations.

### *Review Provision*

The Service Committee governance model and this Reporting & Escalation Framework shall be reviewed after nine months of operation, in accordance with Council resolution.

## CALL-IN OF DELEGATED DECISIONS

### **Purpose**

This provision enables Full Council to review certain decisions taken under delegated authority in exceptional circumstances.

Delegated authority is the normal method of decision-making under the Service Committee model. This mechanism is a safeguard, not an alternative route of routine appeal.

### **Scope**

This call-in provision applies only to:

- decisions taken by a Standing Committee under delegated authority;
- decisions not yet implemented; and
- decisions capable of lawful reconsideration. (decisions made as the only lawful option cannot be called-in).

It does not apply to:

- matters reserved to Full Council;
- quasi-judicial decisions (including planning responses);
- staffing or individual employment matters;
- operational management decisions taken by Officers; and
- urgent decisions lawfully taken under Proper Officer urgency powers.

### **Trigger and Timeframe**

The call-in period shall commence on the **date on which the draft minutes of the relevant Committee meeting are published and circulated to all Members by GTC staff.**

A call-in request must be submitted within **five clear working days** of that publication date. The Proper Officer shall clearly state on the draft minutes the final date and time by which any call-in request must be received.

### **Threshold Requirement**

A call-in request shall only be valid if:

- submitted in writing to the Proper Officer within the prescribed timeframe; and
- signed by **not fewer than one third of the total membership of the Council.**

For the avoidance of doubt, on an 18-Member Council this requires the signatures of at least six Members.

No substitution of names shall be permitted once the request is submitted.

### **Grounds for Call-In**

A request must specify which of the following grounds is relied upon:

- a. the decision appears to be outside the Committee's delegated authority;
- b. the decision appears to conflict with adopted Council policy;
- c. relevant material considerations were not taken into account;
- d. the decision creates significant unbudgeted financial liability; and
- e. the decision exposes the Council to material legal or reputational risk.

Disagreement with the merits of a decision shall not in itself constitute valid grounds.

### **Validation Process**

Upon receipt of a request, the Proper Officer (Chief Executive Officer), in consultation with the Mayor and the Leader of the Council, shall determine whether:

- the threshold requirement has been met; and
- the stated grounds fall within the permitted criteria.

If validated:

- implementation of the decision shall be suspended; and
- the matter shall be referred to Full Council.

The determination of validity shall be final.

### **Referral to Full Council**

A validated call-in shall be referred to:

- the next scheduled meeting of Full Council; or
- where deemed time-sensitive, an Extraordinary Meeting convened by the Mayor.

The Members initiating the call-in shall nominate one spokesperson to present the grounds.

### **Determination by Full Council**

Full Council may:

- affirm the original decision;
- amend the decision;
- refer the matter back to the originating Committee with guidance; or
- revoke the decision and substitute an alternative resolution.

Full Council's determination shall be final.

### **Limitations and Safeguards**

- A decision may only be called in once.
- A failed call-in may not be repeated.
- Call-in shall not delay routine operational implementation beyond what is reasonably necessary for review.
- This provision shall not be used to interfere with Officer management responsibilities or staffing matters.

If Full Council determines that a call-in was frivolous or vexatious, it may resolve that no further call-in shall be permitted in respect of that matter.

**SCHEME OF DELEGATION**  
(Service Committee Governance Model – March 2026)

**1. Introduction**

This Scheme of Delegation authorises Standing Committees and Officers to act on behalf of the Council within defined limits.

Delegated authority exists to ensure efficient, accountable and legally compliant governance.

Full Council remains the sovereign decision-making body.

This Scheme shall be reviewed annually

**PART A - COUNCIL AND COMMITTEES**

**2. Matters Reserved to Full Council**

The following matters are reserved and may not be exercised by any Committee or Officer:

- approval of the annual budget and setting of the precept;
- borrowing or capital financing decisions;
- approval of the Annual Governance Statement and Accounting Statements;
- adoption or amendment of Standing Orders, Financial Regulations and the Scheme of Delegation;
- appointment to committees;
- appointment of the Chief Executive Officer and Responsible Financial Officer;
- dismissal of staff (excluding probationary termination delegated to CEO);
- adoption of new council-wide policy;
- expenditure above £50,000;
- use of General Reserves;
- acquisition or disposal of significant land or property;
- prosecution or defence in Court proceedings (other than Employment Tribunal);
- adoption of the General Power of Competence;
- write-off of bad debts;
- nomination and appointment of representatives of the Council to any other authority, organisation, or body; and
- all other matters required by law to be reserved.

Full Council remains the sovereign body.

**3. General Delegation to Standing Committees**

Standing Committees:

- act on behalf of the Council within their approved Terms of Reference;
- may authorise expenditure within approved budgets;
- may vire up to £3,000 between nominal codes within the same cost centre;
- must operate within Standing Orders, Financial Regulations and adopted policy;
- may not authorise expenditure above £50,000; and
- may refer matters to Full Council where appropriate.

Virements:

- between cost centres;
- above £3,000; and
- affecting staffing budgets.

Are Reserved to Management Committee.

Delegated decisions are acts of the Council and may only be reopened through the Call-In mechanism.

Full Council shall note approved Committee minutes but shall not re-open delegated decisions except through the Call-In mechanism.

## PART B – REPORTING & ESCALATION FRAMEWORK

This framework shall apply to all Committees operating under delegated authority.

### **4. Delegated Decision-Making**

A Committee exercising delegated authority:

- acts on behalf of the Council within its approved Terms of Reference;
- may authorise expenditure within approved budgets and delegation limits;
- must not act outside adopted Council policy;
- must not authorise expenditure above £50,000 without Full Council approval; and
- must not exercise functions reserved to Full Council.

Decisions properly taken under delegated authority shall not be re-opened by Full Council except through formal motion in accordance with Standing Orders.

### **5. Mandatory Reporting Requirements**

#### Committee Minutes

All Committees shall:

- approve minutes as a formal decision record; and
- submit approved minutes to the next meeting of Full Council for noting.

#### Quarterly Budget Monitoring

Each Service Committee shall submit a quarterly budget monitoring summary to the Management Committee. The report shall include:

- year-to-date expenditure;
- forecast outturn;
- identified pressures or underspends;
- proposed virements (if any); and
- financial risks requiring escalation.

The Management Committee shall review consolidated financial performance and escalate matters where necessary.

#### Performance and Risk Reporting

Each Service Committee shall:

- identify key service risks;
- report safeguarding or statutory compliance matters (where applicable); and
- refer material risk issues to the Audit & Governance Committee.

The Youth Service Committee shall, in addition, receive and record safeguarding assurance updates at least quarterly.

## **6. Escalation Triggers**

The following matters must be referred upward:

### Financial Escalation

The following must be referred to Full Council:

- expenditure above £50,000;
- creation of new recurring financial commitments not within the approved budget;
- borrowing or capital financing decisions; and
- disposal or acquisition of significant assets.

The following must be referred to the Management Committee:

- virements above delegated committee limits;
- anticipated overspends that cannot be managed within service budgets; and
- contractual commitments exceeding committee authority.

### Policy Escalation

The following must be referred to Full Council:

- adoption of new Council policy;
- amendment of constitutional documents;
- matters affecting Council-wide strategic direction; and
- matters with significant reputational impact.

### Safeguarding Escalation (Youth Service)

The following must be immediately reported to the Chief Executive Officer and, where appropriate, the Chair of the Staffing Committee:

- serious safeguarding incidents;
- regulatory breaches; and
- matters exposing the Council to legal or reputational risk.

Operational handling of safeguarding matters remains the responsibility of Officers.

The Youth Service Committee shall receive assurance reporting but shall not intervene in operational case management.

## **7. Urgency Provisions**

Where a matter requires urgent action and cannot reasonably await a scheduled meeting:

- the Chief Executive Officer may exercise urgency powers in consultation with the Leader and relevant Committee Chair;
- any urgent decision must be reported in writing to the next available meeting of the relevant Committee and to Full Council where appropriate; and
- urgent decisions must comply with approved budgets and policy unless exceptional circumstances justify otherwise.

## **8. Officer Management and Committee Boundaries**

In accordance with the Council's Statement on Staff Management:

- the operational management of staff rests with the Chief Executive Officer;
- committees provide strategic oversight and policy direction only;

- committees shall not exercise line management functions unless expressly delegated (Staffing Committee only);
- individual Members shall not issue instructions to staff; and
- Officers remain accountable through the management structure, not through individual Committees.

The Head of Youth Service attends the Youth Service Committee in an advisory capacity and remains accountable to the Chief Executive Officer.

## **9. Audit & Assurance Reporting**

The Audit & Governance Committee shall:

- receive internal and external audit reports;
- review the effectiveness of internal controls;
- monitor risk management arrangements; and
- report assurance findings to Full Council.

Service Committees must cooperate fully with audit reviews and implement agreed recommendations.

## **PART C – CALL-IN OF DELEGATED DECISIONS**

This provision enables Full Council to review certain decisions taken under delegated authority in exceptional circumstances.

Delegated authority is the normal method of decision-making under the Service Committee model. This mechanism is a safeguard, not an alternative route of routine appeal.

## **10. Scope**

This call-in provision applies only to:

- decisions taken by a Standing Committee under delegated authority;
- decisions not yet implemented; and
- decisions capable of lawful reconsideration. (Decisions made as the only lawful option cannot be called-in).

It does not apply to:

- matters reserved to Full Council;
- quasi-judicial decisions (including planning responses);
- staffing or individual employment matters;
- operational management decisions taken by Officers; and
- urgent decisions lawfully taken under Proper Officer urgency powers.

## **11. Trigger and Timeframe**

The call-in period shall commence on the date on which the draft minutes of the relevant Committee meeting are published and circulated to all Members by the Proper Officer.

