Spelthorne Borough Council

Council Meeting

Thursday, 23 October 2025

15 October 2025

Please reply to:
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To the Councillors of Spelthorne Borough Council

I hereby summon you to attend a meeting of the Council to be held at The Council's Offices, Knowle Green, Staines-upon-Thames on **Thursday, 23 October 2025** commencing at **7.00 pm** for the transaction of the following business.

Daniel Mouawad
Chief Executive

Councillors are encouraged to wear their badge of past office at the Council meeting.

Councillors are reminded to notify Committee Services of any Gifts and Hospitality offered to you since the last Council meeting so that these may be entered in the Gifts and Hospitality Declaration book.

AGENDA

Description	Page nos.

1. Apologies for absence

To receive any apologies for non-attendance.

2. Minutes

To confirm as a correct record the minutes of the Council meeting held on 09 October 2025.

Minutes to follow

3. Disclosures of Interest

To receive any disclosures of interest from Councillors in accordance with the Council's Code of Conduct for Members.

4. Announcements from the Mayor

To receive any announcements from the Mayor.

5. Announcements from the Leader

To receive any announcements from the Leader.

6. Announcements from the Chief Executive

To receive any announcements from the Chief Executive.

7. Questions from members of the public

The Leader, or their nominee, to answer any questions raised by members of the public in accordance with Standing Order 13. 7 - 8

The Council has received one question from the public as attached.

8. Petitions

To receive any petitions from members of the public.

9. Improvement and Recovery Plan

Council is asked to approve: 9 - 60

1. the Improvement and Recovery Plan,
2. the Reorganisation and Transformation Board be formally disbanded, the Improvement and Recovery Board be set up and the Terms of Reference in Appendix C,
3. the reporting mechanisms; and

4. authority be delegated to the Corporate Policy and Resources Committee to approve changes to the Improvement and Recovery Plan as part of regular reporting arrangements.

10. The Spelthorne Borough Council (Off-Street Parking Places Order) Amendment No.3) Order 2026

Council is asked to: 61 - 128

1. Authorise the Group Head Neighbourhood Services to proceed with the proposals made in this report and to implement The Spelthorne Borough Council Off-Street Parking Places (Amendment No. 3) Order 2026,

2. Authorise the Group Head Corporate Governance to publish all notices required to implement The Spelthorne Borough Council Off-Street Parking Places (Amendment No. 3) Order 2026; and

3. Authorise the Group Head Neighbourhood Services in consultation with the Group Head Corporate Governance to consider and address any objections and to amend the proposals if necessary, following the public consultation.

11. Additional Annual Grant Application 2025/26

Council is asked to: 129 - 138

1. Consider the recommendation of the Grants Panel in relation to Spelthorne Museum; and

2. Approve the award of £588 to Spelthorne Museum

12. HSR/SLR Working Group Recommendation

Council is asked to: 139 - 222

1. Consider the findings of the all-party working group set up by the Business, Infrastructure and Growth Committee contained in this report; and

2. Support the Heathrow Southern Rail link proposal conditional upon:

a) Trains stopping at Staines,
b) Evidence that the proposal will not harm Staines Moor nor increase the groundwater flood risk in the area; and
c) Reviewing and agreeing detailed terms of the Heathrow Southern Rail link proposal.

13. Changes to the Constitution

a) Amendments to Contract Standing Orders

	This report is to go to the Standards Committee on 22 October and therefore may be subject to amendments.	223 - 236
b)	Change of Name and Terms of Reference of the Climate Change Working Group	
	This report is to go to the Standards Committee on 22 October and therefore may be subject to amendments.	237 - 248
14.	**Approval of Chair and Vice-Chair of the Commercial Assets Sub-Committee**	
	Council is asked to approve the nominations for the Chair and Vice-Chair of the Commercial Assets Sub-Committee for 2025/26.	249 - 250
15.	**Reports from the Committee Chairs**	
	To receive and agree the reports from the Committee Chairs.	251 - 282
16.	**Motions**	
	To receive any motions from Councillors in accordance with Standing Order 16.	
17.	**General questions**	
	The Leader, or their nominee, to answer questions from Councillors on matters affecting the Borough, in accordance with Standing Order 14.	

Agenda Item 7

Public Questions

Question Received from S. Smith
Context: HMOs have been allowed to develop in Spelthorne with very little control. Developers have exploited this, producing housing of poor quality and standard. These companies are driven purely by profit, with no investment or interest in the local area. Commercial gain is prioritised over residents' interests and community cohesion. HMOs are not a blanket alternative to social housing. Many developers flout planning rules and show little regard for community impact. They are permitted to use private building control, which prevents proper checks on build quality and resident safety. Currently, there is no cohesive strategy. The council lacks a full list of licensed and unlicensed HMOs, and there are no annual or routine inspections. Residents are left to endure noise, excessive waste, disturbance, parking pressures, strain on already stretched services, and the consequences of poor design and delivery. Accessing support from the council is also extremely difficult. Services are fragmented, hard to navigate, and lack coordination between departments. This leaves communities feeling unsupported and frustrated. The introduction of Article 4 and the council's proposed action plan are welcome but far too little, too late. Without stronger oversight, clear accountability, and routine checks, poor-quality HMOs will continue to spread at the expense of residents' wellbeing and the cohesion of our neighbourhoods.
Question: Besides Article 4 and the Action plan the council have said they intend to publish in January, what other legislative powers do the council intend to use or bring in to stop and control HMOs including smaller unlicensed HMOs and those operating illegally within Spelthorne to the detrimental effect on existing Spelthorne residents?

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Council – 23 October 2025

Improvement and Recovery Plan

This item was considered at a meeting of the Corporate Policy & Resources Committee on 13 October 2025.

The Committee **resolved** to recommend that Council approves:

1. The Improvement and Recovery Plan,
2. The Reorganisation and Transformation Board be formally disbanded, the Improvement and Recovery Board be set up and the Terms of Reference in Appendix C,
3. The reporting mechanisms; and
4. Authority be delegated to the Corporate Policy and Resources Committee to approve changes to the Improvement and Recovery Plan as part of regular reporting arrangements.

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Committee Report Checklist

Please submit the completed checklists with your report. If final draft report does not include all the information/sign offs required, your item will be delayed until the next meeting cycle.

Stage 1
Report checklist – responsibility of report owner.

ITEM	**Yes / No**	**Date**
Councillor engagement / input from Chair prior to briefing	**Y**	**22/08/25**
Commissioner engagement (if report focused on issues of concern to Commissioners such as Finance, Assets etc)	**Y**	**22/08/25**
Relevant Group Head review		
MAT+ review (to have been circulated **at least 5 working days before Stage 2**)	**Y**	**11/08/25**
This item is on the Forward Plan for the relevant committee	**Y**	
	Reviewed by	
Risk comments	**LO**	**18/08/25**
Legal comments	**LH**	**18/08/25**
HR comments (if applicable)		

For reports with material financial or legal implications the author should engage with the respective teams at the outset and receive input to their reports prior to asking for MO or s151 comments.

Do not forward to stage 2 unless all the above have been completed.

Stage 2
Report checklist – responsibility of report owner.

ITEM	**Completed by**	**Date**
Monitoring Officer commentary – at least **5 working days before MAT**	**L Heron**	**18/08/25**
S151 Officer commentary – at least **5 working days before MAT**	**Terry Collier**	**11/8/25**
Confirm final report cleared by MAT		

CPRC

13 October 2025

Title	Best Value Improvement and Recovery Plan
Purpose of the report	To make a recommendation to Council
Report Author	Daniel Charles Mouawad, Chief Executive
Ward(s) Affected	All Wards
Exempt	No
Exemption Reason	N/A
Corporate Priority	Community Addressing Housing Need Resilience Environment Services
Recommendations	**Committee is asked to Recommend to Council that:** (i) the Improvement and Recovery Plan be approved (ii) the Reorganisation and Transformation Board be formally disbanded, the Improvement and Recovery Board be set up and the Terms of Reference in Appendix C be approved (iii) the reporting mechanisms be approved; and (iv) authority be delegated to the Corporate Policy and Resources Committee (CPRC) to approve changes to the Improvement and Recovery Plan as part of regular reporting arrangements.
Reason for Recommendation	As the Improvement and Recovery Plan is the required response to the statutory direction of the Secretary of State, it is the ultimate responsibility of Council to formally approve the Plan. CPRC is asked to recommend to Council that the Improvement and Recovery Plan be formally approved.

1. Executive summary of the report

What is the situation	Why we want to do something
• This report sets out the Council's response to the Secretary of State's Best Value Directions.	• The Improvement and Recovery Plan is a response to the statutory direction of the Secretary of State. • To ensure that the Council can demonstrate to stakeholders by the time Surrey Local Government Reorganisation takes effect, that the Council is passing on a robust, financially sustainable and resilient position
This is what we want to do about it	**These are the next steps**
• Seek CPRC approval of this single Improvement and Recovery Plan and the associated governance arrangements	• Recommend to Council to formally approve the Plan and implement the associated ongoing governance arrangements

2. Key Issues

2.1 This report sets out the Council's response to the Secretary of State's Best Value Directions, issued in May 2025, in the form of a single Improvement and Recovery Plan (IRP).

2.2 A recommendation to Council to formally approve this single Improvement and Recovery Plan is sought from CPRC, to provide the organisation with a clear direction for its improvement journey and a single framework for ensuring that all of the Directives are addressed. As the IRP is a response to the statutory direction of the Secretary of State, it is the ultimate responsibility of Council to formally approve the Plan.

2.3 Approval of this IRP will also provide the Authority with a clear direction for its improvement journey that will enable the continued delivery of the strategic and statutory intervention priorities setting a path to greater financial sustainability.

2.4 The IRP includes proposed mechanisms for enhanced governance and assurance. These mechanisms will enable Commissioners, Councillors and senior officers to manage the delivery of the IRP, whilst also providing all stakeholders, including MHCLG, external auditors, and unitary authority partners, with assurance on progress.

2.5 The IRP will be regularly updated to reflect the changing nature of the programme in the context of Local Government Reorganisation (LGR). It is expected that quarterly progress reports will be presented to both CPRC and to Commissioners via the IRP Board. These reports in turn will inform the quarterly progress the Commissioners will be providing to MHCLG.

3. Government Intervention

3.1 On 8 May 2025, the Secretary of State for Housing, Local Government and Communities announced an intervention package and a set of Directions (**see Appendix A)** to ensure that the Council was able to comply with its best value duty

under Part 1 of the Local Government Act 1999. The basis for the intervention was to:

- Provide the additional scrutiny, external challenge, advice and monitoring needed to oversee the improvements.
- Address systemic weaknesses in the Authority's governance functions, to secure improvements in transparency and formal decision making.
- Deliver financial sustainability by closing any short or long-term budget gaps and reducing the Authority's exceptionally high level of external borrowing.
- Increase corporate grip of the Authority's risk management and ensure compliance with all relevant rules and guidelines relating to the financial and debt management of the Authority.
- Strengthen the commercial decision-making, regeneration, property management and procurement functions of the Authority to address the serious failings in these areas over recent years and ensure conformity with the Best Value Duty.
- Agree as necessary any changes needed to the Authority's operating model and transformation of council services to achieve value for money and financial sustainability, taking account of any decisions relating to proposals for unitary local government in the Surrey area.
- Rebuild trust and reset the organisational culture.

3.2 The intervention package is formed of actions the Council is directed to take, namely: "Prepare and agree an Improvement and Recovery Plan to the satisfaction of the Commissioners, within 6 months of the Direction, with resource allocated accordingly. This should integrate relevant contents and recommendations of the Best Value Inspection, published on 17 March 2025, the Grant Thornton (the Council's external auditors) 2023/24 audit report and July 2023 Chartered Institute of Public Finance and Accountancy (CIPFA) Capital Assurance review. The plan should feature a comprehensive performance management framework that sets out measures to be undertaken, together with milestones and delivery targets against which to measure performance, to deliver rapid and sustainable improvements in governance, finance, property, housing, and commercial functions, thereby securing compliance with the best value duty".

3.3 The Improvement and Recovery Plan will be a living document, one that will need to evolve to respond to Local Government Reorganisation Structural Change Orders. Through the proposed governance arrangements, changes to the IRP will be captured and approved through both the IRP Board, to be chaired by the Lead Commissioner and the Corporate Policy and Resource Committee. To enable the authority to maintain the required pace of its improvement journey, it is proposed that an Implementation Director be appointed to support the delivery of the Improvement and Recovery Plan and compile regular report updates. The IRP, subject to the Secretary of States Direction, will be transferred to the new unitary authority responsible for the geography that currently constitutes the Borough of Spelthorne.

4. Development of the Improvement and Recovery Plan

4.1 The IRP attached at **Appendix B** has been built on the specific requirements set out in the statutory Directions and the recommendations from the Commissioner Team. The IRP brings together the various plans and programmes including Best Value Inspection, the Grant Thornton 2023/24 audit report and the CIPFA Capital assurance review.

4.2 The IRP contains five themes that bring together the work already underway, along with new activity. The five themes and their strategic aims are:

(i) **Finance:** To achieve financial sustainability through disciplined planning, effective governance, and transparent reporting.

(ii) **Commercial:** To prepare the council for unitarisation by reducing its exposure to commercial risks whilst maximising the value of its property assets and protecting the public purse.

(iii) **Regeneration and Housing:** To develop a strategy for the Council's regeneration sites which provides realistic and credible plans for the sites, increases the provision of housing, reduces homelessness, and minimises the use of temporary accommodation and assessing the viability of Knowle Green Estates company.

(iv) **Governance:** Rebuild trust, collective working, and transparency by strengthening governance and improve decision making, ensuring decisions are collectively owned and evidence based, developing a collective understanding of both risk appetite and the risks facing the council, developing a culture of learning through strong audit and external challenge.

(v) **Local Government Reorganisation:** To provide a stronger long-term foundation for high-quality local government services, stronger accountability, enhancing economic growth and more responsive local governance.

4.3 All themes have interdependencies. For example, a significant dependency is in delivering the savings identified within the Finance theme within the Medium-Term Financial Plan, with the ability for example to achieve "A comprehensive and strict debt reduction plan" dependent on the ability of the Council to deliver a significant assets reduction programme. Interdependencies will be managed through the IRP Programme Management Office (PMO).

4.4 All Directions and recommendations are aligned to one or more of the themes, with progress reported by Commissioners to the Secretary of State as part of the governance arrangements. Each theme has a strategic aim, a clear set of outcomes, workstreams and activity with milestones which will be used to track progress against expected timescales and achievements.

4.5 A phased approach has been taken to developing the IRP. This recognises that there are elements of activity that require further design and engagement. This is particularly relevant for the Commercial and Regeneration and Housing themes.

4.6 The IRP captures the known actions and deliverables to date and provides a foundation for the Council's improvement. Further IRP refinement will undoubtedly be identified supporting the improvement and delivery plans for certain areas, pending securing necessary resources.

4.7 The IRP is a multi-year plan, recognising the journey that the Council needs to progress through and reflecting the commercial reality of such actions as delivering an Asset Disposal Strategy. Significant elements of the IRP may out of necessity extend beyond the life of the Council. For example, in order to obtain best value for money, the assets disposal programme (both commercial and regeneration) will probably need to extend over three or five years (beyond the life of the Council). The activity within this IRP focusses on key timelines and will be updated periodically as a result of resourcing challenges, which need to go through appropriate governance sign off etc as improvement progresses up to LGR transition.

5. Progress since Intervention

5.1 This section describes the progress that the Council has made in compiling a single Improvement and Recovery Plan as the Council's response to the Secretary of State's Directions, which has been the key focus of Commissioners engagement with the Council over this period.

5.2 **Thematic Workshop Structure:** The process for beginning the drafting of each theme's element of the IRP began with a workshop attended by a lead Commissioner, a lead Officer (the Senior Responsible Officer), a lead Councillor, relevant key officers and members of the Commissioners' support team. Each workshop was designed around a clear strategic aim, providing a focused framework for discussion and planning. The sessions began with a collaborative exercise where participants identified and defined the key issues affecting the Council within the theme. Contributions were gathered and then organised into related groups to highlight common challenges.

5.3 Following the workshop, these issues were brought together into detailed problem statements for each area, alongside an overarching problem statement that captured the broader challenges across the entire theme. The purpose of this approach was to ensure a shared and thorough understanding of the root causes behind the intervention. By clearly defining the problems upfront, participants were better positioned to focus on meaningful solutions.

5.4 Once the problem statements were established, the discussion shifted towards envisioning the desired future outcomes. Participants were encouraged to articulate a future state that would demonstrate the strategic aim had been met and the intervention directions successfully addressed. This forward-looking perspective helped to set clear objectives and priorities.

5.5 Building on these outcomes, participants then identified specific activities and outputs necessary to deliver on the desired changes. This practical step helped translate strategic goals into actionable plans.

5.6 After the workshops, all the inputs, findings, and action points were compiled into comprehensive reports and shared with participants for review and feedback. This iterative process ensured that timelines were realistic, objectives achievable, and that all activities maintained strong alignment with the agreed intervention directions for each theme.

5.7 An important outcome of this process was the recognition of numerous interdependencies between themes. These cross-theme links are being documented separately to support integrated planning and coordinated delivery and may in their own right result in changes to the IRP.

5.8 **Plans on a Page:** The write-ups from these workshops formed the basis for creating a Plan on a Page (POAP) for each theme. These POAPs provide a concise, one-page visualisation of the strategic initiative for each theme. They are necessary and useful because they distil complex information into a clear and accessible format, making it easier for all stakeholders to understand the priorities, objectives, and key activities at a glance.

5.9 Alongside the POAPs, the defined workstream activities were extracted and timelines developed. This will help structure delivery in manageable phases, ensuring progress can be tracked effectively and any risks or delays identified early.

5.10 The next phase to be presented to CPRC in December, will focus on securing approval for the overall IRP, the resourcing necessary to deliver, resolving interdependencies and developing detailed work packages for each workstream. This will include creating all necessary governance documentation to enable effective tracking, management, and reporting of progress.

6. Improvement and Recovery Plan Themes

6.1 **Finance Theme:** The Finance Theme focused on defining the key challenges facing the Council's financial sustainability and governance. It also agreed desired outcomes and initial objectives to address them. The discussion was framed by the strategic aim of *achieving long-term financial sustainability through disciplined planning, effective governance, and transparent reporting.* Core areas of scope included the Medium-Term Financial Strategy (MTFS), capital and treasury management strategies, debt reduction, sinking funds review of associated modelling and assumptions, Minimum Revenue Provision (MRP) policy, financial governance and reporting, financial capacity and capability, overall Council service reconfiguration as part of the Budget process, and the development of an overarching financial sustainability plan.

6.2 The theme identified several interconnected issues. These included a lack of financial understanding and ownership among councillors, weak governance structures, and in some instances strained member/officer relationships. Concerns were raised about the quality and timeliness of financial reporting. Some reports were issued containing errors or lacking clear financial implications. It was noted the importance of having a credible plan to address significant budget gaps, unsustainable ongoing costs from stalled regeneration projects, and exposure to investment risks. Limited technical capacity within the finance team, unresolved audit issues, outdated sinking fund assumptions, and prolonged non-sign-off of accounts since 2018/19 were all seen as major barriers to effective financial management and assurance.

6.3 From these discussions, a high-level problem statement was agreed. *The Council's financial governance is weakened by low confidence, limited capacity, and poor engagement. This results in unclear ownership, unreliable reporting, and increasing financial risk.*

6.4 *Desired outcomes* include establishing robust and transparent governance arrangements, ensuring councillors are engaged and informed in decision-making, building finance team capacity and technical expertise, delivering accurate and accessible reporting, and creating a shared understanding of the financial position and the actions needed to improve it.

6.5 *Emerging objectives* were developed to guide next steps. These include producing a credible long-term financial strategy and multi-year savings plan. They also include ensuring capital, investment, and treasury management strategies are affordable and supported by assets rationalisation. Implementing a structured debt reduction plan, reviewing and updating sinking fund assumptions, strengthening compliance with financial regulations including an updated MRP policy, aligning services with available resources, and reinforcing governance, risk management, and audit functions are also priorities. Agreed outputs and deliverables range from updated budget models, sinking funds strategies, and governance frameworks to publishing a robust draft set of Statement of Accounts for 2024-25, completing a finance team restructure, and achieving a clean external audit opinion for 2025-26 Statement of Accounts.

6.6 The theme demonstrated clear recognition of both the scale and urgency of the financial challenges and is mindful that the last Budget anticipated to be set by the Council is likely to be the Budget for 2026-27. It secured a shared commitment to address root causes, from governance culture to technical capability. This has laid the groundwork for a coordinated programme of actions aimed at restoring financial stability, improving transparency, and rebuilding stakeholder confidence.

6.7 **Commercial Theme:** The Commercial Theme focused on defining the Council's commercial purpose, identifying barriers to effective commercial activity, and agreeing objectives to strengthen governance, align priorities, and prepare for unitarisation. The strategic aim was to reduce the Council's exposure to commercial risks while maximising the value of its property assets and safeguarding the public purse. Core areas of discussion included developing a unified commercial strategy, strengthening governance and decision-making, managing and rationalising the asset portfolio, improving procurement and contract management, building capacity, and ensuring commercial activity is aligned with the Council's objectives and community needs.

6.8 The workstream identified several interlinked issues. A lack of clarity over the Council's commercial role and objectives has led to operational disparities, misaligned priorities, and insufficient consideration of long-term risks. Strategic planning was reactive, with existing long-term plans not always robust or adaptable to changing circumstances. The asset portfolio is underperforming, with gaps in strategy for leases, expirations, and voids, which create budget vulnerabilities.

6.9 Trust emerged as a significant barrier, with perceptions of optimism bias in reporting, inconsistent transparency, and in some instances strained relationships in the past between Members and officers. Resource constraints, limited contract management capacity, and under-resourced procurement functions further hindered effective delivery. Participants also highlighted the need for evidence-based decision-making with stronger evaluation of asset performance, better risk assessment, and continuing to improve collaboration between Finance and Assets teams.

6.10 From these discussions, a high-level problem statement was agreed. Inadequate strategic planning, unclear commercial objectives, and internal trust issues are limiting the Council's ability to manage resources effectively, make informed financial decisions, and deliver public value. Desired outcomes include establishing good commercial governance aligned with the Corporate Plan, ensuring assets are functioning and sustainable, and contribute to financial resilience. Building the right skills and capacity, making informed risk-balanced decisions, improving procurement to achieve best value, and fostering a culture of collective ownership and delivery are also key outcomes.

6.11 Emerging objectives were developed to address these challenges. These include creating a property rationalisation plan (covering investment and housing/regeneration assets as well as some municipal assets) to support debt reduction, reviewing the property portfolio in depth, establishing robust governance and commercial protocols, developing a unified commercial strategy with clear decision-making criteria, strengthening procurement frameworks and pipelines, improving systems and data management, developing a sinking fund policy statement, and ensuring the team has the skills and capacity to deliver ahead of Local Government Reorganisation. Key outputs will include a detailed commercial strategy, property portfolio and rationalisation reports, updated governance frameworks, enhanced procurement processes, improved data systems, and a stakeholder communication plan.

6.12 The Commercial workstream achieved a shared understanding of the Council's commercial challenges and secured commitment to coordinated action. By addressing cultural, governance, and capacity issues alongside operational improvements, the Council is making progress to better manage commercial risk, optimise asset value, and ensure commercial activity delivers financial returns and public benefit.

6.13 **Governance Theme:** The Governance Theme addressed the need to overhaul the Council's governance arrangements to strengthen decision-making, increase transparency, and rebuild trust between some Members and officers. The strategic aim was to foster collective working and evidence-based decision-making, clarify roles and responsibilities, improve the Council's approach to risk, and embed a culture of continuous improvement supported by strong audit and challenge. The scope of discussion included the effectiveness of decision-making, cultural change to improve member–officer relationships, audit and risk, and creating a performance and improvement framework that embraces transparency and accountability.

6.14 The workstream identified a series of interconnected governance challenges. Some reports to committees were found to lack sufficient detail, accuracy, and key inputs from finance and legal teams. This resulted in poor-quality evidence to support decisions. The decision-making process suffers from low trust between some councillors and officers. There is insufficient alignment with the corporate plan, inadequate risk assessment, and limited engagement of Members - particularly committee chairs - early enough in the process. The committee system itself was described as inefficient and confusing, leading to slow, inconsistent decisions and a lack of ownership. Internal audit, historically weak and now outsourced, is in transition and needs stronger governance in line with CIPFA recommendations.

6.15 Risk management emerged as a significant weakness. The Council lacks a defined risk framework, an embedded risk culture, and a clear risk appetite statement. This results in inconsistent approaches. The current culture is reactive, sometimes overly risk-averse, other times taking excessive risks, without sufficient systems or frameworks to support balanced decision-making. Resource and skills constraints further limit the capacity for effective scrutiny. Greater change management, and coherent improvement planning would assist embedding lessons learned.

6.16 The agreed high-level problem statement highlighted that a lack of transparency, scrutiny, and collective responsibility in decision-making, compounded by insufficient capacity and skills, has eroded trust between some Members and officers and blurred expectations of roles and responsibilities. Desired outcomes include timely, confident, and collectively owned decisions. They also include robust and transparent risk management, a culture where change and challenge are embraced, an effective internal audit function, and a commitment to continuous improvement.

6.17 Emerging objectives focus on redesigning the decision-making process in collaboration with all stakeholders. They include improving report quality and consistency, embedding a clear change management approach, developing and implementing a robust risk framework with defined appetite, strengthening internal audit oversight, and regularly reviewing governance culture to ensure progress. Outputs will include end-to-end process maps for committee decision-making, updated report templates, a change management plan, risk management framework and tools, training and awareness programmes, and mechanisms to assess cultural change and governance effectiveness.

6.18 The Governance workstream achieved a shared understanding of governance weaknesses and secured commitment to practical steps that will make decision-making more transparent, timely, and evidence based. By improving structures,

culture, and capability in parallel, the Council is progressing towards rebuilding trust, strengthening oversight, and delivering better outcomes for both the organisation and its residents.

6.19 **Regeneration and Housing Theme:** The Regeneration and Housing Theme focused on developing realistic and credible strategies for the Council's regeneration sites, housing delivery, and homelessness prevention. The strategic aim was to create a clear plan that increases housing provision (reduces homelessness and temporary accommodation reliance) and assesses the future viability of Knowle Green Estates (KGE). The scope of discussion included land use and commercial decision-making, valuation approaches, regeneration portfolio strategy, KGE's options, housing delivery aligned to the Local Plan, and homelessness services.

6.20 The workshop identified a range of interconnected challenges restricting delivery. Financial constraints including limited borrowing capacity and high holding costs limit direct housing development and affordability and reinforce the need to achieve outcomes on sites being held for housing purposes. Planning challenges surfaced around the need for effective masterplans, insufficient family-friendly designs, and community opposition, particularly in Staines. Internal delivery capacity was stretched by staff shortages, skills gaps, and conflicting priorities. Engagement with Registered Providers (RPs) and access to affordable housing funding remain limited. Environmental constraints such as flood risk and green belt protections reduce viable development opportunities. Market conditions and rising homelessness increase demand pressures, intensifying the complexity of meeting housing needs.

6.21 The agreed high-level problem statement recognised that financial limitations, planning complexities, capacity constraints, environmental restrictions, and underdeveloped partnerships collectively hinder the Council's ability to deliver coordinated and effective regeneration and housing solutions. Desired outcomes include trusted regeneration and housing delivery, a resolved future for KGE, a balanced housing offer meeting diverse resident needs, healthy, settled, well-served and thriving communities, and effective homelessness prevention.

6.22 The emerging outcomes provide a clear and structured approach to delivering the Council's regeneration and housing improvements. These include assessing the viability of key sites, designing a community engagement programme in connection with an Immediate Review of the Local Plan and any masterplans, developing masterplan delivery models, and producing a comprehensive options appraisal for Knowle Green Estates (KGE) along with a long-term financial viability assessment. Further objectives focus on strengthening collaboration with developers and Registered Providers through established plans, adopting the Spelthorne Design Code, developing an Infrastructure Delivery Plan, adopting the Local Plan, and reviewing homelessness prevention services. Ultimately, the programme aims to move towards meeting housing targets with the right mix of provision, make strong progress on the Immediate Review of the Local Plan, be moving towards adoption of any Masterplans and effectively manage the transition of KGE in line with broader local government changes.

6.23 The Regeneration and Housing theme achieved a shared understanding of the complex barriers facing regeneration and housing delivery and secured commitment to a structured, strategic approach. By aligning financial, planning, and partnership frameworks alongside strengthened delivery capacity and community engagement, the Council is making meaningful progress towards sustainable regeneration and housing outcomes.

6.24 **Local Government Reorganisation (LGR) Theme:** The LGR theme has been directly shaped by the Surrey Leaders and Chief Executives group actions and

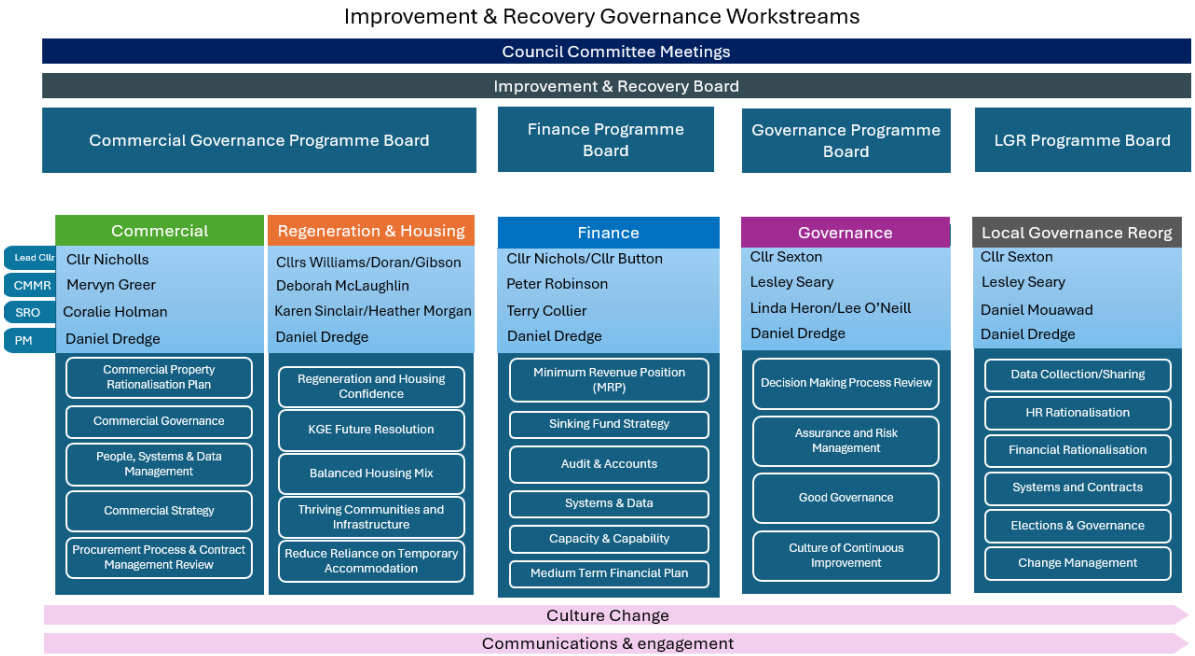
decisions revolving around the necessary preparation for Structural Change Orders that will lead to the transition to unitarisation. Following a Statutory Consultation that ended in early August, Government is expected to announce the geography of the new Surrey unitary authorities by the middle of October. Statutory instruments will then be laid before Parliament in January 2026 setting the legal parameters to create the Shadow Authorities and conduct elections to them in May 2026.

6.25 LGR marks the most significant change to local government in the county in over 50 years, giving a once-in-a-generation opportunity to shape how decisions are made, services are delivered, and communities are represented. As such, the emerging LGR objectives provide a clear and structured approach to delivering transition and transformation for the residents of this Borough and across Surrey. Activity workstreams revolve around preparation for integration and harmonisation across a number of services alongside financial rationalisation and alignment.

6.26 LGR therefore demands a high degree of data collection through the LGR PMO in such areas as communications, elections, contract registers, housing services., HR baseline, website architecture and digital services. LGR by its very nature generates both risks and opportunities for constituent existing authorities and their workforce. The provision of training and support programme for colleagues to maximise the chance of successfully taking up opportunities is equally paramount and must be advanced in parallel with the necessary steps necessary to effect a smooth transition to unitarization.

6.27 **Consolidating All Themes:** A document consolidating all themes into Plans on a Page (POAP) was shared with theme leads and other stakeholders for information and feedback. This document included detailed descriptions of the key workstreams, and activities identified across each theme, alongside a slide outlining the IRP governance structure. The following slide illustrates how the various workstreams we have created align under the overarching intervention directions. While this is very much a work in progress and will require further refinement, it represents a positive and progressive step towards delivering the improvement required.

Illustration – IRP Governance



7. IRP Project Management

7.1 A dedicated PMO has been created with the activities emerging from the various themes managed using the Council's existing project management frameworks, which are based on PRINCE2, the recognised project management standard. This approach works well for the programme because it provides a clear and structured way to manage complexity while allowing flexibility as things evolve. We will adjust these frameworks where needed to suit the size and scope of the programme, making sure they remain practical and straightforward to use. A key focus will be on making reporting accurate and easy to understand, so everyone involved stays well informed about progress and any issues.

7.2 As part of the governance, Risks, Assumptions, Issues and Dependencies (RAID) logs will be created and maintained. These logs track Risks, Assumptions, Issues and Dependencies, helping us keep a close eye on potential challenges or uncertainties that could affect delivery. Having these logs in place means we will identify problems early and act before they escalate.

7.3 We will also have clear change control processes to manage any changes to scope, timing or resources. This ensures that any adjustments are carefully reviewed, properly approved and clearly communicated, reducing disruption and keeping the programme on track. Best practice principles will guide the management of the programme to ensure accountability and disciplined delivery.

7.4 We will use the Council's existing digital platforms alongside Microsoft Office Power suite applications such as Power BI; Power Automate and Power Apps. These tools are familiar to many of the team and are well suited for managing complex programmes because they offer good integration and powerful data visualisation. Using these platforms helps keep reporting transparent and up to date, allowing risks and issues to be flagged quickly and supporting timely, informed decisions.

8. IRP Board

8.1 The programme will continue to operate within the existing committee structure to ensure consistency, transparency and accountability. Strategic oversight will be provided by the IRP Board, which will play a key role in co-ordinating delivery across all thematic areas. An IRP Board has been established to have strategic oversight of the implementation of the Plan. The Board, whose Terms of Reference are attached in **Appendix C**, will be chaired by the Lead Commissioner with membership comprising of the Leader of the Council and the CEO amongst others.

8.2 The Board's responsibilities include aligning thematic plans with associated risks, resolving interdependencies between workstreams and ensuring that resources are prioritised effectively across the programme. In addition, the Board will prepare formal reports and recommendations to support informed decision-making at committee level. The governance structure will enable the Board to actively monitor the individual Themes and action plans. Interdependencies are being mapped and will be managed across the working groups and boards via the PMO. The Board will be there to recommend key changes to CPRC.

9. Risk Management Strategy

Successful delivery of each element of the IRP will be subject to a range of interdependencies between the themes within the IRP; the availability of sufficient financial resources; the ability to recruit or procure appropriately skilled staff within the required timescales; decision making within the updated governance framework; clear, consistent political direction and prioritisation; and no barriers to progress arising from Local Government Reorganisation and Section 24 Directions.

The risk management significance of such interdependencies is such that the above also features in the IRP.

10. IRP Delivery

10.1 Corporate Strategy

The deliverables outcomes set out in this IRP will achieve long-term sustainable improvements in how the Council operates and is able to transition to a new unitary authority as part of Local Government Reorganisation. As this work takes priority, this impacts on the Council's ability to deliver all the objectives in the current Corporate Plan which will need to be refreshed and prioritised in the light of the diminishing resources and window of sovereignty for Spelthorne Borough Council.

10.2 Engagement and Consultation

10.3 It is vital that the Council effectively engages Members and staff to drive organisational changes. The Council is briefing and engaging Members through a variety of channels including the fortnightly All Councillor Briefings regarding the need to adopt and embed the IRP going forward. The Council has around 450 members of staff, many of whom work on the frontline, and internal communications and presentations at monthly staff meetings will support staff to understand the relevance of the IRP relevance to their day-to day work, alongside the priorities of the Council's Corporate Plan.

10.4 The IRP will, once adopted, be published on the Council's website. The progress reports that will be produced quarterly to the Commissioners will also be published on the Council's website. A communications plan to keep staff, residents, partners, businesses and stakeholders informed will run in parallel.

11. Financial implications

11.1 Intervention is a costly business, circa £750,000 has been allocated in this year's budget covering both cost of Commissioners and bringing in additional expertise to undertake specific tasks. If the Council fails to take appropriate action to meet the requirements set out in the Government Direction, or the Commissioners appointed by the Secretary of State do not have sufficient confidence that appropriate actions are being taken to implement and sustain the required improvements, then the Council risks not having appropriate arrangements in place to comply with its best value duty under Part 1 of the 1999 Act. This could lead to further Government intervention and further increased costs.

11.2 An IRP Risk Register will be maintained which will underpin the Council's Strategic Risk Register. This will be reported alongside the quarterly reports to both CPRC and to the IRP Board as well as the senior management team.

11.3 In the development of the IRP's workstreams, the review of the resources necessary to deliver will need to be undertaken and presented to CPRC and Council as part of the 2026-27 budget – the final budget that the authority will have sovereignty over.

As part of addressing the BV Directives, there will be a need to find significant Budget savings as part of the 2026-27 Budget. Once the Medium-Term Financial Planning work is completed in early autumn this will enable the quantum of savings required to be firmed up. In order to balance the Budget additional savings will need to be made to cover the additional intervention related costs. This will necessitate some challenging prioritisation decisions for the Council.

11.4 Where existing capability exists, resources from within the Council will be reallocated or reshaped to deliver the actions in the IRP through re-prioritisation. However, where the resourcing review identifies gaps, additional specific finance will need to be called upon to provide the capacity for the organisation to focus on improving performance and deliver transformation of services ahead of the LGR transition in April 2027.

11.5 In some limited cases, other Surrey LGR Councils (depending on unitarization geography) may be able to provide support or advice. In other cases, additional expertise will be provided by contractors and consultancy support, this for example has happened in the Finance and Commercial themes. The Local Government Association has also identified areas where its support can be provided. These will be funded from the Transformation Fund rather than the General Fund.