A call-in request must be submitted within five clear working days of that publication date.

The Proper Officer shall clearly state on the draft minutes the final date and time by which any call-in request must be received.

## **12. Threshold Requirement**

A call-in request shall only be valid if:

- submitted in writing to the Proper Officer within the prescribed timeframe; and

- signed by not fewer than one third of the total membership of the Council.

For the avoidance of doubt, on an 18-Member Council this requires the signatures of at least six Members.

No substitution of names shall be permitted once the request is submitted.

### **13. Grounds for Call-In**

A request must specify which of the following grounds is relied upon:

- the decision appears to be outside the Committee's delegated authority;
- the decision appears to conflict with adopted Council policy;
- relevant material considerations were not taken into account;
- the decision creates significant unbudgeted financial liability;
- the decision exposes the Council to material legal or reputational risk.

Disagreement with the merits of a decision shall not in itself constitute valid grounds.

### **14. Validation Process**

Upon receipt of a request, the Proper Officer (Chief Executive Officer), in consultation with the Mayor and the Leader of the Council, shall determine whether:

- the threshold requirement has been met; and
- the stated grounds fall within the permitted criteria.

If validated:

- implementation of the decision shall be suspended; and
- the matter shall be referred to Full Council.

The determination of validity shall be final.

### **15. Referral to Full Council**

A validated call-in shall be referred to:

- the next scheduled meeting of Full Council; or
- where deemed time-sensitive, an Extraordinary Meeting convened by the Mayor.

The Members initiating the call-in shall nominate one spokesperson to present the grounds.

### **16. Determination by Full Council**

Full Council may:

- affirm the original decision;
- amend the decision;
- refer the matter back to the originating Committee with guidance; or
- revoke the decision and substitute an alternative resolution.

Full Council's determination shall be final.

### **17. Limitations and Safeguards**

- A decision may only be called in once.
- A failed call-in may not be repeated.
- Call-in shall not delay routine operational implementation beyond what is reasonably necessary for review.
- This provision shall not be used to interfere with Officer management responsibilities or staffing matters.

If Full Council determines that a call-in was frivolous or vexatious, it may resolve that no further call-in shall be permitted in respect of that matter.

## PART D – PROPER OFFICER (CHIEF EXECUTIVE OFFICER)

### **18. Statutory Role**

The Chief Executive Officer is designated as Proper Officer and Head of Paid Service.

The CEO shall:

- oversee all Council services;
- manage all staff in accordance with the Statement on Staff Management;
- implement decisions of the Council and Committees;
- exercise urgency powers where necessary;
- authorise expenditure in accordance with Financial Regulations;
- negotiate contracts within approved budgets;
- represent the Council where authorised;
- take, discontinue and/or appear in any legal action authorised by the Council;
- take Counsel's advice or instruct Counsel to represent the Council in any legal action authorised by the Council;
- appear or make representation to any tribunal or public inquiry into any matter which the Council has an interest;
- in consultation with the Leader of the Council, negotiate and agree settlements on behalf of the Council in relation to any proceedings in the Employment Tribunal;
- terminate employment during probation and to review salary on completion of probationary periods (in consultation with the Chairman of the Staffing Committee);
- commission legal and professional advice on staffing matters;
- apply for planning consent for carrying out of development by the Council;
- initiate legal action or proceedings against unauthorised encampments or encroachments on Council land;
- negotiate the terms of any lease, licence conveyance or transfer of land or property;
- grant or refuse the Council's consent under the terms of any lease;
- grant easements, wayleaves and licences over Council land;
- exercise in his own right or authorise Officers to exercise statutory powers of entry and inspection for the purposes of any function under their control;
- serve requests for information as to ownership, occupation and other interests in land for the purpose of any function under their control;
- appoint consultants and other professionals to carry out any function and provide any service under their control, subject to the Council's Standing Orders and Financial Regulations; and
- respond immediately to any correspondence, requiring or requesting information or relating to previous decisions of the Council, but not correspondence requiring an opinion to be taken by the Council or its Committees.

Operational management of staff rests solely with the CEO. Committees shall not exercise line management functions except where expressly delegated (Staffing Committee).

All delegated functions shall be deemed to be exercised on behalf of and in the name of the Council.

The CEO may do anything pursuant to the delegated power, or duty, which it would be lawful for the Council to do, including anything reasonably implied or incidental to that power or duty.

Provided that such authorisation is not prohibited by statute, the CEO, to whom a power, duty or function is delegated, may authorise another Officer to exercise that power, duty or function, subject to:

- such authorisation being in writing;
- only being given to an Officer below the delegated officer in the organisational structure;
- only being given where there is significant administrative convenience in doing so; and
- the Officer authorised by the CEO acting in the name of the CEO.

A delegation to a subordinate Officer shall not prevent the CEO from exercising the same power or duty at the same time.

## PART E – RESPONSIBLE FINANCIAL OFFICER

The Responsible Finance Officer to the Council is the designated Local Government Act 1972 Section 151 Officer. The post holder may be either the Chief Executive Officer or a separately designated Officer and shall be responsible for the Town Council's accounting procedures in accordance with the Accounts and Audit Regulations in force at any given time.

### **19. Statutory Financial Responsibilities**

The Responsible Financial Officer shall:

- maintain accounting systems;
- operate banking arrangements;
- pay all accounts properly incurred;
- prepare draft and final accounts;
- oversee audit arrangements;
- manage investments;
- authorise debt recovery;
- ensure compliance with Financial Regulations;
- negotiate settlements in connection with claims made by and against the Council in consultation with the Council's insurers where appropriate;
- enter into leasing and contract hire agreements for the acquisition of vehicles, machinery and equipment approved by Council or an appropriate Committee on such terms as are considered appropriate;
- raise and repay loans approved by the council;
- maintain a Register of Assets and Inventory of Equipment;
- make all necessary arrangements for the Council's insurance; and
- prepare a draft budget for consideration by Council.

The RFO shall report quarterly financial summaries to the Management Committee.

The Responsible Finance Officer may do anything pursuant to the delegated power, or duty, which it would be lawful for the Council to do, including anything reasonably implied or incidental to that power or duty.

## PART F – FINANCIAL CONTROL & RESERVES

### **20. Ear Marked Reserves (EMR)**

All EMR expenditure is corporately controlled.

- Service Committees may recommend EMR drawdown.
- Management Committee may approve EMR expenditure up to £50,000.
- EMR expenditure above £50,000 requires Full Council approval.

Inclusion of a project within an EMR does not constitute automatic spending authority.

### **21. General Reserve**

Any proposal to utilise the General Reserve must be approved by Full Council. Management Committee has no authority to authorise General Reserve drawdown.

## PART G – STAFFING COMMITTEE AUTHORITY

All staffing nominal codes across all cost centres are allocated to the Staffing Committee, including:

- 4001 Salaries;
- 4002 Employer's NIC;
- 4003 Employer's Superannuation;
- 4011 Staff Training;
- 4012 Recruitment;
- 4013 Other Staff Expenses;
- 4014 Sexton Duties;
- 4015 Grave Digging; and
- Any future staffing-related codes.

Additionally:

- £5,000 of 4313 Professional Fees within Cost Centre 101.

Service Committees retain service oversight but not establishment control. Operational management of staff rests with the Chief Executive Officer.

## PART H – FINANCIAL DELEGATION LEVELS

### **22. Committee Financial Authority**

Service Committees may:

- authorise expenditure within approved service budgets;
- approve projects within budget;
- recommend virements to Management Committee; and
- refer financial pressures upward where required.

Management Committee may:

- approve virement up to £50,000; and
- authorise expenditure up to £50,000 within policy.

Expenditure above £50,000 requires Full Council approval.

## PART I – URGENT MATTERS

Where urgent action is required:

- CEO may act in consultation with Mayor and Leader;
- the matter must be reported to next meeting; and
- call-In does not apply to properly executed urgent decisions.

## PART J – OFFICER/MEMBER BOUNDARIES

In accordance with the Statement on Staff Management:

- operational management of staff rests with the CEO;
- committees provide oversight and policy direction only;
- individual Members shall not issue instructions to staff; and
- the Head of Youth Service attends the Youth Service Committee in advisory capacity and remains accountable through the CEO.

## PART K – LEADER OF THE COUNCIL

The Council shall appoint a Leader of the Council at the Annual Council Meeting. The Leader will also normally hold the position of Chair of the Management Committee.

The Leader is a political role and does not replace or diminish:

- the statutory role of the Town Mayor as Chair of the Council; or
- the statutory role of the Chief Executive Officer as Proper Officer and Head of Paid Service.

### **23. Authority and Responsibilities of the Leader**

In accordance with Standing Orders and this Scheme of Delegation and recognising that no individual Member may act alone in an executive capacity, the Chief Executive Officer is delegated and directed to work with the Leader to support the effective coordination of Council business.

The Leader shall:

- chair the Management Committee;
- provide political leadership in developing Council strategy;
- work with the Chief Executive Officer to coordinate forward planning of Council business;
- support the coordination of work programmes across Service Committees;
- be consulted on urgent matters prior to the exercise of urgency powers by the Chief Executive Officer; and
- liaise with Group Leaders to promote consensus on strategic priorities.

The Leader shall not:

- exercise individual decision-making authority;
- issue instructions to Officers;
- override a resolution of Council or Committee; or
- exercise line management over staff.

Any action taken following consultation with the Leader must be exercised by the Proper Officer under lawful delegated authority.

## PART L – ABSENCE OF THE CHIEF EXECUTIVE OFFICER

### **24. Designation of Deputy Chief Officer**

The Deputy Chief Officer is authorised to act in place of the Chief Executive Officer during any period of:

- planned absence;
- unplanned absence;
- incapacity; or
- vacancy in the post.

Such authority applies only where the Chief Executive Officer is unavailable.