12. Legal comments

12.1 Legal implications are set out in the body of the report.

Corporate implications

13. S151 Officer comments.

13.1 *The Best Value Directives require the Council to put in place:*

a) plan to achieve financial sustainability and to identify and close any short and long-term budget gaps across the period of its medium-term financial strategy (MTFS), including a robust multi-year savings plan that reflects the costs and risks identified in the BVI report and by external auditors.

b) A plan to ensure the Authority's capital, investment and treasury management strategies are sustainable and affordable, including an asset rationalisation programme for assets and commercial investments.

c) A comprehensive and strict debt reduction plan, demonstrating how overall capital financing requirement and external borrowing will be reduced over a realistic but expedient timescale, reducing debt servicing costs.

d) A plan to review and update the sinking fund, taking a long-term view of potential risks and financial consequences with accurate income and expenditure forecasts, and with adequate provisions made for future costs.

e) A plan to ensure the Authority is complying with all relevant rules and guidelines relating to the financial management of the Authority, including updating the minimum revenue provision (MRP) policy.

f) A plan to reconfigure the Authority's services commensurate with the Authority's available financial resources.

h) A plan to strengthen the Authority's financial and commercial functions, and to secure improvements in risk management, governance and the internal audit function, with the guidance and to the satisfaction of the Commissioners.

13.2 It can be seen from the above that ensuring financial sustainability and certainty is a key driver for the intervention and is necessarily a key focus for the IRP. Addressing these issues are particularly important in the context of Surrey LGR and the need to provide assurance to stakeholders. As a Surrey borough council facing the risks of adverse impact of Local Government Reform taking effect in 2026-27, are already significant and added to this will be the impact of moving away from reliance on income from the Council's investment assets to support the Revenue Budget. It is therefore important that the Council embraces the financial related elements of the IRP to help position it to deliver a financially sustainable medium-term future.

13.3 As the report highlights there will be a need to incur additional expenditure across the Themes to bring in additional resource and expertise to ensure that the IRP outcomes are delivered. Each theme will have a supporting resource budget worked up which will feed into the 2026-27 Budget.

13.4 As the statutory Chief Finance Officer (S151) I will be the Senior Responsible Officer for ensuring the delivery of the Finance Theme within the IRP.

14. Monitoring Officer comments

The Council is obliged to meet its statutory duties and continue to make decisions in accordance with public law principles. It is anticipated that the IRP outlined in this report will support the Council meet its statutory obligations.

15. Procurement comments

15.1 All contracts associated with and ancillary to the workstreams under the Improvement and Recovery Plan must be procured in accordance with the Council's Contract Standing Orders.

16. Equality and Diversity

16.1 The successful delivery of this Improvement and Recovery Plan will require the development and review of many of the Council's services. These will include an Equality Impact Assessment where appropriate prior to decisions being made.

16.2 The staffing changes as a result of the Organisational Redesign are being carefully managed and a formal consultation approach is being taken. Full equality impact assessments are being carried out as part of this process.

17. Sustainability/Climate Change Implications

17.1 Maximising use of our assets provides opportunities for financial, social and environmental considerations in our actions especially with increasing risks of climate change and the need to adapt. Evaluating and improving our actions and gaining efficiencies in terms of operations can result in carbon savings. Therefore, actions within the IRP should take account of the future impacts of climate change as well as taking mitigating actions.

18. Other considerations

This report sets out the Council's response to the Secretary of State's Best Value Directives since receiving them on 8 May 2025. As such, the report doubles as an update for Commissioners on the actions taken by this authority over the first 3-4

months of its improvement journey. Whilst all Directives have definitive work streams encapsulated in a single IRP framework, the pace and scope of Local Government Reorganisation will inevitably be a defining overarching theme. The corporate ability to retain staff capacity through transition is an unknown and yet to be experienced consideration. This and wider resource considerations will be further addressed by way of a post IRP adoption report to CPRC on 1 December 2025.

19. Timetable for implementation

19.1 IRP approved by Council 22 October 2025.

19.2 IRP Resourcing Plan approved by CPRC 1 December 2025.

20. Contact

Daniel Mouawad, Chief Executive
Dcm.cex@spelthorne.gov.uk

Please submit any material questions to the Committee Chair and Officer contact two days in advance of the meeting.

Background papers: There are none.

Appendices:

A: Secretary of State BV Directions
B: Improvement and Recovery Plan
C: IRP Board Terms of Reference.

SPELTHORNE BOROUGH COUNCIL DIRECTIONS UNDER SECTION 15(5) AND (6) OF THE LOCAL GOVERNMENT ACT 1999

1. The Secretary of State for Housing, Communities and Local Government ("the Secretary of State") has carefully considered the following in respect of Spelthorne Borough Council ("the Authority"):
    a) The Spelthorne Best Value Inspection Report, published on 17 March 2025.
    b) Invitations issued by MHCLG to Surrey councils regarding possible reorganisation, published on 6 February 2025.
    c) The Grant Thornton 2023/24 audit report.
    d) The Chartered Institute of Public Finance and Accountancy (CIPFA) Capital assurance review, published May 2024.
    e) The Local Government Association's Corporate Peer Challenge report, published February 2023.
    f) The representation made on 28 March 2025 by the Authority on the Best Value Inspection Report and on the proposed Directions.
    g) 12 representations made by 10 interested parties during the period of representation (17-28 March 2025).

2. The Secretary of State is satisfied that the Authority is failing to comply with the requirements of Part I of the Local Government Act 1999 ("the 1999 Act").

3. The Secretary of State, having considered the representations made by the Authority as required by section 15(9) of the 1999 Act, and those matters listed above, considers it necessary and expedient, in accordance with his powers under section 15(5) and (6) of the 1999 Act, to direct the Authority as set out below in order to secure the Authority's compliance with the requirements of Part I of the 1999 Act, in particular:
    - Provide the additional scrutiny, external challenge, advice and monitoring needed to oversee the improvements.
    - Address systemic weaknesses in the Authority's governance functions, to secure improvements in transparency and formal decision making.
    - Deliver financial sustainability by closing any short or long-term budget gaps and reducing the Authority's exceptionally high level of external borrowing.
    - Increase corporate grip of the Authority's risk management and ensure compliance with all relevant rules and guidelines relating to the financial and debt management of the Authority.
    - Strengthen the commercial decision-making, regeneration, property management and procurement functions of the Authority to address the serious failings in these areas over recent years and ensure conformity with the Best Value Duty.
    - Agree as necessary any changes needed to the Authority's operating model and transformation of council services to achieve value for money and financial sustainability, taking account of any decisions relating to proposals for unitary local government in the Surrey area.
    - Rebuild trust and reset the organisational culture.

4. Pursuant to his powers under section 15(5) and (6) of the 1999 Act, the Secretary of State directs:

a) The Authority to take the actions set out in Annex A to these Directions;
b) That the functions of the Authority specified in Annex B to these Directions shall be exercised from the date of these Directions by the Commissioners acting jointly or severally; the Commissioners being persons nominated by the Secretary of State for the purposes of these Directions as long as those nominations are in force.
c) That, from the date of these Directions, the Authority shall comply with any instructions of the Commissioners in relation to the exercise of the functions specified in Annex B, and shall provide such information and assistance as the Commissioners may require for the purpose of exercising the functions specified in Annex B.

5. These Directions shall remain in force until 31 May 2030 unless the Secretary of State considers it appropriate to amend or revoke them at an earlier date.

Signed on behalf of the Secretary of State for Housing, Communities and Local Government.

James Blythe
Deputy Director, Local Government Stewardship and Interventions

ANNEX A

ACTION THE AUTHORITY IS REQUIRED TO TAKE

In this Annex, the following expressions have the following meanings:

> "the Authority" includes the Leader, the Cabinet, members of the Cabinet, any committee or sub-committee of the executive, any committee or subcommittee of Spelthorne Borough Council, any officer of Spelthorne Borough Council or any other person who has responsibility for exercising the function or other decision making in relation to the matter in question.

The actions to be taken by the Authority are:

1. Prepare and agree an Improvement and Recovery Plan to the satisfaction of the Commissioners, within 6 months, with resource allocated accordingly. This should integrate relevant contents and recommendations of the Best Value Inspection, published on 17 March, the Grant Thornton 2023/24 audit report and July 2023 CIPFA Capital assurance review. The plan should feature a comprehensive performance management framework that sets out measures to be undertaken, together with milestones and delivery targets against which to measure performance, to deliver rapid and sustainable improvements in governance, finance, property, housing, and commercial functions, thereby securing compliance with the best value duty. This programme should build on existing work to reset the culture of the organisation. The Improvement and Recovery Plan should include at a minimum:
    a. A plan to achieve financial sustainability and to identify and close any short and long-term budget gaps across the period of its medium-term financial strategy (MTFS), including a robust multi-year savings plan that reflects the costs and risks identified in the BVI report and by external auditors.
    b. A plan to ensure the Authority's capital, investment and treasury management strategies are sustainable and affordable, including an asset rationalisation programme for assets and commercial investments.
    c. A comprehensive and strict debt reduction plan, demonstrating how overall capital financing requirement and external borrowing will be reduced over a realistic but expedient timescale, reducing debt servicing costs.
    d. A plan to overhaul the governance arrangements within the authority with regards to decision-making, capacity and skills, aiming to increase transparency, scrutiny and effectiveness of the committee system to ensure that collective responsibility is taken for the Authority's decision-making.
    e. A plan to review and update the sinking fund, taking a long-term view of potential risks and financial consequences with accurate income and expenditure forecasts, and with adequate provisions made for future costs.
    f. A plan to ensure the Authority is complying with all relevant rules and guidelines relating to the financial management of the Authority, including updating the minimum revenue provision (MRP) policy.
    g. A plan to reconfigure the Authority's services commensurate with the Authority's available financial resources.

h. A plan to strengthen the Authority's financial and commercial functions, and to secure improvements in risk management, governance and the internal audit function, with the guidance and to the satisfaction of the Commissioners.
i. A plan to develop a comprehensive commercial strategy, with clear approaches to its investment and regeneration portfolios, including exit strategies for the commercial investments and realistic and deliverable strategies for regeneration sites.
j. A realistic plan to deliver housing numbers outlined in its Local Plan and assess the viability of Knowle Green Estates, developing a business case and future options for the company and the housing it currently manages.
k. A fully costed programme of cultural change to rebuild trust between officers and members and ensures both Members and Officers understand their respective roles and the way in which the Authority and its activities are regulated and governed.
l. A plan to ensure that the Authority has sufficient skills, capabilities and capacity to deliver the Improvement and Recovery Plan, within a robust officer structure, including appropriate commercial expertise and capacity.

2. To actively work with Commissioners on the work with other councils in the Surrey area for unitary local government and on implementing any such proposals later agreed upon.

3. Within one month of the date of these Directions, initiate a full and open recruitment exercise for a suitable permanent appointment to lead the improvement work in the Authority and progress against these Directions. For the avoidance of doubt, an existing employee of the Authority may be appointed to the position provided that such person is a suitable permanent appointment to that position.

4. To publicly report to the Commissioners on the delivery of the Improvement and Recovery Plan after three months, six months and thereafter at six-monthly intervals, or at such intervals as Commissioners may direct.

5. To undertake in the exercise of any of its functions any action that the Commissioners may reasonably require to avoid, so far as practicable, incidents of poor governance, poor financial governance or financial mismanagement that would, in the reasonable opinion of the Commissioners, give rise to the risk of further failures by the Authority to comply with the best value duty.

6. To allow Commissioners to appoint, where necessary, independent external advisors and to procure independent external advice.

7. To allow the Commissioners at all reasonable times, such access as appears to the Commissioners to be necessary:
   a. to any premises of the Authority;
   b. to any document relating to the Authority; and
   c. to any employee or member of the Authority.

8. To provide the Commissioners, at the expense of the Authority, with such reasonable amenities and services and administrative support as the Commissioners may reasonably require from time to time to carry out their functions and responsibilities under these Directions.

9. To pay the Commissioners reasonable expenses, and such fees as the Secretary of State determines are to be paid to them.

10. To provide the Commissioners with such assistance and information, including any views of the Authority on any matter, as the Commissioners may reasonably request.

11. To co-operate with the Secretary of State for Housing, Communities and Local Government in relation to implementing the terms of these Directions.

ANNEX B

FUNCTIONS OF THE AUTHORITY TO BE EXERCISED BY THE COMMISSIONERS

In this Annex,

> "the Authority" includes the Leader, the Cabinet, members of the Cabinet, any committee or sub-committee of the executive, any committee or subcommittee of Spelthorne Borough Council, any officer of Spelthorne Borough Council or any other person who has responsibility for exercising the function or other decision making in relation to the matter in question.
>
> "Statutory Officer" means any of: the Head of Paid Service designated under section 4(1) of the Local Government and Housing Act 1989; the Chief Financial Officer designated as having responsibility for the administration of the Authority's financial affairs under section 151 of the Local Government Act 1972; the Monitoring Officer designated under section 5(1) of the Local Government
> and Housing Act 1989; and the Scrutiny Officer designated under section 9FB of the Local Government Act 2000 (and the expressions "statutory officer" and "statutory office" are to be construed accordingly).
>
> "Senior officer" and "Senior positions" are defined as the Chief Executive, direct reports to the Chief Executive and their direct reports – tiers one, two and three.

The Commissioners shall exercise:

1. All functions associated with the governance, scrutiny and transparency of strategic decision making by the Authority.

2. All functions associated with the financial governance and scrutiny of strategic financial decision making by the Authority.

3. The requirement from section 151 of the Local Government Act 1972 to make arrangements for the proper administration of the Authority's financial affairs, and all functions associated with the strategic financial management of the Authority, to include:
   a. providing advice and challenge to the Authority on the preparation and implementation of a detailed action plan to achieve financial sustainability, and to close any short and long-term budget gaps identified by the Authority across the period of its medium-term financial strategy (MTFS), including a robust multi-year savings plan;
   b. providing advice and challenge to the Authority in the setting of annual budgets and a robust medium term financial strategy (MTFS) for the Authority, strictly limiting future borrowing and capital spending;

c. scrutiny of all in-year amendments to annual budgets;
d. the power to propose amendments to budgets where Commissioners consider that those budgets constitute a risk to the Authority's ability to fulfil its best value duty;
e. providing advice and challenge to the Authority on the preparation of sustainable and affordable capital, investment, treasury management, and commercial strategies; a strict debt reduction plan; a revised minimum revenue provision (MRP) policy; and sinking fund review
f. providing advice and challenge to the Authority on a suitable scheme of delegations for financial decision-making;
g. ensuring compliance with all relevant rules and guidelines relating to the financial management of the Authority.

4. All functions associated with commercial decision-making, regeneration, property management, procurement and the management of commercial activity by the Authority.

5. All functions associated with the Authority's operating model and redesign of the Authority's services to achieve value for money and financial sustainability.

~~6.~~ All functions relating to the appointment and dismissal of persons to positions the holders of which are to be designated as senior officers and statutory officers, and the designation of those persons as senior officers or statutory officers, to include:
   a. The functions of designating a person as a senior officer or statutory officer and removing a person from a senior position or statutory office.
   b. The functions under section 112 of the Local Government Act 1972 of:
      i. appointing and determining the terms and conditions of employment of an officer of the Authority, insofar as those functions are exercised for the purpose of appointing a person as an officer of the Authority principally in order for that person to be designated as a senior officer or statutory officer; and
      ii. dismissing any person who has been designated as a senior officer or statutory officer from his or her position as an officer of the Authority.

7. All functions to define the officer structure for the senior positions, to determine the recruitment processes and then to recruit the relevant staff to those positions.

8. All functions pertaining to the development, oversight and operation of an enhanced performance management framework for officers holding senior positions.

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Improvement and Recovery Plan

Plans on a Page

October 2025

Version	Date	Author	Changes
4.1	29/09/2025	Dan Dredge	Final Draft

SPELTHORNE BOROUGH COUNCIL

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Introduction

Located in north-west Surrey, approximately 15 miles from central London, Spelthorne is a diverse and well-connected borough that combines urban convenience with scenic landscapes. The borough includes the towns of Staines-upon-Thames, Ashford, Sunbury-on-Thames, Stanwell and Shepperton, offering a mix of riverside living, green spaces, and historic charm. With excellent transport links via the M25, M3, and Heathrow Airport, Spelthorne is a desirable location for residents and businesses alike. The area benefits from a strong local economy, active communities, and access to cultural and recreational amenities.

Government Intervention

Spelthorne Borough Council is undergoing a period of significant transformation in response to a formal intervention by the Secretary of State for Housing, Local Government and Communities. This intervention, announced in May 2025, follows a series of financial and governance challenges that have accumulated over recent years. The Council has now developed a comprehensive Improvement and Recovery Plan (IRP) to address these issues and set a clear path toward sustainability, transparency, and organisational renewal.

The IRP is the Council's formal response to the Directions issued under Part 1 of the Local Government Act 1999. It brings together the findings of the Best Value Inspection, the Grant Thornton audit, LGA Peer Review and the CIPFA Capital Assurance Review, and sets out a structured programme of reform. The plan is designed to be a living document, evolving in line with the Council's improvement journey and the wider context of Surrey Local Government Reorganisation (LGR).

Strategic Themes and Objectives

The IRP is structured around five strategic themes, each representing a core area of improvement. These themes provide a framework for targeted action and measurable progress

1. Finance

The Council is committed to achieving long-term financial sustainability through disciplined planning, effective governance, and transparent reporting. This includes addressing significant budget gaps, reducing external borrowing, and strengthening financial oversight. A credible multi-year financial strategy will be developed, supported by improved reporting, enhanced technical capacity, and a renewed focus on affordability and risk.

2. Commercial

Spelthorne will reduce its exposure to commercial risks while maximising the value of its property assets. A unified commercial strategy will be introduced, supported by stronger governance, improved procurement, and better data management. The Council will also prepare for unitarisation by aligning commercial activity with strategic priorities and community needs.

3. Regeneration and Housing

The Council will develop realistic and credible plans for its regeneration sites, increase housing provision, and reduce reliance on temporary accommodation. This includes assessing the viability of Knowle Green Estates, finalising the Local Plan, and strengthening partnerships with developers and Registered Providers. The aim is to deliver balanced, sustainable communities and meet housing targets effectively.

4. Governance

A renewed governance framework will rebuild trust, improve decision-making, and embed a culture of transparency and collective ownership. The Council will strengthen its audit and risk functions, clarify roles and responsibilities, and ensure that decisions are evidence-based and timely. A robust risk management framework will be introduced, supported by improved reporting and training.

5. Local Government Reorganisation (LGR)

In preparation for the transition to a unitary authority, the Council will align services, data, and governance structures. This includes harmonising systems, preparing for statutory changes, and supporting staff through the transition. The LGR programme represents a once-in-a-generation opportunity to reshape local government in Surrey, and Spelthorne is committed to playing a leading role in this transformation.

SPELTHORNE BOROUGH COUNCIL

Delivery and Oversight
Effective delivery of the IRP requires structured programme management and robust oversight mechanisms to ensure progress is tracked and objectives are met.
To manage the complexity of the IRP, a dedicated Programme Management Office (PMO) has been established. The PMO will oversee delivery using the Council's existing PRINCE2-based frameworks, supported by best practice documentation, governance processes, and structured change control procedures.

Each theme within the IRP has been developed through collaborative workshops, resulting in detailed problem statements, desired outcomes, and actionable objectives. All Directions and recommendations are aligned to one or more of the strategic themes and will be monitored through regular reporting. Each theme includes a defined set of objectives, workstreams, and milestones to track progress and ensure accountability. The themes are interdependent and cannot be delivered in isolation, requiring coordinated planning and integrated delivery across the programme.

Plans on a page
Plans on a Page (POAPs) have been created for each theme, providing a concise visual summary of priorities and activities. These will be used to track progress and ensure alignment with the intervention directions.

An IRP Board, chaired by the Lead Commissioner, has been established to provide strategic oversight. Progress will be reported regularly to both the Corporate Policy and Resource Committee (CPRC) and the Commissioners.

A dedicated IRP Risk Register will ensure that risks are identified and managed proactively.

Engagement and Resources
Effective engagement with Members, staff, and stakeholders is central to the success of the IRP.

The Council is briefing Members through regular sessions and engaging staff via internal communications and monthly meetings.
A communications plan will ensure that residents, partners, and businesses are kept informed throughout the improvement journey.

Financially, the Council has allocated £750,000 to support the intervention for the period up to 31/03/26. Further resources may be required to deliver the IRP, particularly in areas where internal capacity is limited.

Support from other Surrey councils, contractors, and the Local Government Association will be sought where appropriate, funded through a Transformation Fund.

The IRP sets out a clear and ambitious roadmap for Spelthorne Borough Council to recover, improve, and prepare for the future. It reflects a shared commitment to change, a recognition of the challenges ahead, and a determination to deliver better outcomes for residents and communities.

SPELTHORNE
BOROUGH COUNCIL

Risk Management Approach

Approach
The successful delivery of Spelthorne Borough Council's Improvement and Recovery Plan (IRP) will depend on several critical factors. These include:

- The interdependencies between the themes within the plan
- The availability of sufficient financial resources
- The ability to recruit or procure appropriately skilled staff within the required timescales
- Effective decision-making within the updated governance framework
- Clear, consistent political direction and prioritisation
- The need to prioritise appropriately

In addition, external factors such as Local Government Reorganisation or the application of Section 24 Directions present potential risks to progress and will need to be actively monitored and managed.

Risk Management
The IRP is underpinned by a structured risk framework that enables the Council to identify, assess, and respond to risks in a timely manner. An initial set of risks has already been identified, and these will be reviewed and updated regularly as the programme evolves.

Levels of Risk Oversight

- Operational risks identified and managed by each theme's working group, focusing on delivery risks specific to their area.
- Strategic and cross-cutting risks, escalated to the central programme risk register, maintained by the Programme Management Office (PMO).

The programme risk register is reviewed at each meeting of the Improvement and Recovery Board. In addition, risk updates are incorporated into regular reports to the Audit Committee and Corporate Policy and Resources Committee, ensuring councillors maintain oversight of key issues and mitigation strategies.

Alignment with Corporate Governance
The IRP's risk management approach is fully integrated with the Council's corporate governance framework:

- The programme risk register feeds into the Council's strategic Corporate Risk Register, which is owned by the Corporate Leadership Team and reviewed quarterly.
- Risks associated with the IRP are subject to the same scrutiny and assurance processes as other major programmes, including periodic review by the Audit Committee, Corporate Policy and Resources Committee and Full Council.
- The PMO ensures consistency in risk reporting, supports the development of proportionate mitigation plans, and tracks their effectiveness.

Monitoring
A live risk register will be maintained and updated throughout the IRP. Each risk will be assessed for likelihood and impact, with escalation where exposure exceeds tolerance.

Risks will be managed through proportionate controls, regular oversight, and clear ownership. Opportunities, assumptions, and early warning indicators will also be tracked to support timely action.

A high-level risk register has been included on the following slides.

Key Risks

Capacity and resources	Dependence on external support	Pace of Change	Governance and political direction
Delivery of the first year of the plan relies on having the right skills and capacity in areas such as financial management, commercial expertise, and programme delivery. While resource requirements have been identified, securing them depends on timely approvals and may be constrained by external financial controls such as a Section 24 Direction	Key elements of the plan, particularly in finance and commercial themes, rely on consultants and contractors. Although steps are being taken to up-skill existing staff, there remains a risk of over-reliance if internal capability is not built quickly enough.	The Council must deliver change at significant speed, while also maintaining service standards and staff morale. This challenge is heightened by the uncertainty created by Local Government Reorganisation, which may divert focus or alter priorities.	Effective delivery requires consistent decision-making, prioritisation, and political direction within the updated governance framework. Any uncertainty or delays in this area could slow progress across the programme.

Risks

Risk Title	Description	Mitigation Actions	Owner	RAG
Capacity and Pace	The IRP demands rapid, coordinated change across multiple areas. Timelines are tight and interdependent. While debt reduction is a core part of the IRP, it competes for limited capacity alongside Section 24 (as part of LGR), the Heathrow DCO process, housing pressures (including asylum seekers and HMOs), and the Local Plan refresh. Limited officer capacity increases the risk of delays and missed benefits.	• Run a consistent delivery cycle through the PMO to identify blockers early and coordinate decisions across themes, helping to prevent delays and misalignment. • Use the Improvement and Recovery Board to hold SROs accountable for progress and escalate slippage or resource pressures to CPRC, ensuring timely corrective action. • Prioritise critical tasks and allocate resources to high-impact workstreams, so that limited capacity is focused where it delivers the greatest value. • Deploy external support (e.g. contractors or partners) where internal skills or capacity are limited, maintaining delivery momentum and avoiding bottlenecks.	Daniel Mouawad (SRO LGR)	R
Resourcing and Affordability	Financial constraints and ongoing budget gaps may limit the Council's ability to procure the specialist capability needed, risking slippage across the IRP's front-loaded milestones and undermining financial sustainability. Additionally, some services are heavily engaged in statutory and day-to-day work, creating pressure that could impact delivery and morale, leading to attrition risk.	• Use IRP finance workstreams to identify skill gaps and plan targeted recruitment or interim appointments, ensuring the right expertise is available when needed. • Ring-fence IRP resources and apply change control, protecting delivery-critical funding and ensuring that the £0.75m. • Classify eligible workstream elements as transformation projects to enable capitalisation and funding via capital receipts, easing pressure on revenue budgets. • Align capability planning with strategic goals and implement wellbeing and retention support, helping to sustain morale and reduce turnover during high-demand periods.	Terry Collier (SRO Finance) Daniel Mouawad (SRO LGR)	R
Programme Delivery and Assurance	Without consistent governance and reporting, delivery issues may go undetected, causing missed milestones or key outputs	• Apply PMO standards for issue/risk logs, dependency mapping, and change control, ensuring that risks are tracked and managed systematically. • Integrate programme oversight with the Corporate Risk Register and Audit Committee, embedding assurance into formal governance processes. • Use the IRP Board to monitor delivery and escalate concerns, enabling early intervention and maintaining programme discipline. • Report progress publicly to Commissioners and committees, reinforcing transparency and external challenge to keep delivery on track.	Daniel Mouawad (SRO LGR)	R
Interdependencies and Sequencing	The Improvement Plan sees a wide range of interdependencies between the various themes. These range from the strategic and overarching down to the specific. Without appropriate management of interdependencies and the sequencing between these, there is a risk that delivery of the plan could be negatively impacted, or some themes/workstreams could become unviable	• Facilitate direct communication between SROs to ensure dependencies are actively managed and not overlooked. • Identify and monitor interdependencies early, allowing for proactive adjustments to sequencing and avoiding clashes. • Use the IRP Board to oversee changes and ensure alignment across themes, reducing the risk of disruption from poorly sequenced activities.	Daniel Mouawad (SRO LGR)	R

Risks

Risk Title	Description	Mitigation Actions	Owner	RAG
Financial Sustainability	Failure to deliver the IRP's financial reforms, including the Medium-Term Financial Plan (MTFP), debt reduction strategy, and audit improvements risks undermining the Council's ability to exit intervention.	• Deliver MRP policy updates, treasury strategy revisions, and refreshing reserves approach and strategy to ensure compliance and strengthen financial resilience. • Publish draft accounts and reduce audit findings. improving transparency and supporting recovery credibility. • Initiate structured debt reduction and service reconfiguration, enhancing the Council's financial position and sustainability. • Refresh the reserves strategy to reflect asset disposals, replacing long-term sinking fund modelling with a more relevant and responsive financial planning approach.	Terry Collier (SRO Finance)	R
Organisational Engagement, Morale and Performance	The scale and pace of the IRP, combined with uncertainty from Local Government Reorganisation (LGR), may negatively affect staff morale and performance. This could lead to retention challenges and reduced output across the organisation. Additionally, if councillors and staff do not clearly understand what the IRP is delivering or why, it may result in low engagement and lack of buy-in, further impacting delivery.	• Deliver regular, clear communications and engagement activities to explain IRP progress, priorities, and expected outcomes. • Use multiple channels to build understanding and support across all levels of the organisation. • Provide wellbeing support and targeted retention incentives to maintain morale. • Reprioritise workloads to reduce pressure and sustain performance.	Daniel Mouawad (LGR)	A
Governance and Decision-Making	Effective delivery depends on consistent decision-making, prioritisation, and political direction within the updated governance framework. Any uncertainty or delays in these areas could slow progress across the programme.	• Embed the updated governance framework across the programme, ensuring decisions are made consistently and aligned with priorities. • Use the IRP Board to provide strategic direction and resolve uncertainty, maintaining momentum and clarity. • Establish clear escalation routes and decision protocols, reducing delays and enabling timely action on emerging issues.	Linda Heron (Governance) Daniel Mouawad (LGR)	A

Improvement & Recovery Governance Workstreams

Council Committee Meetings

Improvement & Recovery Board

Commercial Governance Programme Board | Finance Programme Board | Governance Programme Board | LGR Programme Board

Communications & Engagement

Lead Cllr
CMMR
SRO
PM

Commercial	Regeneration & Housing	Finance	Governance	Local Governance Reorg
Cllr Nicholls	Cllrs Williams/Doran/Gibson	Cllr Nichols/Cllr Button	Cllr Sexton	Cllr Sexton
Mervyn Greer	Deborah McLaughlin	Peter Robinson	Lesley Seary	Lesley Seary
Coralie Holman	Karen Sinclair/Heather Morgan	Terry Collier	Linda Heron/Lee O'Neill	Daniel Mouawad
Daniel Dredge	Daniel Dredge	Daniel Dredge	Daniel Dredge	Daniel Dredge
Commercial Property Rationalisation Plan	Regeneration and Housing Confidence	Minimum Revenue Position (MRP)	Decision Making Process Review	Data Collection/Sharing
Commercial Governance	KGE Future Resolution	Sinking Fund Strategy	Assurance and Risk Management	HR Rationalisation
People, Systems & Data Management	Balanced Housing Mix	Audit & Accounts	Good Governance	Financial Rationalisation
Commercial Strategy	Thriving Communities and Infrastructure	Systems & Data	Culture of Continuous Improvement	Systems and Contracts
Procurement Process & Contract Management Review	Reduce Reliance on Temporary Accommodation	Capacity & Capability		Elections & Governance
		Medium Term Financial Plan		Change Management

Culture Change

Finance Theme on a Page

Strategic Aim: To achieve financial sustainability through disciplined planning, effective governance, and transparent reporting

Relevant Directions

- A plan to achieve financial sustainability and to identify and close any short and long-term budget gaps across the period of its medium-term financial plan (MTFP), including a robust multi-year savings plan that reflects the costs and risks identified in the BVI report and by external auditors.
- A plan to ensure the Authority's capital, investment and treasury management strategies are sustainable and affordable, including an asset rationalisation programme for assets and commercial investments.
- A comprehensive and strict debt reduction plan, demonstrating how overall capital financing requirement and external borrowing will be reduced over a realistic but expedient timescale, reducing debt servicing costs.
- A plan to review and update the sinking fund, taking a long-term view of potential risks and financial consequences with accurate income and expenditure forecasts, and with adequate provisions made for future costs.
- A plan to ensure the Authority is complying with all relevant rules and guidelines relating to the financial management of the Authority, including updating the minimum revenue provision (MRP) policy.
- A plan to reconfigure the Authority's services commensurate with the Authority's available financial resources.
- A plan to strengthen the Authority's financial and commercial functions, and to secure improvements in risk management, governance and the internal audit function, with the guidance and to the satisfaction of the Commissioners.

Outcomes

- Robust financial governance structure
- Sustainable financial legacy
- Strengthened finance team capability and readiness
- Clear and accessible financial reporting
- Full understanding of the Council's financial position
- Engaged and informed political leadership

Governance

- Corporate Policy and Resources Committee (decisions, progress updates tbc)
- Improvement and Recovery Board monthly progress reporting
- MAT (decisions, progress updates tbc)
- Lead Commissioner, Lead Councillor, SRO fortnightly meetings

Workstreams

- Minimum Revenue Position (MRP)
- Sinking Fund Strategy (joint with Commercial theme)
- Audit & Accounts
- Systems and Data
- Capacity & Capability
- MTFP (Including TM strategy and Capital)

Roles

- Lead Councillor – Cllr Lawrence Nichols
- Lead Commissioner – Peter Robinson
- SRO – Terry Collier
- PM – Ola Owolabi/Leigh Street
- Consulted - Chief Executive, Deputy Chief Executives, all Commissioners
- Informed – all Councillors, all staff

Timeline

Short

MRP policy
Sinking Fund review
Medium-Term Financial Plan (MTFP)

Medium

Minimise adverse audit findings
Financial Governance & Reporting

Long

Immediately prior to LGR obtain unqualified audit opinion for 25/26 Statement of Accounts

Finance Workstreams

Workstream	Activity	Due
Minimum Revenue Position (MRP)/Treasury Management Strategy	• Independent assessment of investment property useful economic lives by Knight Frank for revised MRP calculations • Independent report to recommend revised Minimum Revenue Provision (MRP) policy that will meet statutory requirements, and be acceptable to External Auditors, Commissioners and MHCLG • Update the budget model to reflect MRP changes and address those consequences • Updated TM Strategy to reflect impact of reprofiled loans. loan discounts and impact on MTFP • Set tight borrowing limits as part of Treasury Management Strategy 2026-27	Completed July 25 Completed August 2025 End of November 2025 End of November 2025 Feb 2027
Sinking Fund Strategy (Joint with Commercial theme)	a) Undertake a comprehensive review of the sinking funds reserves strategy and modelling assumptions and form a revised view on the purpose of the sinking funds in light of the MRP and Treasury Management Strategy changes i) Working with Assets create base portfolio model on modelling software and load first 5 years income and expenditure data ii) Finance to be trained on modelling tool and make initial projections for years 5 to 15 b) Update sinking funds strategy and assumptions to clarify purpose, drawdown triggers, and ensure alignment with the broader financial approach	End of November 2025 Completed August Completed August 2025 End of November 2025
Audit & Accounts	• Independent review of the single entity and group accounts and disclosure checklist • Recruit interim specialists to support completion of accounts • Publish a draft Statement of Accounts • Achieve a significantly reduced number of Audit Findings for 2024-25 accounts • Achieve a clean external audit opinion for 2025-26	Completed June 2025 Completed Jun/Jul 25 Completed16 September 2025 February 2026 (draft AF report expected Jan 26) February 2026
Systems and Data	• Ensure modelling tool system is fully implemented, and the property database is up to date • Review all funding streams to ensure clarity and sustainability • Update the budget model to reflect investment income, growth, savings, pay pressures, and other key variables, ensure model reflects accruals accounting	Completed August 2025 October 2025 October 2025

Finance Workstreams

Workstream	Activity	Due
Capacity & Capability	• Complete the financial team restructure and ensure appropriate resourcing is in place • Undertake skills gap assessment and training, specifically with the Business Partnering team • Work with Surrey councils to share specialist support • Recruit quality interim resources to fill team and shared gaps, specifically treasury management • Provide training to group heads to ensure they own their budgets and savings plans • Provide councillors with training and guidance to support informed decision-making • Establish a governance framework with defined roles and shared ownership • Strengthen financial and commercial functions by embedding improvements in governance, risk management, and internal audit • Ensure that the Financial Reporting Working Group is appropriately resourced to enable it quickly to provide guidance and link to training to officers in reporting delivered under Governance theme	March 2026 December 2025 December 2025 TM -Completed Aug to come into effect October August 2025 November 2025 October 2025 See Governance theme See Governance theme
MTFP (including TM strategy and capital strategy)	• Improve presentation of MTFP reporting • Ensure impact of MRP, TM, investment property surplus, sinking fund provision, accounting changes, grant assumptions and pressures are reflected in an updated MTFP so a clear budget gap is established and owned • Set up MTFP engagement sessions with MAT +, Leadership group, all members and all staff • Develop a credible and deliverable strategy to achieve long-term financial sustainability • Ensure capital, investment, and treasury management strategies are affordable and aligned with financial capacity • Start to implement a structured debt reduction plan • Reconfigure services to operate within a sustainable financial envelope • Develop a clear understanding of Local Government Funding Reform and its implications	September 2025 September 2025 Sept/Oct 2025 November 2025 October 2025 February 2026 December 2026 (provisional settlement)

Commercial Theme on a Page

Strategic Aim: To prepare the council for unitarisation by reducing its exposure to commercial risks whilst maximising the Best Value of its property assets and protecting the public purse

Relevant Directions

- A plan to develop a comprehensive commercial strategy, with clear approaches to its investment and regeneration portfolios, including exit strategies for the commercial investments.
- A plan to strengthen the Authority's commercial functions

Outcomes

- Good commercial governance
- Aligned skill set and capability to deliver
- Functioning and sustainable asset portfolio
- Informed decision-making that appropriately balances risk and reward
- Consistent and compliant contract management and procurement framework to achieve best value for money
- Collective ownership and delivery across members and officers

Governance

- Corporate Policy and Resources Committee (decisions, progress updates)
- Commercial Assets sub committee
- Improvement and Recovery Board monthly progress reporting
- MAT (decisions, progress updates tbc)
- Lead Commissioner, Lead Councillor, SRO fortnightly meetings

Workstreams

- Commercial Property Rationalisation Plan
- Commercial Governance
- People, Systems and Data Management
- Commercial Strategy
- Procurement Process and Contract Management Review
- Sinking Fund Strategy (joint with Finance Theme)

Roles

- Lead Councillor – Cllr Lawrence Nichols
- Lead Commissioner – Mervyn Greer
- SRO – Coralie Holman
- PM - TBC
- Consulted - Chief Executive, Deputy Chief Executives, all Commissioners
- Informed – all Councillors, all staff

Timeline

Short

Develop a property rationalisation plan to reduce debt and deliver best value.
Analyse portfolio data to optimise asset performance.