### **25. Scope of Acting Authority**

When acting in the absence of the Chief Executive Officer, the Deputy Chief Officer may exercise:

- Proper Officer functions under the Local Government Act 1972;
- delegated powers granted to the Chief Executive Officer under this Scheme;
- urgency powers in consultation with the Mayor and Leader; and
- operational management of staff.

All such actions shall:

- be exercised within approved budgets and policy;
- be reported to the next meeting of the relevant Committee or Council where appropriate.

## 26. Limitations

The Deputy Chief Officer shall not:

- exercise powers reserved to Full Council;
- take decisions beyond the financial limits authorised to the Chief Executive Officer; or
- amend policy without Council approval.

Where the absence of the Chief Executive Officer is likely to exceed seven days, the Mayor may convene an Extraordinary Meeting of the Council to determine any necessary interim arrangements.

## PART M – TABLE OF AUTHORISED EXPENDITURE & LIMITS

### 27. Authority to Authorise Expenditure

Tables 1-3 below detail the authorised limits of expenditure and certification of invoices. Costs above these limits are to be referred upwards to the CEO, appropriate Committee or Full Council as appropriate to the circumstances.

### 28. Allocation of Cost Centres & Budgetary Responsibility

*(Excluding Staffing Nominal Codes unless otherwise stated)*

#### TABLE 1A

#### **Management Committee**

Corporate Governance, Finance & Property Portfolio

<b>Cost Centre</b>	<b>Description</b>	<b>Notes</b>
101	Head Office Costs	Excluding staffing nominals; excluding 4341 Community Grants; excluding £5,000 of 4313 (Staffing Committee)
102	Civic Expenses	Full oversight
109	Ockford Building	Full oversight
110	Local Government Reorganisation	Full oversight
111	Available for Use	Full oversight
202	Pepperpot	Full oversight
205	Wilfrid Noyce Community Centre	Full oversight
208	Public Conveniences	Full oversight
209	Crown Court Conveniences	Full oversight
211	Pepperpot Extension Redevelopment	Capital oversight

#### **Additional Responsibilities:**

- Corporate finance coordination
- SLA allocations
- Approval of EMR drawdown up to £50,000
- Virements between cost centres

**TABLE 1B****Community, Events & Culture Committee**

Community Engagement, Culture &amp; Events Portfolio

<b>Cost Centre</b>	<b>Description</b>	<b>Notes</b>
104	Street Scene	
105	Staycation	
106	Festivals, Markets & Events	
108	Christmas Lights	
203	The Square	
206	Bandstand	
207	Godalming Museum	
414	Mayor's Charity 2025	
415	Mayor's Charity 2024	

**Within Cost Centre 101:**

<b>Nominal Code</b>	<b>Description</b>
4341	Community Grants

**Grant Control Structure:**

- Community Committee manages allocation of Community Grants;
- Management Committee determines total funds available; and
- SLA allocations remain with Management Committee.

**TABLE 1C****Youth Service Committee**

Youth Provision &amp; Associated Programming

<b>Cost Centre</b>	<b>Description</b>	<b>Notes</b>
201	BWP Youth & Community Centre	Excluding staffing nominals
201	7300/7305 HAF Lines	Youth programmes' oversight

**TABLE 1C****Cemeteries & Open Spaces Committee**

Environmental &amp; Burial Services

<b>Cost Centre</b>	<b>Description</b>	<b>Notes</b>
301	Cemeteries & Open Spaces	Excluding staffing nominals
204	Allotments	Full oversight

## Staffing Committee

Scope	Description
All Cost Centres	All staffing nominal codes (4001–4015 and future staffing codes)
101	£5,000 of 4313 Professional Fees (HR-related allocation)

Staffing Committee controls establishment, recruitment, pay and staffing budgets only.

**TABLE 2 - DELEGATED AUTHORITY & FINANCIAL LIMITS**

<b>Body/Officer</b>	<b>Cost Centres/Area of Responsibility</b>	<b>Financial Authority</b>	<b>Restrictions/Notes</b>
Full Council	All	Unlimited (within law)	Expenditure above £50,000; General Reserve use; policy adoption; borrowing; property acquisition/disposal; appointment/dismissal of CEO/RFO
Management Committee	101 (exc staffing & grants); 102; 109; 110; 111; 202; 205; 208; 209; 211	Up to £50,000 per project or item within approved budget	Controls EMR drawdown up to £50,000; approves virements between cost centres; determines SLA allocations; corporate finance oversight
Community, Events & Culture Committee	104; 105; 106; 108; 203; 206; 207; 414; 415; 101 – 4341 Community Grants	Within approved service budget	May vire up to £3,000 within a cost centre; manages community grant allocation only (budget ceiling set by Management)
Youth Service Committee	201 (excl staffing); HAF lines 7300/7305	Within approved service budget	May vire up to £3,000 within cost centre; EMR drawdown requires Management approval
Cemeteries & Open Spaces Committee	301 (excl staffing); 204	Within approved service budget	May vire up to £3,000 within cost centre; staffing nominals excluded
Staffing Committee	All staffing nominals (4001–4015 etc) across all cost centres; £5,000 of 4313 within 101	Within approved staffing establishment and budget	No authority over operational non-staff budgets; establishment changes subject to budget provision
Chief Executive Officer (Proper Officer)	All service areas	Authorised expenditure within approved budgets; emergency expenditure up to £4,500	Must operate within policy and budget; urgent action in consultation with Mayor & Leader; reports to next meeting
Deputy Chief Officer (Deputy Proper Officer)	Acts in absence of CEO	Same authority as CEO when acting	Only during absence/incapacity/vacancy
Responsible Financial Officer	Corporate finance	Banking, payments, debt recovery; emergency expenditure up to £2,000 in CEO absence	In accordance with Financial Regulations
Service Managers/Budget Holders	Allocated cost centres	Operational expenditure within approved budget and authorised purchase limits	Operations & Compliance Officer = up to £2,000 Head of Youth Service = £2,000 Maintenance Supervisor = up to £1,000 Services Support Executive = up to £1,000 Community Services & Comms Officer = up to £1,000 Museum Curator = up to £1,000 <b>NB:</b> Items above this amount to be authorised by the CEO

## Supporting Financial Controls Virements

- Up to £3,000 within a cost centre → relevant Service Committee
- Between cost centres or above £3,000 → Management Committee
- Staffing virements → Staffing Committee

## Ear Marked Reserves (EMR)

- Service Committees recommend
- Management approves up to £50,000
- Above £50,000 → Full Council

## General Reserve

- Full Council approval required

TABLE 3 – AUTHORISATION OF INVOICES

Officer	Authorisation Level	Notes
Chief Executive Officer (Proper Officer)	Invoices of £5,000 and above for all budget cost centres	The FO carries out an additional level of checks whilst inputting into the accounts system
Deputy Chief Officer (Deputy Proper Officer)	Invoices of £2,500 and above for all budget cost centres (excepting when acting in absence of CEO when CEO authority applies)	The FO carries out an additional level of checks whilst inputting into the accounts system
Operations & Compliance Officer Head of Youth Service Maintenance Supervisor Services Support Executive Community Services & Communications Officer Museum Curator	Invoices below £2,500 for budget cost centres delegated to the listed officers	The FO carries out an additional level of checks whilst inputting into the accounts system

11. LGR & COMMUNITY ASSET TRANSFERS – STATUS GRID

Asset Name	Ward	Current Approval Status	Agreed Tenure	Conveyancing Status	Action Required	Finance	Priority
<b>The Bury's Field</b>	Central & Ockford	Approved by WBC Exec 10 Feb 26	Freehold	Awaiting Heads of Terms (See Footnote)	Prepare work schedules – Identify replacement litter bins – Arrange transfer of WBC booking diary, maintenance and inspection records. On completion ensure on insurance risk. Update asset register	Day to day operating costs already within existing budget and staff structure	 Tranche 1
<b>Canon Bowring Recreation Ground</b>	Farncombe & Catteshall	Approved by WBC Exec 13 Jan 26	Freehold	Heads of Terms approved by GTC – at conveyance stage (See Footnote)	Estimates received for Playground and access works. Prepare new signage boards (GTC brand). Identify replacement litter bins – Arrange transfer of WBC, maintenance and inspection records. On completion ensure on insurance risk. Update asset register	Day to day operating costs already within existing budget and staff structure – Improvement costs vis Neighbourhood CIL	 Tranche 1
<b>Charterhouse Green</b>	Binscombe & Charterhouse	Approved by WBC Exec 13 Jan 26	Freehold (registered common-land)	Heads of Terms approved by GTC – at conveyance stage (See Footnote)	Prepare work schedules Arrange transfer of WBC, maintenance and inspection records. Resident consultation Autumn 26 On completion ensure on insurance risk. Update asset register	Day to day operating costs already within existing budget and staff structure	 Tranche 1
<b>Lamas land Adjacent Bridge House</b>	Farncombe & Catteshall	Approved by WBC Exec 13 Jan 26	Freehold (registered common-land)	Heads of Terms approved by GTC – at conveyance stage (See Footnote)	On transfer, application required to Secretary of State for use as allotments – Collaboration with FDAO for plot sizes/layout and management. Ensure on insurance risk. Update asset register	Day to day operating costs already within existing budget and staff structure – Initial costs for creation of new allotments via Neighbourhood CIL	 Tranche 1
<b>Crown Court Public Toilets</b>	Central & Ockford	Approved by WBC Exec 10 Feb 26	Freehold	Heads of Terms approved by GTC – Solicitors instructed (See Footnote)	On completion, update tenure status in asset register	Day to day operating costs already within existing budget and staff structure	 Tranche 2
<b>Farncombe North Street Public Toilets</b>	Farncombe & Catteshall	Approved by WBC Exec 10 Feb 26	Freehold	Heads of Terms approved by GTC – Solicitors instructed (See Footnote)	On completion, update tenure status in asset register	Day to day operating costs already within existing budget and staff structure	 Tranche 2

Asset Name	Ward	Current Approval Status	Agreed Tenure	Conveyancing Status	Action Required	Finance	Priority
<b>Farncombe North Street Public Toilets</b>	Farncombe & Catteshall	Approved by WBC Exec 10 Feb 26	Freehold	Heads of Terms approved by GTC – Solicitors instructed. (See Footnote)	On completion, update tenure status in asset register	Day to day operating costs already within existing budget and staff structure	 Tranche 2
<b>Wilfrid Noyce Centre</b>	Central & Ockford	Approved by WBC Exec 10 Feb 26	Freehold	Heads of Terms approved by GTC – Solicitors instructed. (See Footnote)	On completion, update tenure status in asset register	Day to day operating costs already within existing budget and staff structure	 Tranche 2
<b>Godalming &amp; Villages Community Store</b>	Farncombe & Catteshall	Not approved for Transfer			Resubmit application with stronger community case and examples of WBC operational buildings with third party leases.	costs to be met by the Community Store	 Tranche 2
<b>Burys Scout &amp; Guide HQ</b>	Central & Ockford	Approved by WBC Exec 10 Feb 26	Freehold	Heads of Terms approved by GTC – Solicitors instructed. (See Footnote)	On completion ensure on insurance risk. Update asset register. Existing Lease to be renewed by Feb 2027.	Nominal expenditure on building compliance potentially offset by lease rental.	 Tranche 3
<b>Seymour Road Scout &amp; Guide Building</b>	Central & Ockford	Approved by WBC Exec 10 Feb 26	Freehold	Heads of Terms approved by GTC – Solicitors instructed. (See Footnote)	On completion ensure on insurance risk. Update asset register.	Nominal expenditure on building compliance potentially offset by lease rental.	 Tranche 3
<b>Godalming Band Room &amp; Rangers' Station</b>	Farncombe & Catteshall	Not approved for Transfer			Resubmit application omitting request for Rangers' Station.	Nominal expenditure on building compliance potentially offset by lease rental.	 Tranche 3
<b>Bus Shelters &amp; Public Benches</b>	All Wards				Awaiting response from WBC ref request for transfer with supporting funding	By default GTC already maintains public benches. WBC budgeted £30K for improvements 2025/26, prior to transfer to GTC. WBC to confirm position relating to timetable for transfer.	 Tranche 3

Asset Name	Current Tenure	Desired Tenure	Asset Type	WBC Ward	Other Interested Parties	Action Required	Current Status	Finance	Priority
<b>Borough Hall Complex (inc. WhatNext?, Stonehouse etc.)</b>	Managed by WBC	Freehold	Community	Central & Ockford	WhatNext?, Borough Hall Users	High Community Value Major project, resource intensive. At Risk Level potentially high. Meeting held with WBC, awaiting response of GTC letter of 11 December 2025 seeking collaborative working.		Unknown at present but potentially £3-£5m over 5 years capital expenditure plus initial operating cost subsidy	● Tranche 4a
<b>Holloway Hill Recreation Ground</b>	Leased to third party	Freehold	Community	Holloway	Multiple local clubs & associations	Complex stakeholder mapping and WBC discussions – Fields in Trust site – although individual leases to site users require significant works to ensure compliance and/or security of tenure, Meeting with WBC held 23 October – Limited follow-up. Council request LGR group to consider options and further engagement with WBC		Seeking clarity from WBC regarding the tenure arrangements for the clubs and activity groups based in the recreation ground	● Tranche 4a
<b>Farncombe Day Centre</b>	Leased to third party	Freehold or Long Lease	Community	Farncombe & Catteshall	Farncombe Day Centre Trustees	High Community Value. Potential risk of loss of grant funding resulting in loss of service		Trustees conducted a feasibility study for site improvements, (funded by Neighbourhood CIL) Awarded Strategic CIL for major investment to building and service delivery. WBC looking at options for separating out of utilities and services	● Tranche 4b
<b>Phillips Memorial Park</b>	Managed by WBC	Freehold	Community	Central & Ockford	GTC	Identify maintenance requirements and costs	High Community Value. At Risk Level of development potentially low, higher risk of neglect/deterioration of facilities higher		● Tranche 4b

Asset Name	Current Tenure	Desired Tenure	Asset Type	WBC Ward	Other Interested Parties	Action Required	Current Status	Finance	Priority
<b>Crown Court Pedestrian Area</b>	Licensed to GTC	To Be Confirmed	Public Realm	Central & Ockford	SCC, adjoining property owners	Clarify desired tenure with stakeholders	High Community Value Complex shared interest. At Risk Level potentially low		● Tranche 4b
<b>Old Print Room (CAB)</b>	Managed by WBC	Freehold	Community	Central & Ockford	Citizens Advice	Identify ongoing needs and property condition survey	Positive community case needed – possible rental income. At Risk Level potentially high	Initial discussion to be arranged with portfolio holder	● Tranche 4b

#### Legend for Traffic Light System (Priority of Resource)

- **Pre- LGR** – Tranche 1
- **Low Complexity** – low resistance, but timing or value moderate – Tranche 2 submission
- **Medium Complexity** – Clear opportunity required stakeholder agreement or preparatory work – Tranche 3
- **High Complexity** – Multiple stakeholders, high community value – Tranche 4

#### Community Asset Transfer – Member Briefing Note – Dated 7 March 2026

Members are asked to note that, following approval by the Waverley Borough Council (WBC) Executive on **13 January 2026** of the first three **Tranche 1 Community Asset Transfers**, WBC's Legal Team confirmed to Godalming Town Council's (GTC) solicitors that they had been instructed in relation to the transfer of **Charterhouse Green**. Confirmation is still awaited that WBC's Legal Team has been instructed in relation to the transfer of **Canon Bowring Recreation Ground** and the **land adjacent to Bridge House**.

GTC's solicitors are also awaiting confirmation that WBC has instructed its Legal Team in relation to the conveyancing of the **seven community assets approved by the WBC Executive on 13 February 2026**. Of these, GTC is currently awaiting the proposed **Heads of Terms for The Burys Field** so that the matter can be brought to the Policy & Management Committee, in accordance with the resolution of Full Council on 19 February 2026.

Members should also note that, although GTC previously provided WBC with a written undertaking to meet legal costs and disbursements associated with the CAT requests, WBC has requested that GTC's solicitor provides a formal undertaking confirming that GTC will meet WBC's legal fees. As GTC's solicitors cannot provide such an undertaking without holding funds on account, the **CEO, in consultation with the Chair of the LGR Group, has authorised the transfer of £10,000 to Surrey Hills Solicitors** to enable this undertaking to be provided and to avoid further delay to the conveyancing process.

Finally, Members are reminded that, notwithstanding WBC Executive approval of the CAT requests, GTC must undertake appropriate due diligence, including property searches, as part of the conveyancing process. As a result, it is unlikely that the first transfers will be ready for completion by **1 April 2026**. It is therefore proposed that GTC instruct its solicitors to work towards completion on **1 July 2026**, and if necessary **1 October 2026**.

# GODALMING TOWN COUNCIL

Chief Executive Officer: Andy Jeffery MSc MCGI

Tel: 01483 523575

E-Mail: [office@godalming-tc.gov.uk](mailto:office@godalming-tc.gov.uk)



107-109 High Street  
Godalming  
Surrey  
GU7 1AQ

XX March 2026

Sent via Email: [cat@waverley.gov.uk](mailto:cat@waverley.gov.uk)

Ms Ali Moss  
Community Asset Transfer Officer  
Waverley Borough Council  
Council Offices  
The Burys  
Godalming  
Surrey GU7 1HR

Dear Ali

**Re: Resubmission of Expression of Interest – Community Asset Transfer  
Godalming & Villages Community Store, Broadwater Park**

Godalming Town Council writes to resubmit an updated Expression of Interest under Waverley Borough Council's Community Asset Transfer Policy in respect of the premises currently occupied by the Godalming & Villages Community Store at Broadwater Park, Summers Road, Godalming.

Members considered the Borough Council's decision not to progress the original submission and concluded that the application may have been interpreted as relating to the Broadwater Park Sports Changing Rooms building as a whole. For the avoidance of doubt, this has never been the intention of Godalming Town Council.

The Town Council is seeking the transfer solely the premises currently occupied by the Community Store, which forms a separate unit within the building and is recognised as a distinct hereditament.

The premises is identified by the Valuation Office Agency as Local Council Reference 123015058 and is separately assessed for business rates. The revised Expression of Interest therefore clarifies that the proposal relates exclusively to this unit and does not include the adjoining sports changing rooms or any other part of the pavilion building.

The Community Store unit is capable of independent occupation and has been adapted specifically to support the operation of the Godalming & Villages Community Store. While the unit forms part of a wider structure, its separate rating assessment confirms its recognition as an independent hereditament capable of separate occupation and management.

In reviewing the basis for the previous decision, the Town Council also notes that Waverley Borough Council already grants leases for premises which form part of wider operational assets where those premises constitute separate hereditaments capable of independent occupation.

Examples include:

- The Denningberg Centre within The Burys complex;
- The Cellar Camino Café located within the same operational site; and

- The Old Print Room premises appears to be two separate hereditaments within a single building as 18a and 18b Bridge Street, despite forming part of the Borough Council's principal operational complex.

These examples demonstrate that the leasing of individual units within a wider operational property is an established and pragmatic approach within the Borough Council's property portfolio where those units are capable of independent use.

In this context, the Town Council would respectfully expect the Community Store premises to be considered on a similar basis, given that it is likewise a separately identifiable and independently rated unit capable of occupation independent of the wider building.