Medium

Formulate a commercial strategy aligned with Council principles.
Establish robust commercial processes via governance frameworks and protocols.
Implement governance to oversee transactions and ensure compliance.
Strengthen workforce through targeted resourcing, where required
Systems and data practices enable informed decision-making.
Improve procurement consistency and contract management
Develop procurement pipeline

Long

Extend commercial processes and procedures set out within the commercial strategy to all Council commercial based activity

Commercial Workstreams

Workstream	Activity	Due
Commercial Property Rationalisation Plan	• Develop a comprehensive property rationalisation plan to support debt reduction, optimise asset utilisation and maximise value for money. • Conduct thorough analysis of the portfolio, including valuations and market trends, to maximise asset values.	December 2025 December 2025
Commercial Governance	• Establish robust commercial processes and procedures to ensure all Asset based commercial activities are effective, appropriate, and informed by implementing a Commercial Governance Framework and Commercial Protocol. • Extend commercial processes and procedures set out within the commercial strategy to all Council commercial based activity • Implement strong governance frameworks to oversee all commercial transactions and ensure compliance with appropriate frameworks.	March 2026 LGR March 2026
Commercial Strategy	• Formulate a cohesive commercial strategy that aligns all commercial decisions with principles consistent with the Council's vision and mission.	March 2026
People, Systems and Data Management	• Ensure the implementation of appropriate systems and data management practices to support informed decision-making. • Strengthen workforce capabilities through effective resourcing, where required, plus training, and upskilling initiatives.	March 2026 March 2026
Procurement Process and Contract Management Review	• Review and enhance procurement processes to ensure they deliver desired outcomes in a timely and consistent manner across the organisation • Develop and maintain a dynamic procurement pipeline to streamline procurement activities • Develop and maintain a consistent contract management approach across the Council to ensure appropriate oversight in delivering best value for money • Embed best practices, foster a strong culture of value, and drive quality across all areas of procurement and contract management, supported by robust governance throughout the entire commercial lifecycle.	Jun 2026 Jun 2026 Jun 2026 Sep 2026
Sinking Fund Strategy (Joint with Finance theme)	a) Undertake a comprehensive review of the sinking funds reserves strategy and modelling assumptions i. Working with Assets create base portfolio model on modelling software and load first 5 years income and expenditure data ii. Finance to be trained on Argus model and make initial projections for years 5 to 15 b) Update sinking funds strategy and assumptions to clarify purpose, drawdown triggers, and ensure alignment with the broader financial approach	End of November 2025 Completed August 2025 Completed August 2025 End of December 2025

Regeneration and Housing Theme on a Page

Strategic Aim: To develop a strategy for the Council's regeneration sites which provides realistic and deliverable plans , increases the provision of housing and minimises the use of temporary accommodation, supported by partner engagement and commercial marketing to accelerate delivery. Assess the viability of and undertake an options appraisal for Knowle Green Estates company

Relevant Directions

A plan to develop a comprehensive commercial strategy, with clear approaches to its investment and regeneration portfolios, including exit strategies for the commercial investments and realistic and deliverable strategies for regeneration sites.

A realistic plan to deliver housing numbers outlined in its Local Plan and assess the viability of Knowle Green Estates, developing a business case and future options for the company and the housing it currently manages

Outcomes

- Trusted regeneration and housing delivery
- Resolved future for KGE
- Balanced housing offer for all
- Healthy, settled communities with infrastructure that enables thriving places
- Reduce reliance on temporary accommodation

Governance

- Environment and Sustainability Committee
- Business, Infrastructure and Growth Committee
- Improvement and Recovery Board monthly progress reporting
- MAT (decisions, progress updates)
- Lead Commissioner, Lead Councillor, SRO fortnightly meetings

Roles

- Lead Councillors – Cllr Howard Williams, Cllr Gibson, Cllr Doran
- Lead Commissioner – Deborah McLaughlin
- SRO – Heather Morgan/Karen Sinclair
- PM - TBC
- Consulted - Chief Executive, Deputy Chief Executives, all Commissioners
- Informed – all Councillors, all staff

Workstreams

- Regeneration & Housing Confidence
- Balanced Housing & Community Infrastructure
- Reduce Reliance on Temporary Accommodation
- KGE Future Resolution

Timeline

Short

Produce phased asset disposal strategy
Appoint experts to develop Staines Masterplan
Adoption of the Local Plan
KGE Business plan viability assessment completed
Council decision on KGE future
Timeline development of affordable Housing SPD
Conduct peer review

Medium

Phased asset disposal strategy - Implement Phase 1& Phase 2
Adopt Spelthorne Design Code and review schedule
Community engagement programme for Staines Masterplan
Adoption of Staines Master Plan
Implementation of KGE strategic decision
Convene quarterly working group for Local Plan delivery
Create programme to advance development of allocated sires
Engage agents to market sites and accelerate housing delivery
Proactively engage landowners & developers to promote opportunities
Complete consultation and formally adopt affordable housing SPD
Begin targeted review of Infrastructure Delivery Plan
Develop action plan following temporary accommodation review

Long

Phased asset disposal strategy - Phase 3 Implementation

Regeneration and Housing Workstreams

Workstream	Activity	Due

Regeneration and Housing Confidence	• Produce a phased asset disposal strategy for Housing Regeneration sites which are aligned with the Development Delivery Strategy and Commercial-led asset rationalisation plan, to achieve best value and support Council priorities.
	  • Implement Phase 1
	  • Implement Phase 2
	  • Implement Phase 3
	• Adopt the Spelthorne Design Code, and undertake a 6-month review of effective implementation and report to E & S Committee
	• Develop Staines Masterplan
	  • Appoint experts to develop a Staines Masterplan to support housing and regeneration, and agree timelines for delivery
	  • Implement a community engagement programme for the Staines Masterplan that balances statutory duties with meaningful resident input, while supporting the Council's wider commercial strategy and realistic plans for regeneration.
	  • Adoption of the Staines Master Plan
	• Adopt the Local Plan
		Dec 2025
		
		Mar 2026
		Mar 2027
		Mar 2028
		Jun 2026
		
		Nov 2025
		Mar 2026
		
		Jun 2026
		Dec 2025

KGE Future Resolution	• Business Plan & 30-year viability assessment completed to inform strategic options for the future of the company • Council decision on KGE future, based on business plan and viability outcomes • Implementation of agreed KGE strategic decision, with governance and delivery plan in place	Oct 2025 Dec 2025 Mar 2026
Balanced Housing and Community Infrastructure	• Convene a quarterly working group to proactively bring forward delivery of Local Plan site allocations in years 1–5, supporting the Council's ambition to meet housing targets. • Develop a programme, agreed by members, to advance the development of council-owned sites allocated for housing. • Engage agents to proactively market the sites to accelerate housing delivery. • Proactively engage with landowners, developers and registered providers on a quarterly basis, following adoption of the Local Plan, to promote housing site opportunities. • Set out a clear timeline for developing an Affordable Housing Supplementary Planning Document (SPD) once the Local Plan is adopted, incorporating a commuted sums policy to enable delivery of affordable housing on new developments and support regeneration site viability. • Complete consultation and formally adopt the SPD to provide a consistent framework for affordable housing delivery on new developments and guide investment decisions across regeneration portfolios. • Begin a targeted review of the Infrastructure Delivery Plan to ensure infrastructure investment is aligned with growth priorities in the adopted Local Plan and supports the delivery of regeneration sites.	Dec 2025 Mar 2026 June 2026 Mar 2026 Nov 2025 July 2026 Mar 2026
Reduce Reliance on Temporary Accommodation	• Engage a qualified external adviser, from MHCLG, to conduct a desktop peer review of the Council's approach to reliance on temporary accommodation, with a specific remit to identify opportunities for best value. • Develop and implement a focused action plan based on the review's findings, prioritising service improvements that also deliver financial savings, such as reducing reliance on high-cost temporary accommodation, streamlining processes, and enhancing early intervention strategies. • Implement findings from this action plan	Nov 2025 Jan 2026 Mar 2027

Governance Theme on a Page

Strategic Aim: Rebuild trust, collective working and transparency by: strengthening governance and improve decision making, ensuring decisions are collectively owned and evidence based; developing a collective understanding of both risk appetite and the risks facing the Authority; developing a culture of learning through strong audit and external challenge.

Relevant Directions

- A plan to overhaul the governance arrangements within the Authority with regards to decision-making, capacity and skills, aiming to increase transparency, scrutiny and effectiveness of the committee system to ensure that collective responsibility is taken for the Authority's decision-making.
- A fully costed programme of cultural change to rebuild trust between officers and members and ensures both Members and Officers understand their respective roles and the way in which the Authority and its activities are regulated and governed.
- A plan to strengthen the Authority's financial and commercial functions, and to secure improvements in risk management, governance and the internal audit function, with the guidance and to the satisfaction of the Commissioners

Outcomes

- Timely, collective confident decisions: ownership, transparency and accountability
- Confidence that the risks facing the Authority are being actively managed and sound transparent decisions are being made
- Sound governance and good internal controls
- A culture of continuous improvement

Governance

- Corporate Policy and Resources Committee (decisions, progress updates tbc)
- Improvement and Recovery Board monthly progress reporting
- MAT (decisions, progress updates tbc)
- Lead Commissioner, Lead Councillor, SRO fortnightly meetings

Roles

- Lead Councillor – Cllr Joanne Sexton
- Lead Commissioner – Lesley Seary
- SRO – Linda Heron/Lee O'Neill
- PM - TBC
- Consulted - Chief Executive, Deputy Chief Executives, all Commissioners
- Informed – all Councillors, all staff

Workstreams

- Decision Making Process
- Good Governance
- Culture of Continuous Improvement
- Assurance & Risk Management

Timeline

Short

Improve decision-making and reporting processes
Enhance report clarity and accuracy
Engage stakeholders in process redesign
Embed change through structured planning
Establish consistent risk frameworks and appetite
Promote shared understanding of risks
Deliver risk and assurance training
Ensure regular reviews and governance forums

Medium

Hold regular governance meetings (Statutory Officers, MAT)
Implement and review Audit Committee recommendations
Provide governance and risk training to leaders
Run Councillor awareness sessions
Monitor audit actions and decision-making culture
Align performance with strategic priorities
Deliver IRP updates
Improve Annual Governance Statement process and tracking

Long

Deliver IRP updates

Governance Workstreams

Workstream	Activity	Due
Decision making process	• Review with all stakeholders the current process of developing reports to Committees to identify the weaknesses, and areas that need to change to address the issues and the concerns to lead to improvements	January 2026
	• Collaboratively develop a new end to end process for decision making which addresses issues identified ensuring stakeholders are engaged at the right time and that all options are explored as part of the process to improve collective ownership, trust and transparency of decisions	December 2025
	• Follow up audit of committee system to review opportunities for improvement of scrutiny and decision making	February 2026
	• Review and develop report template to ensure content is relevant, comprehensive and clear to include financial, legal and risk assessments to ensure members can make rounded decisions	September 2025
	• Improve the accuracy and quality of report writing to ensure that information is accurate and presented clearly to enable good decision making and provide assurance to Councillors	October 2025
	• Develop a change management plan to embed the new process and report template into good practice across the organisation	November 2025
	• Carry out a review of committee reports with input from stakeholders to assess impact of changes	April 2026
Assurance and Risk Management	• Develop and implement a risk framework that includes risk appetite to ensure consistency in risk management throughout the organisation	January 2026
	• Develop a clear shared understanding of all risks facing the Authority with active management and mitigation of risks across the organisation	March 2026
	• Ensure that a programme of assurance and risk training is rolled out to Councillors and officers	March 2026
	• Ensure that all key programmes include a risk register which is regularly reviewed	December 2025
	• All Committees to receive and regularly review risks for which they are responsible	April 2026

Governance Workstreams

Workstream	Activity	Due
Good governance	• Put in place arrangements for MAT / MAT+ to receive and discuss key aspects of assurance and governance on a regular programmed basis – to include monthly budget monitoring, regular performance review of KPIs, complaints monitoring, internal audit recommendations, monitoring and management of key programmes, risk management, monitoring of key issues in AGS	October 2025
	• Ensure that regular Statutory Officer meetings take place with clear agendas and minutes	October 2025
	• Ensure regular (at least quarterly) meetings take place between MAT and the Head of Internal Audit	October 2025
	• Implement recommendations from the external review of the Audit Committee	April 2026
	• Carry out a further independent review of governance and the Audit Committee to assess effectiveness of changes made following the review	September 2026
	• Training and awareness to be organised for senior staff on good governance, risk management and internal control	March 2026
	• Awareness sessions for all Councillors on the role of the Audit Committee, good governance, risk management and internal control	April 2026
	• Audit Committee to produce an Annual Report to Council timed to be considered by Council as part of the AGS process.	
	• Ensure progress on recommendations made in internal audit reports are regularly monitored by MAT and reported to Audit Committee with effective commentary from lead officers	March 2026
	• Review the effectiveness of the changes to internal audit to ensure the improvements are being delivered and the results are materialised	October 2025
	• Review and refresh the Council's Corporate Strategy in light of the IRP, ensuring effective prioritisation of actions and resourcing for the remainder of the council's sovereignty	March 2026
		February 2026
Culture of Continuous Improvement	• Periodically review the organisation's decision-making culture and effectiveness of the changes made to inform further changes that are required to meet acceptable standards	First review March 2026
	• Review and monitor the implementation of recommendations from audits and reviews	First review January 2026
	• Group and service performance monitoring should support and be linked to the Council's strategic priorities and underpinned by a robust performance management framework	March 2026
	• Ensure IRP is delivered and provide 6 monthly reports to Commissioners	April 2026/October 2026/April 2027
	• Review and improve process for developing the Annual Governance Statement and ensure issues raised are tracked, monitored and addressed	April 2026
	• Ensure complaints, comments and feedback are regularly reviewed and lessons learned are fed back into service improvement plans	November 2025
	• Carry out an annual self-assessment against the CIPFA financial management code	November 2026

Local Government Reorganisation Theme on a Page

Strategic Aim: To provide a stronger long-term foundation for high-quality local government services, stronger accountability, enhancing economic growth and more responsive local governance.

Relevant Directions

To actively work with Commissioners on the work with other councils in the Surrey area for unitary local government and on implementing any such proposals later agreed upon.

Outcomes

- Deliver all information requested by the Programme Management Offices
- Delivery of work/activity required by Local Government Reorganisation (LGR) programme.
- Alignment of systems and contracts where opportunities exist/arise
- Workforce prepared/in best place for transition to new unitary authority

Governance

- Corporate Policy and Resources Committee (decisions, progress updates tbc)
- Improvement and Recovery Board monthly progress reporting
- MAT (decisions, progress updates tbc)
- Lead Commissioner, Lead Councillor, SRO fortnightly meetings

Workstreams

- Data Collection/Sharing
- HR Rationalisation/ Alignment
- Financial Rationalisation/ Alignment
- Systems and Contracts Rationalisation/ Alignment
- Elections and Governance
- Change Management, Training and Support

Roles

- Lead Councillor – Cllr Joanne Sexton
- Lead Commissioner – Lesley Seary
- SRO – Daniel Mouawad
- PM - TBC
- Consulted – Chief Executive, Deputy Chief Executives, all Commissioners
- Informed – all Councillors, all staff

Timeline

Short

Data gathering between Boroughs & Districts prior to and post- confirmation of new unitary authorities

Establishment of voluntary Joint Committee by end of year

Medium

Structural Change Order
Formal Joint Committee set up for new unitary
Elections for Shadow Authority

Long

New unitary authority 'goes live' April 2027
Spring 2027 or 2028 - Mayoral elections and Mayoral Strategic Authority (MSA) 'go live', with preparations for establishment of the MSA taking place throughout 2026 - 27, or Surrey joins MSA with neighbours

Local Government Reorganisation Workstreams

Workstream	Activity	Due
Data Collection/Sharing	• Establish a structured data collection framework through Borough/District PMOs to support Local Government Reorganisation (LGR), ensuring coverage of all key service areas and enabling consistent, high-quality data to inform transition planning. • Begin detailed data collection and rationalisation via the new unitary PMO once the structure of the new authorities is confirmed, ensuring coverage of all core service areas.	Commenced Continue until October 2025 Oct 2025 – March 2027
Financial Rationalisation/Alignment	• Collaborate with partner S151 officers to align and share organisational data, systems, and financial policies, with progress monitored periodically • Reconcile finance systems to ensure accuracy and consistency, in line with standard local government audit practices. • Align key financial policies across transitioning authorities to ensure consistency and compliance with statutory requirements. • Achieve a clean audit opinion for the 2025–26 Statement of Accounts, in accordance with expectations under the IRP Finance theme. • Review and update the Medium-Term Financial Plan (MTFP) to incorporate asset rationalisation, savings, and efficiency measures, ensuring alignment between the IRP Commercial and Finance themes to support efforts to reduce the budget gap. • Continue service improvement initiatives to enhance operational efficiency and effectiveness, with outcomes assessed periodically.	Through to March 2027 March 2026 Oct 2026 End Jan 2027 Oct 2025 Through to March 2027
HR Rationalisation/Alignment	• Deliver HR workstreams including workforce transition, recruitment, and redundancy processes, ensuring compliance with employment legislation and best practice. • Reconcile HR/Payroll systems to accurately reflect the current workforce and ensure job descriptions are up to date and appropriately documented. • Compile a list of employees retained by the Council but not currently on the establishment and identify any required actions. • Confirm or unwind temporary staffing arrangements prior to generating the TUPE list, ensuring clarity and accuracy.	All To Be Confirmed (TBC)

Local Government Reorganisation Workstreams

Workstream	Activity	Due
Systems and Contracts Rationalisation/Alignment	• Complete a review of all organisational contractual and non-contractual arrangements, identifying opportunities for alignment or termination. • Pursue alignment of contracts when opportunities arise, prioritising those that support operational efficiency and service continuity. • Prevent cliff-edge contracts by ensuring continuity planning for services transitioning to the new unitary authority • Identify relevant systems specialists and implement plans for systems alignment and data transfer across authorities.	TBC TBC Through to March 2027 TBC
Elections and Governance	• Prepare for and implement Section 24 Direction by establishing governance protocols, developing consent procedures, reviewing financial commitments, and ensuring staff are informed of restrictions, in line with best practice for managing spending controls during transition. • Participate in the development of the new Joint Committee, contributing to governance and operational planning • Participate in the development of the Structural Change Order, providing input and feedback through appropriate channels. • Undertake the Shadow Unitary Authority elections, ensuring legal compliance and operational readiness. • Facilitate the transition for Mayoral elections, including planning, communications, and stakeholder engagement.	October 2025 Oct 2025 – March 2026 March 2026 May 2026 TBC
Change Management, Training and Support	• Provide a training and support programme to help staff prepare for opportunities arising from LGR, with feedback and engagement monitored periodically. • Implement a communication strategy to proactively manage risks and minimise surprises, ensuring regular updates and stakeholder involvement.	Through to March 2027 Through to March 2027

Intervention Directions

Themes	Strengthen Governance & Transparency	Achieve Financial Sustainability	Risk and Compliance Management	Reform Commercial and Regeneration Functions	Transform Operating Model for Value and Efficiency	Rebuild Trust and Organisational Culture
Financial Recovery	Audit & Accounts	MRP MTFP Sinking Fund Strategy			Systems and Data	Capacity & Capability
Commercial		Commercial Property Rationalisation Plan	Procurement process review	Commercial Governance Commercial Strategy	Data management and systems	
Regeneration & Housing	Regen & Housing Confidence	KGE Future Resolution		Balanced Housing Mix Communities & Infrastructure	Reduce Reliance on Temporary Accommodation	
Governance	Decision making process review Good Governance		Assurance & Risk Management			Culture of Continuous Improvement
LGR	Elections & Governance Data collection	Financial rationalisation and alignment	Systems & Contracts rationalisation		HR rationalisation	Change management support & training

Workstreams

Outcomes

Financial Recovery

- Robust financial governance structure
- Sustainable financial legacy
- Finance team capability and readiness
- Clear and accessible financial reporting
- Full understanding of the financial position
- Engaged and informed political leadership

Commercial

- Good commercial governance
- Aligned skill set and capability to deliver
- Functioning and sustainable asset portfolio
- Informed decision-making that appropriately balances risk and reward
- Consistent and compliant contract management and procurement framework to achieve best value for money
- Collective ownership and delivery across members and officers

Regeneration & Housing

- Regeneration and Housing Confidence
- Thriving Communities and Infrastructure
- KGE Future Resolution
- Balanced Housing Mix
- Reduce reliance on temporary accommodation

Governance

- Timely, collective confident decisions: ownership, transparency and accountability
- Confidence that the risks facing the council are being actively managed and sound transparent decisions are being made
- Sound governance and good internal controls
- A culture of continuous improvement

LGR

- Deliver all information requested by the Programme Management Offices
- Delivery of work/activity required by Local Government Reorganisation (LGR) programme.
- Alignment of systems and contracts where opportunities exist/arise
- Workforce prepared/in best place for transition to new unitary authority

IMPROVEMENT & RECOVERY BOARD MEETING

(subject to approval by Council)

TERMS OF REFERENCE

Version	Date	Changes Made	Approval date by IB
Final	15/08/2025	n/a	n/a

Purpose

The purpose of the Improvement & Recovery Board Meeting is to develop, implement and monitor the delivery and impact of Spelthorne BC Improvement and Recovery Plan. As well as meeting the requirements set out in the Statutory Directions under government intervention (May 2025), the Improvement and Recovery Plan sets out a clear programme of improvement across the council that will address the recommendations.

Objectives

- Provide the overarching governance for the Improvement & Recovery Plan, including any required changes to the Improvement & Recovery Plan
- Agree the initiation of actions or projects to deliver the Improvement & Recovery Plan
- Monitor progress against the Improvement & Recovery Plan, scrutinise performance and provide assurance that change is embedded in the council
- Manage high-level interdependencies and risks associated with the Plan
- Strategically identify, prioritise and allocate resources to actions/projects, re-aligning where necessary
- Identify and develop funding and resource plans designed to assist in the delivery of the actions/projects as required
- Put in place an effective communications and engagement strategy, sharing key messages with Councillors, staff, partners and other key stakeholders as required
- Ensure that responsible lead officers are adequately supported in their work and held to account for the delivery of their responsibilities.

Governance Structure

The Improvement & Recovery Board is a constituent part of the council's Performance Management Framework, enabling the delivery of required improvement across the organisation in response to the government intervention.

Changes to the Improvement & Recovery Plan will be logged in a Change Control Register which will be considered by the Improvement & Recovery Board on a quarterly basis with a decision made to approve/reject/defer the change for proposal to CPRC to make a formal change to the Improvement & Recovery Plan as part of a quarterly report (below).

A formal report on progress on delivery of the IRP will be presented to CPRC on a quarterly basis, including any changes to the Improvement & Recovery Plan. Reports may also be presented to Audit Committee. The Improvement & Recovery Plan Risk Register will be reported to Audit Committee on a quarterly basis. Council will receive an annual report on progress on the implementation of the IRP.

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Roles and Responsibilities

Chair

- Effectively chair and facilitate meetings
- Commit to effective and efficient programme governance
- Ensure the Board remains focused on the objectives set out in this ToR
- Encourage and facilitate frank and open conversations that may at times be difficult, working towards consensus

Commissioners

- Provide advice, constructive challenge and expertise to Spelthorne Borough Council in developing and implementing their Improvement & Recovery Plan
- Seek assurance on the Council's progress in delivering the Improvement & Recovery Plan

Chief Executive

- Responsible as overall SRO for the IRP
- Report progress on delivery of the Plan and ensure change is embedded within the council
- Ensure interdependencies are highlighted and managed
- Ensure IRP is adequately resourced, and all risks are managed
- Where concerns are escalated ensure this can be resolved
- Promote partnership working and encourage creative and collaborative relationships to develop

SROs

- Report progress on actions using the Monitoring Tool within the published reporting schedule timescales
- Review papers in advance of meetings, attend meetings and complete actions as agreed
- Where concerns are escalated, e.g. a project is experiencing delays because of organisational blockers, step in to help resolve these
- Promote partnership working and encourage creative and collaborative relationships to develop
- Represent the interests of their relevant specialist areas in meetings and discussions

Position	Name
Lead Commissioner	Lesley Seary
Commissioner – Finance	Peter Robinson
Commissioner – Commercial	Mervyn Greer
Commissioner – Housing & Regeneration	Deborah McLaughlin
Commissioner – Governance	Lesley Seary
Chief of Staff – MHCLG	James Kingston
Chief Executive – overall SRO for the IRP	Daniel Mouawad
Leader – overall political accountability	Cllr Sexton
SRO Commercial - Group Head – Assets	Coralie Holman
SRO Housing and Regeneration - Group Head – Place, Protection, Prosperity & Group Head Housing	Heather Morgan Karen Sinclair
SRO Governance - Group Head – Corporate Governance & Monitoring Officer and Deputy Chief Executive	Linda Heron Lee O'Neil
SRO Finance – Deputy Chief Executive & Chief Financial Officer	Terry Collier

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Programme Manager	Dan Dredge

No substitutions will be allowed
Officers will be invited to attend to provide updates on actions and matters arising as appropriate.

Meetings
The Improvement & Recovery Board will meet once a month.

Agenda and papers will be circulated at least two working days in advance of the meeting. Minutes and actions will be circulated within five working days after the meeting.

Standard agenda items will include:

- Review minutes, actions and matters arising
- Review and challenge to the progress relating to the Improvement & Recovery Plan and achievement of deliverables, including allocation of resources
- Deep dives into specific areas in IRP
- Review of risks relating to improvement activities
- Agreement of key messages to stakeholders

Review
The Terms of Reference will be reviewed and updated on a six-monthly basis.

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Council

23 October 2025

The Spelthorne Borough Council Off-Street Parking Places Order (Amendment No. 3) Order 2026

This item was considered at the meeting of the Corporate Policy & Resources Committee on 13 October 2025.

The Committee **resolved** to recommend to Council to:

1. Authorise the Group Head Neighbourhood Services to proceed with the proposals made in this report and to implement The Spelthorne Borough Council Off-street Parking Places (Amendment No. 3) Order 2026,

2. Authorise the Group Head Corporate Governance to publish all notices required to implement The Spelthorne Borough Council Off-Street Parking Places (Amendment No. 3) Order 2026; and

3. Authorise the Group Head Neighbourhood Services in consultation with the Group Head Corporate Governance to consider and address any objections and to amend the proposals if necessary, following the public consultation.

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Committee Report Checklist

Please submit the completed checklists with your report. If final draft report does not include all the information/sign offs required, your item will be delayed until the next meeting cycle.

Stage 1
Report checklist – responsibility of report owner

ITEM	**Yes / No**	**Date**
Councillor engagement / input from Chair prior to briefing	**Yes**	**01/09/2025**
Commissioner engagement (if report focused on issues of concern to Commissioners such as Finance, Assets etc)	**Yes**	**29/08/2025**
Relevant Group Head review	**Yes**	**15/07/2025**
MAT+ review (to have been circulated **at least 5 working days before Stage 2**)		
This item is on the Forward Plan for the relevant committee	**Yes**	**14/07/2025**
	Reviewed by	
Risk comments		
Legal comments	**LH**	**10/09/25**
HR comments (if applicable)		

For reports with material financial or legal implications the author should engage with the respective teams at the outset and receive input to their reports prior to asking for MO or s151 comments.

Do not forward to stage 2 unless all the above have been completed.

Stage 2
Report checklist – responsibility of report owner

ITEM	**Completed by**	**Date**
Monitoring Officer commentary – at least **5 working days before MAT**	**L Heron**	**10/09/2025**
S151 Officer commentary – at least **5 working days before MAT**	**Ola Owolabi**	**03/09/2025**
Confirm final report cleared by MAT		**09/09/2025**

Environment and Sustainability Committee

18 September 2025

Title	The Spelthorne Borough Council Off-Street Parking Places (Amendment no. 3) Order 2026
Purpose of the report	To make a Key Decision
Report Author	*Bruno Barbosa – Parking Services Operational Manager*
Ward(s) Affected	All Wards
Exempt	Report – No Appendix 1 - Yes
Exemption Reason	Appendix 1 of this report contains exempt information within the meaning of Part 1 of Schedule 12A to the Local Government Act 1972, as amended by the Local Government (Access to Information) Act 1985 and by the Local Government (Access to Information) (Variation) Order 2006 Paragraph 3 – Information relating to the financial or business affairs of any particular person (including the authority holding that information), and in all circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.
Corporate Priority	Recovery Environment Service Delivery
Recommendations	**Committee is asked to recommend to Corporate Policy and Resources Committee to recommend to Council to:** • Authorise the Group Head Neighbourhood Services to proceed with the proposals made in this report and to implement The Spelthorne Borough Council Off-Street Parking Places (Amendment no.3) Order 2026. • Authorise the Group Head Corporate Governance to publish all notices required to implement The Spelthorne Borough Council Off-Street Parking Places (Amendment no. 3) Order 2026. • Authorise the Group Head Neighbourhood Services in consultation with the Group Head Corporate Governance to consider and address any objections and to amend the proposals if necessary, following the public consultation.
Reason for Recommendation	To ensure best value of the service provided and guarantee the legal requirement of financial self-sufficiency of civil enforcement is upheld, the report recommendations enable the implementation of the required changes to the existing Parking Order.

1. Executive summary of the report

What is the situation	Why we want to do something
• The current Parking Order has amendments implemented in the last revision on October 2024. • The amendments increased the majority of tariff points and charges. • Despite a slight reduction in customer numbers, the new tariffs have increased the overall income expectation. • The new Leisure Centre in Knowle Green has a different map layout/location and is no longer enforceable in the current Parking Order.	• A number of recreation grounds where civil enforcement is required to prevent misuse are operated at significant deficit due to the provision of a nil charge first tariff point that is largely the most used. • Business rates for some car parks have increased significantly, further reducing the cost-efficiency of them. • A number of benchmarked tariff points highlighted the need for some adjustments in our own tariff points and charges. • The introduction of a new Pay on Foot system at Elmsleigh Surface+MSCP requires the adjustment of some of the terms referenced in the original Parking Order. • Include the new Leisure Centre map in the Parking Order to enable its enforcement.
This is what we want to do about it	**These are the next steps**
• Remove the provision of the starting nil charge tariff point where it's provided. • If removal of this nil charge is not agreed, propose the reduction of the length of time of the starting nil charge tariff point where it's provided. • If reduction of the nil tariff point length is not agreed, propose the removal of the relevant car parks from the parking Order, where the starting nil charge tariff point makes the car park run at a significant deficit to the council budget. • Adjust the wording on specific Parking Order terms to reflect the new ticketless Pay on Foot system at Elmsleigh Surface+MSCP • Make adjustments to wording to address noted operational issues/queries. • Update the map for the car park of the new Leisure Centre	• Obtain Full Council approval for the preferred options; • Launch the statutory public consultation in line with the statutory instrument; • Implement the Amendment of the Parking Order as soon as practicable.

1.1 This report seeks to receive Committee and Council approval to make an Amendment to the Spelthorne Borough Council Off-Street Parking Places Order 2020, for the changes proposed in this report. Options are provided to enable members to make fully informed decisions.

2. Key issues

2.1 All car parks in Recreation Grounds with a tariff that includes a nil charge first hour have a significant operational deficit associated to that tariff and customer habits. Despite an increase in the tariff points (excluding the nil charge for the first hour), the budgetary gap has not been met for those car parks. Abbey Drive, Green Street, Orchard Meadow, Laleham Broadway, Manor Park, Old Bathing Station and Dumsey Meadow have a combined operational deficit of £184k, so they either need to cease having a starting nil tariff point or they must be removed from the Parking Order to mitigate or eliminate the operational deficit they cause (further details on Appendix 1).

2.2 The new Pay on Foot system being installed in Elmsleigh Surface+MSCP will be fully ticketless, hence the wording for Pay on Foot processes on the Parking Order will not be accurate after the new system is in place.

2.3 The new PCN Management system will enable the introduction of virtual season tickets and contract permits. On the last Amendment a change was made on the wording of season tickets to enable virtual season tickets, but the same was not done for Contract Permits.

2.4 The Parking Order includes reference to season tickets for Disabled Badge Holders. This facility was removed in the original Parking Order in 2020.

2.5 The Parking Order references for Motorcycle parking could be read as permitting motorcycles taking marked bays reserved for other classes of vehicle if there is no motorcycle bay available, as such the wording needs to be revised to clarify that to benefit from free parking, motorcycles can only park in designated motorcycle bays (meaning that where there aren't designated motorcycle bays, motorcycle parking is not permitted).

2.6 The Parking Order reference to Council staff and Member parking is not explicit enough in ensuring that members of the scheme are using the passes exclusively for use whilst on duty and not for commuter parking. The Council does not provide subsidised commuter parking to members of the scheme, which would be liable to the relevant taxation on pay benefits, and this provision is solely aimed at members of the scheme that are required to use their personal vehicles whilst on duty and use paid car parks to access sites during site visits (which would otherwise be a reimbursed expenditure).

2.7 Feedback was received that the Sunday tariff charge of £2 for any length of stay in some car parks can be interpreted as the maximum charge payable by a customer regardless of the amount of times they visit any car park. Since the tariffs are designed around the charge payable per parking session, this can be clarified further in the Parking Order to further minimise the likelihood of incorrect interpretation.

2.8 Debt registration fees have increased, and as such the relevant reference on the Parking Order must be updated.

2.9 A reference to a maximum charge for Film company dispensations and suspensions is not intended to exist and needs to be removed as it would permit interpretations that a Film company could hire a large car park for any length of time and a maximum charge would be applicable.

2.10 The Parking Order does not define the charge applicable for areas that are not marked bays during suspensions, thus enabling companies to use non-marked areas such as driving lanes or pedestrian walkways without a charge being liable for the land they would have exclusive use of.

2.11 The new Leisure Centre has a completely new car park layout, which requires an update to the map in the Parking Order.

2.12 The Staines-upon-Thames long and short stay tariffs were benchmarked, and mostly align or exceed the charges applied in comparable car parks in the region. Slight increases in some tariff points can be implemented where we are underpriced in the benchmark, but some tariff points we are overpriced so we should also consider a slight reduction on those (further details in Appendix 1).

2.13 In Appendix 1, a detailed analysis and overview can be consulted for the tariff issues highlighted above.

2.14 In Appendix 2 (Parking Order 2020), the proposed wording changes can be viewed in detail, with tracked changes.

2.15 In Appendix 2 (Schedules 2020), the proposed tariff and charges changes can be viewed in detail, with tracked changes.

3. Options analysis and proposal

3.1 Members are asked to approve one of the following 2 options:

(a) Approve all proposals contained within Appendix 4;

(b) Reject the proposals contained within Appendix 4 and continue with the current Parking Order and its associated issues.

4. Risk implications

4.1 Costs associated with Business Rates have seen a significant increase since the end of the pandemic measures, and overall Business Rates now represent £421k in yearly operational costs across all car parks. Other non-Business Rates operational costs amount to £799k (further details on Appendix 1).

4.2 The operational deficit of the Recreation Grounds tariffs with a nil charge tariff point are very high (£231k), and any measure that does not significantly increase the income the tariffs generate continues to have a significant negative budgetary impact.

4.3 If the amendments to the Leisure Centre map and the relevant Schedule entry are not updated, the new Leisure Centre car park will remain unenforceable.

5. Financial implications

5.1 Appendix 1 has a comprehensive analysis of the financial implications associated with the issues identified and proposed measures, including a detailed rationale for every financial figure presented in this report.

5.2 Through extensive analysis it was identified that the current Recreation Grounds tariff structure fails to mitigate the cost to operate it, with the overall operational deficit calculated to be £231k.

5.3 Business Rates for car parks would be significantly lower or non-existent if there wasn't a chargeable tariff applicable to them, since the valuation is based by the VOA on the tariff practiced and their estimation on the income it should generate, as opposed to the actual income achieved.

5.4 The staffing costs that are part of the operational costs outlined in Appendix 1 cannot be reduced further since the approved business model by the COuncil for Parking Services already has the minimum deployable resource required to operate the service, hence any removal of a car park would not generate savings in staffing costs but it would release that resource to focus on car parks where their intervention would have a more significant impact on the income generated.

5.5 Due to the tariff increase overall under Amendment 2 in October 2024, additional proposed increases have limited positive impact on the income projected, which is estimated to be around £36k.

6. Legal comments

6.1 The Council has powers under the Road Traffic Regulations Act 1984 to provide off street parking places and may by an Order regulate the use of the said parking spaces.

6.2 The relevant procedure and requirements for making of the Order are contained within the Local Authorities' Traffic Orders (Procedure) (England and Wales) Regulations 1996 ("the Regulations"), and the proposed Order must comply with the Regulations.

6.3 Legal Team will assist with the preparation of the Order and statutory notices as required.

Corporate implications

7. S151 Officer comments

7.1 The proposed amendments to the Parking Order are necessary to address a significant and ongoing operational deficit across several car parks, particularly those offering a nil-charge first tariff point. The current tariff structure at Recreation Grounds alone contributes to an estimated annual deficit of £231k. Although recent tariff increases have slightly improved income projections, the overall financial benefit remains limited, with an estimated net income increase of only £36k.

7.2 Additional financial pressures include an annual Business Rates liability of £421k, alongside increasing operational costs. The proposed changes, removal or revision of loss-making tariffs, updates to enable enforcement at the new Leisure Centre, and adjustments to reflect the introduction of new technologies such as ticketless systems are essential to improve the long-term financial sustainability of the parking service. Without these amendments, several sites will either remain unenforceable or continue to operate at a substantial deficit, with ongoing adverse impacts on the Council's parking budget.

8. Monitoring Officer comments

8.1 The Monitoring Officer confirms that the relevant legal implications have been taken into account.

9. Procurement comments

9.1 There are no procurement implications in the amendments proposed.

10. Equality and Diversity

10.1 All Options contained within this Report do not remove or change existing facilities in a way that is likely to impact or be relevant to rights and obligations arising from Equality and Diversity legislation.

10.2 The additional payment method to be introduced in Elmsleigh Surface+MSCP has a positive impact in increasing accessibility to all customers by enabling payment through an app, without the need to interact with any terminal at entry or exit.

11. Sustainability/Climate Change Implications

11.1 The Options proposed to members in this report have been carefully considered to enable a more sustainable approach to the operation and management of the car parks. Some options reduce the reliance on the use of printed documents, as well as encouraging the use of cashless payment options where suitable and relevant.

12. Timetable for implementation

12.1 Report to Council for decision to make the Order (23/10/2025)

Publish notice of the making of the Order in the press and on social media (14/11/2025)

Order takes effect on 01/01/2026 (subject to the receipt of objections)

13. Contact

13.1 Bruno Barbosa – b.barbosa@spelthorne.gov.uk

Please submit any material questions to the Committee Chair and Officer Contact by two days in advance of the meeting.

Background papers:
https://www.spelthorne.gov.uk/article/19592/Parking-Order-2020
https://www.spelthorne.gov.uk/article/19593/Parking-Order-2020-List-of-Schedules
https://www.spelthorne.gov.uk/article/21955/Parking-Order-Amendment

Appendices:
Appendix 1 (Budgetary efficiency of regulated car parks)
Appendix 2 (Parking Order 2020)
Appendix 2 (Schedules 2020)
Appendix 3 (Eclipse Leisure Centre map amendment)
Appendix 4 (Proposals)

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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SPELTHORNE BOROUGH COUNCIL

THE SPELTHORNE BOROUGH COUNCIL
(OFF-STREET PARKING PLACES) ORDER 2020

Spelthorne Borough Council in exercise of its powers under Sections 32 and 35 and Part IV of Schedule 9 of the Road Traffic Regulation Act 1984 ("the 1984 Act"), the Local Authorities Traffic Orders (Procedure) (England and Wales) Regulations 1996 ("SI 1996/2489") and the Road Traffic Act 1991 each as amended by the Road Traffic (Permitted Parking Area and Special Parking Area) (County of Surrey) (Borough of Spelthorne) Order 2006 and the Traffic Management Act 2004 and all other enabling powers, with the consent of Surrey County Council in accordance with Section 39 (3) of the 1984 Act and following consultation with the Chief Officer of Police in accordance with Part III of Schedule 9 to the 1984 Act and the Road Haulage Association and the Freight Transport Association in accordance with Regulation 6 of SI 1996/2489" hereby makes the following Order:

SECTION I
CITATION AND INTERPRETATION

Citation

1. This Order shall come into operation on **1st April 2020** and may be cited as The Spelthorne Borough Council (Off-Street Parking Places) Order 2020.

Interpretation

2. In this Order, except where the context otherwise requires, the following expressions have the meanings respectively assigned to them:

   "bus" has the same meaning as in regulation 3 of the Road Vehicles (Construction and Use) Regulations 1986, being a motor vehicle which is

constructed or adapted to carry more than eight seated passengers in addition to the driver;

“Cashless Parking” means the system of cashless prepayment made via a telephone, smartphone, computer or other method, to allow a vehicle to park in a parking place for a specified period of time, with equivalent rights and obligations to those conferred by the purchase of a parking ticket (except with regards to the “relevant position”)

“civil enforcement officer” means a person authorised by or on behalf of the Council to enforce the restrictions imposed by this Order;

“charging days” in relation to a parking place means those days which are specified in Schedules 1 and 2 for each parking place respectively;

“charging hours” in relation to a parking place means the period during which a charge for parking is made as specified in Schedules 1 and 2 for each parking place respectively;

“permit” means a permit purchased from the Council, subject to certain conditions as laid down from time to time by the Council, valid for the period specified on the permit for use in parking places specified in the schedule indicated on the permit;

"disabled persons' badge" means a badge issued by any Local Authority in accordance with the provisions of the Disabled Persons (Badges for Motor Vehicles) (England) Regulations 2000 or a badge having effect under those regulations as if it were a disabled person's badge and “disabled persons’ badge holder” shall be construed accordingly as a person who has been issued with such a badge;

“goods vehicle” means a vehicle, which is constructed or adapted for use for the carriage of goods or burden of any description or a trailer so constructed or adapted;

“invalid carriage” has the same meaning as in Section 136 of the 1984 Act;

“motor car” has the same meaning as in Section 136 of the 1984 Act;

“motor cycle” refers to a solo motor cycle only and means a mechanically propelled vehicle with less than three wheels;

“motor cycle with side car” means a mechanically propelled vehicle not being an “invalid carriage” or a “motor cycle” with less than four wheels;

“owner” means the person by whom the vehicle is kept. In determining who was the owner of a vehicle at any time it shall be presumed that the owner was the person in whose name the vehicle was at that time registered under the Vehicle Excise and Registration Act 1994;

"parking place" means an area of land specified by name in Schedules 1 to 3 and provided by the Council pursuant to Section 32(1) of the Act for the purpose of vehicle parking and not closed (in part or in whole) by a Notice erected thereon by authority of the Council;

“parking ticket” means a ticket issued by a ticket machine pursuant to this Order and indicating the payment of a charge, the time at the beginning of the period for which payment was made and the time when the period expires;

“passenger vehicle” means a vehicle constructed or adapted solely for the carriage of passengers and their effects;

"pay station" means an apparatus of a type and design approved by the Secretary of State for Transport for the purpose inter alia of this Order, being apparatus designed to receive payment in respect of Pedestrian Paid Parking;

"penalty charge" means the charge set by the Council under the provisions of the Traffic Management Act 2004, which is to be paid to the Council following the issue of a Penalty Charge Notice and within 28 days of the issue of that Notice;

"public holiday" means Christmas Day, Boxing Day, New Year's day, Good Friday, Easter Monday, and any other day designated by the Government as a public holiday in England in addition to or instead of those days;

"relevant position" in respect of: -

(a) a disabled person's badge and parking disc has the same meaning as in the Local Authorities Traffic Orders (Exemptions for Disabled Persons) (England) Regulations 2000; and

(b) all other tickets, season tickets and permits referred to in this Order means,

  (i) exhibited on the windscreen, dashboard or facia of the vehicle facing forward so that the whole of the information on the front of the ticket can be easily read from outside the vehicle; or

  (ii) where the vehicle does not have a windscreen, dashboard or facia in a conspicuous position on the vehicle so that the whole of the information on the front of the ticket is clearly legible from outside of the vehicle;

"season ticket" means a ticket purchased from the Council, subject to certain conditions as laid down from time to time by the Council, valid for the period specified on the ticket for use in parking places specified in the schedule indicated on the ticket;

"the Council" means Spelthorne Borough Council;

"ticket machine" means an apparatus of a type and design, approved by the Secretary of State for Transport, for the purpose, inter alia, of this Order, being apparatus designed to indicate the time by a clock, and to issue parking tickets which show that a payment has been made of an amount, or for a period specified thereon, and which specify the date and either the time of such payment, or the time at which the vehicle must leave the parking place;

"trailer" has the same meaning as in Section 136 of the 1984 Act;

3. Except where the context requires otherwise, any reference in this Order to an Article or Schedule shall be construed as a reference to that Article or Schedule in this Order.

4. Sub-sections (4) and (5) of Section 47 of the Road Traffic Regulation Act 1984 shall apply to the parking places as if they were parking places provided on a highway.

5. The Interpretation Act 1978 shall apply for the interpretation of this Order as it applies for the interpretation of an Act of Parliament.

SECTION II
USE OF PARKING PLACES

Classes of vehicles

6. Each parking place specified in Schedules 1 to 3 may be used subject to the following provisions of this Order, as a parking place for such classes of vehicles, on such days, during such hours and on payment of such charges as are specified in relation to that parking place in the Schedules;

7. Where in the Schedules a parking place is described as available for vehicles of a specified class, no person shall permit a vehicle to wait in that parking place unless it is of the specified class.

8. No person shall cause or permit a vehicle to park in a space marked for Disabled Persons unless the vehicle displays a Disabled Person's Badge in the manner prescribed by Regulation 12 of the Disabled Person's (Badges for Motor Vehicles) (England) Regulations 2000.

9. No person shall cause or permit a vehicle to park in a space marked for contract parking unless the vehicle is approved to park in that space either by the Council or on behalf of the Council by the purchaser of the contract parking space.

Position of vehicles

10. The driver of a vehicle shall not permit it to wait in a parking place other than in a parking space, and for this purpose, except with the written permission of the Council, every part of the vehicle must be within the limits of the parking space and not more than one vehicle shall occupy any one such parking space, except where the surface precludes bay parking except for disabled vehicles.

11. No vehicle shall be left in any parking place if its length exceeds 5.5 metres in length except with the written permission of the Council.

12. Motor cycles permitted in a parking places shall be positioned in bays marked “motor cycles” on the parking place (if any).

Manner of parking of trailers

13. No person shall cause or permit a vehicle drawing a trailer having a combined length in excess of 5.5 metres to wait in a parking place unless they have been disconnected, and unless the registration number of the vehicle is clearly displayed on the trailer and for the purposes of this Order the vehicle and the trailer shall be deemed to be separate vehicles and the driver of the leading vehicle shall be deemed to be the driver of each of the said vehicles.

Use of vehicles in parking places

14. The driver of a vehicle using a parking place shall stop the engine as soon as the vehicle is in position in that parking place and shall not start the engine again except when about to change the position of the vehicle within or depart from the parking place.

15. No person shall use a vehicle or a trailer, while it is in a parking place, in connection with the sale of any article to persons in or near the parking place, or in connection with the selling or offering for hire of his skill or services, unless duly authorised by the Council in writing so to do.

16. No person shall use any part of a parking place or vehicle left in a parking place without the written permission of the Council:

    (a) for sleeping or camping purposes, or

    (b) for cooking purposes, or

(c) for the purpose of servicing, washing, cleaning, constructing, maintaining or repairing any vehicle or any part thereof other than is reasonably necessary to enable that vehicle to depart from the parking place.

Maximum period of waiting

17. The maximum periods of waiting in the parking places and limitations on returning to them shall apply as specified in Schedules 1 to 3.

18. The Council at its discretion may grant any person a dispensation from the maximum period of waiting.

19. Any person may apply to the Council for a dispensation from the maximum period of waiting provided that
(a) the application is made prior to the parking of the vehicle to which the application relates, and
(b) the fee as specified in Schedule 10 is paid to the Council prior to the parking of the vehicle to which the application relates

Removal of a vehicle from parking places

20. Where a person duly authorised by the Council is of the opinion that any of the provisions contained in this Order have been contravened, or not complied with in respect of a vehicle left in a parking place, he / she may remove the vehicle or cause it to be removed from the parking place.

Movement of vehicles in a parking place

21. Any person authorised by the Council or a Police Constable in uniform, in case of emergency, may move or cause to be moved, vehicles left in a parking place to any place he / she thinks fit.

22. Where a vehicle is left in a parking place in a position other than that specified in Article 10 any person duly authorised by the Council or a Police Constable in uniform may move the vehicle or cause it to be moved to a position which complies with that specified in Article 10.

Manner of moving vehicles

23. Any person moving or removing a vehicle in accordance with the preceding Articles may do so by towing or driving the vehicle, or in such other manner as he / she may think necessary, and may take such measures in relation to the vehicle as he / she may think necessary to enable him / her to move or remove it as aforesaid.

Safe custody of vehicles

24. When a person authorised by the Council removes a vehicle or causes it to be removed from a parking place in accordance with Article 20 he / she shall make such arrangements as may be reasonably necessary for the safe custody of the vehicle.

Direction in which vehicles must be driven

25. No person shall drive or cause or permit to be driven any vehicle on any length of road or aisle in any parking place contrary to the directions given by the appropriate carriageway markings or signs.

Entry and exit

26. The driver of a vehicle shall not cause it to enter a parking place at a point marked “No Entry” or to leave a parking place at a point marked “No Exit”.

Suspension of parking place

27. The Council, at its discretion, may suspend the use of any parking place or any part of a parking place and thereafter may designate that part of such parking place to be reserved for any purpose it may decide, such suspension to be indicated by notice or traffic sign. The Council shall charge for such suspensions as set out in the miscellaneous charges at Schedule 10.

28. No person shall cause or permit a vehicle to be left without the written permission of the Council in a parking place or any part thereof during such periods that the use is suspended or during such periods as there is in or adjacent thereto a notice or traffic sign placed in pursuance of the preceding Article.

Liability

29. The Council does not undertake to supervise the parking places specified in Schedules 1 to 3 and vehicles are parked entirely at the owner's risk and driver's risk and the Council accepts no responsibility for any loss or damage howsoever caused either to the vehicle or its contents.

Other provisions

30. The driver of a vehicle shall not permit that vehicle to wait in a parking place unless the vehicle is licensed in accordance with the provisions of Section 1 of the Vehicles Excise and Registration Act 1994 and unless there is in force in relation to the use of the vehicle by the driver such a policy of insurance as complies with the requirements of Part VI of the Road Traffic Act 1988.

31. The driver of a vehicle using a parking place shall not sound any horn or other similar instrument except when about to change the position of the vehicle in or to depart from the parking place.

32. No person shall, except with the written permission of the Council, or any person duly authorised by them, drive any vehicle in a parking place other than for the purpose of leaving that vehicle in the parking place in accordance with the provisions of this order or for the purpose of departing from the parking place.

33. No person shall in a parking place use any threatening, abusive or insulting language, gesture or conduct with intent to put any person in fear or so as to occasion a breach of the peace whereby a breach of the peace is likely to be occasioned.

34. No person shall in a parking place wantonly shout or otherwise make any loud noise to the disturbance or annoyance of users of the parking place or residents of premises in the neighbourhood.

35. No person shall in a parking place:

    (a) erect or cause to be erected any tent, booth, stand, building or other structure without the written permission of the Council; or
    (b) light or cause or permit to be lit any fire, stove or cooker.

36. Any person using a parking place as a means of passage proceeding from one road to another road shall be deemed to be so by using a licence of the Council and not as of right.

SECTION III
PAYMENT FOR PARKING

Pay and display parking tickets

37. The driver of a vehicle left in accordance with the provisions of this Order in a parking place, as defined in Section 1 shall immediately make a prepayment to park their vehicle at the price and for the period indicated in Schedules 4 to 7, either by:

    a) purchasing a valid parking ticket from a ticket machine situated within the parking place and exhibiting the parking ticket on the vehicle in the relevant position;

    b) using cashless parking where available (notices of the approved provider are displayed in the applicable Pay and Display machines, together with the relevant location code/ reference and the applicable transaction convenience charges to be borne by the customer in full)".

38. A parking ticket used in a parking place specified in Schedule 1 shall only be a valid parking ticket if it has been purchased from a ticket machine at the parking place where the vehicle is left and to cover the entire period that the vehicle is parked in the parking place.

Tickets non-transferable

39. A parking ticket is valid only for the vehicle in respect of which it was purchased. If a season ticket holder wishes the vehicle details to be amended on a season ticket the season ticket holder will incur an administrative charge as indicated in schedule 10.

Restriction on removal of parking tickets

40. When a parking ticket has been exhibited on a vehicle, in accordance with the provisions of Article 37 no person shall remove the parking ticket from the vehicle until the vehicle is removed from the parking place.

Absence of ticket machine

41. If at the time when a vehicle is left in a parking place shown in Schedule 1 during the charging hours there is no operational ticket machine at the parking place, or all the ticket machines at that parking place carry notices placed upon them by a person duly authorised by the Council indicating that they are out of order, the driver of that vehicle shall be required to contact Spelthorne Borough Council to ascertain if a charge is payable or when the machine(s) will resume operation.

Pay on foot

42. The parking places shown in Schedule 2 shall be controlled by entry and exit barriers and also ANPR cameras which record the number plate. The driver of a vehicle shall gain entry to such parking places by ~~taking a ticket at the entry barrier. This ticket shall be submitted to a pay station at the end of the parking period and validated by~~ confirming that the registration recorded by the ANPR system is correct. At the end of the parking period the driver making a payment in accordance with the parking tariffs shown respectively for the said parking places in Schedule 4 should do so either on the payment machines on site or through the relevant app advertised on site (additional charges may apply from the operator of the app), with the payment being made against the registration noted at entry. ~~The ticket should be kept by the driver as the cameras cannot guarantee automatic exit at the exit barrier on every instance since they rely on the number plate being correctly detected at entry and exit.~~ The exit will be facilitated by an ANPR capture at the exit barrier, which will open automatically if the registration collected at entry matches a paid session and the vehicle has not overstayed beyond the paid time.

43. ~~In the event that the driver of a vehicle is unable to produce a ticket through loss or any other cause whatsoever he/she may obtain a validated ticket directly from the pay on foot terminal (Lost ticket, with full day rate payable).~~ Where an ANPR capture does not match the registration of the vehicle, the driver should contact Spelthorne Borough Council or follow the appropriate prompts at the nearest machine.

Season tickets

44. Season tickets to park shall be available for the parking places as specified in Schedule 7 but each season ticket shall be valid only for the parking place or places specified upon it. Where season tickets are available for Staines-upon-Thames car parks, only employees of businesses based in Staines-upon-Thames (or with commercial premisses where employees work in that are sited in Staines-upon-Thames) are eligible to apply. For the Railway Season Ticket available in Kingston Road car park, only holders of a valid Railway card are eligible (the Railway card or season pass must be valid for the duration of the season ticket term being applied for).

45. The driver of a vehicle left in accordance with the provisions of this Order in a parking place as specified in Schedule 7 shall be exempt from purchasing a parking ticket if there is displayed in the relevant position a valid season ticket purchased from the Council. If the season ticket is sold as a virtual document and a physical copy is not supplied to the driver, the virtual permit present on the system will be considered valid for the purposes of this exemption of purchase of a parking ticket on the car park the virtual season ticket is designated for, and there will be no requirement to display the virtual season ticket in the relevant position on the vehicle.

46. Season tickets shall be priced as specified in Schedule 7.

47. A season ticket holder will incur an administrative charge for lost or replacement season tickets as indicated in Schedule 10.

Contract Permits

48. Contract permits to park shall be available for the parking places as specified in Schedule 7 but each contract permit shall be valid only for the parking place or places specified upon it.

49. The driver of a vehicle left in accordance with the provisions of this Order in a parking place as specified in Schedule 7 shall be exempt from purchasing a parking ticket if there is displayed in the relevant position a valid contract permit purchased from the Council or an equivalent virtual version of that permit exists and is valid at the time of parking (if the contract permit is sold as a virtual contract permit with no physical document provided).

50. Contract permits shall be priced as specified in Schedule 7.

51. A contract permit holder will incur an administrative charge for lost or replacement season tickets as indicated in Schedule 10.

Disabled persons' vehicles

52. Disabled Persons' Badge Holders must pay the relevant charge as set out in Schedules 4 to 7, in accordance with Article 37.

53. For Disabled Persons' Badge Holders who pay the relevant charge as set out in Schedules 4 to 7, in accordance with Article 37, will be granted an additional hour of grace to their purchased expiry time as shown on the Pay and Display ticket (except on Elmsleigh Multi-storey Pay on Foot and Elmsleigh Surface Pay on Foot).

~~**Disabled persons' vehicles season tickets**~~

~~54. Disabled Persons' Badge Holders may apply to the Council to purchase a concessionary season ticket for the parking places specified in Schedule 8 and each season ticket shall only be valid for that parking place.~~

~~55. The driver of a vehicle left in accordance with the provisions of this Order in a parking place as specified in Schedule 8 shall be exempt from purchasing a parking ticket if they are in possession of a valid disabled badge holders' season ticket purchased from the Council.~~

~~56. Disabled persons' badge holders' season tickets shall be priced as specified in Schedule 8.~~

Motorcycles

~~57~~54. The driver of a motorcycle which is left in accordance with the provisions of this Order in a parking place specified in Schedules 1 and 2 in the position marked for such vehicles (if ~~any~~ they exist) ~~or in any marked bay~~ shall be exempt from payment for parking.

~~58~~55. A motor cycle which is left in accordance with the provisions of this Order in a parking place specified in Schedules 1 and 2 shall not be permitted to park in a disabled person's bay, contractor/permit bay or any marked bay not designated for the exclusive parking of motor cycles.

Council staff parking

~~59~~56. The driver of a vehicle left in accordance with the provisions of this Order on parking places specified in Schedules 1 to 3 and displaying a valid pass issued under the Council Staff and Member Parking Scheme shall be exempt from purchasing a parking ticket and from time limits (if any) as indicated in Schedules 1 to 3 solely whilst on duty on behalf of Spelthorne Borough Council, and for no longer than required for the designated off site task.

~~60~~57. Where a ticket, season ticket or staff permit has been displayed on a vehicle in the relevant position no person other than the driver of that vehicle shall remove the permit from the vehicle unless authorised to do so by the driver of that vehicle.

Elmsleigh Bus Station

~~61~~58. No vehicle, with the exception of buses, shall be left in Elmsleigh Bus Station. The provision of this area is dedicated exclusively to Service Vehicle Operator's Licence or Community Bus Permit and those vehicles with express authorisation from Spelthorne Borough Council being used in direct support of those operating under a Public Service Vehicles Operator's Licence or Community Bus Permit.

PART IV
PENALTY CHARGE AT PARKING PLACES

Penalty charge

~~62~~59. If a vehicle is left in a parking place in contravention of or without complying with any Article of this Order a penalty charge shall be payable and/or the vehicle may be removed from that location or parking place.

Penalty charge notice

~~63~~60. Where a penalty charge may have been incurred it shall be the duty of the civil enforcement officer to issue a penalty charge notice which shall include the information required by the ~~2004~~ relevant Act.

Payment of the penalty charge notice

~~64~~61. The owner of the vehicle in respect of which the penalty charge has been incurred shall pay the amount of the penalty charge to the Council as specified in Schedule 9.

Indications as evidence

~~65~~62. The particulars given in the penalty charge notice attached to a vehicle in accordance with this Article shall be treated as evidence in any proceedings relating to failure to pay such penalty charge.

Restriction on removal of a penalty charge notice

~~66~~63. When a penalty charge notice has been attached to a vehicle in accordance with any of the foregoing provisions of this Order, no person, not being the driver of the vehicle, a police constable in uniform, a civil enforcement officer or

some other person duly authorised by the Council shall remove the penalty charge notice from the vehicle unless authorised to do so by the driver.

PART V
DISPOSAL OF VEHICLES ABANDONED IN PARKING PLACES

~~67~~64. (i) The Council may sell or otherwise dispose of a vehicle which has been, or could at any time be, removed from a parking place pursuant to Article 20, if the vehicle appears to have been abandoned, provided that this power of disposal shall not be exercisable unless the Council has taken such of the following steps as are applicable to the vehicle in question, and there has elapsed a period of six weeks beginning with the taking of the first of those steps.

(ii) Where the vehicle carries a registration mark the Council shall ascertain from the appropriate body the name and address of the person who is the Registered Keeper of the vehicle pursuant to the Vehicles Excise and Registration Act 1994, unless the Council is satisfied that the true owner of the vehicle has identified himself to it.

(iii) The Council shall, where it is by virtue of paragraphs (ii), (iv) and (v) of this Article, aware of the name and address of a person who appears to be the owner of the vehicle, send a Notice to that person at that address stating that it is the intention of the Council to sell or otherwise dispose of the vehicle (which shall be sufficiently described in the Notice) on or after a specified date (which shall not be less than two weeks from the date of the Notice and in any event not earlier than six weeks from the date of the first step taken by the Council under this Part of this Order) unless it is in the meantime removed by or on behalf of that person from such place as is specified by the Council in the said Notice or from such place as may be subsequently notified in writing by the Council to that person.

(iv) If any person to whom a Notice is sent in accordance with paragraph (iii) of this Article informs the Council of the name and address of some other person who he alleges may be the owner of the vehicle, a Notice stating the particulars mentioned in the last preceding Article shall be sent to that other person and to any further person who the Council may in consequence of the sending of the Notice to the said other person be led to believe may be the owner of the vehicle.

(v) Where a vehicle does not carry a registration mark the first step to be taken by the Council shall be to apply in writing to the Chief Officer of Police in whose area the parking place is situated enquiring whom that officer considers is the owner of the vehicle and the address of that person.

(vi) The Council shall then make such further enquiries as to ownership as it thinks fit.

(vii) Upon the sale of a vehicle by the Council, the Council shall apply the proceeds of sale in or towards the satisfaction of any costs incurred by it in connection with the disposal thereof and of any charge or payment to which it is entitled.

(viii) In the event that any such costs incurred by the Council in connection with the disposal of the vehicle are not satisfied by virtue of the last preceding Article, the Council may recoup those costs from the person who was the owner of the vehicle immediately before it was removed from the parking place, provided that that person was sent by the Council a Notice under paragraph (iii) of this Article.

(ix) Any sums received by the Council on a sale of a vehicle shall, after deducting any sum applied thereabouts by virtue of paragraph (vii) of this Article, be payable within a period of one year from receipt hereof to any person to whom, but for such sale, the vehicle would have

belonged and insofar as any such sums are not claimed within the said period they shall be paid into the General Rate Fund of the Council.

(x) Where under the foregoing provisions of this Order a Notice is required to be or may be sent to a person the Notice shall be sent by recorded delivery post.

PART VI

REVOCATIONS

~~68~~65. The Spelthorne Borough Council (Off Street Parking Places) Order 2018 as amended is hereby revoked in its entirety.

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SPELTHORNE BOROUGH COUNCIL (OFF-STREET PARKING PLACES) ORDER 2020

List of Schedules

1 Pay and Display Parking Places

2 Pay on Foot Parking Places, Staines-upon-Thames

3 Free Parking Places

4 Parking Tariffs - Short Stay Car Parks, Staines-upon-Thames

5 Parking Tariffs - Long Stay Car Parks, Staines-upon-Thames, Ashford

6 Parking Tariffs – Recreation Grounds

7 Season Tickets, Contract Parking

8 Disabled Persons' Badge Holders' Season Tickets

9 Penalty Charge Notices

10 Miscellaneous Charges

11 List of all Car Parks

12 Site plans of all Car Parks

SPELTHORNE BOROUGH COUNCIL (OFF-STREET PARKING PLACES) ORDER 2020

SCHEDULE 1

PAY AND DISPLAY PARKING PLACES

Parking Place	Description (see Schedule 12 site plans)	Classes of vehicles	Days and hours of operation	Charging days and hours Maximum period of waiting
Bridge Street Car Park, Staines-upon-Thames	West of Bridge Street	Motor cars without trailers Motor cycles with or without side cars Invalid carriages	All days All hours	6.00am to 12.00midnight Monday to Sunday No return within the same charging period Maximum 24 hours
Elmsleigh Road Car Park, Staines-upon-Thames	East of Thames Street	Motor cars without trailers Motor cycles with or without side cars Invalid carriages	All days All hours	6.00am to 12.00midnight Monday to Sunday No return within the same charging period Maximum 24 hours
Kingston Road Car Park, Staines-upon-Thames	South west of Kingston Road	Motor cars with or without trailers Motor cycles with or without side cars Invalid carriages Vehicles less than 2.10 metres in height	All days All hours	6.00am to 12.00midnight Monday to Sunday No return within the same charging period Maximum 24 hours
Riverside Surface Car Park, Staines-upon-Thames	West of Thames Street Including access road from Thames Street	Motor cars with or without trailers Motor cycles with or without side cars Invalid carriages	All days All hours	6.00am to 12.00midnight Monday to Sunday

		Vehicles less than 2.10 metres in height		No return within the same charging period Maximum 24 hours

SPELTHORNE BOROUGH COUNCIL (OFF-STREET PARKING PLACES) ORDER 2020

SCHEDULE 1 (continued)

PAY AND DISPLAY PARKING PLACES

Parking Place	**Description** (see Schedule 12 site plans)	**Classes of vehicles**	**Days and hours of operation**	**Charging days and hours** **Maximum period of waiting**
South Street West Car Park, Staines-upon-Thames	To rear of 111 High Street	Motor cars without trailers (Contract Bays only)	All days All hours	6.00am to 12.00midnight Monday to Sunday No return within the same charging period Maximum 24 hours

SPELTHORNE BOROUGH COUNCIL (OFF-STREET PARKING PLACES) ORDER 2020

SCHEDULE 1 (continued)

PAY AND DISPLAY PARKING PLACES

Parking Place	Description (see Schedule 12 site plans)	Classes of vehicles	Days and hours of operation	Charging days and hours Maximum period of waiting
Lammas Recreation Ground	Non-tarmacked ~~A~~area marked out for car parking within the recreation ground south of Wraysbury Road Staines-upon-Thames	Motor cars with or without trailers Motor cycles with or without side cars Invalid carriages	All days All hours	06.00am to 7.00pm Monday to Sunday No return within the same charging period All year Maximum 24 hours
Laleham Park Car Park	Areas marked out for car parking within Laleham Park	Motor cars with or without trailers Motor cycles with or without side cars Invalid carriages Vehicles less than 2.10 metres in height	All days All hours	06.00am to 7.00pm Monday to Sunday No return within the same charging period All year Maximum 24 hours
~~Abbey Drive, Laleham Park~~	~~Areas marked out for car parking within Laleham Park~~	~~Motor cars with or without trailers~~ ~~Motor cycles with or without side cars~~ ~~Invalid carriages~~	~~All days~~ ~~All hours~~	~~07.00am to 7.00pm Monday to Sunday~~ ~~No return within the same charging period~~ ~~All year~~ ~~Maximum 24 hours~~
~~Dumsey Meadow,~~	~~Area marked out for car~~	~~Motor cars with or without trailers~~	~~All days~~	~~06.00am to 7.00pm Monday~~

~~Shepperton.~~	~~parking within the recreation ground~~	~~Motor cycles with or without side cars~~ ~~Invalid carriages~~ ~~Vehicles less than 2.10 metres in height~~	~~All hours~~	~~to Sunday~~ ~~No return within the same charging period~~ ~~All year~~ ~~Maximum 24 hours~~
~~Manor Park, Shepperton.~~	~~Area marked out for car parking within the recreation ground~~	~~Motor cars with or without trailers~~ ~~Motor cycles with or without side cars~~ ~~Invalid carriages~~ ~~Vehicles less than 2.10 metres in height~~	~~All days~~ ~~All hours~~	~~07.00am to 7.00pm Monday to Sunday~~ ~~No return within the same charging period~~ ~~All year~~ ~~Maximum 24 hours~~
Thameside Car Park, Laleham Park	Areas marked out for car parking within Laleham Park	Motor cars with or without trailers Motor cycles with or without side cars Invalid carriages Vehicles less than 2.10 metres in height	All days All hours	06.00am to 7.00pm Monday to Sunday No return within the same charging period All year Maximum 24 hours
Thames Street, Sunbury.	Vehicles park in area except marked disabled bay	Motor cars with or without trailers Motor cycles with or without side cars Invalid carriages	All days All hours	07.00am to 7.00pm Monday to Sunday No return within the same charging period All year Maximum 24 hours
~~Old Bathing Station, Sunbury.~~	~~Area marked out for car parking within the recreation ground~~	~~Motor cars with or without trailers~~ ~~Motor cycles with or without side cars~~ ~~Invalid carriages~~ ~~Vehicles less than 2.10 metres in height~~	~~All days~~ ~~All hours~~	~~07.00am to 7.00pm Monday to Sunday~~ ~~No return within the same~~

				~~charging period~~ ~~All year~~ ~~Maximum 24 hours~~
Orchard Meadow, The Avenue, Sunbury	Area marked out for car parking within the recreation ground	Motor cars with or without trailers Motor cycles with or without side cars Invalid carriages Vehicles less than 2.10 metres in height	All days All hours	07.00am to 7.00pm Monday to Sunday No return within the same charging period Maximum 24 hours
~~Green Street, Sunbury~~	~~Area marked out for car parking within the recreation ground~~	~~Motor cars with or without trailers~~ ~~Motor cycles with or without side cars~~ ~~Invalid carriages~~ ~~Vehicles less than 2.10 metres in height~~	~~All days~~ ~~All hours~~	~~07.00am to 7.00pm Monday to Sunday~~ ~~No return within the same charging period~~ ~~Maximum 24 hours~~
Walled Garden, Sunbury	Area marked out for car parking within the recreation ground	Motor cars with or without trailers Motor cycles with or without side cars Invalid carriages	All days All hours	07.00am to 7.00pm Monday to Sunday No return within the same charging period Maximum 24 hours
Laleham Village Car Park (The Broadway), Laleham	South east of The Broadway,	Motor cars with or without trailers Motor cycles with or without side cars Invalid carriages Vehicles less than 2.10 metres in height	All days All hours	07.00am to 7.00pm Monday to Sunday No return within the same charging period Maximum 24 hours
Shepperton Village Hall	Area marked out for car parking within the recreation ground	Motor cars with or without trailers Motor cycles with or without side cars Invalid carriages	All days All hours	07.00am to 7.00pm Monday to Sunday

				No return within the same charging period Maximum 24 hours

SPELTHORNE BOROUGH COUNCIL (OFF-STREET PARKING PLACES) ORDER 2020

SCHEDULE 2

PAY ON FOOT PARKING PLACES

Parking Place	Description (see Schedule 12 site plans)	Classes of vehicles	Days and hours of operation	Charging days and hours Maximum period of waiting
Elmsleigh Multi-storey Car Park, Staines-upon-Thames	East side of South Street	Motor cars with or without trailers Motor cycles with or without side cars Invalid carriages Vehicles less than 2.00 metres in height	All days ~~Times vary. As advertised on site.~~ All hours	6.00am to 12.00midnight Monday to Sunday Each parking session paid separately. Maximum 24 hours
Elmsleigh Surface Car Park, Staines-upon-Thames	East side of South Street	Motor cars with or without trailers Motor cycles with or without side cars Invalid carriages Vehicles less than 2.00 metres in height Market trader vehicles up to 10 tonnes (in connection with market events only)	All days ~~Times vary. As advertised on site.~~ All hours	6.00am to 12.00midnight Monday to Sunday Each parking session paid separately. Maximum 24 hours

SPELTHORNE BOROUGH COUNCIL (OFF-STREET PARKING PLACES) ORDER 2020

SCHEDULE 3

FREE PARKING PLACES

Parking Place	Description (see Schedule 12 site plans)	Classes of vehicles	Days and hours of operation	Maximum period of waiting
Abbey Drive, Laleham Park	Areas marked out for car parking within Laleham Park	Motor cars with or without trailers Motor cycles with or without side cars Invalid carriages	All days All hours	Maximum of 30 minutes waiting period.
Old Bathing Station, Sunbury.	Area marked out for car parking within the recreation ground	Motor cars with or without trailers Motor cycles with or without side cars Invalid carriages Vehicles less than 2.10 metres in height	All days All hours	Maximum of 30 minutes waiting period.
Manor Park, Shepperton.	Area marked out for car parking within the recreation ground	Motor cars with or without trailers Motor cycles with or without side cars Invalid carriages Vehicles less than 2.10 metres in height	All days All hours	Maximum of 30 minutes waiting period.

Dumsey Meadow, Shepperton.	Area marked out for car parking within the recreation ground	Motor cars with or without trailers Motor cycles with or without side cars Invalid carriages Vehicles less than 2.10 metres in height		Maximum of 30 minutes waiting period.
Green Street, Sunbury	Area marked out for car parking within the recreation ground	Motor cars with or without trailers Motor cycles with or without side cars Invalid carriages Vehicles less than 2.10 metres in height	All days All hours	Maximum of 30 minutes waiting period.
Spelthorne Borough Council Car Park, Staines-upon-Thames	Employee parking areas at Knowle Green, Staines-upon-Thames	Motor cars with or without trailers Motor cycles with or without side cars Invalid carriages Vehicles less than 2.13 metres in height	All days All hours	No waiting period.
Spelthorne Borough Council Car Park, Staines-upon-Thames	Visitor parking areas at Knowle Green, Staines-upon-Thames	Motor cars with or without trailers Motor cycles with or without side cars Invalid carriages Vehicles less than 2.13 metres in height	All days All hours	Maximum of 2 hours waiting period.
Spelthorne Borough Council Car Park, Staines-upon-Thames	Resident at Knowle Green, Staines-upon-Thames	Motor cars with or without trailers Motor cycles with or without side cars Invalid carriages Vehicles less than 2.13 metres in height	All days All hours	No waiting period.
Spelthorne Leisure Centre, Staines-upon-Thames	~~Customer Parking at Spelthorne Leisure Centre Staines-upon-Thames~~ Disabled Parking Bays ~~Only~~, Electric vehicle charging bays and areas not marked out for car parking	Motor cars with or without trailers Motor cycles with or without side cars Invalid carriages	All days All hours	~~Maximum of 3 hours waiting period.~~ No waiting period.
Ashford Recreation Ground, Ashford	Area marked out for car parking	Motor Cars with or without trailers. Motor cycles with or without side cars Invalid Carriages	1 October – 31 March 7.30am – 6pm	Maximum 11 hours

		Vehicles less than 2.10 metres in height	1 April - 30 September 7.30am – 8.30pm	
Elmsleigh Road Car Park, Staines-upon-Thames	East of Thames Street, area with demarcated bays with “Elmsleigh Shopping Centre” livery signs.	Motor cars without trailers Motor cycles with or without side cars Invalid carriages	All days All hours	No waiting for vehicles without express authorisation from the Elmsleigh Shopping Centre, the land owner, or a contractually authorised representative.
Cedars Recreation Ground, Sunbury on Thames	Area marked out for car parking	Motor Cars with or without trailers. Motor cycles with or without side cars Invalid Carriages	1 October – 31 March 7.30am – 6pm 1 April - 30 September 7.30am – 8.30pm	Maximum 11 hours
Charlton Village Hall, Shepperton	Area marked out for car parking	Motor Cars with or without trailers. Motor cycles with or without side cars Invalid Carriages	All days All hours	Maximum 11 hours
Fordbridge Recreation Ground, Ashford	Area marked out for car parking	Motor Cars with or without trailers. Motor cycles with or without side cars Invalid Carriages	1 October – 31 March 7.30am – 6pm 1 April - 30 September 7.30am – 8.30pm	Maximum 11 hours
Bus Area, Elmsleigh Shopping Centre,	Area marked out for bus stopping and ranking, outside the South entrance to	Motor vehicles used for the carriage of passengers, comprising more than eight seats in addition to the driver's seat, and	All days All hours	No waiting, except for vehicles operating under a Public Service Vehicle Operator's

South Street, Staines-upon-Thames	Elmsleigh Shopping Centre	having a maximum mass not exceeding 5 tonnes. Motor cars with or without trailers authorised by Spelthorne Borough Council.		Licence or Community Bus Permit and those vehicles with express authorisation from Spelthorne Borough Council being used in direct support of those operating under a Public Service Vehicles Operator's Licence or Community Bus Permit
Groveley Road Recreation Ground, Sunbury	Area marked out for car parking to the north of the recreation ground	Motor cars with or without trailers Motor cycles with or without side cars Invalid carriages Vehicles less than 2.13 metres in height	All days All hours	Maximum of 2 hours waiting period.
Hengrove Recreation Ground, Ashford	Area marked out for car parking	Motor Cars with or without trailers. Motor cycles with or without side cars Invalid Carriages	1 October – 31 March 7.30am – 6pm 1 April - 30 September 7.30am – 8.30pm	Maximum 11 hours
Kenyngton Manor, Sunbury on Thames	Area marked out for car parking	Motor Cars with or without trailers. Motor cycles with or without side cars Invalid Carriages Vehicles less than 2.10 metres	1 October – 31 March 7.30am – 6pm 1 April - 30 September 7.30am – 8.30pm	Maximum 11 hours
Littleton Recreation Ground, Shepperton	Area marked out for car parking	Motor Cars with or without trailers. Motor cycles with or without side cars Invalid Carriages Vehicles less than 2.10 metres	1 October – 31 March 7.30am – 6pm 1 April - 30 September 7.30am – 8.30pm	Maximum 11 hours
Long Lane	Area marked out for car	Motor Cars with or without trailers.	1 October – 31	Maximum 11 hours

Recreation Ground, Stanwell	parking	Motor cycles with or without side cars Invalid Carriages	March 7.30am – 6pm 1 April - 30 September 7.30am – 8.30pm All Year	
Mulberry Green, Stanwell	Area marked out for car parking	Motor Cars with or without trailers. Motor cycles with or without side cars Invalid Carriages	All days All hours	Maximum 11 hours
Shepperton Recreation Ground, Shepperton	Area marked out for car parking	Motor Cars with or without trailers. Motor cycles with or without side cars Invalid Carriages	All days All hours	Maximum 11 hours
Staines Park (Commercial Road) Staines-upon-Thames	Area marked out for car parking	Motor Cars with or without trailers. Motor cycles with or without side cars Invalid Carriages	All days All hours	Maximum 11 hours
Bishop Duppa's Recreation Ground	Bishop Duppas Park road and parking and area marked out for car parking to the southeast of the recreation ground	Motor cars with or without trailers Motor cycles with or without side cars Invalid carriages	All days All hours	Maximum 11 hours. No waiting on all areas not marked for permitted parking.
Woodthorpe Road open space	Area marked out for car parking to the north of the recreation ground	Motor cars with or without trailers Motor cycles with or without side cars Invalid carriages	All days All hours	Maximum 11 hours.