The Town Council is seeking a long-term lease of the Community Store unit only, in order to secure the continued operation of a facility that has become an essential support service for residents across Godalming, Farncombe and the surrounding villages.

Originally established during the COVID-19 pandemic, the Community Store has evolved into a permanent and vital community resource providing food and essential household goods to residents experiencing financial hardship. The facility operates through a registered charity and a substantial volunteer network, with the Town Council acting as a key enabling partner.

Securing a long-term lease will provide the stability necessary to support the continued delivery of this service, enable future funding opportunities, and protect the investment already made in adapting the premises for community use.

The Town Council recognises that practical matters may arise as a result of the unit forming part of a larger building, including the potential requirement for separate utility metering arrangements. Godalming Town Council is willing to work constructively with Waverley Borough Council to identify practical and proportionate solutions where required.

To assist the Borough Council in considering the proposal fully, the Town Council has enclosed:

- a revised Expression of Interest clarifying the scope of the asset; and
- an updated Business Case supporting the proposal.

Godalming Town Council believes that the revised submission clearly meets the requirements set out within the Community Asset Transfer Policy and represents a practical means of safeguarding a valued community service while maintaining the Borough Council's freehold interest in the building.

The asset concerned is clearly identified as a separate hereditament capable of independent occupation, the applicant organisation meets the policy definition of a qualifying body, and the accompanying business case demonstrates the clear and continuing community benefit arising from the operation of the Community Store.

In light of the clarification provided regarding the scope of the asset and its status as a separately rated hereditament, the Town Council respectfully requests that the Borough Council reconsider the Expression of Interest under the Community Asset Transfer process.

Officers would of course be happy to meet with Borough Council colleagues should further clarification assist in progressing the application.

Yours sincerely

*Andy Jeffery*

Andy Jeffery  
Chief Executive Officer

## **Clarification Note**

### **Community Asset Transfer – Resubmitted Expression of Interest**

#### **Godalming & Villages Community Store, Broadwater Park, Godalming.**

Godalming Town Council is resubmitting its Expression of Interest for the Community Store premises at Broadwater Park in order to clarify the scope of the asset proposed for transfer.

The Town Council understands that the previous submission may have been interpreted as relating to the Broadwater Park Sports Changing Rooms building as a whole. This was not the intention of the application.

The proposal relates solely to the premises currently occupied by the Godalming & Villages Community Store, which forms a self-contained unit within the building.

Key clarifications are set out below:

- The Community Store premises are a separate hereditament
- The premises are separately assessed for business rates by the Valuation Office Agency  
Local Council Reference: 123015058
- The Expression of Interest does not include the Sports Changing Rooms or any other part of the pavilion building

Godalming Town Council is seeking a long-term leasehold interest in the Community Store unit only, in order to secure the continued operation of the Godalming & Villages Community Store.

The accompanying revised Expression of Interest and Business Case provide further detail regarding the proposed arrangements and the significant community benefit delivered by the facility.

## ANNEX 1 – Expression of Interest Form

### Community Asset Transfer (CAT)

#### Expression of Interest Form

#### *Godalming & Villages Store – Godalming*

*This revised Expression of Interest clarifies that the proposed Community Asset Transfer relates solely to the Community Store premises within Broadwater Park and does not include the Sports Changing Rooms located within the same structure*

VOC's name, address and contact details	Andy Jeffery (Town Clerk) Godalming Town Council, 107-109 High Street, Godalming, GU7 1AQ, 01484 523575 Email: <a href="mailto:townclerk@godalming-tc.gov.uk">townclerk@godalming-tc.gov.uk</a>
Please set out how your organisation qualifies as a VCO under the Council's CAT policy	Godalming Town Council qualifies as a Voluntary and Community Organisation (VCO) under Section 6 of Waverley Borough Council's Community Asset Transfer Policy.  GTC is a Parish Council constituted under the Local Government Act 1972 and has a longstanding record of delivering and managing community services and facilities for public benefit within the Godalming area.  As a democratically accountable public body with statutory powers and responsibilities for supporting the wellbeing of its community, GTC has extensive experience in the stewardship of community assets and the delivery of services that address social need, strengthen community resilience, and support partnership working across the voluntary and public sectors.
Address and Area in sqm of asset to be transferred (please attach a plan)	<b>Asset Address:</b> Godalming & Villages Community Store, Broadwater Park Summers Road, Godalming, Surrey GU7 3BJ  <b>Description of Asset</b> The asset subject to this Expression of Interest is the <b>premises currently occupied by the Godalming &amp; Villages Community Store</b> , located within the Broadwater Park Pavilion building.  The Community Store occupies a <b>self-contained unit within the northern end of the building</b> , measuring approximately <b>19.46 square metres</b> .  This unit is a <b>separate hereditament</b> , identified as, <b>Local Council Reference: 123015058</b> .  It is therefore recognised as a <b>separate rating and operational unit distinct from the adjoining Sports Changing Rooms within the same structure</b> .

	<p><b>Clarification of Scope</b>  This Expression of Interest relates <b>solely to the Community Store unit.</b></p> <p>Godalming Town Council <b>is not seeking the transfer of the Sports Changing Rooms</b> located within the same building. The Community Store premises operate independently from the changing rooms and have been adapted specifically to support the operation of the food bank and community support services. A plan identifying the Community Store unit is attached.</p> <p><b>Basis of Occupation</b>  The premises are currently occupied under a Licence to Occupy granted by Waverley Borough Council in July 2021, permitting use for the purposes of the Community Store or other agreed community uses. Although the licence has formally expired, the arrangement has continued on a rolling basis and the premises remain in active community use. The licence relates specifically to:</p> <ul style="list-style-type: none"> <li>• <b>The Community Store unit</b></li> <li>• Not the sports changing facilities.</li> </ul>
<p>Type of transfer requested.</p> <p>If applying for freehold transfer, please provide reasons why a leasehold transfer does not meet your needs.</p>	<p><b>Type of Transfer Requested:</b> Leasehold</p> <p>Godalming Town Council seeks the grant of a <b>long-term leasehold interest in the Community Store premises</b>, currently occupied by the Godalming &amp; Villages Community Store.</p> <p>GTC proposes a <b>30-year lease</b> for the Community Store unit. The Council is <b>not seeking the freehold transfer of the building</b> and recognises that Waverley Borough Council will remain the freeholder.</p> <p>A long-term lease is considered essential in order to:</p> <ul style="list-style-type: none"> <li>• Provide long-term stability for the Community Store and the residents it supports</li> <li>• Enable future investment in the premises where appropriate</li> <li>• Support applications for grant funding that require secure tenure</li> <li>• Formalise responsibilities for the management and upkeep of the premises</li> </ul> <p>GTC recognises that the Community Store unit forms part of a wider building that also contains sports changing facilities.</p> <p>GTC acknowledges that <b>some additional work may be required to provide separate utility metering arrangements</b>, and is willing to work with Waverley Borough Council to implement a practical solution.</p>

<p>Outline your plans for this asset and how these fit within your organisation and the Council's corporate goals and objectives.</p>	<p><b>Plans for the Asset and Fit with Organisational and Corporate Objectives</b></p> <p>The Godalming &amp; Villages Community Store was originally established during the COVID-19 pandemic as an emergency response to support vulnerable households.</p> <p>Since that time it has evolved into a <b>permanent and vital community service</b>, providing food, essential household goods and access to wider support services for residents experiencing financial hardship across Godalming, Farncombe and surrounding villages.</p> <p>The facility is run by the <b>Godalming &amp; Villages Community Store Trustees (Charity No. 1199787)</b> and supported by a dedicated volunteer network and local partner organisations. Godalming Town Council acts as a key enabling partner, providing governance support, infrastructure assistance and liaison with partner agencies.</p> <p>Securing a long-term lease of the Community Store premises would:</p> <ul style="list-style-type: none"> <li>• Protect the continuity of an essential local service</li> <li>• Provide operational stability for the Community Store charity</li> <li>• Enable long-term planning and potential facility improvements</li> <li>• Support continued partnership working with local organisations tackling food poverty and social inequality.</li> </ul> <p>The proposal directly aligns with the priorities of both Waverley Borough Council and Godalming Town Council.</p> <p><b>Strategic Alignment</b></p> <p>This proposal supports the objectives set out within the <b>Waverley Borough Council Corporate Strategy</b>, particularly those relating to:</p> <ul style="list-style-type: none"> <li>• Tackling inequality and hardship</li> <li>• Supporting community-led initiatives</li> <li>• Enabling sustainable use of public assets</li> </ul> <p>It also supports the objectives of the <b>Godalming Town Council Corporate Plan 2023–2027</b>, specifically:</p> <ul style="list-style-type: none"> <li>• Supporting services which reduce hardship and improve wellbeing</li> <li>• Strengthening partnerships with voluntary and community organisations</li> <li>• Promoting sustainable and resilient community infrastructure</li> </ul>
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<p>Evidence that your organisation is able to manage the asset effectively including financial details, staffing, expertise etc (refer to CAT policy)</p>	<p>Godalming Town Council has substantial experience in the ownership, management and operation of community facilities and public assets.</p> <p>The Council currently manages assets with a combined value in excess of <b>£20 million</b>, supported by an annual revenue budget of approximately <b>£1.18 million</b> and financial reserves of around <b>£1.4 million</b>.</p> <p>GTC employs a professional officer team comprising <b>19.12 full-time equivalent staff</b>, including officers responsible for governance, finance, facilities management and community services.</p> <p>The Council has a proven track record in successfully delivering and managing community infrastructure projects, including:</p> <ul style="list-style-type: none"> <li>• The redevelopment and ongoing management of the <b>Wilfrid Noyce Community Centre</b></li> <li>• The <b>Godalming Youth Centre</b></li> <li>• Delivery of the <b>Crown Court Public Conveniences capital programme and ongoing operation</b></li> </ul> <p>Under the proposed arrangement:</p> <ul style="list-style-type: none"> <li>• Godalming Town Council would hold the lease and oversee compliance with lease obligations.</li> <li>• The <b>day-to-day operation of the Community Store would remain with the Store Trustees and volunteers</b> under a sub-lease or licence agreement.</li> </ul> <p>This model ensures appropriate governance oversight while preserving the community-led nature of the service.</p>
<p>List of any other stakeholder groups with an interest in this asset</p>	<p><b>Stakeholder Support</b></p> <p>The Community Store benefits from strong local support and partnership working. Key stakeholders include:</p> <ul style="list-style-type: none"> <li>• Trustees of the <b>Godalming &amp; Villages Community Store</b></li> <li>• The network of volunteers supporting the operation of the Store</li> <li>• Local residents and families experiencing food insecurity or financial hardship</li> <li>• Local businesses and organisations donating food and supplies</li> <li>• Local charities and referral agencies supporting residents in need Farncombe Cricket Club as a neighbouring organisation within Broadwater Park</li> <li>• Godalming Town Council as an active partner in supporting the facility</li> </ul>



**Godalming**  
Town Council

Supporting Our Community

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**GODALMING & VILLAGES  
COMMUNITY STORE  
PREMISES  
BROADWATER PARK  
FARNCOMBE**

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Business Plan

UPDATED 12 March 2026

## TABLE OF CONTENTS

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

## **EXECUTIVE SUMMARY**

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Godalming Town Council (GTC) seeks to secure a **30-year leasehold interest in the Community Store unit located within the Broadwater Park Pavilion building, Summers Road, Godalming.**

The proposal relates **solely to the self-contained premises currently occupied by the Godalming & Villages Community Store and does not include the adjoining sports changing rooms within the same structure.**

The Community Store unit forms a **distinct operational space within the northern end of the pavilion building**, measuring approximately **19.46 square metres.**

The premises are recognised as a **separate hereditament and are independently assessed for business rates by the Valuation Office Agency (Local Council Reference 123015058)**, confirming that the unit is capable of independent occupation and management. The Godalming & Villages Community Store has become a vital service providing food and essential household goods to residents experiencing financial hardship across Godalming, Farncombe and the surrounding villages. The service is operated by **Godalming & Villages Community Store Trustees (Charity No. 1199787)** and supported by a dedicated volunteer network and a range of local partners.

Godalming Town Council has supported the establishment and operation of the Community Store since its creation during the COVID-19 pandemic and has funded and overseen works to adapt the premises to make them suitable for this purpose.

Securing a long-term lease will provide stability for the continued operation of the Community Store, enable future funding opportunities, and ensure that the premises remain dedicated to delivering community benefit while Waverley Borough Council retains the freehold interest in the wider building.

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

#### **Approach and Strategy**

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

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

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

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

#### **Proposed Uses**

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

#### **Hours of Use**

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

### **Target Demographic**

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

### **Innovation and Benefits**

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

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

#### **Management and Maintenance**

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

#### **Responsibility**

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

#### **Resourcing and Recruitment**

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

#### **Outsourcing**

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

#### **Planned Changes**

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

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

#### **Engagement**

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

#### **Marketing and Communication**

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

#### **Charity Partnerships**

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

#### **Promotion of Inclusivity**

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

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

#### **Operational Expertise**

- GTC has direct experience of adapting and refurbishing the premises for the Store.

- Extensive track record in managing community buildings and leasehold arrangements.

### **Maintenance Capacity**

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

### **Recognition**

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

### **Landlord and Tenant Relationship**

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

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

#### **Initial Operating Costs**

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

#### **Organisation Type**

- Existing legal entity: Godalming Town Council.

#### **Revenue Maximisation**

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

### **Conclusion**

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

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

This proposal demonstrates that the Community Store premises are capable of independent occupation and management while continuing to operate as an integral community facility within Broadwater Park.

## PROPOSAL DETAILS

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### Proposed Use

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

The Community Store premises are recognised as a **separate hereditament and are assessed independently for business rates by the Valuation Office Agency (Local Council Reference 123015058)**, confirming the unit's capability for independent occupation and management.

### Tenure

Godalming Town Council proposes that Waverley Borough Council grant a **30-year lease of the Community Store unit within the Broadwater Park Pavilion building**. The lease would relate solely to the **self-contained Community Store premises**, which are recognised as a **separate hereditament (Local Council Reference 123015058)**.

Under the proposed arrangement:

- Waverley Borough Council would retain the freehold ownership of the building
- Godalming Town Council would hold the lease for the Community Store unit
- The Community Store Trustees would continue to operate the service under a sub-lease or licence arrangement

The Community Store unit forms part of a wider building that also contains sports changing facilities. Godalming Town Council recognises that some practical matters, including utility metering arrangements, may need to be addressed to reflect the independent occupation of the unit. The Town Council is willing to work constructively with Waverley Borough Council to agree practical solutions where required.

A long-term lease will provide security of tenure, enabling the Community Store to continue delivering essential support to the local community while allowing Godalming Town Council to plan responsibly for the long-term management of the premises.

### Managing the Site

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

#### Year 1

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

#### Year 2

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

### Health and Wellbeing

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

### Operational & Risk Management

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

### Financing

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

# GODALMING TOWN COUNCIL

Chief Executive Officer: Andy Jeffery MSc MCGI

Tel: 01483 523575

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107-109 High Street  
Godalming  
Surrey  
GU7 1AQ

XX March 2026

Sent via Email: [cat@waverley.gov.uk](mailto:cat@waverley.gov.uk)

Ms Ali Moss  
Community Asset Transfer Officer  
Waverley Borough Council  
Council Offices  
The Burys  
Godalming  
Surrey. GU7 1HR

Dear Ali

**Re: Resubmission of Expression of Interest – Community Asset Transfer  
Godalming Band Room, Broadwater Park, Summers Road, Godalming.**

Godalming Town Council writes to resubmit an updated Expression of Interest under Waverley Borough Council's Community Asset Transfer (CAT) Policy in respect of the Band Room building located within Broadwater Park, Summers Road, Godalming.

Members considered the Borough Council's previous decision not to progress the original submission and concluded that the original proposal should only have covered the Band Room not the adjacent Rangers' Station building.

For the avoidance of doubt, the revised submission now makes clear that the application relates solely to the Band Room building.

The Band Room is a stand-alone building currently occupied and used by the Godalming Band for rehearsals and associated musical activities. The premises is recognised as a separate hereditament and is independently assessed for business rates by the Valuation Office Agency (Local Authority Reference 1230151060), confirming that the building is capable of independent occupation and management.

The Town Council's proposal therefore concerns only this building, and the application does not include the adjacent Rangers' Station or any other facilities within Broadwater Park.

Godalming Town Council seeks the freehold transfer of the Band Room building in order to secure its long-term future as a cultural and community facility. The Band Room has for many years served as the home of the Godalming Band, a long-established voluntary organisation founded in 1937 which plays an important role in the cultural and civic life of the town. The Band performs at civic events, community celebrations and public concerts and provides opportunities for both established and developing musicians within the local community.

The intention of the Town Council is to safeguard the Band Room as the Band's long-term base while ensuring appropriate stewardship of the building through local democratic oversight.

Godalming Town Council already owns and manages nearby land and facilities at the Broadwater Youth & Community Centre and is therefore well placed to integrate the Band Room within its wider approach to managing community infrastructure at Broadwater Park.

In light of the clarification now provided regarding the scope of the asset and its status as a separately rated hereditament, the Town Council respectfully requests that the Borough Council reconsiders the Expression of Interest under the Community Asset Transfer process.

To assist the Borough Council in reviewing the proposal, the Town Council has enclosed:

- a clarification note outlining the revised scope of the application;
- a revised Expression of Interest relating solely to the Band Room building; and
- an updated Business Case supporting the proposal.

Godalming Town Council believes that the proposal represents a practical and proportionate means of safeguarding an important community cultural facility while ensuring the continued positive use of the building for the benefit of local residents.

Officers would be pleased to meet with Borough Council colleagues should further clarification assist in progressing the application. The Town Council hopes that, in light of the clarification now provided, the Borough Council will feel able to reconsider the application so that this valued community facility can be secured without the need for the matter to be progressed further.

Yours sincerely

*Andy Jeffery*

Andy Jeffery  
Chief Executive Officer

Encs

**Clarification Note**  
**Community Asset Transfer – Resubmitted Expression of Interest**

**Godalming Band Room – Broadwater Park, Godalming**

Godalming Town Council is resubmitting its Expression of Interest under the Community Asset Transfer (CAT) process in relation to the Band Room building located at Broadwater Park, Summers Road, Godalming.

This clarification note is provided to explain the scope of the revised submission.

The Town Council understands that the previous Expression of Interest was rejected as it covered both the Band Room and the adjacent Rangers Station building.

The revised submission has been updated to clarify that the proposal now relates solely to the Band Room building.

Key points of clarification are set out below:

- The Expression of Interest relates only to the Band Room building located within Broadwater Park
- The proposal does not include the adjacent Rangers Station building or any other facilities within the park
- The Band Room is recognised as a separate hereditament, independently assessed for business rates by the Valuation Office Agency
- Local Authority Reference: 1230151060

The purpose of the proposal is to secure the long-term future of the Band Room as a community cultural facility and rehearsal space for Godalming Band, a long-established voluntary organisation which plays an important role in the cultural and civic life of the town.

The revised submission therefore includes:

- A revised Expression of Interest relating solely to the Band Room building
- An updated Business Case supporting the proposal

Godalming Town Council believes that this clarification provides a clear and focused proposal which aligns with the objectives of the Community Asset Transfer policy and ensures the continued use of the Band Room for community cultural activity.