SPELTHORNE BOROUGH COUNCIL (OFF-STREET PARKING PLACES) ORDER 2020

SCHEDULE 4

PARKING TARIFFS – SHORT STAY CAR PARKS, STAINES-UPON-THAMES

Elmsleigh Road, Elmsleigh Surface, Elmsleigh MSCP, Riverside Surface car parks

	Elmsleigh Road Pay and Display	Elmsleigh Multi-storey Pay on Foot	Elmsleigh Surface Pay on Foot	Riverside Surface Car Park Pay and Display
	Monday to Saturday	Monday to Saturday	Monday to Saturday	Monday to Saturday
Up to 1 hour	~~£1.30~~£1.40	~~£1.30~~£1.40	~~£1.30~~£1.40	~~£1.30~~£1.40
Up to 2 hours	£2.40	£2.40	£2.40	£2.40
Up to 3 hours	~~£3.60~~£3.40	~~£3.60~~£3.40	~~£3.60~~£3.40	~~£3.60~~£3.40
Up to 4 hours	~~£4.80~~£5.00	~~£4.80~~£5.00	~~£4.80~~£5.00	~~£4.80~~£5.00
Up to 5 hours	~~£6.00~~£7.00	~~£6.00~~£7.00	~~£6.00~~£7.00	~~£6.00~~£7.00
Over 5 hours	~~£12.20~~£12.00	~~£12.20~~£12.00	~~£12.20~~£12.00	~~£12.20~~£12.00
7pm-12midnight	£2.00	£2.00	£2.00	£2.00
	Sunday 6am to midnight	Sunday 6am to midnight	Sunday 6am to midnight	Sunday 6am to midnight
All day (between times specified) (per parking session)	£2.00	£2.00	£2.00	£2.00

SPELTHORNE BOROUGH COUNCIL (OFF-STREET PARKING PLACES) ORDER 2020

SCHEDULE 5

PARKING TARIFFS – LONG STAY CAR PARKS, STAINES-UPON-THAMES

Pay and Display Car Parks

Bridge Street and Kingston Road car parks

	(Monday to Saturday)
Up to 1 hour	£1.50
Up to 2 hours	~~£2.50~~£2.60
Up to 3 hours	~~£3.50~~£3.70
Up to 4 hours	~~£4.50~~£5.20
Up to 5 hours	~~£5.50~~£6.00
Over 5 hours	~~£8.00~~£9.00
7pm -12midnight	£2.00
All day (between times specified) (per parking session)	**(Sunday 6am to 12midnight)** £2.00

SPELTHORNE BOROUGH COUNCIL (OFF-STREET PARKING PLACES) ORDER 2020

SCHEDULE 6

PARKING TARIFFS - RECREATION GROUNDS

Pay and display car parks

		All Year
Lammas Recreation Ground, Staines-upon-Thames Laleham Park Car Park Thameside Car Park, Laleham	Up to 1 hour	£0.50
	Up to 2 hours	£2.00
	Up to 4 hours	£4.00
	Over 4 hours	£8.00
~~Laleham Park Car Park~~ ~~Thameside Car Park, Laleham~~	~~Up to 1 hour~~	~~£0.50~~
	~~Up to 2 hours~~	~~£2.00~~
	~~Up to 4 hours~~	~~£4.00~~
	~~Over 4 hours~~	~~£8.00~~

~~Shepperton Village Hall~~	~~Up to 1 hour~~	~~£0.00~~
	~~Up to 2 hours~~	~~£2.00~~
	~~Over 2 hours~~	~~£4.00~~
~~Dumsey Meadow, Shepperton~~ ~~Manor Park, Shepperton~~ ~~Abbey Drive, Laleham~~ Laleham Village Car Park (The Broadway) Laleham ~~Old Bathing Station, Sunbury~~ Green Street, Sunbury Thames Street, Sunbury Orchard Meadow, Sunbury The Walled Garden, Sunbury Shepperton Village Hall	Up to ~~1 hour~~30 minutes	£0.00
	Up to 1 hour	£1.00
	Up to 2 hours	£2.00
	Over 2 hours	£4.00

SPELTHORNE BOROUGH COUNCIL (OFF-STREET PARKING PLACES) ORDER 2020

SCHEDULE 7

SEASON TICKETS, CONTRACT PARKING

	Parking Places	**Period**	**Fee level**
Season Tickets All days	Bridge Street, Staines-upon-Thames Kingston Road, Staines-upon-Thames Tothill Multi-storey, Staines-upon-Thames Elmsleigh Multi-storey Car Park, Staines-upon-Thames	3 months	£250
		6 months	£450
		12 months	£850
Contract Parking Monday to Sunday	South Street West, Staines-upon-Thames Elmsleigh Road Car Park, Staines-upon-Thames Tothill Multi-storey, Staines-upon-Thames Bridge Street, Staines-upon-Thames	12 months	£950

Railway Season Ticket Holders All days	Kingston Road, Staines-upon-Thames	3 months	£275
		12 months	£900
Local Season Ticket	Thames Street, Sunbury Orchard Meadow, Sunbury The Walled Garden, Sunbury Manor Park, Shepperton Laleham Village Car Park (The Broadway) Laleham; Shepperton Village Hall	Up to 3 months	£100
		Up to 6 months	£150
		Up to 12 months	£200

SPELTHORNE BOROUGH COUNCIL (OFF-STREET PARKING PLACES) ORDER 2020

SCHEDULE 9

PENALTY CHARGE NOTICES

Article 51 - Penalty Charges

	Charge to be paid if higher level contravention as detailed in the Civil Enforcement of Parking Contraventions (Guideline on Levels of Charges) (England) Order 2007	Charge to be paid if lower level contravention as detailed in the Civil Enforcement of Parking Contraventions (Guideline on Levels of Charges) (England) Order 2007.
Payment received by Spelthorne Borough Council **after** 14 days of the date on which the Penalty Charge Notice was issued (The Discounted Penalty Charge).	£70.00	£50.00
Payment received by Spelthorne Borough Council **within** 14 days of the date on which the Penalty Charge Notice was issued.	£35.00	£25.00
Remains unpaid after 56 days from date of issue	Increase original notice by 50%	Increase original notice by 50%
Remains unpaid after 70 days from date of issue	Increase further the increased notice by £~~8~~9.00 debt registration fee*	Increase further the increased notice by £~~8~~9.00 debt registration fee*

Informative: The Civil Enforcement of Parking Contraventions (Guidelines on Levels of Charges) (England) (Order) 2007 specifies that authorities outside London with civil enforcement powers must issue two different levels of penalty charges in their area higher and lower. What constitutes a higher and lower offence is detailed at Table 2 in the above mentioned Order.

* - The debt registration fee is set by Parliament. Consequently, any increase to the fee is outside of the Council's control. The current fee is £~~8~~9 (as of ~~25 July 2016~~19 May 2025) but this may change from time to time.

SPELTHORNE BOROUGH COUNCIL (OFF-STREET PARKING PLACES) ORDER 2020

SCHEDULE 10

Miscellaneous charges

Description	**Charge**	**Comment**
Dispensations	£15 per day per vehicle	This charge relates to administrative costs relating to processing of such dispensations. The charge for charities and voluntary organisations may be waived, at Spelthorne Borough Council's discretion.
Suspensions used to reserve parking spaces	£30 one off administrative charge and £15 per day per vehicle	This charge may be waived, at Spelthorne Borough Council's discretion, for charities and voluntary organisations.
~~Film Company~~ General dispensations and suspensions	Vehicles 3.5 tonnes and under, £15 for each bay occupied per vehicle per day. For HGVs and vehicles over 3.5 tonnes £25 for each bay occupied per vehicle per day. ~~Maximum charge £1000~~	Where the area suspended is not a marked bay, the total area will be calculated and a suitable multiple of the total area of a marked bay will be used to calculate the appropriate fee.
Lost or replacement season tickets/cards, and contract permits	£14 per season ticket/card	This charge is also applicable should a season ticket holder change vehicles and require a new card or season ticket.
Lost ticket (use of Elmsleigh Surface car park)	£14 per ticket or card	Charge payable at the Pay on Foot machine.
Market trader vehicles (use of Elmsleigh Surface car park)	£7 per vehicle per day for vehicles up to 10 tonnes	This charge relates to vehicles used in connection to market days and special market based events.
Fishing permit for Thameside car park, Laleham	£15 per vehicle for 3 consecutive days between Friday and Monday	Permits are available via pay and display machines.

SPELTHORNE BOROUGH COUNCIL (OFF-STREET PARKING PLACES) ORDER 2020

SCHEDULE 11

List of all Car Parks

1. Abbey Drive, Laleham Park
2. Ashford Multi-storey Car Park, Ashford
3. Ashford Recreation Ground, Ashford
4. Bridge Street Car Park, Staines-upon-Thames
5. Cedars Recreation Ground, Sunbury on Thames
6. Charlton Village Hall, Shepperton
7. Dumsey Meadow, Shepperton
8. Elmsleigh Multi-storey Car Park, Staines-upon-Thames
9. Elmsleigh Road Car Park, Staines-upon-Thames
10. Elmsleigh Surface Car Park, Staines-upon-Thames
11. Fordbridge Recreation Ground, Ashford
12. Green Street, Sunbury
13. Groveley Road Recreation Ground, Sunbury
14. Hengrove Recreation Ground, Ashford
15. Kenyngton Manor Recreation Ground, Sunbury on Thames
16. Kingston Road Car Park, Staines-upon-Thames
17. Laleham Park Car Park, Laleham
18. Laleham Village Car Park (The Broadway), Laleham
19. Lammas Recreation Ground
20. Littleton Recreation Ground, Shepperton
21. Long Lane Recreation Ground, Stanwell
22. Manor Park, Shepperton
23. Mulberry Green, Stanwell

24. Old Bathing Station, Sunbury
25. Orchard Meadow, The Avenue, Sunbury
26. Riverside Surface Car Park, Staines-upon-Thames
27. Shepperton Recreation Ground, Shepperton
28. Shepperton Village Hall, Shepperton
29. South Street West Car Park, Staines-upon-Thames
30. Spelthorne Borough Council Car Park, Staines-upon-Thames
31. Spelthorne Leisure Centre, Staines-upon-Thames
32. Thameside Car Park, Laleham
33. Thames Street, Sunbury
34. Tothill Multi-storey Car Park, Staines-upon-Thames
35. Walled Garden, Sunbury
36. Woodthorpe Open Space, Ashford
37. Bus Area, Elmsleigh Shopping Centre, South Street, Staines-upon-Thames
38. Bishop Duppa’s Recreation Ground, Shepperton

SPELTHORNE BOROUGH COUNCIL (OFF-STREET PARKING PLACES) ORDER 2020

SCHEDULE 12

Site Plans for all Car Parks

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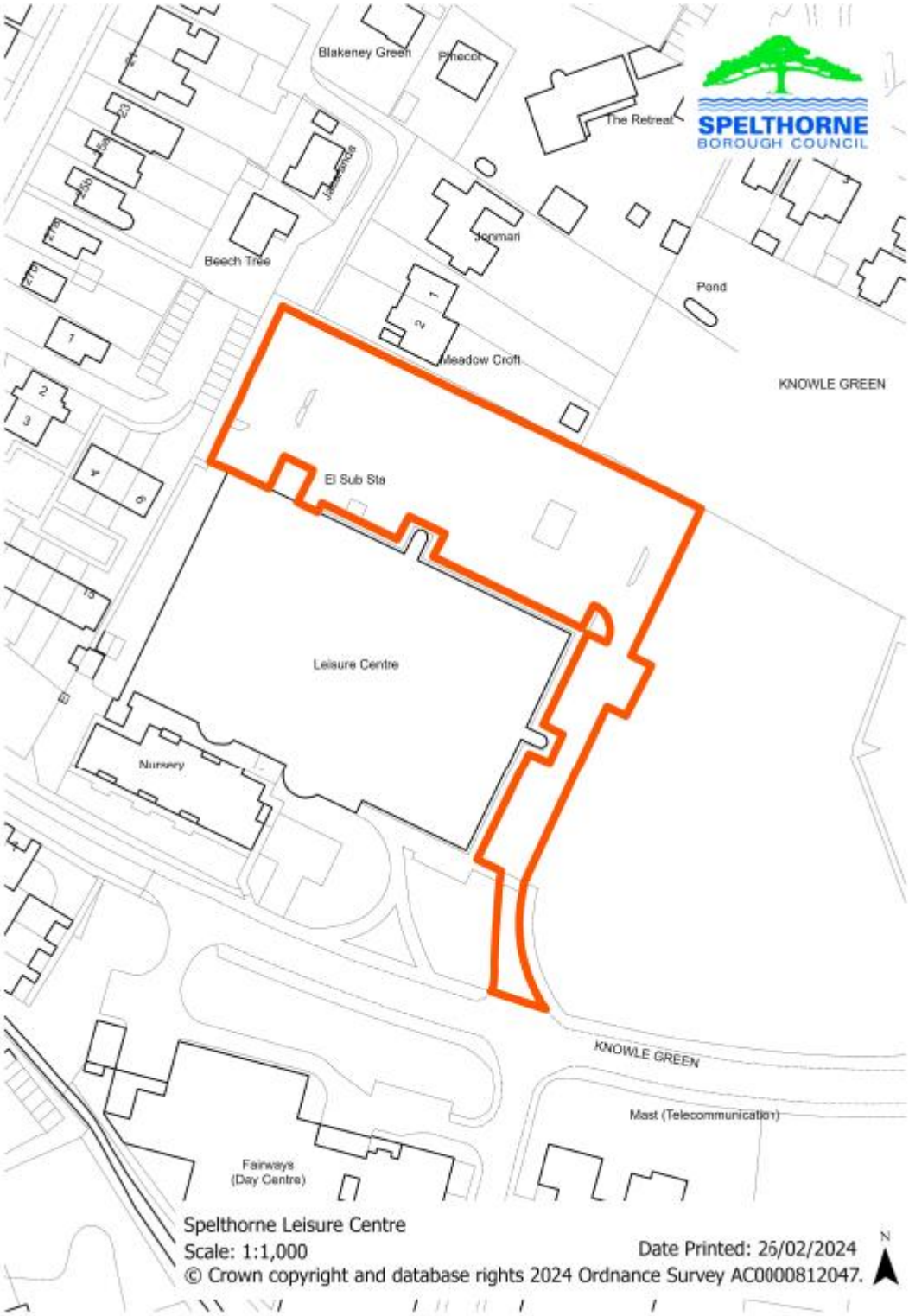
Appendix 3

Car Park map changes proposed, as follows:

1) Spelthorne Leisure Centre (current):



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2) Eclipse Leisure Centre (amended):

APPENDIX 4 PROPOSALS

1. Itemised proposals

1.1 Revise the wording for the Elmsleigh Surface+MSCP new pay on foot system use, as detailed in **Appendix 2, item 42 and item 43.**

1.2 Enabled the use of virtual contract permits, as detailed in **Appendix 2, item 49.**

1.3 Remove the reference to a season ticket type no longer available since the introduction of the Parking Order 2020, as detailed in **Appendix 2, previously items 54, 55 and 56.**

1.4 Clarify the motorcycle parking conditions, where they are only able to park in designated bays, free of charge, as detailed in **Appendix 2, renumbered item 54 and 55.**

1.5 Revise the wording for the terms of use of the Council staff and Member parking scheme, as detailed in **Appendix 2, renumbered item 56 and 57.**

1.6 Redraft the reference to the 2004 Act to cease requiring amendments if new legislation is introduced, as detailed in **Appendix 2, renumbered item 60.**

1.7 Change of the Staines-upon-Thames Short and Long Stay tariffs and introduction of reference to the charges being per parking session, as detailed in **Appendix 2, Schedule 4 and Schedule 5.**

1.8 Addition of item clarifying that no return is permitted within the same charging period, to avoid misuse of lower cost initial tariff points, as detailed in **Appendix 2, Schedule 1 and Schedule 2.**

1.9 Removal of Abbey Drive, Dumsey Meadow, Old Bathing Station and Green Street from Schedule 1 chargeable tariffs, and addition of the same car parks to Schedule 3 Free parking places with 30 minutes maximum stay, as detailed in **Appendix 2, Schedule 1, Schedule 3 and Schedule 6.**

1.10 Change of the nil charge first hour tariff to 30 minutes, and addition of a tariff point with charge for 1 hour stays, as detailed in **Appendix 2, Schedule 6.**

1.11 Update to the latest debt registration fee, as set by parliament, as detailed in **Appendix 2, Schedule 9.**

1.12 Removal of the reference to “Maximum charge £1000” for Film Company dispensations and suspensions, rewording of the target audience of the line, and addition of charges for areas suspended that are not a marked bay, as detailed in **Appendix 2, Schedule 10.**

1.13 Revise the Parking Order map for Spelthorne Leisure Centre, to accurately reflect the new layout, as detailed in **Appendix 3.**

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Council Meeting 23 October 2025

Additional Annual Grant Application 2025/26

This item was considered at a meeting of the Community and Wellbeing Committee on 30 September 2025. Committee **resolved** to:

1. Consider the recommendation of the Grants Panel in relation to Spelthorne Museum; and
2. To recommend that Council approves the award of £588 to Spelthorne Museum

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Committee Report Checklist

Please submit the completed checklists with your report. If final draft report does not include all the information/sign offs required, your item will be delayed until the next meeting cycle.

Stage 1
Report checklist – responsibility of report owner

ITEM	**Yes / No**	**Date**
Councillor engagement / input from Chair prior to briefing	**Y**	**26/08/25**
Commissioner engagement (if report focused on issues of concern to Commissioners such as Finance, Assets etc)		
Relevant Group Head review	**Y**	**030/9/25**
MAT+ review (to have been circulated **at least 5 working days before Stage 2**)	**Y**	**03/09/25**
This item is on the Forward Plan for the relevant committee	**Y**	**04/09/25**
	Reviewed by	
Finance comments	**Ola Owolabi**	**03/09/25**
Risk comments		
Legal comments	**J. Clare**	**03/09/25**
HR comments (if applicable)		

For reports with material financial or legal implications the author should engage with the respective teams at the outset and receive input to their reports prior to asking for MO or s151 comments.

Do not forward to stage 2 unless all the above have been completed.

Stage 2
Report checklist – responsibility of report owner

ITEM	**Completed by**	**Date**
Monitoring Officer commentary – at least **5 working days before MAT**	**L Heron**	**05/09/25**
S151 Officer commentary – at least **5 working days before MAT**	**Ola Owolabi**	**03/09/2025**
Confirm final report cleared by MAT		

Community Wellbeing and Housing Committee

30 September 2025

Title	Additional Annual Grant Award Application 2025/2026
Purpose of the report	To make a recommendation to Council
Report Author	*Lisa Stonehouse*
Ward(s) Affected	All Wards
Exempt	No
Exemption Reason	N/A
Corporate Priority	Community
Recommendations	**Committee is asked to:** 1. Consider the recommendation of the Grants Panel in relation to Spelthorne Museum; and 2. Recommend that the Council approves the award of £588 to Spelthorne Museum
Reason for Recommendation	A decision is required as to whether the Spelthorne Museum can be awarded £588.00 from the underspend in Annual Grant Funding for 2025/2026.

1. Executive summary of the report *(expand detail in Key Issues section below)*

What is the situation	Why we want to do something
• The Council has a community grants budget. Grants are allocated annually to charities and voluntary groups. The cross-party Councillor Grants Panel reviewed the applications in December and made a recommendation to Committee in January regarding the agencies that should receive grants. There was small underspend of £5985.00 which was ring fenced for projects which arise later in the financial	• Charities and voluntary groups such as the Spelthorne Museum have an important role within the borough. The museum volunteers provide a valuable service for residents of all ages

year. The Spelthorne Museum has recently submitted a request for a project. They required £588.00 to cover the listed building consent to move the London Stone from the museum within the old library to the new library, cultural and community hub in Staines Upon Thames. The Council Grants Panel has recommended that the Museum receive this grant.	
This is what we want to do about it	**These are the next steps**
• A decision from Committee is required to determine whether the museum should receive a grant.	• Once Committee has made the decision the museum will be informed as to whether their request has been successful.

2. Key issues

2.1 Following the Annual Grant Awards in April 2025 there was a small underspend of £5985.00 which was ring fenced for projects which may arise later in the financial year.

2.2 The Spelthorne Museum was part of the old library. The old library has closed and the new library, cultural and community hub has opened in the Elmsleigh Centre in Staines-Upon-Thames. The museum is in the process of moving into this new space.

2.3 In 1285, the London Stone, was erected to mark the western limit of the City of London's jurisdiction over the Thames and it originally stood upstream from Staines Upon Thames Town Centre. This original stone has been displayed in the museum, for many years, although a replica stone and information is situated behind the Old Town Hall in Memorial Gardens.

2.4 A request for £588.00 was received from the museum in August 2025 to cover the fees for listed building consent to move the London Stone from the old Library to the new library, cultural and community hub in Staines-Upon-Thames.

2.5 The Council Grants Panel has recommended that the Museum receive this grant. The constitution states that the Panel's recommendation is to be reported to Community Wellbein and Housing Committee with a recommendation to Council.

2.6 The Local Planning Authority has no discretion to waive planning fees, as they are statutorily prescribed.

2.7 Spelthorne Archaeological Field Group was founded in 1979 to provide an archaeological service for Spelthorne including running a museum under licence from Spelthorne Borough Council. They have operated a museum in Staines-Upon-Thames since 1980. The museum team are all volunteers.

2.8 The museum is open whenever the new library is open (Monday-Friday 9.30-5pm). The museum is well supported in terms of visit from members of the

public. They have an active and enthusiastic education team which offer both visits and outreach for local schools, uniformed groups such as Rainbows and Beavers and links with other voluntary groups.

3. Options appraisal and proposal

3.1 **Option 1 – (proposed option) is to agree to award £588.00 to the Spelthorne Museum and recommend to Council for aproval.**

This will cover the listed building consent to move the London Stone from the old Library to the new library, cultural and community hub in Staines Upon Thames.

Advantages of Option 1

3.2 The museum would appreciate the assistance. They have been working hard to apply for grants to assist with moving and setting up the museum in the new venue and this planning fee was unexpected.

3.3 As mentioned above the museum team are all volunteers and have to raise funds to cover all expenditure.

3.4 This will enable them to use any other funds on providing the museum service for the community and setting up the exhibits in the new museum

Disadvantages of Option 1

3.5 The museum may expect the council to fund various expenses in the future. It has already been made clear that the Council cannot continue to provide ad hoc funding in the future.

Option 2 - Do not agree to award £588.00 to the Spelthorne Museum.

Advantages of Option 2

3.6 The £588.00 could remain in the budget to be carried forward to the 2026/2027 grants budget and be used for another organisation.

Disadvantages of Option 2

3.7 The museum will struggle to find the funds. The fee was unexpected, so it did not account for this.

3.8 If the museum has to find the funds, there will be a delay in moving the London Stone. The Council's Assets Team are waiting to lease the space that the London Stone is occupying and cannot do this until it is moved. The Council will therefore not receive rental income until this is resolved.

3.8 The museum volunteers have provided the library in Spelthorne since 1980. They are likely to feel frustrated if they did not receive this grant to cover the planning fees.

4. Risk implications

4.1 The Council's Assets Team are waiting to lease the old library building and cannot do this until the London Stone is moved. If the museum has to find funding there will be a delay and the Council will not receive rental income until the London Stone can be moved.

4.2 The expectation of further funding as documented in 3.5 is the main risk associated with Option 1.

5. Financial implications

5.1 £588.00 has been requested. There was an underspend in the grant funding of £5,985.00.

6. Legal comments

6.1 There are no legal implications in this report.

Corporate implications

7. S151 Officer comments

7.1 The grant request of £588.00 can be accommodated within the existing £5,985.00 underspend from the 2025/2026 Community Grants budget, which has been ring-fenced for in-year projects. If approved, this request will leave a remaining balance of £5,397.00. There are no additional financial pressures on the current budget arising from this proposal. The funding request represents a one-off cost, which is considered proportionate given the museum's community value.

7.2 However, approval of this request may set a precedent for future ad hoc funding requests outside the standard annual grants cycle. While the immediate financial impact is minimal, any such future requests will need to be assessed within the limits of available resources, as further ad hoc support may not be sustainable without sufficient underspend. It is also worth noting that failure to approve this funding could delay the relocation of the London Stone, which in turn may defer potential rental income from the old library site.

8. Monitoring Officer comments

8.1 The Monitoring Officer confirms that the relevant legal implications have been taken into account.

9. Procurement comments

There are no procurement implications in this report.

10. Equality and Diversity

10.1 The museum provides services for all residents in Spelthorne.

11. Sustainability/Climate Change Implications

11.1 The Grant Panel's aim is to support a cross section of voluntary organisations. Successful applicants are asked to engage with the councils

Climate Change & Sustainability specialist where appropriate to ensure that they receive information and advice about energy conservation projects and funding.

12. Other considerations

12.1 There are no other considerations.

13. Timetable for implementation

If Committee recommend and Council approves the award, the grant will be paid immediately.

14. Contact

14.1 *Lisa Stonehouse (Community Development Manager)*
L.stonehouse@spelthorne.gov.uk

Background papers: There are none.

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Council Meeting 23 October 2025

Heathrow Southern Rail Link Proposal

This item was considered at a meeting of the Business, Infrastructure and Growth Committee on 11 September 2025.

Committee **resolved** to recommend to Council that this Council supports the Heathrow Southern Rail ("HSR") link proposal conditional upon:

(a) Trains stopping at Staines;
(b) Evidence that the proposal will not harm Staines Moor nor increase the groundwater flood risk in the area; and
(c) Reviewing and agreeing detailed terms of the HSR link proposal.

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Committee Report Checklist

Please submit the completed checklists with your report. If final draft report does not include all the information/sign offs required, your item will be delayed until the next meeting cycle.

Stage 1
Report checklist – responsibility of report owner

ITEM	**Yes / No**	**Date**
Councillor engagement / input from Chair prior to briefing	**Y**	
Commissioner engagement (if report focused on issues of concern to Commissioners such as Finance, Assets etc)	**Y**	**Just starting now**
Relevant Group Head review	**N**	
MAT+ review (to have been circulated **at least 5 working days before Stage 2**)	**Y**	**20/08/25**
This item is on the Forward Plan for the relevant committee	**Y**	
	Reviewed by	
Risk comments		
Legal comments	**JC**	**20/08/25**
HR comments (if applicable)		

For reports with material financial or legal implications the author should engage with the respective teams at the outset and receive input to their reports prior to asking for MO or s151 comments.

Do not forward to stage 2 unless all the above have been completed.

Stage 2
Report checklist – responsibility of report owner

ITEM	**Completed by**	**Date**
Monitoring Officer commentary – at least **5 working days before MAT**	**L Heron**	**27/08/25**
S151 Officer commentary – at least **5 working days before MAT**	**T. Collier**	**27/8/25**
Confirm final report cleared by MAT		

Business Infrastructure and Growth Committee

11 September 2025

Title	*Heathrow Southern Rail link proposal*
Purpose of the report	To make a decision
Report Author	*Councillor Chris Bateson*
Ward(s) Affected	All Wards
Exempt	*No*
Exemption Reason	Not applicable
Corporate Priority	This item is not in the current list of Corporate Priorities but still requires a Committee decision.
Recommendations	**Committee is asked to:** **1. Consider the findings of the all-party working group ("the Working Group") set up by the Business Infrastructure and Growth Committee contained in this report; and** **2. Recommend to Full Council that this Council supports the Heathrow Southern Rail ("HSR") link proposal conditional upon:-** **(a) Trains stopping at Staines;** **(b) Evidence that the proposal will not harm Staines Moor nor increase the groundwater flood risk in the area; and** **(c) Reviewing and agreeing detailed terms of the HSR link proposal**
Reason for Recommendation	*HSR will provide a direct link from Staines to Heathrow airport, promoting economic growth in the Borough and providing a sustainable method of travel to the airport for passengers from within and outside the Borough.* *Of the two options presented (HSR and the "Southern Light Rail" (SLR) alternative), HSR is the least damaging to the environment and streetscene, most practicable, supported by Heathrow Airport Limited and least intrusive in terms of privacy for local residents* *The HSR proposal places far fewer demands on the already overstretched resources of the Council*

1. Executive summary of the report *(expand detail in Key Issues section below)*

What is the situation	Why we want to do something
• The Council has to decide whether to support the Heathrow Southern Rail ("HSR") consortium's plan to build a "heavy rail" link between Staines town centre and Heathrow Airport or to support an alternative consortium (Southern Light Rail "SLR") or to support neither.	• *The Government has given the green light to the further expansion at Heathrow. Heathrow is obliged to increase sustainable travel routes. A rail link from London and beyond, via Staines, has been proposed. The Council is being asked to support that proposal.*
This is what we want to do about it	**These are the next steps**
• *The proposal is that the Council engage fully with HSR, support its plans, and work with HSR to deliver the best possible outcome for the Borough's residents.*	• *Council to make a public declaration of support – with conditions – for the HSR plans.* • *Thereafter, Council to continue the working group links with Heathrow and HSR.*

2. Key issues

Introduction

Heathrow Airport has a mandate from the UK government to expand its operations and to build a third runway, in both cases using finance that has been secured from the private sector. At the same time, Heathrow Airport has undertaken to reduce the impact of road traffic (congestion, air pollution, car parking spaces) to the Airport by means of a rail link from the south. Previous attempts to provide this rail link have failed because of geographical constraints, especially those posed in Runnymede and Spelthorne (Egham Hythe rail crossing closure frequency, the Staines Moor Site of Special Scientific Interest or "SSSI", M25 boundary constraints). Nonetheless, all consultees* now support this latest proposal from Heathrow Southern Rail, except Spelthorne Borough Council. HSR is now again seeking the Council's support for its proposed southern rail link to Heathrow airport.

Early iterations of the proposal to link the broader Surrey/Sussex areas to Heathrow Airport did not include a stop in Spelthorne, so Spelthorne would have borne the brunt of the disruption and environmental damage but without any benefits for our residents.
The new proposal from Heathrow Southern Rail seeks to address that issue by including a stop at Staines. HSR has also implied that TfL might create a link to the Elizabeth Line from Staines although this is not within the gift of HSR.

In response to the proposal from HSR, a new consortium including the Chief Executive of Spelthorne Borough Council, who has experience of delivering light rail schemes to cities in various countries, has proposed an alternative scheme. The group involved in this SLR consortium also includes the Council's Head of Place, Protection and Prosperity.

This alternative scheme would be similar to the Docklands Light Railway in East London ("DLR") and could run at very short intervals 24 hours a day. There would be a direct DLR-style overhead link from Staines to Heathrow.

The respective advantages and disadvantages of each scheme are explained later in this document.

Due to the obvious potential conflict of interest created by the involvement of very senior council officers in one of the schemes, the Business Infrastructure and Growth ("BIG") Committee decided to exclude *all* council officers from any involvement in the Council's process of evaluating these schemes and making a recommendation to full Council.
The BIG Committee set up an all-party working group to study the proposals, seek further information and evidence, and to make a recommendation to the BIG committee.
The all-party Working Group is now reporting to the BIG committee and making its recommendation to Council in this report.

Options available to the Council

3. Options appraisal and proposal

3.1 The Working Group considers that there are four potential recommendations but of these two can be immediately discounted. (More on that later.)
The four options are:

1) Support the HSR scheme
2) Support the SLR scheme
3) Support both schemes
4) Oppose both schemes

Key considerations
First and foremost, the Council acknowledges the potential benefits to Surrey, Sussex, Heathrow Airport and UK plc of these schemes, but our priority is putting *our* residents at the heart of everything we do. Therefore, the Working Group strongly recommends that Council approach this matter purely in terms of what this means to our community in Spelthorne.
In making its recommendation to the Council, the Working Group has, inter alia, considered the following points:

- Environmental impact
    - Of particular concern is the impact on Staines Moor, which is a Site of Special Scientific Interest. This issue is addressed separately in this report.
    - Some will also argue that any moves to increase air traffic will contradict the Council's declaration of a climate emergency and that both schemes should therefore be opposed.
- Economic impact

    - Both schemes suggest that increased footfall in Staines as a result of their link would boost economic growth and prosperity in the town.
- Street scene
    - A major concern about the SLR scheme is that it would run on an elevated track from the current railway station, through the town centre and across Staines Moor. The HSR scheme would use the existing Staines to Windsor and Eton Riverside track then branch off to cross under Staines Moor via a tunnel.
    - Both schemes have so far failed to demonstrate how increased car traffic to the new station would be accommodated without causing severe congestion in the neighbouring roads, which are largely residential in nature.
- Social impact
    - Neither scheme fundamentally improves access for residents other than those with easy access to the existing railway station. Specifically, neither route makes it easier for Stanwell residents, many of whom work at the airport, to commute to and from Heathrow.

Considerations that are out of scope
Some aspects of these proposals, and the evaluation thereof, are considered "out of scope" in terms of the working group's evaluation and recommendation.
These include:

- The cost of the respective scheme (which only matters to the Council and our residents in terms of deliverability and the risk that the Borough might end up with the residue of an incomplete or otherwise failed scheme).
- The economic viability of the respective schemes (neither scheme is proposing a profit share with the Borough, so their profitability is not our concern (subject to the previous note)).
- Heathrow expansion. The Council cannot veto the expansion of Heathrow, whether that is delivered by a third runway or other means.
- The Council cannot veto the progress of either scheme. They can both submit their proposals to the UK government with or without our support.
- The potential extension of the Elizabeth line to Staines (which is beyond the remit of HSR)
- The impact of the Local Government Reorganisation of Surrey. (Regardless of this restructure, councillors in the new authority who represent the "ex-Spelthorne" area will still want to prioritise their residents and ensure that local considerations are given sufficient weight.)

3.1 The option to support SLR is not recommended because of:

3.2 the detrimental impact on the street scene in Staines of having overhead track in the town centre,

3.3 the loss of privacy to residents along its path (running potentially every 5 minutes, 24/7 at bedroom height, overlooking gardens, etc).,

the detrimental effect on Staines Moor of constructing and operating an overhead rail track,

3.4 the diversion of senior officers' time and attention away from the core task of running the Council

3.5 This also therefore precludes the option of supporting both schemes.

3.6 There is the option to oppose both schemes but the Working Group considers this impractical because there is so much Government support for Heathrow expansion and there is so much support from all other consultees for HSR that the working group believes the Council would be overruled anyway and is better placed to influence the scheme to the benefit of our residents if we support and engage with HSR.

4. Risk implications

4.1 Environmental damage, especially to Staines Moor, is a major risk and could have irreversible consequences

4.2 This would also potentially harm the reputation of the council

4.3 Changes to the route, such as not stopping in Staines, would remove any benefit to Spelthorne residents

4.4 Congestion in the town centre caused by passengers driving to the railway station, either to park long term or drop off or pick up

4.5 The financial collapse of either scheme could leave Spelthorne with an unfinished construction project blighting Staines in particular

4.6 It is difficult to see how any of these risks can be mitigated.

5. Financial implications

5.1 The recommended course of action places no financial burden on the Council at this time. If the HSR proposal progresses financial implications will be considered in detail.

6. Legal comments

6.1 There are no immediate legal implications arising from this report. If the HSR proposal progresses legal advice will be taken.

Corporate implications

7. S151 Officer comments

7.1 The S151 Officer notes that as the Council will not be directly involved in the progression of either proposed rail link scheme that there are no direct financial implications for the Council and that there are no budgetary implications. Longer term depending on how any proposal is progressed, there will be potential impacts for the Council's successor authority in terms

prosperity of the town and borough and possibly on Council assets holdings adjacent to the station. No further comments from the S151 Officer

8. Monitoring Officer comments

8.1 The Monitoring Officer confirms that the relevant legal implications have been taken into account.

9. Procurement comments

9.1 There are no immediate procurement implications arising from this report.

10. Equality and Diversity

10.1 The recommendation does not have any equality and diversity implications.

11. Sustainability/Climate Change Implications

11.1 Staines Moor is a Site of Special Scientific Interest (SSSI), has been left unworked for 1,000 years other than for grazing, is home, amongst rare flora and fauna, to some unique ecological features, such as the oldest anthills in Britian (200 years old). Both schemes would traverse the Moor, SLR on raised pylons, HSR via a tunnel.

11.2 Both schemes potentially increase groundwater flood risk and we have yet to see scientific evidence that either scheme can be built without increasing that risk and causing permanent, irreversible harm to the Moor and surrounding area, including homes.

11.3 For these reasons, we expect both schemes will face opposition from a sizeable number of residents and other interested parties.

12. Other considerations

12.1 HSR has suggested that a link to the Elizabeth line could also be constructed and this is an attractive notion, but:

12.2 Construction of such a link is the responsibility of TfL, not HSR and HSR cannot make such a commitment

12.3 It is unclear what the route of such a link would be.

12.4 The Working Group recommends that this notion be discounted, since it would not even be a condition that HSR could commit to.

13. Timetable for implementation

13.1 Working Group to confirm.

14. Contact

14.1 Councillor Chris Bateson Bateson Cllr.Bateson@spelthorne.gov.uk

Please submit any material questions to the Committee Chair and Officer Contact by two days in advance of the meeting.

Background papers: There are none.

Appendices:
Appendix A: HSR presentation 02/04/2025
Appendix B: SLR presentation

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Heathrow Southern Railway

Meeting with Spelthorne Borough Council 26th March 2025

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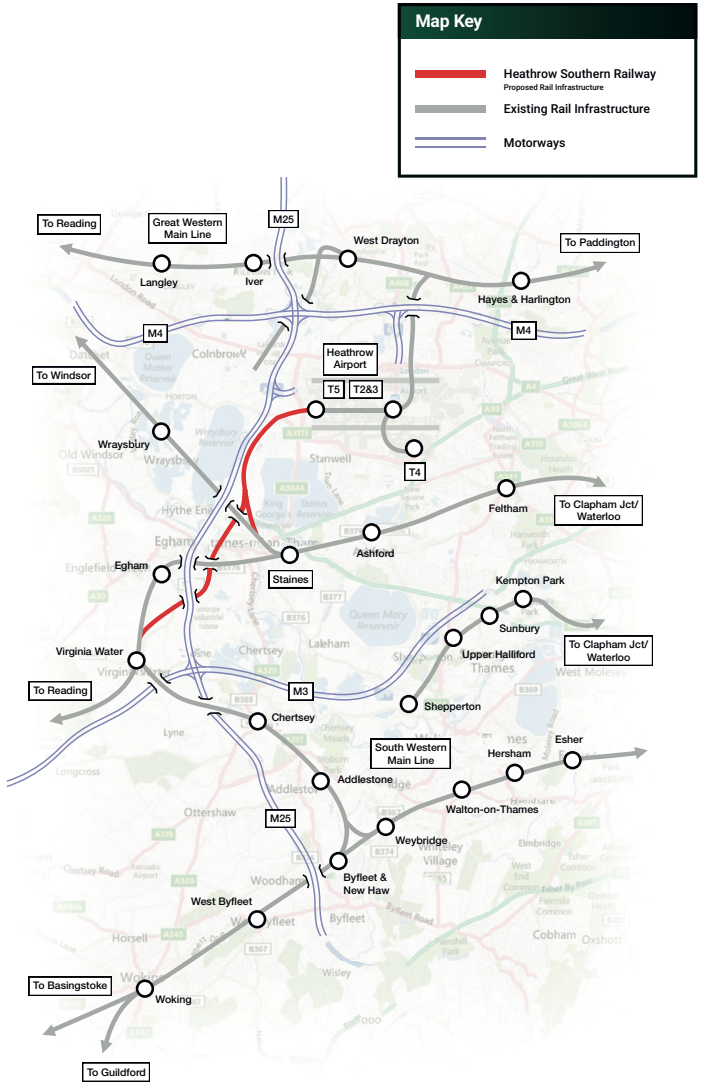
HEATHROW SOUTHERN RAILWAY

Introduction

Thank you for the opportunity to meet again, following our previous discussion in September 2024.

I'd like to:

- Briefly remind you of the Heathrow Southern Railway scheme discussed at our last meeting in September 2024
- Provide an update of what has changed
- Answer questions you've asked in advance – and any others
- Propose some further topics for discussion



Questions

Q1 - How do you plan to access the site to carry out installation work to install the new rail line without harming Staines Moor?

Q2 – Re 1 above will this not require closure of the anti clockwise lanes of the M25 to do so for lengthy periods. How will this massive disruption be overcome?

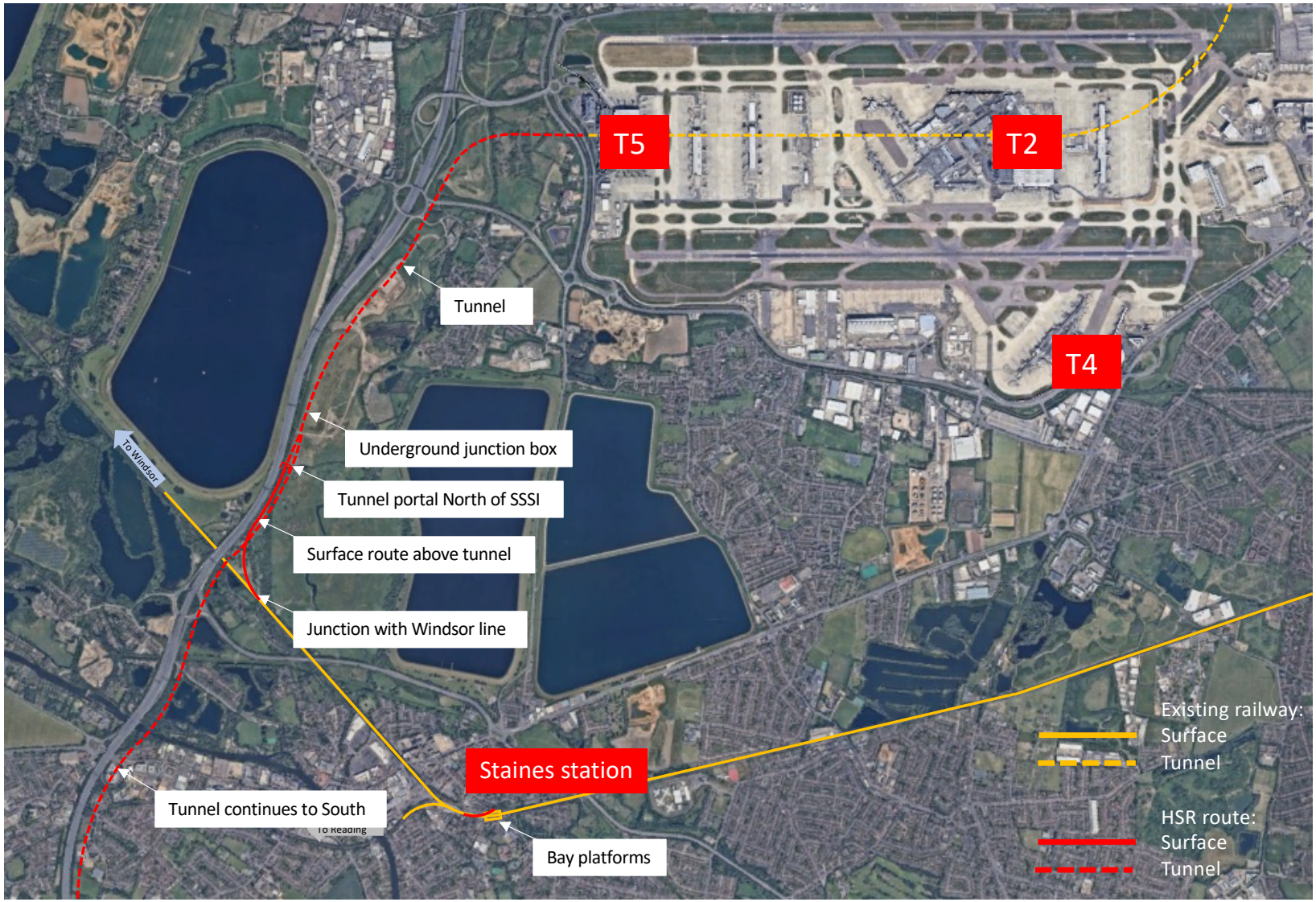
Q3 - Is there, or will there be an impact assessment carried out to gauge how it will affect Staines residents?

Before answering these, the following pages explain a significant change to Heathrow Southern Railway's proposal as a result of our recent meetings with National Highways.

National Highways are the Government company (as successor to Highways England) with statutory responsibility for planning, designing, building, operating and maintaining England's motorways and major A roads - the Strategic Road Network (SRN).

Heathrow Southern Railway - September 2024 scheme

Heathrow Southern Railway - September 2024 scheme



HSR extends in tunnel from west end of T5 station box.

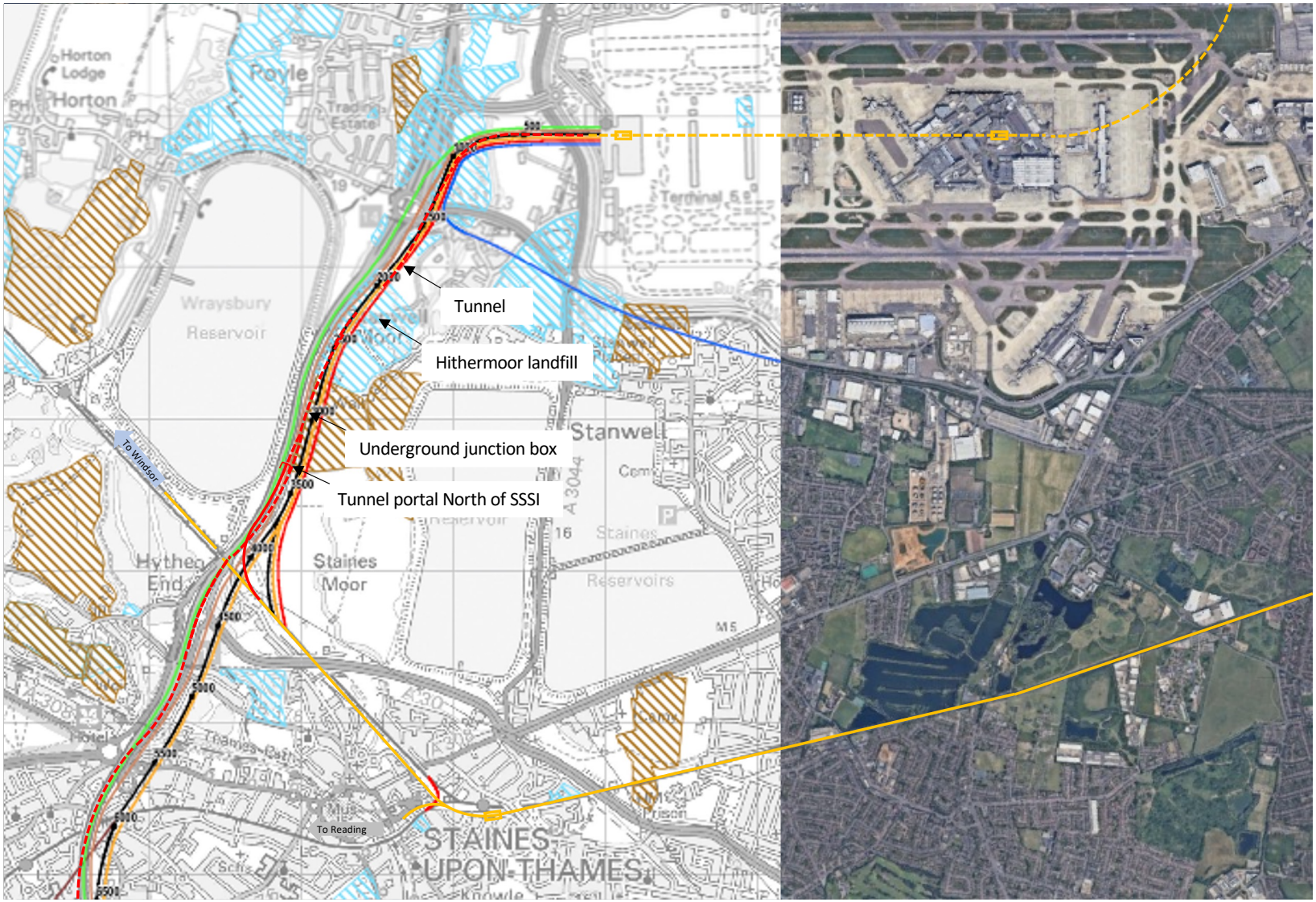
Underground grade separated junction box North of Staines Moor.

Surface line emerges from junction box, runs alongside M25 to an at-grade connection with the existing Windsor line.

Waterloo services continue through Staines, while Elizabeth Line trains terminate at new bay platforms.

Main HSR route to Woking continues in tunnel to south.

Heathrow Southern Railway - September 2024 scheme



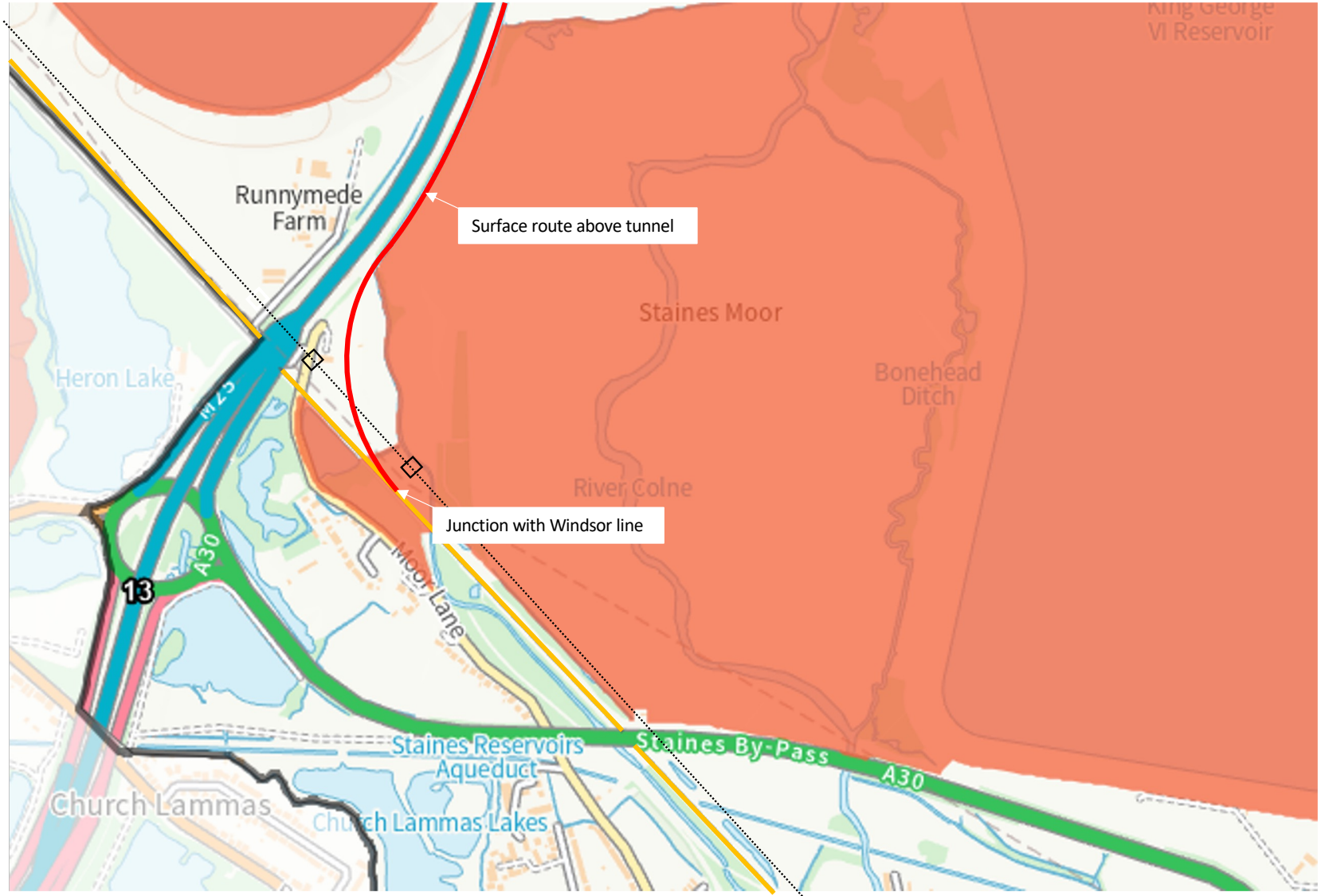
Plan also shows alternative alignments studied as part of original options appraisal.

- Authorised landfill sites
- Historic landfill sites
- Existing Network Rail/HAL infrastructure
- Proposed HSR infrastructure (at grade)
- Proposed HSR infrastructure (tunnelled)

Junction with Windsor Line - September 2024 scheme

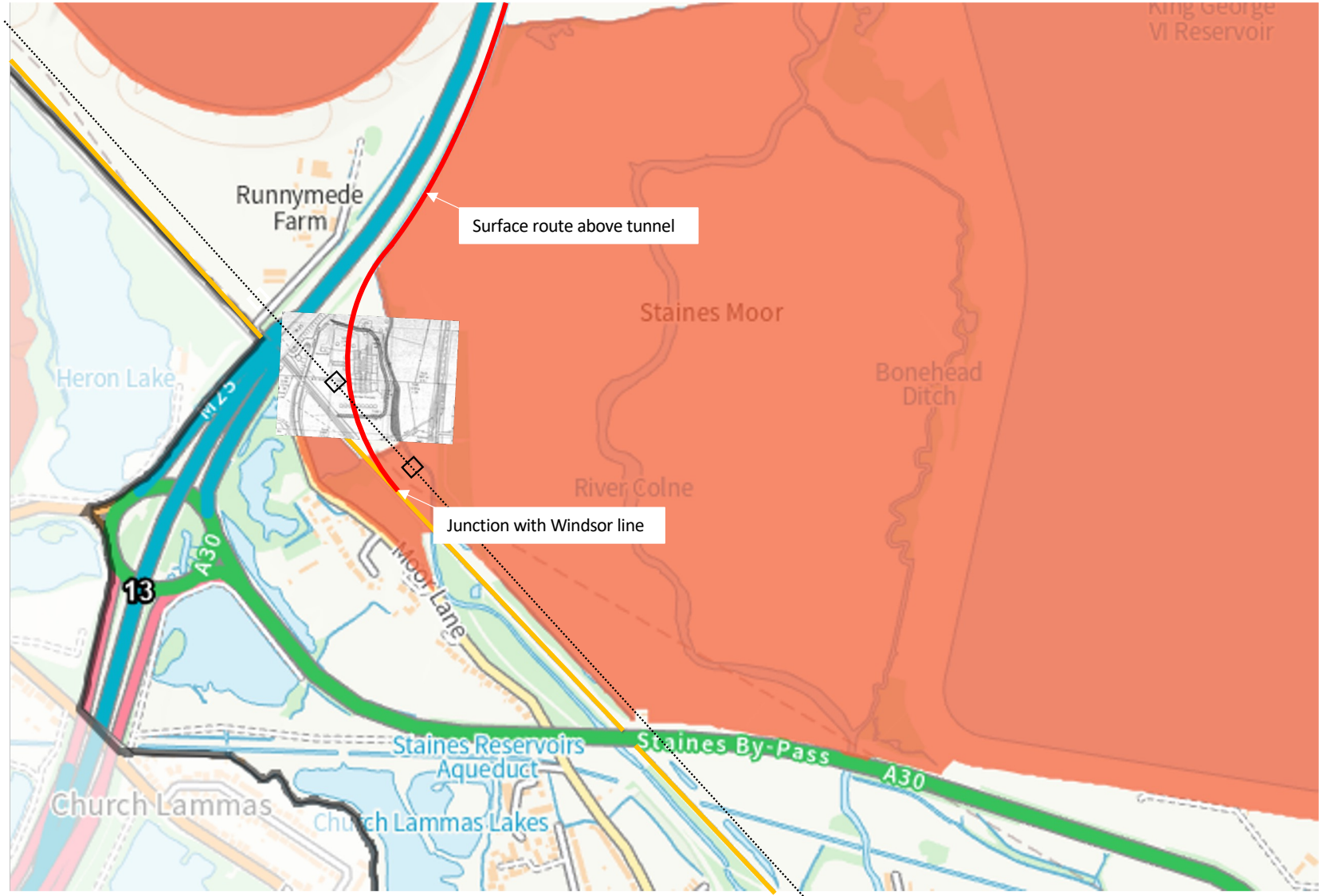
SSSI

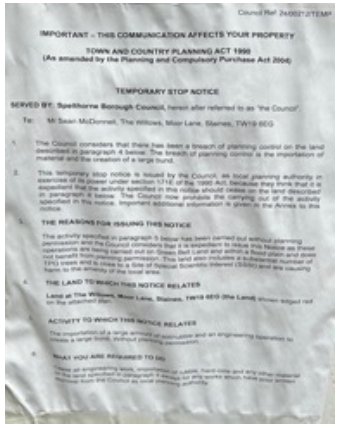
Junction with Windsor Line and Staines Moor SSSI - September 2024 scheme



SSSI

Junction with Windsor Line and The Willows - September 2024 scheme





IMPORTANT – THIS COMMUNICATION AFFECTS YOUR PROPERTY

TOWN AND COUNTRY PLANNING ACT 1990
(As amended by the Planning and Compulsory Purchase Act 2004)

TEMPORARY STOP NOTICE

SERVED BY: Spelthorne Borough Council, hereinafter referred to as "the Council".

To: Mr Sean McDonnell, The Willows, Moor Lane, Staines, TW19 6EG

1. The Council considers that there has been a breach of planning control on the land described in paragraph 4 below. The breach of planning control is the importation of material and the creation of a large bund.

2. This temporary stop notice is issued by the Council, as local planning authority in exercise of its power under section 171E of the 1990 Act. Because they think that it is expedient that the activity specified in this notice should cease on the land described in paragraph 4 below. The Council now prohibits the carrying out of the activity specified in this notice. Important additional information is given in the Annex to this notice.

3. THE REASONS FOR ISSUING THIS NOTICE

The activity specified in paragraph 5 below has been carried out without planning permission. The Council considers that it is expedient to issue this Notice as these operations are being carried out on Green Belt Land and within a flood plain and does not benefit from planning permission. This land also includes a substantial number of TPO trees and is close to a site of Special Scientific Interest (SSSI) and are causing harm to the amenity of the local area.

4. THE LAND TO WHICH THIS NOTICE RELATES

Land at The Willows, Moor Lane, Staines, TW18 6EG (the Land) shown edged red on the attached plan.

5. ACTIVITY TO WHICH THIS NOTICE RELATES

The importation of a large amount of aggregates and an engineering operation to create a large bund, without planning permission.

6. WHAT YOU ARE REQUIRED TO DO

These an engineering work, importation of waste, hard core and any other material in the land specified in paragraph 4 above, or any works which have prior written approval from the Council as local planning authority.

SSSI

M25 corridor - September 2024 scheme assumptions

M25 South West Quadrant Strategic Study

Stage 3 Report

Department for Transport

highways england

- *"The M25 South West Quadrant has consistently been the busiest section of the UK motorway network since it opened in the late 1980s. Nine of the ten busiest sections of the SRN are in this area. Today the busiest section (between J14 and J15) carries more than 220,000 vehicles every day. Severe congestion is a regular occurrence with a 12 hour 'peak period' effectively lasting from 6am to 6pm*

- *This study recommends that the focus of future work should <u>not be on widening the existing road</u>. Instead, attention should be given to how to reduce pressures and provide parallel capacity to relieve the motorway network. This should work first to find alternatives to travel, or to move traffic to more sustainable modes.*

- *Particular emphasis should be given to improving orbital public transport connections and enabling more rail journeys to be made without the need for interchange in central London.*

- *Options include …. creation of new or improved <u>rail links, such as to Heathrow from the south."</u>*

Highways England Stage 3 Report, 2016

M25 corridor - September 2024 scheme assumptions

Department for Transport | highways england

Initial work

Conclusions of study to date:

- **Directly adding capacity to the M25 SWQ not feasible**
- **Road pricing rejected due to lack of capacity away from the M25 to absorb diverted trips**
- **Conditions better where alternative capacity exists away from M25**

Recommendation:

- **Instead of widening the existing M25, attention should be given to reducing traffic demand and providing parallel capacity to relieve the pressure on the M25.**

Department for Transport | highways england

Problems, issues, opportunities

Issues and opportunities

Rail – Factors influencing choice of M25SWQ use over rail

Generic factors:

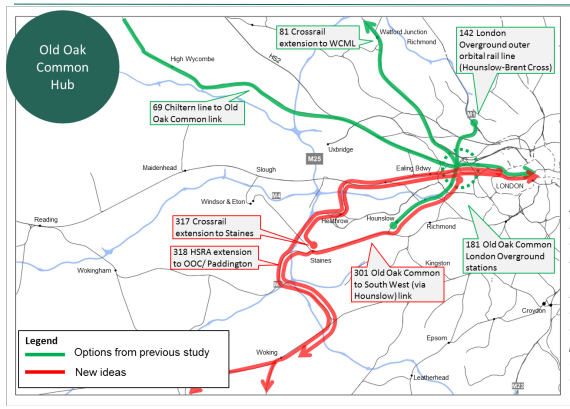
- Trip chaining, the need to carry heavy luggage, or personal preferences

Specific to study area:

- Predominantly radial network focused on trips to/from central London
- Orbital journey times by rail are not competitive, limited frequency, need to interchange in London or use bus for part of the journey.
- Peak period crowding on some routes, particularly those involving Central London interchange
- Some residential areas and some key destinations are remote from the rail network.

Department for Transport | highways england

Options – rail



Early Draft – Work in progress

All options are shown indicatively. No specific alignment is implied, except where existing rail routes are used. No specific service/calling pattern is implied, unless inherent in the description.

- In October 2016, Government announced it had accepted the Airports Commission's to support a third runway at Heathrow.
- During 2018, after considering Heathrow Airport Ltd's (HAL) detailed proposals, Highways England restated their policy position, which assumed:
  - No widening of the M25
  - Prioritising alternative transport options, including Southern Rail Access, to relieve pressure on this section of the M25.
- Parliament voted to designate the Airports National Policy Statement in June 2018.

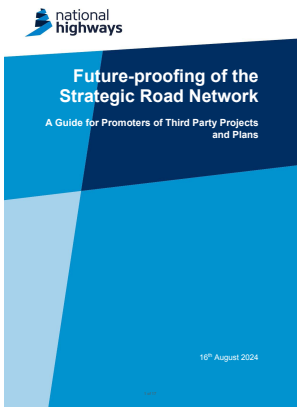
Heathrow Southern Railway - March 2025 revised scheme

https://www.youtube.com/watch?v=MGyQjZozOkg#:~:text=Once%20built%2C%20new%20collector%2Fdistributor,for%20non%2Dairport%20M25%20traffic.

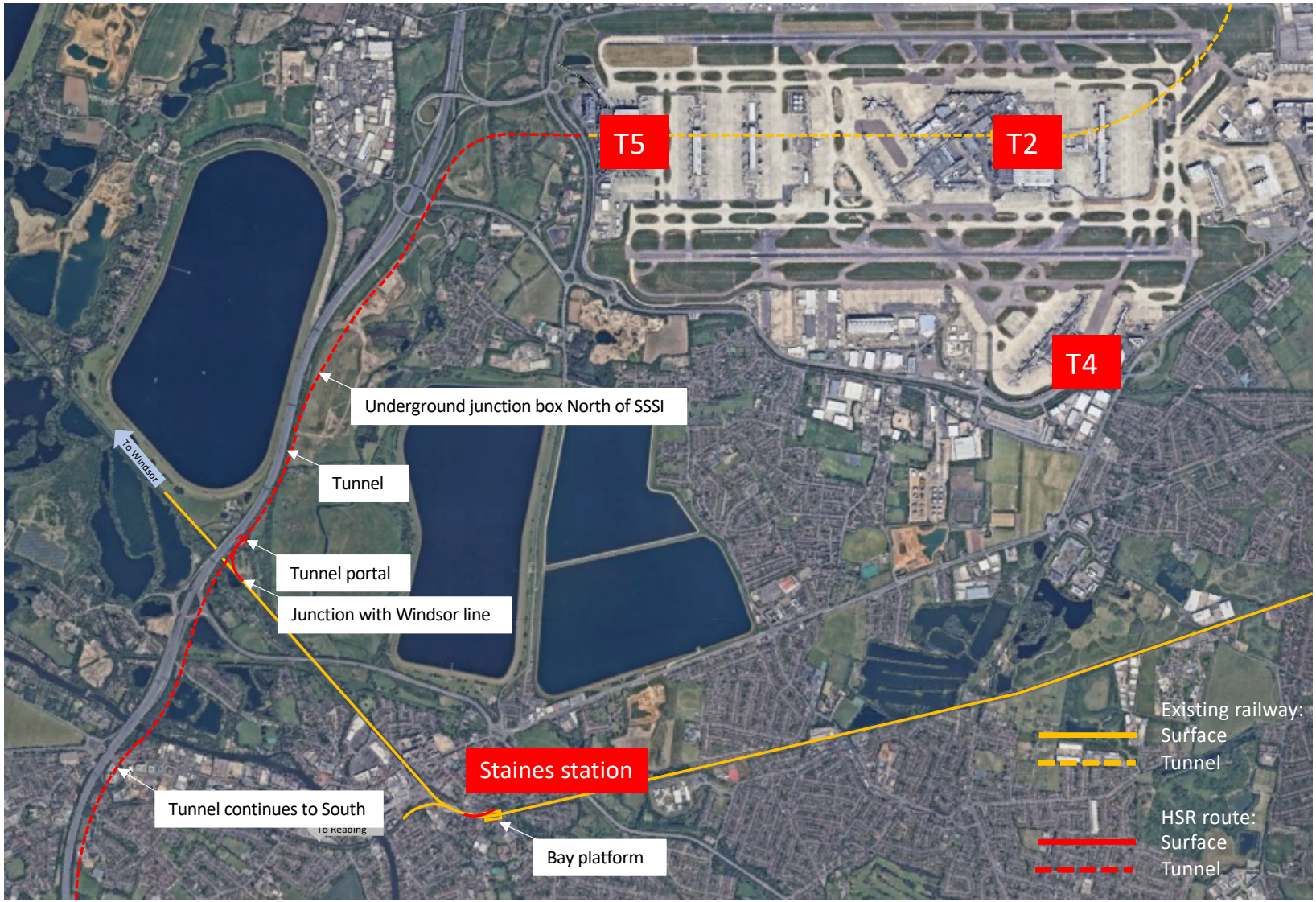
However, National Highways have subsequently *"developed wider safeguarding policy guidance on futureproofing, updated to reflect the significant impact of HS2 and EWR on structures over/under the Strategic Road Network. Heathrow Southern Railway should therefore assume passive provision for M25 widening, whether additional running lanes and/or collector distributor roads (as included in HAL's NWR proposal)"* – HSR/National Highways Meeting 2nd December 2024

National Highways must now *"work collaboratively with third parties from the earliest stages of a plan or project to ensure that suitable future-proofing provisions are included in order to allow us to fulfil our statutory direction, as set out in the Licence"* –Future-proofing policy, August 2024

This would therefore require the HSR surface alignment proposed in September 2024 to shift East, encroaching onto Staines Moor.



Heathrow Southern Railway - March 2025 revised scheme



The HSR alignment has therefore been revised to avoid impacting the SSSI and allow for future M25 widening.

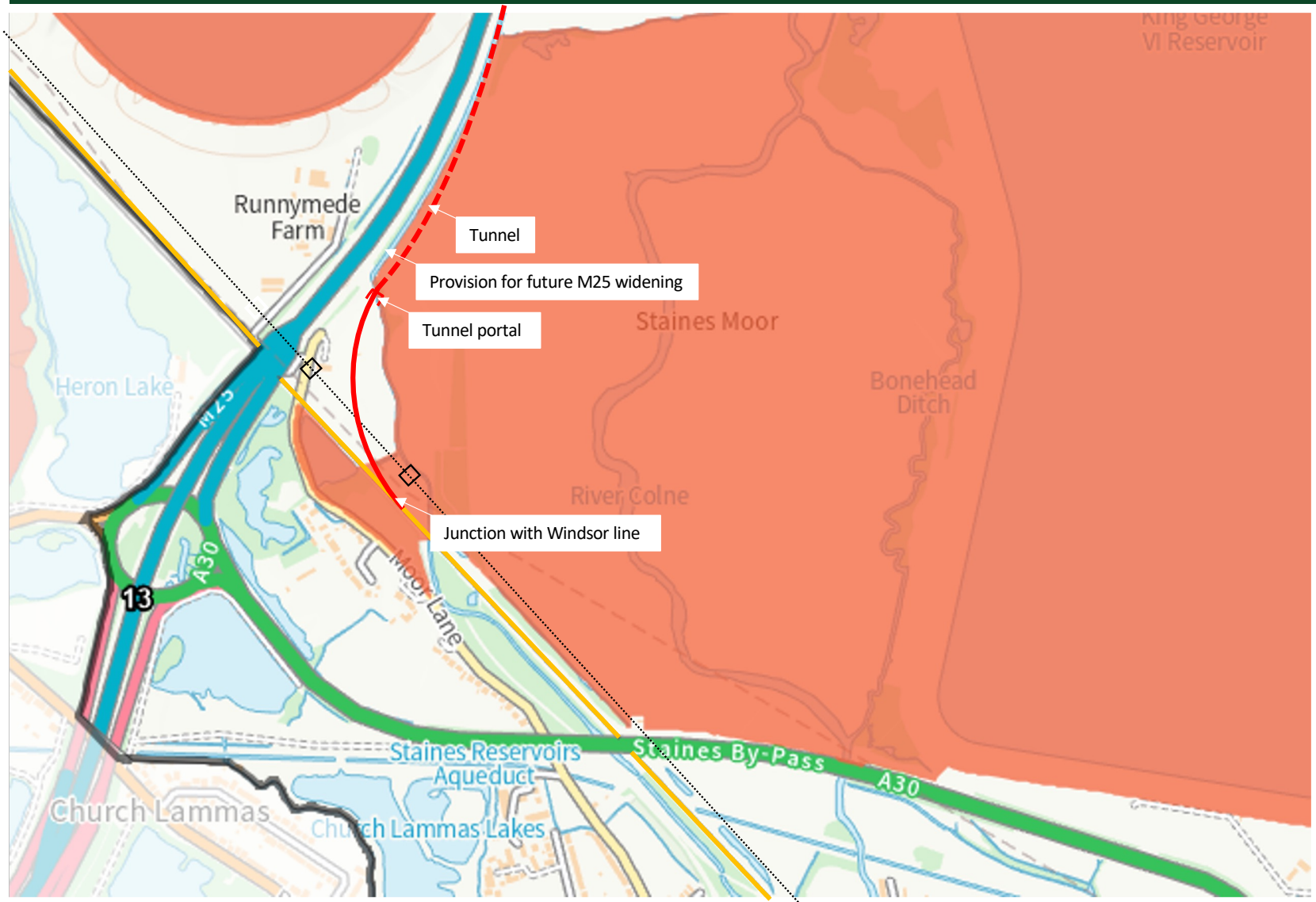
The tunneled connection with T5 now continues past Staines Moor.

The route for Elizabeth Line and Waterloo services then emerges from the tunnel on the Willows site, South of the SSSI, to join the Windsor line.

The HSR main line continues South in tunnel.

Junction with Windsor Line - March 2025 revised scheme

Junction with Windsor Line and SSSI - March 2025 revised scheme



SSSI

Construction access - March 2025 revised scheme

Construction access - March 2025 revised scheme

Network Rail land ownership

Construction access - March 2025 revised scheme

Plan of Staines West – Colnbrook – West Drayton branch line c.1935

Construction access - March 2025 revised scheme

1 - View to South from Moor Lane bridge over Windsor Line with The Willows to left – location of proposed HSR junction

2 - View from Moor Lane to The Willows

Questions

Q1 - How do you plan to access the site to carry out installation work to install the new rail line without harming Staines Moor ?

A - The revised alignment allows all construction access and site establishment to be located outside Staines Moor SSSI. A proposed temporary reinstatement of the former Staines West – Colnbrook – West Drayton branch line will provide a railhead for construction materials

Q2 – Re 1 above will this not require closure of the anti clockwise lanes of the M25 to do so for lengthy periods. How will this massive disruption be overcome?

A – The revised alignment avoids any impact on the M25, and provides the necessary passive provision for proposed future widening in connection with Heathrow expansion

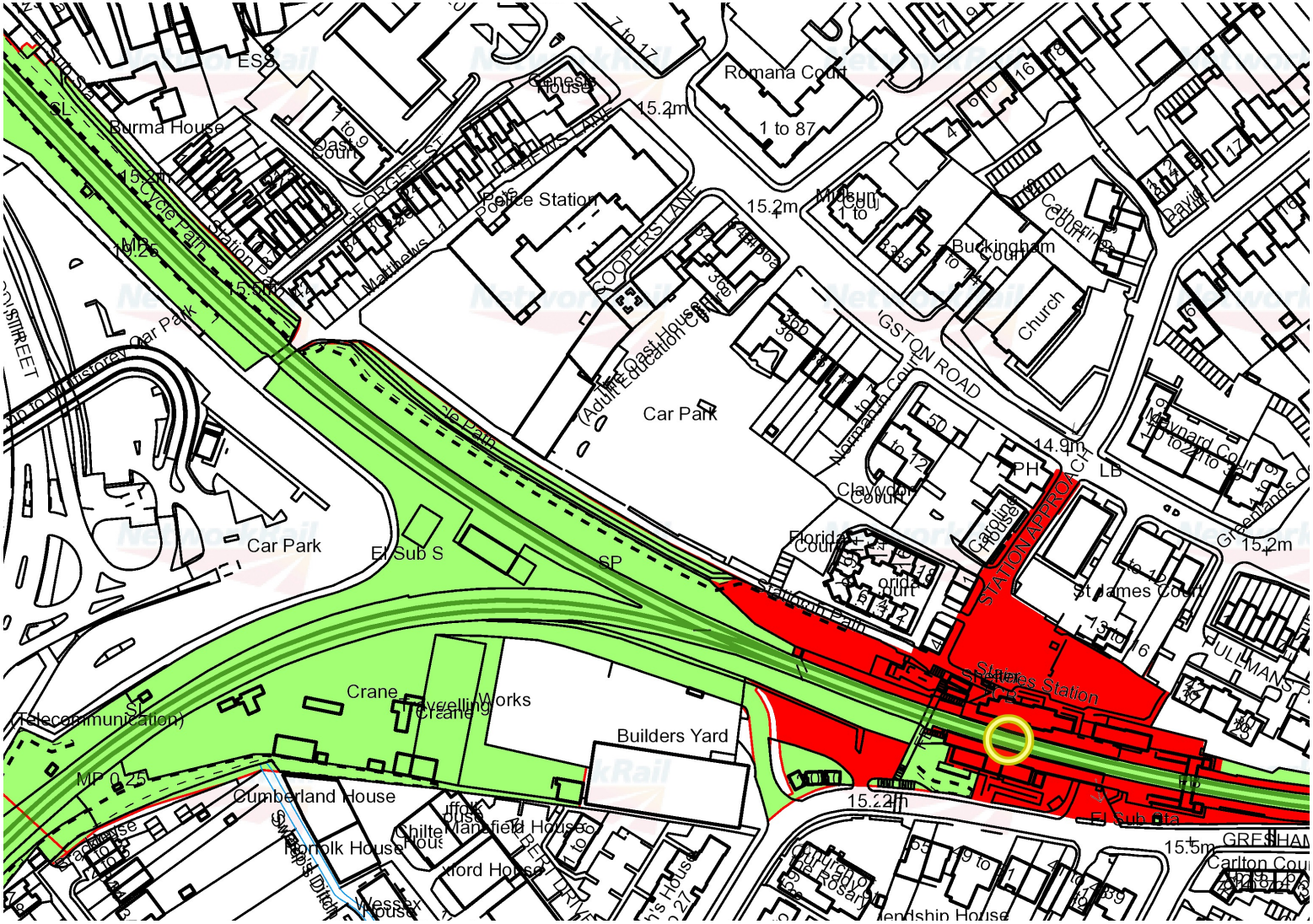
Q3 - Is there, or will there be an impact assessment carried out to gauge how it will affect Staines residents ?