## ANNEX 1 – Expression of Interest Form

### Community Asset Transfer (CAT)

#### Expression of Interest Form

*Godalming Band Room Broadwater Park, Summers Road, Godalming  
- Godalming*

VOC's name, address and contact details	Andy Jeffery (Town Clerk) Godalming Town Council, 107-109 High Street, Godalming, GU7 1AQ, 01484 523575 Email: <a href="mailto:townclerk@godalming-tc.gov.uk">townclerk@godalming-tc.gov.uk</a>
Please set out how your organisation qualifies as a VCO under the Council's CAT policy	<p>Godalming Town Council qualifies as a Voluntary and Community Organisation (VCO) under Section 6 of Waverley Borough Council's Community Asset Transfer Policy.</p> <p>GTC is a Parish Council constituted under the Local Government Act 1972 and has a longstanding record of delivering and managing community facilities and services for the benefit of residents within Godalming and the surrounding area.</p> <p>As a democratically accountable public authority with statutory responsibilities for community wellbeing, GTC has significant experience in the stewardship of community assets and the delivery of projects that support cultural activity, voluntary organisations, and community participation.</p>
Address and Area in sqm of asset to be transferred (please attach a plan)	<p><b>Asset Name:</b> Band Room <b>Location:</b> Broadwater Park, Summers Road, Godalming, GU7 3BH <b>Freehold Ownership:</b> Waverley Borough Council <b>Location Plan:</b> attached <b>Area:</b> 879sqm</p> <p><b>Description of Asset</b> The asset subject to this Expression of Interest is the <b>Band Room building located within Broadwater Park.</b></p> <p>The Band Room is a <b>stand-alone building currently occupied and used by Godalming Band for rehearsals and associated musical activities.</b></p> <p>The premises are recognised as a <b>separate hereditament and are independently assessed for business rates by the Valuation Office Agency (Local Authority Reference: 1230151060).</b></p> <p>This confirms the building's recognition as a <b>distinct property capable of independent occupation and management.</b></p>

	<p><b>Clarification of Scope</b> This Expression of Interest relates <b>solely to the Band Room building</b>.</p> <p>It does <b>not include the adjacent Rangers Station building</b> or any other premises within Broadwater Park. While the Rangers Station sits nearby, it is a <b>separate structure and is not part of this application</b>.</p> <p>The focus of this proposal is to secure the long-term future of the Band Room as a dedicated facility supporting cultural and community activity within Godalming.</p> <p>A location plan identifying the Band Room building is attached.</p> <p><b>Current Tenure</b> <b>Freeholder:</b> Waverley Borough Council</p> <p>The Band Room is currently occupied by Godalming Band, who use the premises for rehearsals, storage of instruments and equipment, and preparation for performances.</p> <p>Godalming Town Council understands that the Band Room has historically served as the Band's base for many years and continues to play an important role in supporting musical participation within the town.</p>
<p>Type of transfer requested.</p> <p>If applying for freehold transfer, please provide reasons why a leasehold transfer does not meet your needs.</p>	<p><b>Requested Transfer Type</b> <b>Freehold – Band Room Building</b></p> <p>Rationale for Freehold Transfer Godalming Town Council seeks the freehold transfer of the Band Room building in order to safeguard its long-term use as a cultural and community facility.</p> <p>The Band Room provides a permanent home for Godalming Band, a well-established community organisation founded in 1937 which plays an important role in the cultural life of the town.</p> <p>Freehold ownership would allow the Town Council to:</p> <ul style="list-style-type: none"> <li>• Secure the long-term future of the Band Room as a cultural asset</li> <li>• Ensure appropriate stewardship and maintenance of the building</li> <li>• Provide stability for the Band and enable future investment in the facility</li> <li>• Integrate the building into the Town Council's wider stewardship of community facilities at Broadwater Park</li> </ul> <p>Godalming Town Council already owns and manages adjacent land and facilities at the <b>Broadwater Youth &amp; Community Centre</b>, and is therefore well placed to ensure</p>

	<p>coordinated management of the site and continued community use of the Band Room.</p> <p>The intention of the Town Council is to maintain the Band Room as the home of Godalming Band and to <b>support the</b> continued development of musical and cultural activity within the community.</p>
<p>Outline your plans for this asset and how these fit within your organisation and the Council's corporate goals and objectives.</p>	<p>The proposal directly supports:</p> <ul style="list-style-type: none"> <li>• <b>Waverley Borough Council's Corporate Plan 2020–2025</b>, particularly themes of community empowerment, cultural support, and local collaboration</li> <li>• <b>Godalming Town Council's Corporate Plan 2023–2027</b>, Objective S1, which includes protecting and enhancing civic and cultural assets and working proactively with voluntary groups</li> </ul> <p>This asset sits immediately adjacent to <b>existing GTC freehold land at Broadwater</b>, and its transfer would:</p> <ul style="list-style-type: none"> <li>• Enable <b>coordinated site management and development</b></li> <li>• Support <b>GTC's existing cultural programming and voluntary partnerships</b></li> <li>• Provide the physical infrastructure to <b>support future community growth and activity</b> at Broadwater</li> </ul> <p>GTC's immediate intention is to preserve and respect current usage—through the continuation of Godalming Band's lease and the proposed leaseback arrangement for the Rangers Station—while securing a structure that is <b>flexible, community-led, and future-ready</b>.</p>
<p>Evidence that your organisation is able to manage the asset effectively including financial details, staffing, expertise etc (refer to CAT policy)</p>	<p>Godalming Town Council:</p> <ul style="list-style-type: none"> <li>• Operates with over £20 million in assets, an annual revenue of £1.18 million, and reserves of £1.4 million</li> <li>• Employs 19.12 FTE staff, including a dedicated in-house facilities management team</li> <li>• Has extensive experience delivering capital projects, including: <ul style="list-style-type: none"> <li>• The £230,000 Crown Court public toilet renovation (2024–25)</li> <li>• The conversion of a 15th-century listed building into council offices (2020)</li> <li>• Refurbishment of a community hall into a Youth Centre (2022)</li> </ul> </li> </ul> <p>Maintains robust financial governance (as per Standing Orders and Financial Regulations).</p> <p>GTC is <b>already responsible for the surrounding land at Broadwater Youth and Community Centre</b>, has the capacity to integrate the Band Room and Rangers Station within its asset portfolio, and is well-placed to work in</p>

	<p>partnership with both the Godalming Band and WBC ranger service to ensure a smooth and productive transition.</p>
<p>List of any other stakeholder groups with an interest in this asset</p>	<ul style="list-style-type: none"> <li>• <b>Godalming Band</b>, including both adult and youth sections</li> <li>• <b>Waverley Borough Council's Ranger Service</b></li> <li>• <b>Residents of Farncombe and Godalming</b>, who benefit from the band's performances and educational opportunities</li> <li>• <b>Local voluntary groups</b> that partner or perform with the Band</li> </ul> <p><b>Confirmation of Stakeholder Support</b>  Godalming Town Council has held meetings with the <b>Godalming Band Management Committee</b>, who have <b>expressed their full support</b> for GTC submitting this Expression of Interest and taking on the freehold ownership of the Band Room building.</p>



**Godalming**  
Town Council

Supporting Our Community

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# BAND ROOM & RANGERS STATION BROADWATER PARK

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Business Plan

15 August 2025

## TABLE OF CONTENTS

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

## **EXECUTIVE SUMMARY**

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Godalming Town Council (GTC) seeks the **freehold transfer of the Band Room building located within Broadwater Park, Summers Road, Godalming**, from Waverley Borough Council (WBC) through the Community Asset Transfer process.

The proposal relates **solely to the Band Room building**, which is currently occupied and used by **Godalming Band** for rehearsals, storage of instruments and equipment, and preparation for performances.

The Band Room is a **stand-alone building and is recognised as a separate hereditament**, independently assessed for business rates by the Valuation Office Agency (Local Authority Reference **1230151060**). This confirms the building's status as a distinct property capable of independent occupation and management.

Godalming Band, founded in 1937, is a long-established community organisation which plays a significant role in the cultural and civic life of the town. The Band performs at local events, civic ceremonies and community celebrations, while also providing opportunities for young musicians and those wishing to participate in community music-making.

Through this proposal, Godalming Town Council seeks to secure the long-term future of the Band Room as a dedicated cultural facility, ensuring that it continues to support musical participation and community activity for future generations.

The transfer would allow the building to be managed locally by the Town Council, while maintaining its role as the home of Godalming Band and safeguarding its continued use for cultural and community purposes.

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

#### **Approach and Strategy**

The primary purpose of the Band Room is to provide a dedicated rehearsal and activity space for **Godalming Band** and associated musical activities.

Godalming Town Council's approach is to secure the building's long-term future through local stewardship while preserving its current use as a cultural facility.

Under the proposed arrangement:

- The Band Room will continue to operate as the rehearsal base for Godalming Band
- The building will remain available for appropriate community and cultural use where compatible with the Band's activities
- The Town Council will provide long-term stewardship of the building as part of its portfolio of community facilities

### **Major Challenges and Opportunities**

#### **Challenges**

Maintaining a sustainable community facility while ensuring the building remains affordable and accessible for voluntary organisations.

#### **Opportunities**

Securing the Band Room in community ownership will ensure that the facility continues to support musical participation, volunteer activity and cultural engagement within Godalming.

## **Proposed Uses**

### **Band Room:**

- Rehearsal space for Godalming Band
- Storage of musical instruments and equipment
- Preparation space for performances and civic events
- Potential use for small community or cultural activities compatible with the building's primary function

### **Hours of Use**

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

### **Target Demographic**

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

### **Innovation and Benefits**

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

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

### **Management and Maintenance**

Godalming Town Council would assume responsibility for the overall stewardship of the Band Room building following transfer.