A – A proposed construction methodology and all necessary environmental assessments will be carried out and made available for comment in the future public consultations on Heathrow Southern Railway.

Questions

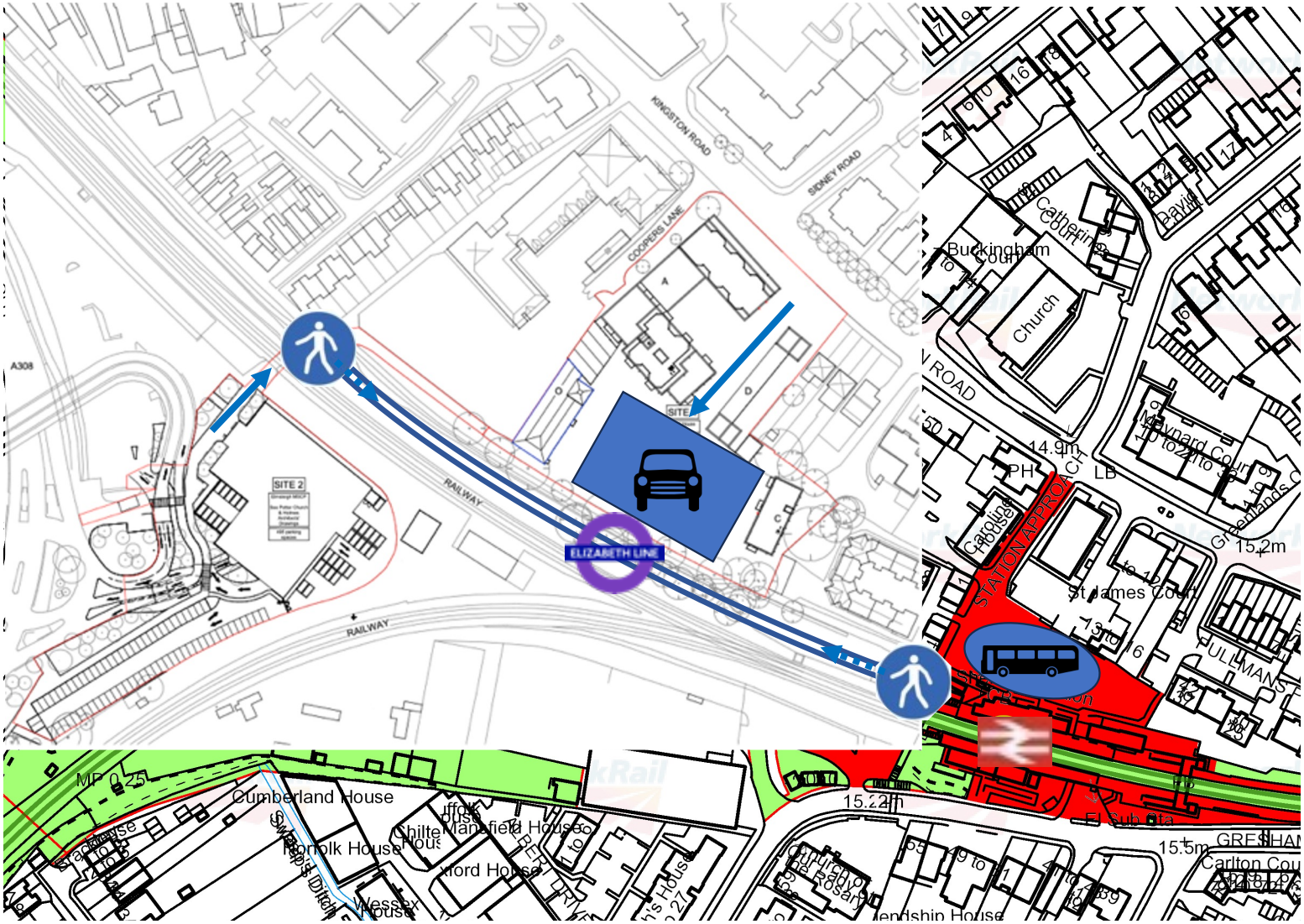
Q4 - If the line is built what plans are being drawn up to ensure there is adequate parking at Staines Station? Currently there is very little public parking there available.

Staines station - Existing Network Rail ownership



- Staines station and the adjacent railway land is constrained, with little opportunity to provide additional car parking within the site boundary.
- We propose to redesign the station forecourt to provide a more attractive setting for the (locally listed) station building.
- This will also include improved bus turning, passenger waiting and disabled parking facilities.

Staines station - Proposed Heathrow Southern Railway development and wider opportunities



- New bay platforms will be constructed within the existing Network Rail boundary to allow Elizabeth Line trains to terminate and turn back.
- These will be fully accessible from both the existing station and a new Northern gateline closer to the town centre, with improved pedestrian and cycle access.
- We understand the planning application for the Council's Kingston Road car park site has been withdrawn.
- There may therefore be an opportunity to provide new decked car parking as part of a wider commercial and/or residential development to capture value created by Elizabeth Line services.

Questions

Q4 - If the line is built what plans are being drawn up to ensure there is adequate parking at Staines Station? Currently there is very little public parking there available.

A – We will work with the Council to develop integrated design proposals for both Staines station and the adjoining land in the Council's ownership, to include detailed assessment of traffic impacts, car parking requirements, public transport improvements and active travel measures.

Questions

Q5 - Whilst appreciating commercial confidentiality can you give us some idea of how the project will be financed ? Will it be 100% private funding or a Govt/Private arrangement?

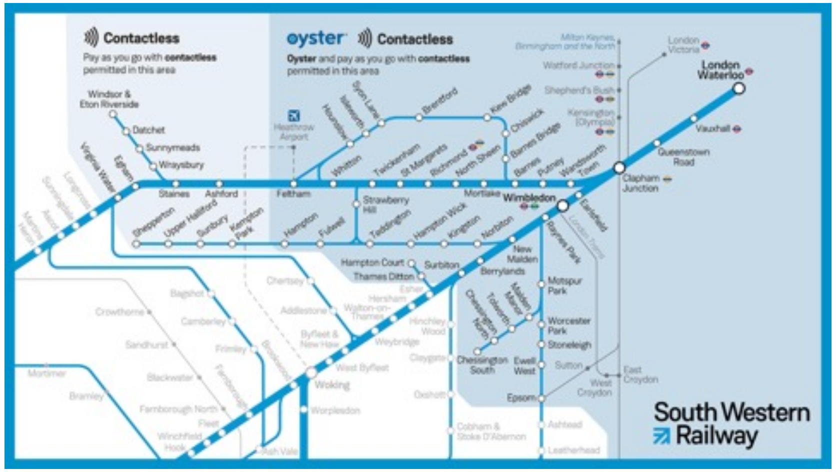
A – May I give a verbal summary in view of commercial and other sensitivities.

Page 176

Questions

Q6 - Can you give us some idea of whether you will welcome and encourage the Oyster System to be a pre-condition for this line being built ?

A – Following extension of London's contactless zone, we - and Heathrow - fully support the extension of TfL's fare zones to Spelthorne. Fares policy is TFL's responsibility but their - and the Mayor's – support for taking Elizabeth Line services to Staines makes it highly likely that zonal fares would also be extended.



SURREY COUNTY COUNCIL

Home > Council and democracy > Councillors and committees

Councillors and committees

Decision details

CAMPAIGN TO BRING SPELTHORNE'S TRAIN STATIONS INTO TfL ZONE 6

- Find out more about this issue
- Share this item

Decision Maker: Spelthorne Joint Committee

Decision status: Recommendations Approved

Is Key decision?: No

Is subject to call in?: No

Patti Taylor, representing the campaign team:

"*Is the Spelthorne Joint Committee willing to endorse the campaign for bringing Staines, Ashford, Sunbury and Shepperton stations into TfL's Zone 6, in order that Oyster card payments can be used into and out of London?*

We believe that this would benefit not only our residents but Spelthorne's businesses, schools and workers, meaning less expensive rail fares and facilitating easier travel. Anyone travelling out of or into London from our stations can use Oyster up to Feltham but need to exit the train to purchase an onward ticket. This is inconvenient to say the least, and an expensive extra cost that deters visitors and workers in and out of our towns."

The Spelthorne Joint Committee resolved to AGREE to:
Fully support the campaign for bringing Staines, Ashford, Sunbury and Shepperton stations into TfL's Zone 6. The Joint Committee Chairman will write letters of support to the Secretary of State for Transport and the new train operator.

Publication date: 19/07/2017

Date of decision: 17/07/2017

Decided at meeting: 17/07/2017 - Spelthorne Joint Committee

change.org Start a petition My petitions Browse Subscription Log in

Petition details Comments Updates

1 RESPONSE

Make Spelthorne Zone 6 (Ashford, Staines, Sunbury, Shepperton)

16,224 have signed. Let's get to 25,000!

At 25,000 signatures, this petition becomes one of the **top signed on Change.org**!

Mari Vi Soledad Martin signed this petition

Leigh Poynter signed this petition

Sign this petition

First name

The 'Spelthorne in the Zone' movement wants to see Staines, Ashford, Sunbury and Shepperton included in Zone 6 so that Oyster cards can be used, and the group says they are "pleased" smart ticketing will be included in the bidding process.

The campaign group held its inaugural public meeting last Thursday (July 7), with a panel of councillors, Spelthorne Business Forum leaders and borough MP Kwasi Kwarteng discussing the economic impacts for the train user and businesses in the area.

This was the first public meeting held by Spelthorne in the Zone

Groundwater flooding

LATEST

Staines-on-Thames: A case study of groundwater flooding exacerbated by rapid urbanisation

14 March 2025

Royal Holloway University, University of London is in Egham, less than 10 minutes' drive from Staines-on-Thames.

Royal Holloway senior lecturer in earth science Dr Jonathan Paul – who trained as a geophysicist – has been studying the groundwater flooding in Staines. His studies have attracted the attention of local groups who are trying to fight further development and he has held multiple town halls to explain his findings to people who live in Staines.

"It's a super interesting part of the world," he told *NCE*. "It's peppered with old gravel pits and landfill sites that have been backfilled with rubbish and loads of clay."

Further exacerbating the issue is that the aquifer layer in the area is close to the surface. The area is covered in a layer of gravel that is 3-4m thick, and thinner in some places, he said.

"The water flowing through it is quite extensive," he said. "So, if you construct a huge basement through it, it basically blocks that flow of water and tends to make it rise to the surface and cause groundwater flooding."

Additionally, Paul has found that the area around Staines and as far as Windsor and Feltham is "pretty weird" because "the pattern of flooding isn't what you'd expect – it doesn't really follow the River Thames or smaller surface rivers".

"If you look at it on a map, it's basically discrete patches that don't correlate with rivers or topography," he said.

He and his research group have done tests using geophysical equipment on the gravel both in the field and in the lab.

"What we think is happening is the pattern of flooding that you see at the surface is a consequence of groundwater flow," he said. "The chemistry of the water that comes out has more of an affinity to the aquifer than to the River Thames."

Ultimately, this means "it's going to get worse", according to Paul.

"It's been getting worse for quite some time," he continued. "There were places flooding last winter that have never flooded before and I think that's basically because they're building on the floodplain."

He has been studying the groundwater situation in Staines for a few years, but he has heard from locals that the issue has been prominent in the area since 2014.

However, early 2024 when there were a series of named storms in England saw the situation reach new levels. For the first time people were realising the Thames hadn't burst its banks but properties a quarter or half a mile from the river were experiencing flooded basements, Paul said.

"[People realised] the water was rising vertically; coming out of drains, coming out of cracks in people's basements – and it was far more widespread and potentially dangerous than river flooding because you can't stop it with sandbags," he recalled.

The issues arising from groundwater flooding can be far worse than just flooded basements, too.

"What often happens is you get variable subsidence and foundering of the surface," Paul said. "So we've had buildings whose roofs are bowing and we've had sewage pipes that have broken because of the upward pressure on them."

He has been working in a street in south Staines where the sewage water has mixed with the foul lines, meaning the flood water brings sewage up out of the drains. "We've tested the water [in the street] and the levels of salmonella and E. coli are off the scale – way beyond World Health Organisation thresholds," he said.

He believes that groundwater flooding is "not being taken seriously" by the government because "there's nobody whose job is to look at groundwater flooding – they're only concerned with river flooding".

His team is trying to help by modelling it and "delineating the risk areas where the council and the Environment Agency might put resources in and try to mitigate the problem".

However, he accepts that there is not a lot of easy mitigation for groundwater flooding.

"I think probably the best thing they could do is – if they know the direction that groundwater is flowing – try and divert it," he said. "You can put in barriers like sheet piling in the subsurface and try to take it away from basements and channel it towards the Thames or water meadows.

"But I get asked this question all the time and it's super tricky – it's basically down to the decision-makers and how much disruption they would allow."

Paul said that this could be even more difficult in Staines, judging by what he and his team have uncovered through their studies, which shows that the water table in the area is "doing some pretty wacky things".

"We spent a couple of days using ground penetrating radar, which allowed us to map the water table pretty clearly to a really good spatial resolution," he said.

They found that the water table is usually around 3m below the surface but that this varied from 0.5m to 5m in depending on where they were standing.

"The water table is warped up and down on really fine spatial scales," he said.

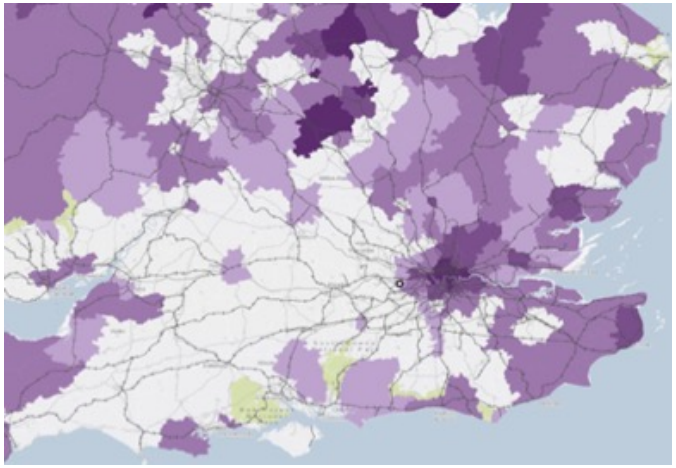
It's also "bouncing up and down on temporal scales" he added.

"Over the course of a week last summer we saw the water table in Staines drop by about half a metre," he said. "This might not sound like a lot, but an average figure for how much a water table might go up and down might be 10cm a year, so for it to jump half a metre in a week just indicates that there's something beneath the surface that is causing these water flows to fluctuate quite a lot in very short timescales."

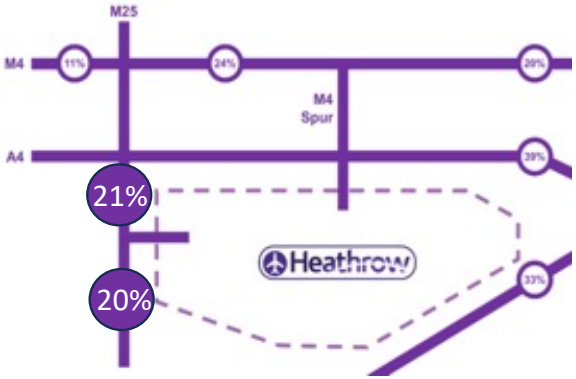
'Dear Steve
I thought I would update you with an article in the New Civil Engineer, which came out today, about the Staines aquifer and flooding. I expect that the peer-reviewed scientific journal article will be published this month, which contains a lot more detail about our results and implications. I will send you the link as soon as it is published,
Best wishes
Jonny'

Dr Jonathan Paul (jonathan.paul@rhul.ac.uk) – Senior Lecturer, Department of Earth Sciences, Royal Holloway University of London (RHUL)

The need for new, direct rail access to Heathrow from across the region



Heathrow rail served catchment, Rail Projects Update, HAL April 2018



% Heathrow related traffic on roads around the airport – Surface Access Proposals, HAL 2019

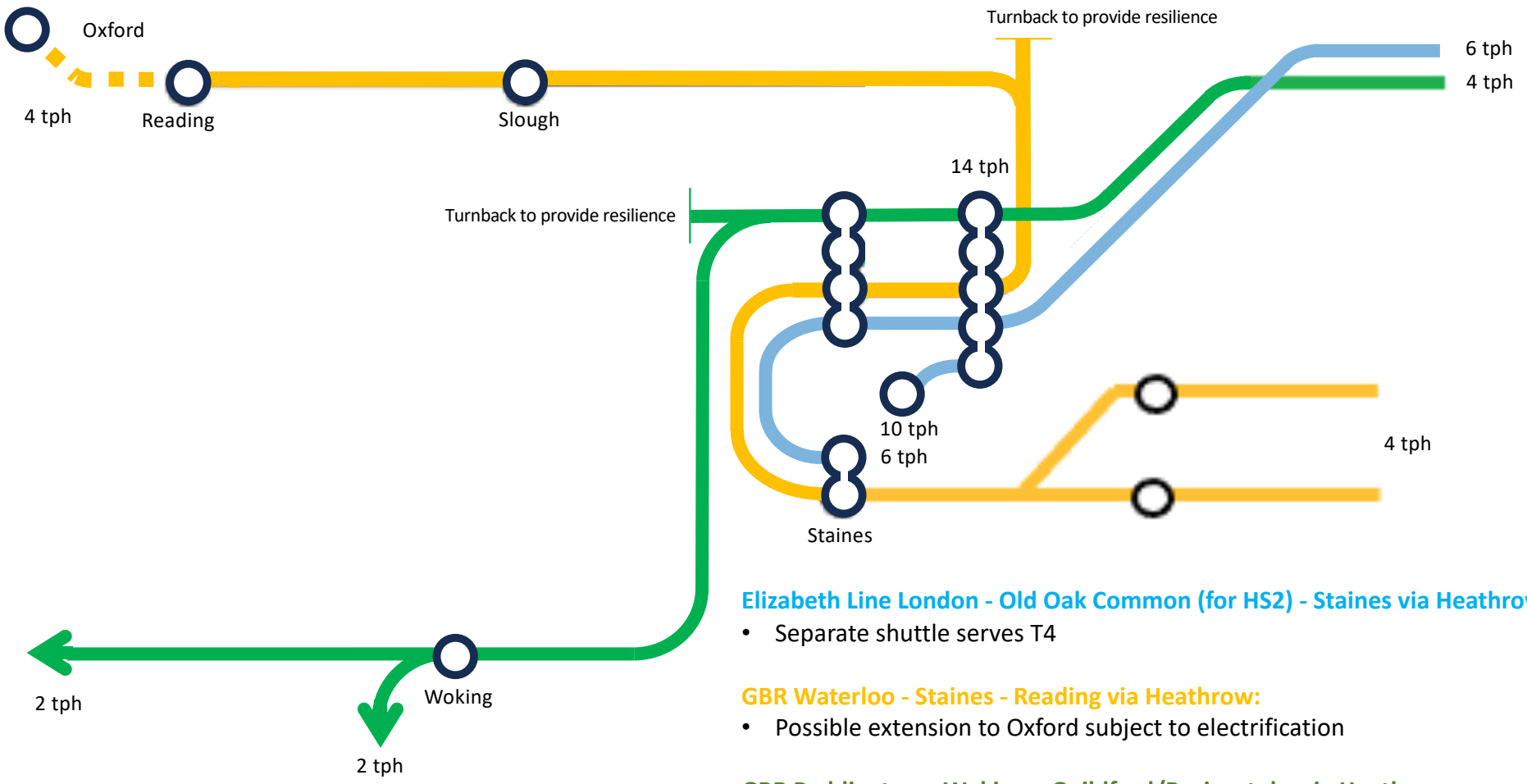
		% mode share	% sub-division	Pax/day	Vehicle occupancy	Trips/day	Multiplier adjustment	Total trips/day
63m O&D passengers (2024)				173,000				
Mode share (2024)	Private	55		95,150				
	Public	45		77,850				
	Total	100		173,000				
Sub-mode share (2017 % adjusted)	Car: Park & Fly	26	7	12,110	÷ 1.5	8,073		8,073
	Car: Kiss & Fly		19	32,870	÷ 1.5	21,913	X 2	43, 826
	PHV: Backfilled	29	7	12,110	÷ 1.5	8,073		8,073
	PHV: Not backfilled		22	38,060	÷ 1.5	25,373	X 2	50,747
	Total	**55**	**55**	**95,150**				**110,719**

- 2023 data confirms the M25 between J13 & J14 - in Spelthorne - had an average daily flow of 209,000 vehicles and the M4 around J3 of c.130,000 vehicles per day.
- c.80% of Heathrow related traffic uses the M25 and M4, equivalent to c.54,000 and 36,000 vehicles/day, or c.26% and 28% of total flows.
- Even constrained to two runways and a 480,000 ATM cap, Heathrow's passenger numbers continue to increase, from 80.9m in 2019 (pre-Covid) to 83.9m in 2024.
- Alongside this, transfer/transit passenger numbers continue to decline, reflecting increasing competition from Middle Eastern hubs, and create even greater surface access demand.
- HAL's two runway masterplan envisages increasing capacity to c.100mppa through both terminal and apron development with continued increases in aircraft size and load factors.
- In January 2025 Government reconfirmed policy support for HAL's North West Runway scheme, further increasing capacity to c.140mppa.

Proposed further discussion – 'Statement of Common Ground'

Proposals	Requirements	Results	Benefits	Impacts
Extend Elizabeth Line services from Heathrow to Staines	Construct Windsor line junction and bay platforms at Staines	Direct, fast and frequent connectivity with Heathrow, OOC (for HS2) and London	Access to wider education and employment opportunities. Transforms inward investor perceptions. Increases value of development sites. Enhances Staines potential for airport passengers & crew accommodation & hospitality	New Staines station infrastructure (within railway boundary). Additional (electric) rail services over Windsor line.
Extend Waterloo services from Staines to Heathrow	Construct Windsor line junction	Direct, fast and frequent and connectivity with Heathrow, Thames Valley, Reading and potentially Oxford		Additional (electric) services over Windsor line
Local transport integration	Staines station public realm	Provide bus/taxi interchange	Improved local transport facilities and accessibility	
Urban realm improvements	Enhance pedestrian/cycle links between station and town centre		More attractive and accessible public ream	
Construction plan	Site establishment	Temporary railhead for materials/waste transport	Minimise HGV construction traffic	Potential local noise/dust/traffic during construction
Ecology and environmental plan	Environmental assessment and ground surveys	Mitigate groundwater flooding risk. Opportunity for environmental works	Improve local footpath network consistent with SSSI protection measures	

Proposed further discussion – Integrated Western and Southern Rail Access



Elizabeth Line London - Old Oak Common (for HS2) - Staines via Heathrow:

- Separate shuttle serves T4

GBR Waterloo - Staines - Reading via Heathrow:

- Possible extension to Oxford subject to electrification

GBR Paddington – Woking – Guildford/Basingstoke via Heathrow:

- Possible extension to Portsmouth/Southampton

Heathrow Airport Ltd.

Sophie, Tim, James and colleagues apologise that Heathrow isn't represented tonight but have provided the following statements:

'Heathrow Southern Railway will benefit Staines residents in creating an intermodal hub, because the airport will continue to support with local bus connectivity, active travel links and minimising the impact of parking issues' – Tim Leech, Head of Surface Access Strategy

'HSRL is Heathrow's preferred southern rail scheme, and we are working with local authorities to understand how these benefits can be maximised and to ensure the project will deliver for local communities' - Nigel Milton, Chief Communications & Sustainability Officer

Thank you

May I also comment on the alternative Southern Light Rail proposal?

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HEATHROW SOUTHERN RAILWAY

Southern Light Rail - 1

Southern Light Rail, Presentation to Heathrow Area Transport Forum November 2022

Example of rail viaduct construction, Thame Valley viaduct

Southern Light Rail, Presentation to Heathrow Area Transport Forum November 2022

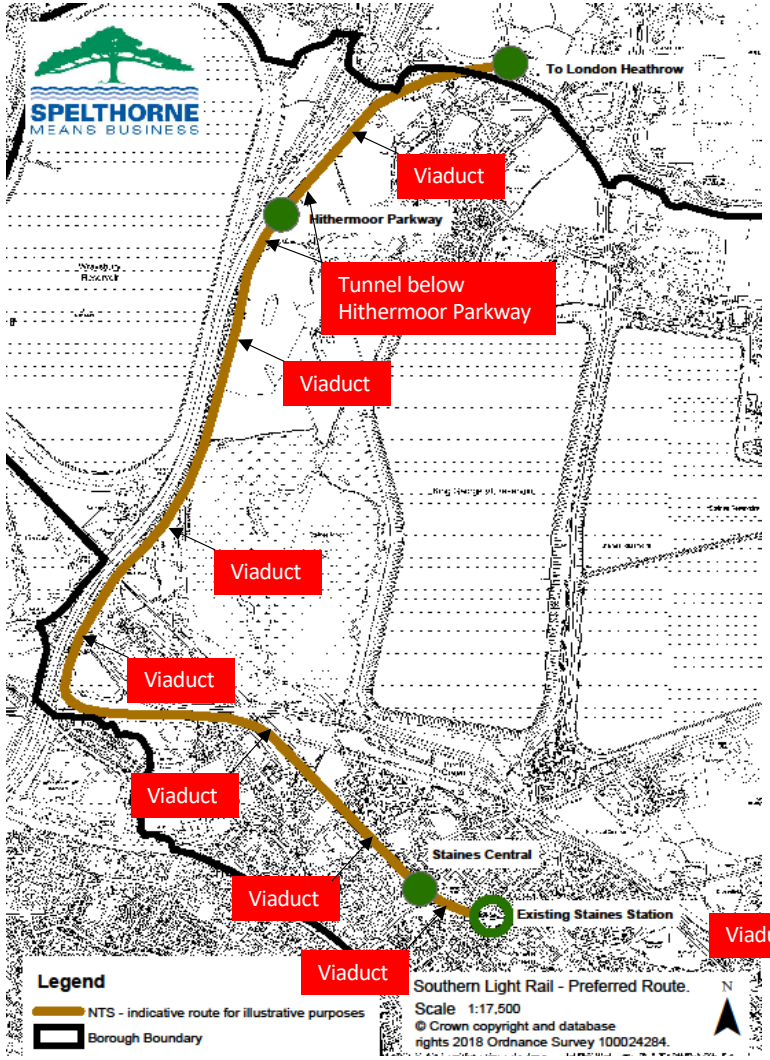
Submission to Airports Commission, Interlinking Transit Solutions July 2013

SLR propose construction of a viaduct from Staines station, crossing the railway junction to the West and extending through the town centre.

A viaduct would have significant adverse local impacts, both in construction and operation.

Spelthorne BC's 2002 Airtrack Planning Brief concluded the similar viaduct then proposed would be *"a prominent elevated feature … with the potential to be an intrusive feature having a damaging impact on the environment of the town centre."*

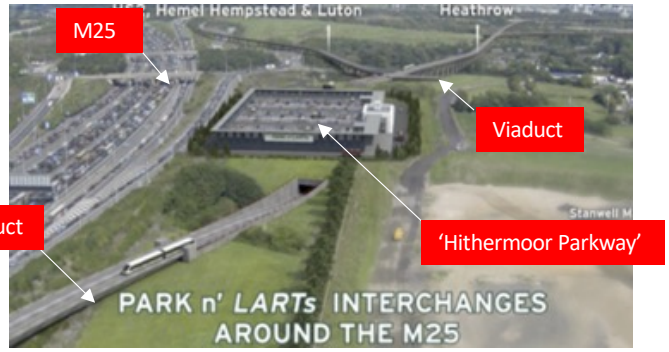
Southern Light Rail - 2



Southern Light Rail, presentation to Heathrow Area Transport Forum, Spelthorne BC, November 2022

LARTS Rapid Rail trains on the twin track guideway, Submission to the Airports Commission, Interlinking Transit Solutions Ltd, 2013

Elevated Rapid Transit at Beijing, Submission to Inquiry on Surface Transport to Airports, Interlinking Transit Solutions, 2015



Park and Ride interchange, Stanwell Moor, Submission to Inquiry on Surface Transport to Airports, Interlinking Transit Solutions, 2015

- SLR propose an elevated viaduct structure continues through the SSSI and Green Belt.
- The route tunnels below 'Hithermoor Parkway,' a large 'Park & Ride' car park located in the Green Belt.
- *"A new station at Hithermoor Parkway is proposed where the light rail would serve a new Heathrow car park with a proposed 5,000 spaces for cars and access from the M25"* – HSR/SLR Compare and Contrast, Arup for HSPG/HATF, June 2024
- North of the car park, SLR climbs to another viaduct structure, crossing Stanwell Moor and the A3113 towards Heathrow.

Southern Light Rail - 3

- The SLR scheme promoters propose the viaduct would be constructed using a launching girder. However, this requires a complex and costly bespoke system, economically justified only where a lengthy structure is to be constructed with relatively little variation in horizontal and vertical geometry – for example on the HS2 Colne Valley viaduct. It also requires road access for the large pre-cast spans, presenting significant challenges in an urban location.

- On leaving Staines station, the Southern Light Rail route would first cross the existing rail infrastructure west of Staines station, then be threaded through Staines town centre before curving sharply to join the M25 corridor. This is fundamentally unsuited to a launching girder methodology.

- Once the route joins the motorway corridor, only a very short section is above ground before it enters a tunnel north of Stanwell Moor.

- The viaduct construction would therefore be likely to require craneage of each pre-cast section from ground level, typical examples of which are shown above.

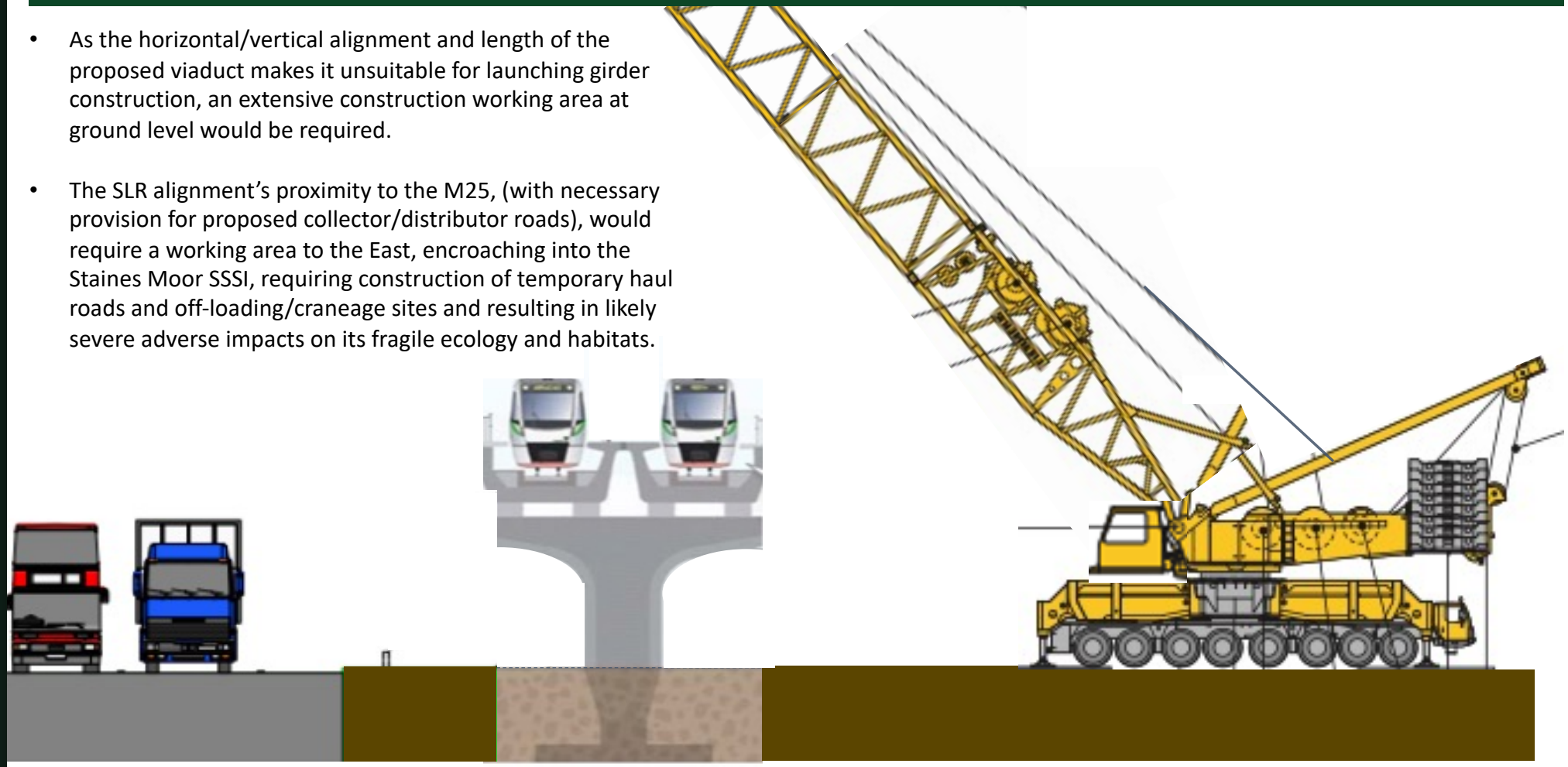
Launching girder construction technique - Submission to ORR Inquiry on Charging Framework for Heathrow, LARTS March 2016

2.1 miles HS2 Colne Valley viaduct, each pre-cast span 80m, constructed with 700 tonne launching girder shipped from Hong Kong and assembled on site

Southern Light Rail - 4

- As the horizontal/vertical alignment and length of the proposed viaduct makes it unsuitable for launching girder construction, an extensive construction working area at ground level would be required.

- The SLR alignment's proximity to the M25, (with necessary provision for proposed collector/distributor roads), would require a working area to the East, encroaching into the Staines Moor SSSI, requiring construction of temporary haul roads and off-loading/craneage sites and resulting in likely severe adverse impacts on its fragile ecology and habitats.