The Town Council's in-house facilities team would provide oversight of maintenance, compliance and building management, with day-to-day operational use continuing to be undertaken by Godalming Band.

### **Responsibility**

Godalming Town Council would oversee:

- Building maintenance and asset management
- Health and safety compliance
- Insurance and statutory obligations
- Liaison with building users

Godalming Band would continue to manage the operational use of the premises for rehearsals and musical activities.

### **Planned Changes**

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

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

### **Community Engagement, Communication and Buy-In**

Godalming Band has a long history of community engagement and public performance within the town.

The Band performs at civic events, community celebrations and public concerts, contributing significantly to Godalming's cultural identity.

Godalming Town Council has met with the Godalming Band Management Committee, who have expressed their support for securing the long-term future of the Band Room through local stewardship.

The transfer of the Band Room would therefore ensure that this valued community facility continues to support musical participation and cultural activity within the town.

### **Charity Partnerships**

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

### **Promotion of Inclusivity**

- Band is inclusive and welcome all ages and backgrounds.

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

#### **Operational Expertise**

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

#### **Maintenance Capacity**

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

#### **Recognition**

- Strong asset stewardship reputation.

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

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

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

#### **Initial Operating Costs**

- Band Room operating costs covered by Godalming Band.

#### **Organisation Type**

- Existing legal entity: Godalming Town Council.

### **Conclusion**

This proposal demonstrates Godalming Town Council's commitment to supporting the cultural life of the town and safeguarding facilities used by local voluntary organisations.

The transfer of the Band Room into local ownership would secure the long-term future of an important cultural asset while ensuring that the building continues to serve the community through the activities of Godalming Band.

The proposal aligns with the shared objectives of Waverley Borough Council and Godalming Town Council to support thriving communities and ensure the sustainable use of public assets.

## PROPOSAL DETAILS

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### Proposed Use

Freehold transfer to GTC with:

- **Band Room** retained for cultural and community use.

### Tenure

Godalming Town Council proposes that Waverley Borough Council grant the **freehold transfer of the Band Room building** under the Community Asset Transfer process.

The Band Room is a **stand-alone building recognised as a separate hereditament**, making it suitable for independent ownership and management.

Following transfer:

- Godalming Town Council would become freeholder of the Band Room building
- The building would continue to be used by Godalming Band under an appropriate occupancy arrangement
- The Town Council would ensure the continued use of the premises for cultural and community purposes

This arrangement would provide long-term stability for the Band while ensuring the building remains dedicated to community use.

### Managing the Site

GTC as freeholder to oversee building management, compliance, and long-term planning..

### Year 1

- Complete freehold transfer and establish lease-back agreement.

### Health and Wellbeing

The Band Room supports cultural participation, social interaction, and volunteer activity.

### Operational & Risk Management

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

### Financing

- No direct operational cost increase to GTC; long-term community value secured.

# GODALMING TOWN COUNCIL

Chief Executive Officer: Andy Jeffery MSc MCGI

Tel: 01483 523575

E-Mail: [office@godalming-tc.gov.uk](mailto:office@godalming-tc.gov.uk)



107-109 High Street  
Godalming  
Surrey  
GU7 1AQ

XX March 2026

Sent via Email: [paul.follows@waverley.gov.uk](mailto:paul.follows@waverley.gov.uk)

Cllr Paul Follows  
Leader of Waverley Borough Council  
The Burys  
Godalming  
GU7 1HR

Dear Cllr Follows

**Re: Request for Collaborative Engagement on the Future of the Holloway Hill Recreation Ground**

We regret that following a meeting with the Waverley Asset Management team on 23 October 2025, where Waverley Borough Council ((WBC) requested collaborative working with Godalming Town Council (GTC) around the future of Holloway Hill Recreation Ground, the matter has not progressed. GTC now considers it necessary to formally write to WBC to seek progress on this matter.

Godalming Town Council wishes work jointly and constructively with WBC to determine the long-term future of the Holloway Hill Recreation Ground — including the current tenants of the site but can only do so with a joint spirit of collaboration and determination to achieve the best for residents.

GTC's aim is straightforward; to safeguard this important recreation ground as a viable and valued community, sporting and leisure asset for the residents of Godalming.

**1. Purpose of This Letter**

This letter seeks your agreement to:

1. enter into a structured process of engagement with GTC to examine future options for the Holloway Hill Recreation Ground;
2. provide the essential information and surveys required for both councils to understand the true condition and viability of the site's buildings, sports and recreation facilities; and
3. confirm WBC's willingness, in principle, to explore a mutually beneficial outcome, including potential transfer, should that prove to be the right course.

This is not a request for a commitment to a specific outcome, but a request for a commitment to the process needed to reach one.

**2. Shared Duty to Act**

With Local Government Reorganisation approaching, both councils have a responsibility to ensure that the Holloway Hill Recreation Ground does not drift into uncertainty or decline for want of timely decisions.

The Holloway Hill Recreation Ground is an important facility for a significant residential population is central to community life in the Holloway ward and surrounding areas. GTC believes that its future must be addressed proactively, and in partnership.

### 3. Request for WBC Action

GTC asks WBC to confirm agreement to the following actions:

#### 3.1 Collaborative Working

Confirmation that WBC will work openly with GTC to examine all future options for the Holloway Hill Recreation Ground, including where appropriate renewal of existing leases prior to vesting day and/or transfer of assets to Godalming Town Council.

#### 3.2 Provision of a tenure and lease update

Provision of a full Disclosure Pack including:

- legal, title, leasehold and planning documents;
- Issues affecting current leases; and
- any existing surveys, assessments or reports.

This material is essential for both councils to make sound, informed decisions.

#### 3.3 Commissioning of a Full Building Condition Survey

Confirmation that the required condition survey for assets currently owned by WBC, whether leased to third parties or not, will be, or have been commissioned under the LGR process, and that findings will be shared with GTC at the earliest opportunity.

#### 3.4 Establishing a Working Dialogue

Nomination of WBC Officer leads, including contact details, so a practical timetable for information exchange and review can be agreed. GTC would also appreciate confirmation of the contact point for submission of the Disclosure Pack.

### 4. Funding Potentially Held by WBC

GTC understands that WBC may be in possession of approximately £1.1 million of funding arising from the Brightwell development, restricted for investment in leisure facilities within the Parish of Godalming.

GTC requests formal confirmation from WBC that:

- this funding is indeed held by WBC;
- the restrictions are as understood; and
- such funding **could be considered for transfer to GTC** alongside ownership of the Holloway Hill Recreation Ground, to help mitigate the significant capital investment required to bring the site and its facilities to the standard expected for such a well-used public asset.

This clarification is vital as both councils consider the long-term stewardship and sustainability of the Holloway Hill Recreation Ground.

### 5. GTC's Commitment

GTC confirms its commitment to:

- engage with WBC in good faith and with clear purpose;
- assess all options responsibly and transparently;
- consider community benefit, financial viability and long-term stewardship in all discussions; and
- report outcomes through proper governance channels.

GTC approaches this process with a desire for a constructive resolution that protects essential community provision while supporting WBC's obligations during transition to a future Unitary Authority.

**6. Request for Written Confirmation**

GTC would welcome written confirmation that WBC agrees:

- to explore future options collaboratively;
- to begin assembling the Disclosure Pack;
- to confirm the commissioning timeline for the building condition survey; and
- to clarify the status and potential use of the £1.1m Brightwell-linked leisure funding.

Upon receiving your confirmation, GTC will propose a structured programme of engagement.

Yours sincerely

*Andy Jeffery*

Andy Jeffery  
Chief Executive Officer

Copy to:

Pedro Wrobel – CEO Waverley Borough Council - [pedro.wrobel@waverley.gov.uk](mailto:pedro.wrobel@waverley.gov.uk)  
Marieke van der Reijden – Asst. Dir. of Assets & Property – WBC – [marieke.van.der.reijden@guildford.gov.uk](mailto:marieke.van.der.reijden@guildford.gov.uk)  
Caroline Wallis – Strategic Asset Manager – WBC – [caroline.wallis@waverley.gov.uk](mailto:caroline.wallis@waverley.gov.uk)



Ministry of Housing,  
Communities &  
Local Government

**Ministry of Housing, Communities & Local  
Government**

2 Marsham Street  
London  
SW1P 4DF

Our reference: TO2026/04183

Andrew Jeffery

office@godalming-tc.gov.uk

4 March 2026

Dear Andrew Jeffery,

Thank you for your letter dated 2 February 2026 regarding local government reorganisation in Surrey and its impact on Town and Parish 2026 elections.

This government is undertaking a once-in-a-generation reform of local government, and we will end the outdated two-tier system with new single-tier councils within this Parliament. Our vision remains clear: stronger local councils equipped to drive economic growth, improved local public services, and empowered communities.

As announced on 28 October, the Secretary of State has decided to implement the proposal for two new unitary councils in Surrey – East Surrey Council and West Surrey Council – subject to Parliamentary approval. We will now bring to the House, for approval, a Structural Changes Order to implement the proposal for the two new unitary councils. This will see election to new unitaries in May 2026 ahead of a go live date of April 2027.

Town and Parish are outside the scope of local government reorganisation and, as you may know, local authorities act independently of central government. Ministers and central government have no remit to intervene in the day-to-day affairs of local authorities such as in the matter of town and parish council elections, except where specific provision has been made in an Act of Parliament. Central government also plays no role in funding town and parish councils.

Based on previous reorganisations, it is usual for town and parish councils to be brought into alignment with the new unitary council election cycle. However, the detailed arrangements for aligning local election cycles are typically set out in the local structural change orders and implementation plans.

Thank you for taking the time to write to us.

Yours sincerely,

Jonathan  
**Correspondence Unit**

## GODALMING TOWN COUNCIL

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

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

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

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

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

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

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

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

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

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

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

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