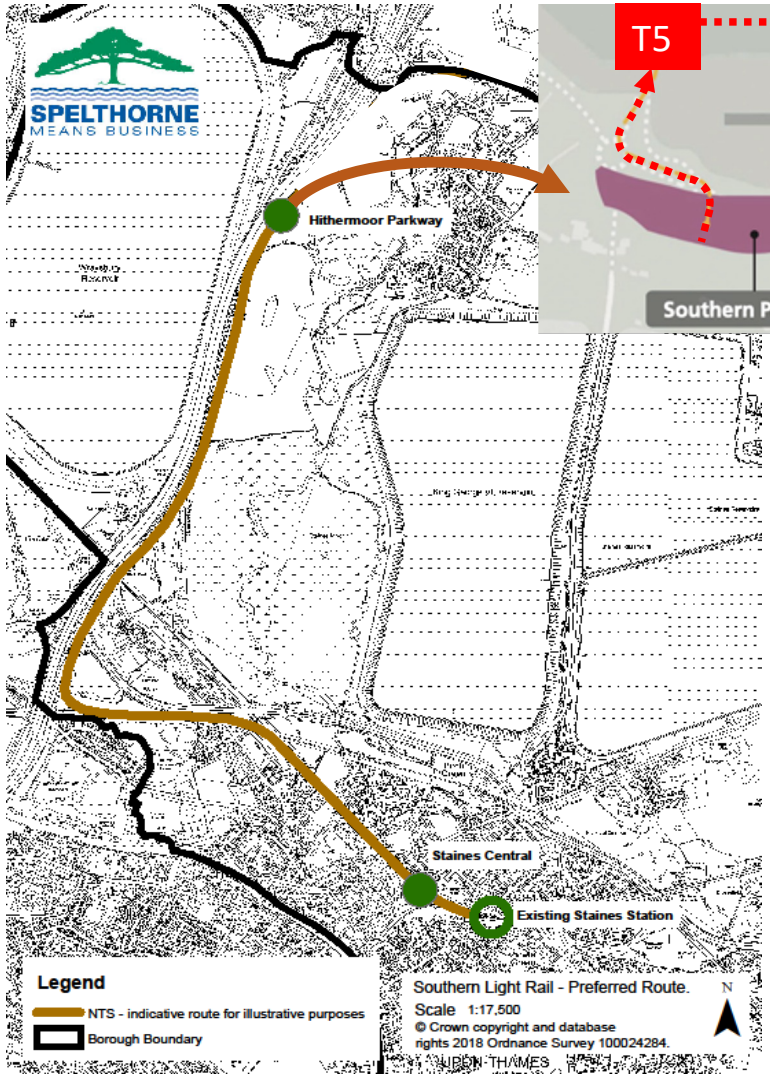


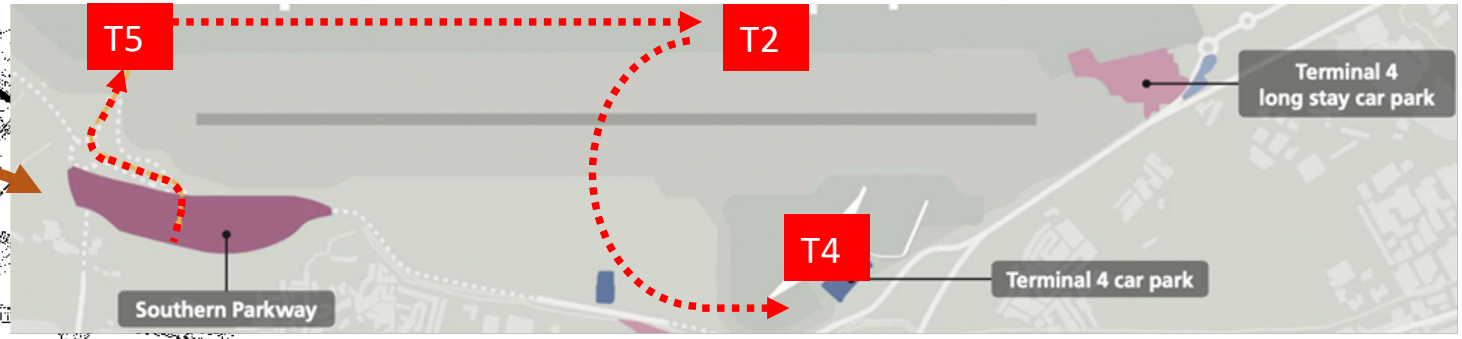
Protected zone for M25 Utilities/ Telecoms and anti-incursion measures

Southern Light Rail viaduct alignment, c.9m structural width

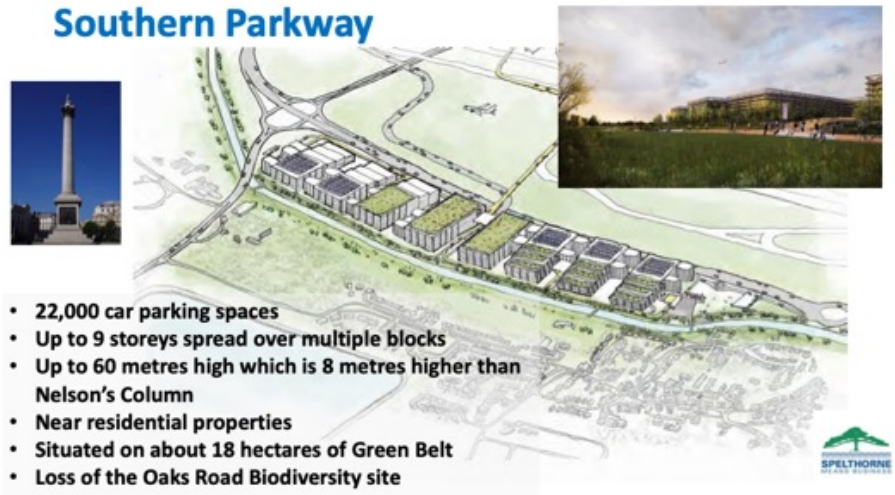
Working area/haul road between piers. Requires ground reinforcement for craneage & suitable access for construction traffic. Road access to be assessed to determine span length capable of transport to site

Southern Light Rail - 5





Landside connections from Southern Parkway overlaid on Airport Expansion Consultation Document, HAL June 2019

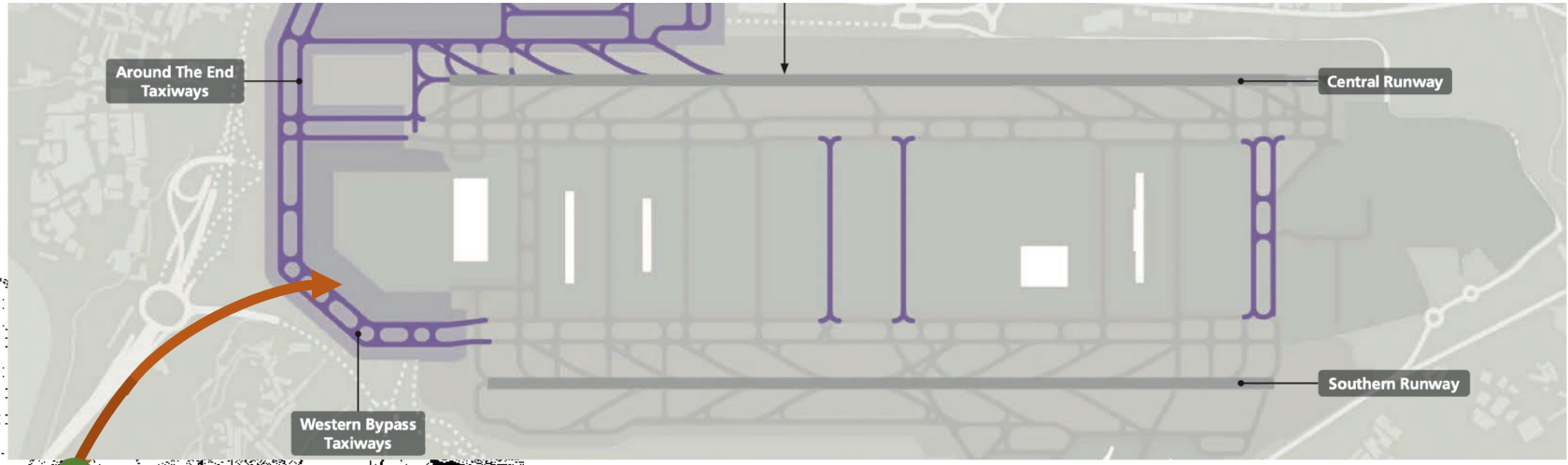


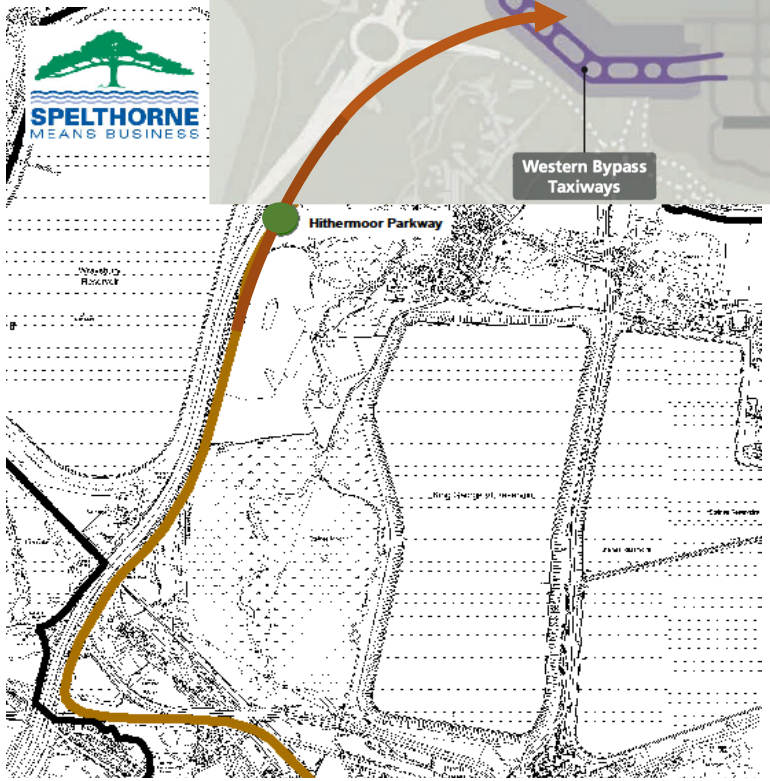
Presentation to Overview & Scrutiny Committee, Spelthorne BC, 3rd September 2019

'Heathrow does not have the physical station infrastructure to incorporate the light rail scheme into Terminal 5' – Nigel Milton, HAL letter to Cllr. Sexton, 21st December 2023.

Southern Light Rail would therefore need to terminate at the proposed Southern Parkway

Southern Light Rail - 6





Western Bypass Taxiways, Airport Expansion Consultation Document, HAL June 2019

'Western Bypass Taxiways will be located to the west of Terminal 5 and will help to reduce congestion within the existing airfield by providing an alternative north-south route for taxiing aircraft' – Heathrow Expansion Consultation Document, HAL June 2019.

Southern Light Rail could not therefore alternatively terminate landside at or near T5

Southern Light Rail - 7

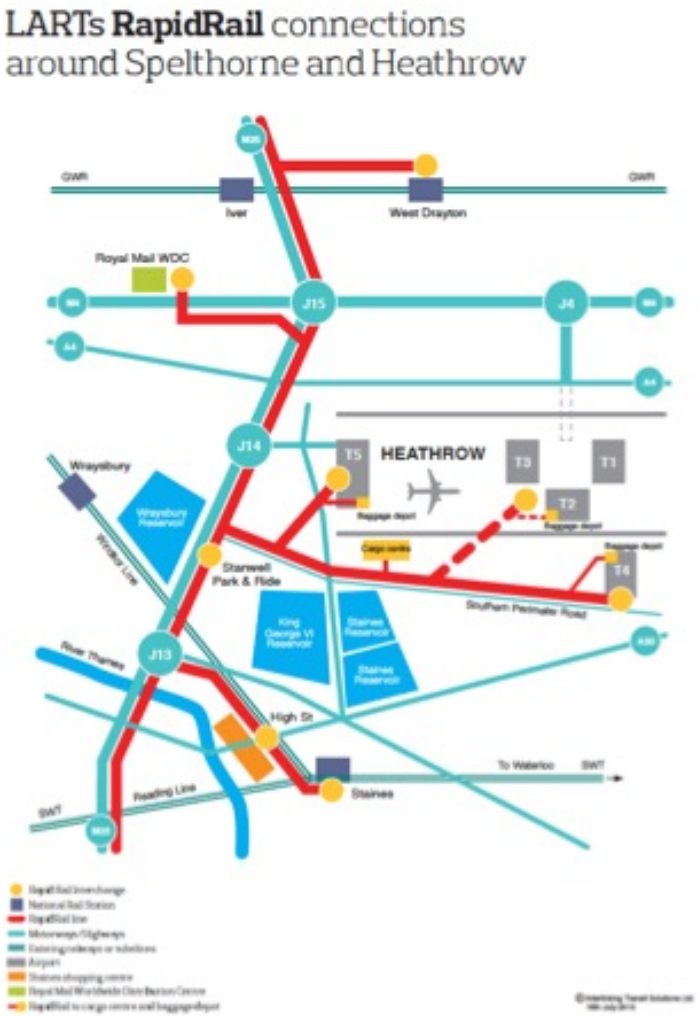


Fig. A1: LARTs RapidRail plan for connecting Heathrow and Staines-upon-Thames – Submission to the Airports Commission, Interlinking Transit Solutions July 2013

- Southern Light Rail would only provide a link between Staines and an interchange – via the Southern Parkway or similar - outside Heathrow's perimeter

- Spelthorne BC's analysis of BAA's Airtrack scheme in 2009 recognised its business case relied on new rail services connecting Heathrow directly to a wide geographic area

Net additional passenger entry and exits in am peak - 8-9am

	2015	2030
Waterloo	1675	1779
Guildford	353	421
Woking	380	421
Reading	133	177
Chertsey	301	324
Staines	22	30
Ashford	38	40

- *"The table* (above) *shows that the flow to the two main stations in Spelthorne is low, relative to other key destinations. The figures appear to show the business is dependent on passengers being drawn from a wide geographical area"* Report on Airtrack, Appendix A to the Deputy Chief Executive's Report to the Special Cabinet, Spelthorne BC 17th September 2009

- Southern Light Rail would require the vast majority of passengers to interchange at Staines to reach Heathrow.

Southern Light Rail - 8

- Southern Light Rail would provide access to the Southern Parkway from Staines itself, and a small number of stations on the SWR network via interchange at Staines.

- *"The* (Southern Light Rail) *link would act as a standalone shuttle separate to existing rail services and would require passengers and staff travelling from outside Staines to interchange in order to continue with their onward journeys" (*Southern Access to Heathrow, Arup for HSPG, August 2021)

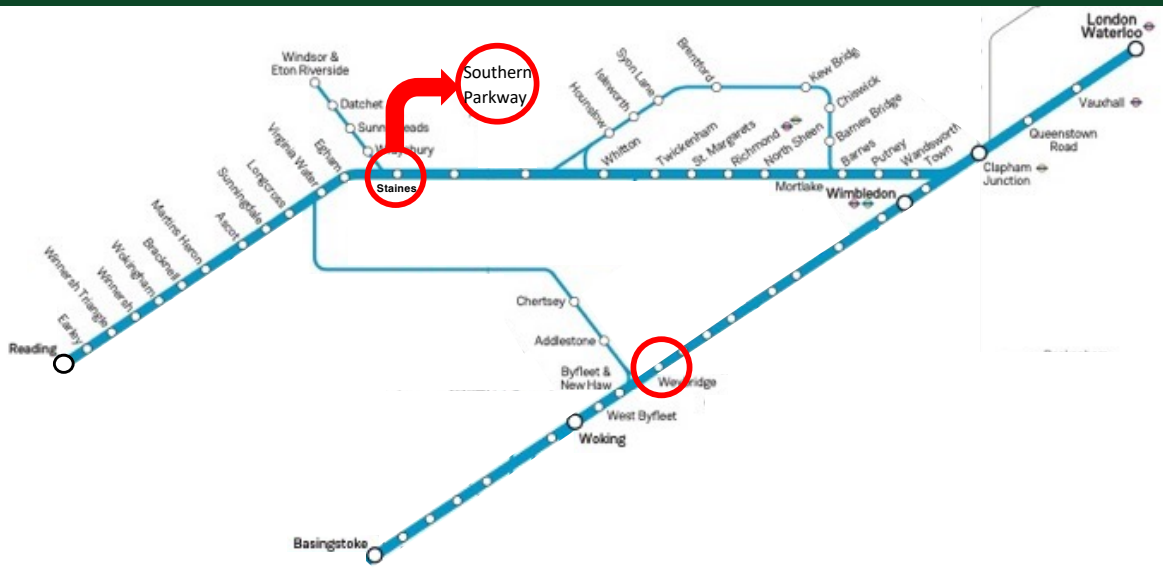
- *"Passengers travelling to or from airports, particularly for international journeys, have particular characteristics that set them aside from other rail users. For example, they are likely to place greater value upon the reliability of the service, especially when accessing the airport. They may be particularly deterred by interchange, partly because of the added risk of delay, but also due to difficulties associated with changing trains while carrying baggage"* (Model Development Report, A Report for HS2 Ltd, Atkins February 2010)

Southern Light Rail - 9

- The Southern Parkway would be accessible from some additional stations with a second interchange - at Weybridge – in addition to Staines itself.

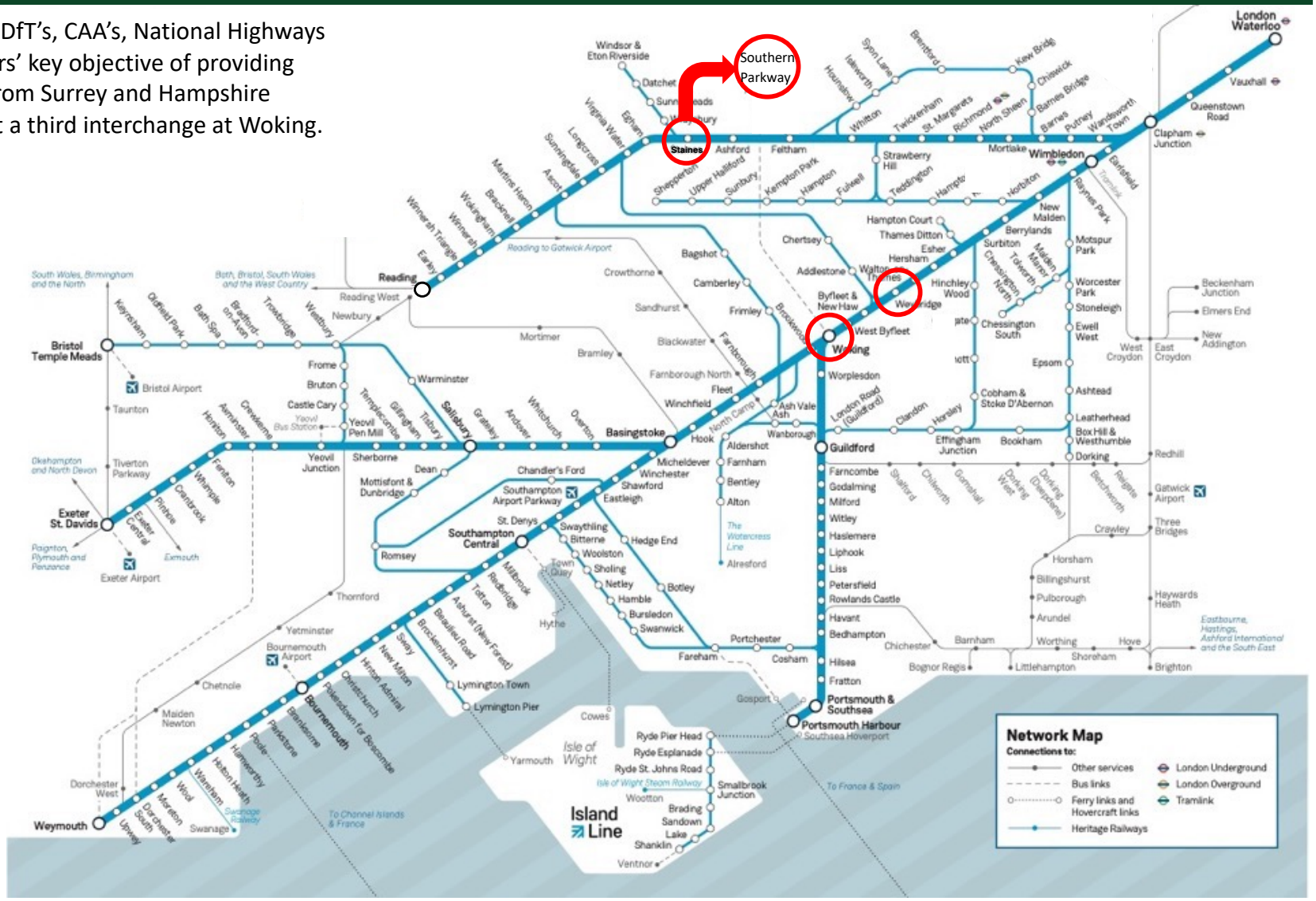
- *"Each time a passenger has to change between trains at each leg of the journey, the total end to end journey time is increased by additional waiting time. The impact of this interchange penalty tends to be greater for passengers who are travelling with luggage, such as air passengers, and is particularly high for foreign travellers and those who are unfamiliar with our transport systems" (*Heathrow Airport Ltd submission to HS2 consultation, July 2010)

- *"Airport surface access trips are uniquely difficult to shift to sustainable modes for a number of reasons, including perceived barriers to using public transport for travellers with children and/or luggage"* (Mayor of London's response to Government's - Shirley Rodrigues, Deputy Mayor for Environment and Energy letter to Robert Court MP, 7th September 2021)



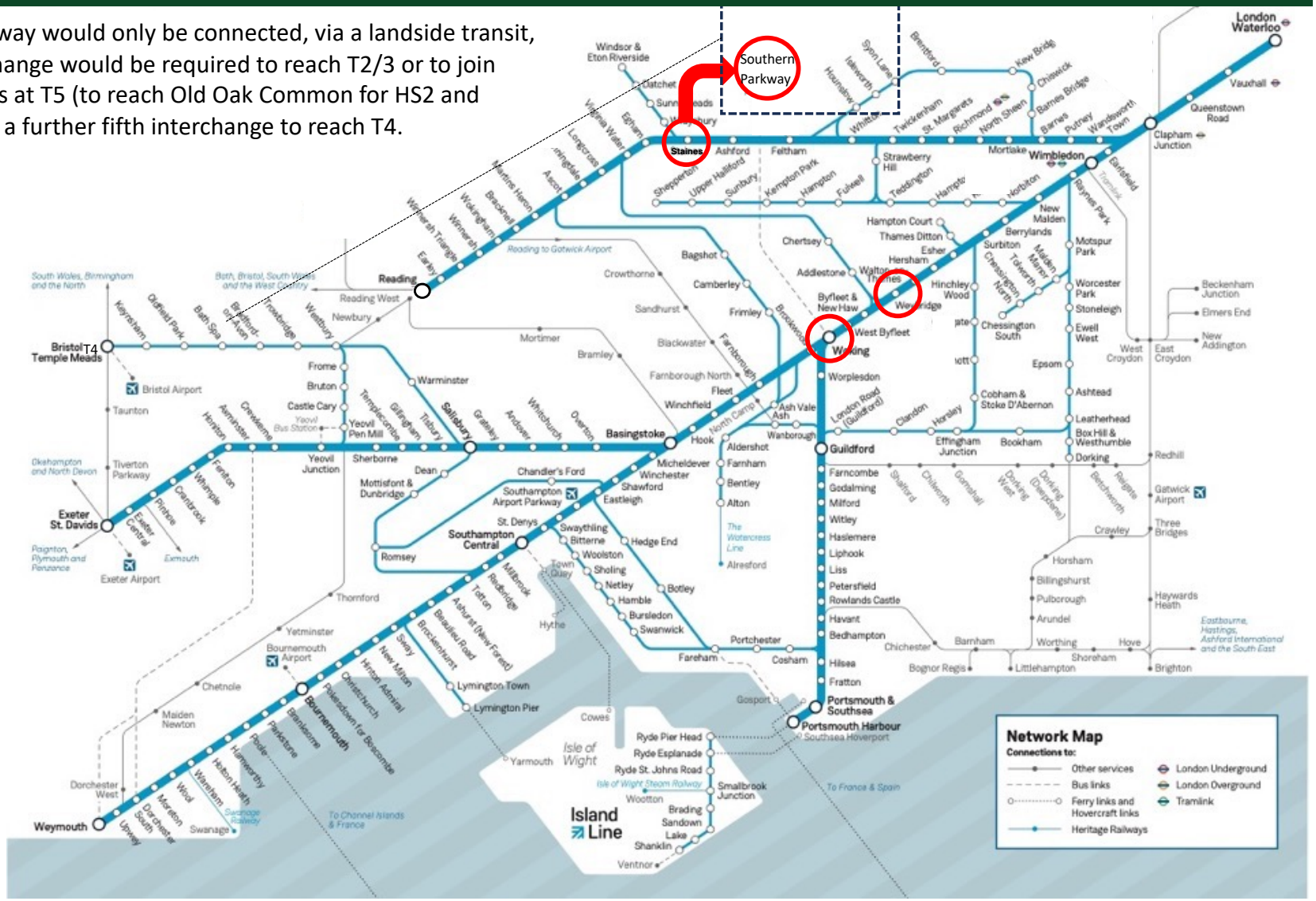
Southern Light Rail - 10

- Meeting Heathrow's, DfT's, CAA's, National Highways and other stakeholders' key objective of providing access to Heathrow from Surrey and Hampshire would require at least a third interchange at Woking.



Southern Light Rail - 11

- As the Southern Parkway would only be connected, via a landside transit, to T5, a fourth interchange would be required to reach T2/3 or to join Elizabeth Line services at T5 (to reach Old Oak Common for HS2 and central London), with a further fifth interchange to reach T4.



Southern Light Rail - 12

District	Total passengers	Private car/taxi passengers
City of Westminster	4,736,782	1,733,436
Kensington & Chelsea	2,052,201	934,942
Camden	1,415,679	532,007
Tower Hamlets	867,747	318,277
Hounslow	797,986	482,252
Ealing	793,276	488,713
Oxford	749,672	315,812
Richmond	741,227	591,323
Hammersmith & Fulham	741,203	325,507
Hillingdon	737,338	519,130
Wandsworth	662,580	409,810
Islington	628,259	192,975
City of London	592,290	162,130
Lambeth	566,488	216,905
Reading	560,935	369,282
Brent	553,634	368,009
Windsor & Maidenhead	550,102	516,166
Southwark	531,788	243,634
Barnet	504,459	373,753
Southampton	478,216	265,561
Bristol	380,590	168,470
Cambridge	375,415	223,953
Hackney	362,485	148,064
Harrow	339,648	306,489
Merton	335,162	233,469
Slough	320,155	298,089
Elmbridge	319,090	309,613
Haringey	302,977	143,034
Wycombe	287,492	256,786
Birmingham	282,024	170,979
Guildford	280,893	255,077
Newham	277,426	109,403
Brighton & Hove	276,675	136,745
Kingston on Thames	276,111	219,275
Lewisham	271,093	157,842
Bromley	259,459	198,552
Cardiff	256,110	113,413
Croydon	246,826	191,607
Dacorum	238,440	225,219
Enfield	235,156	165,059
Greenwich	231,983	114,508
Runnymede	222,487	202,932
Swindon	221,946	186,739
Bournemouth	220,534	97,926
Wokingham	217,696	207,135
Redbridge	216,409	154,422
Leicester	214,275	149,393
Basingstoke & Deane	210,646	193,507
Milton Keynes	204,686	155,727
Total top 50 O&D districts	27,145,751	14,853,051
Total LHR O&D pax 2018 (CAA data)	51,658,000	

- Spelthorne is not in the top 50 Districts measured by total Heathrow O&D passenger numbers (CAA passenger survey 2018).
- Local passenger demand for access to Heathrow is therefore low, although c.3,000 local people (c.5% of total Borough workforce) are employed at Heathrow (Spelthorne Community Investment Programme, HAL 2018).
- Any rail business case is therefore dependent on passenger (& staff) demand from the wider London and SE region, recognising that any interchange in a rail journey suppresses demand but is a particular deterrent for time sensitive air travellers, often carrying luggage and making unfamiliar journeys.
- *"Promoters of surface access schemes* (need) *to have a clear incentive to promote use by non-airport users to develop a viable business case for their schemes" (*Economic regulation of capacity expansion at Heathrow: policy update, CAP1658, CAA April 2018)
- *"Previous studies have demonstrated that an interchange in a rail access journey to the airport suppressed demand by approximately 50%" (*High Speed Rail Development Programme: Strategic Choices, MVA/Systra for Greengauge 21 2008-09)
- *"Adding an interchange to a rail service, despite journey times remaining the same, can reduce demand for a service by 40%"* (Surface Connectivity: assessing the merits of the Airports Commission's options for UK aviation, Independent Transport Commission 2014)
- *"Consumers have also told us that they value a wider range of choices and … that they prefer some public transport options over others – for example direct rail services over complex multi-change journeys or coach" (*Join the Dots, Passenger Priorities, HAL June 2020)
- *"Heavy rail direct access is important for encouraging modal shift* (recognising) *interchange penalty"* (TfL, Southern Access to Heathrow Engagement Report, Arup May 2021)
- *"Airport passenger point of view – high interchange penalty, key concern of Heathrow Airport"* (HATF, Southern Access to Heathrow Engagement Report, Arup May 2021)

Thank you

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HEATHROW SOUTHERN RAILWAY

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Southern Light Rail

Cllr Briefing

January 2024

SPELTHORNE
BOROUGH COUNCIL

SLR
we join up journeys

YVR 1985

…oldest and longest, fully-automated, driverless, rapid-transit system in the world

YVR 2017

CPH 29

KUL 52

BKK 56

DXB 90

BJS 94

44 seconds between Canary Wharf & Heron Quays

LCY 4.5

LTN 15

Benefits of SLR

- ***SLR*** *frequency of service enables every existing train service at Staines to be a Heathrow train*
- ***SLR*** *enables intermediate stations. It is neutral about how Network Rail timetable is scheduled*
- ***SLR*** *does not add to network track congestion*
- ***SLR*** *provides greatest frequency to LHR*
- ***SLR*** *can be privately funded*

’CREAM’ principles

- **C**apacity, speed and connectivity
- **R**educed environmental impact
- **E**ffective, reliable and resilient
- **A**ffordability and cost effectiveness
- **M**aximising economic prosperity

Capacity, speed and connectivity

Can carry over 14m passengers pa

Every 6 minutes

7 minutes to Heathrow

Connects without affecting track capacity

SPELTHORNE BOROUGH COUNCIL

Reduced environmental impact

Over 6% modal share (2 runways)

Minimal footprint (no tunneling/heavy gauge track)

No impact on Staines Moor SSSI

SPELTHORNE BOROUGH COUNCIL

Effective, reliable and resilient

Tried and tested across the globe

Driverless and 98% reliability

Modular construction

SPELTHORNE BOROUGH COUNCIL

Affordable and cost effective

Fully privately funded

No premium fares

Less than 1/3 the cost of heavy rail (c.£400m)

SPELTHORNE BOROUGH COUNCIL

Maximising economic prosperity

Very fast delivery - 54 month build

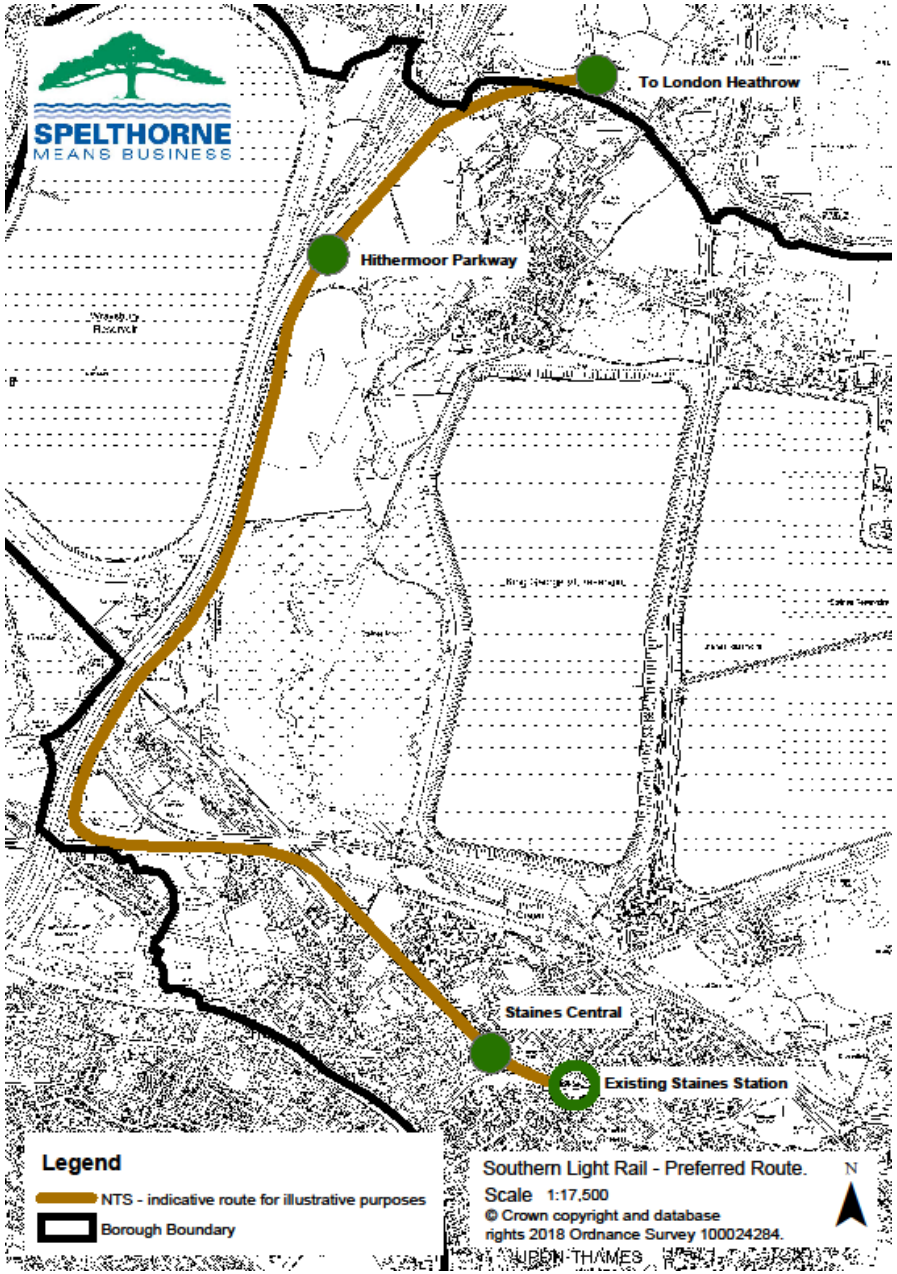
Regeneration potential

Housing delivery

SPELTHORNE BOROUGH COUNCIL

SLR – Indicative route

- Alongside Windsor Line and aqueduct
- Immediately E of M25
- Avoids Staines Moor entirely
- Hithermoor Parkway ??
- Heathrow T5 (HAL to decide)



SLR

we join up journeys

SLR

we join up journeys

SLR

we join up journeys

SLR

we join up journeys

SLR

we join up journeys

SLR

we join up journeys

Questions?

CONTRACT STANDING ORDERS

GENERAL

Introduction

1. These Standing Orders provide basic guidance to anyone making a contract or entering into an agreement (generally, contracts) for the Council. They apply equally to the supply of works, goods, materials and services or other (e.g. utilities). In making such contracts or agreements, the overriding objective is to obtain the best value for the Council in all circumstances.

Compliance

2. Every contract made by or for the Council must comply with these Standing Orders except in the circumstances where exemptions are obtained in advance.

3. Where tenders or quotes have been invited on behalf of any consortium, collaboration or agency arrangement of which the Council is a member, the Standing Orders or requirements adopted by the lead agency can be observed if they differ from these Standing Orders.

PREPARING FOR THE CONTRACT

Contract file to be set up from the start

4. Every procurement for whole contract value over £30,000 must be fully documented on a dedicated contract file, with a complete audit trail recording all significant decisions and actions taken.

5. All contract files should clearly record the specification of requirements and the identity of the staff member undertaking the procurement (the Procuring Officer).

Requirement for a nominated procurement manager

6. The Procuring Officer is responsible for ensuring and recording on the contract file that the relevant authority (Council, the relevant Strategic Committee, delegated or other as appropriate for the type and / or level of spend) has been obtained and there is sufficient budgetary provision in place for the whole life of the procurement before any steps are undertaken.

7. Where stipulated as required in table 1 (Procedural Rules), the Procuring Officer will seek the support from the Procurement Team.

Contractor Suitability

8. The Procuring Officer (with support from the Procurement Team where necessary) is to ensure that the contractor is sufficiently capable and financially sound to undertake the

contract by making enquiries, pursuing references and reviewing the quotes, tender proposals/method statements as appropriate, during the procurement process. The Procuring Officer is also required to ensure that the contractor has appropriate health and safety policies and procedures in place (as appropriate).

9. The Procurement Team will advise on the most appropriate procurement route, taking into account relevant factors such as the legal requirement to advertise (depending on the value); the works, goods or services required; the prevailing market conditions, etc.

10. The Procurement Team will assist the Procuring Officer in developing compliant tender documents which optimise the achievement of value for money.

Specification and Selection Criteria

11. A specification and selection criteria **must** be prepared in advance of tenders or quotations being sought. For lower value procurements, the lowest price may be used as the main selection criterion; however, whole life value for money will also need to be taken into consideration. For larger value procurements, and in particular those which are covered, by virtue of their value, by the Procurement Act 2023, an appropriate split of quality and commercial factors must be used as the selection criteria. Both the specification and the selection criteria must be recorded on the contract file and be used to evaluate tenders/quotations received.

12. If a potential contractor requires information not provided in the specification, such additional information must also be provided to all other bidders, to ensure the equal treatment of all potential contractors.

13. In preparing the specification and selection criteria, the Procuring Officer should consider the opportunities to deliver additional Social Value which the procurement may offer. The Procurement Team will advise on the suitable requirements to be included, relative to the size, type and value of the procurement.

Procurement Board

14. The role of the Procurement Board is to take a strategic approach to the Council's procurement. All contracts likely to exceed £30,000 (other than urgent contracts) should be notified at the planning stage to the Chief Finance Officer. The Procurement Team will maintain a forward plan of contracts to advise Procurement Board and the appropriate Strategic Committee where required, on relevant procurement matters.

Electronic Procurement

15. All procurement opportunities likely to exceed £30,000 should be advertised through the Council's electronic procurement system (Elcom).

PROCEDURAL STEPS OF THE PROCUREMENT

Estimated Value of Contracts

16. An estimated value must be prepared and documented for every contract immediately before starting the procurement process to confirm there is adequate budget provision, and to determine the appropriate procurement process to follow.

17. For contracts which continue over a number of years, the estimated value of the contract shall be taken to be the annual value multiplied by the life (number of years) of the contract to allow the Procurement Team to assess whether the procurement falls under the Public Contracts Regulations.

18. For concession contracts (contracts for which the Council does not pay the provider for any works, goods or services but the contractor receives consideration in other ways, e.g. rights, property or land granted by the Council), the contract value will be based upon the anticipated income which the contractor is likely to receive from any source pursuant to such contract.

Division of Contracts

19. Large scale or high value procurements must not be broken down into smaller units for the purpose of creating lower value contracts unless there are sound operational or management reasons for doing so. Any such action must be authorised by the Chief Finance Officer in writing with the reasons recorded on the contract file. The avoidance of any provision of these Standing Orders is not an acceptable reason for such action.

Special Requirements

20. All contracts must comply with the Procurement Act 2023, the Procurement Regulations 2024 and any subsequent legislation. Where there is a conflict between these Standing Orders and any statutory provision, the law must prevail. Advice on the tender process and form of contract should be taken from the Procurement Team and Legal Services **at the start** of any procurement project.

21. The procedures outlined below by contract value are the minimum. It is important to remember that we are trying to get the best value for the residents of Spelthorne. Consequently, where better value for the Council might be achieved by seeking more tenders or quotations this should be done.

Contract Standing Orders Procedural Rules

22. The Procuring Officer and / or Procurement Team as appropriate must ensure that the procurement procedurally complies with Table 1 below.

CONTRACT STANDING ORDERS PROCEDURAL RULES								
Whole Life Contract Value	**Level of Authority to Proceed required**	**Support required from Procurement Team**	**Advertising the Opportunity**	**Approach to Market**	**Testing Market Capability**	**Evaluation by**	**Approval to Award Contract**	**Contract Required?**
Under £5,000 (including VAT)	Budget Holder	No	Opportunity does not need to be advertised	Local[1] suppliers must be sought. If no local suppliers can be found, then a regional suppliers should be sought. If the selected supplier is not Local or Regional[2] then approval to proceed must be sought from Group Heade and the variation must be added to the Exemption Report	Selected suppliers confirm prices in writing /email in advance	Budget Holder	No further approval required	No. Invoices and quotes to be retained in accordance with the retention policy.

[1] Local is defined as within the Borough of Spelthorne
[2] Regional is defined as in the wider County of Surrey.

CONTRACT STANDING ORDERS PROCEDURAL RULES								
Whole Life Contract Value	**Level of Authority to Proceed required**	**Support required from Procurement Team**	**Advertising the Opportunity**	**Approach to Market**	**Testing Market Capability**	**Evaluation by**	**Approval to Award Contract**	**Contract Required?**
£5,000 - £30,000 (Including VAT)	Procurement Business Case is approved by Group Head	No, except where the opportunity is to be advertised on Contracts Finder	Not required but if the value of contract is over £30,000 and is advertised, it must be advertised in Contracts Finder (Govt transparency requirements)	Requirement communicated to suppliers and confirmed in writing.	A minimum of 3 written quotes to be obtained and retained on file.	Budget Holder	Group Head	Yes. Support from Legal Services is required.
£30,000 (Including VAT) – Procurement Act 2023 Threshold	Procurement Business Case and Procurement process must be approved by Group Head and MaT	Yes, Project needs to be discussed at the Procurement Board and put on the Procurement Project Plan	Opportunity advertised on Elcom portal and on Contracts Finder (if over £30K)	Detailed Specification with required outcomes, outputs and KPIs. (Invitation to Tender, Request for Quotation or suitable Framework)	A minimum of 3 suppliers to be invited to tender. (Select 1 "Local" supplier)	Project Lead with Procurement	Deputy Chief Exec or Service Committee (if the requirement is strategic/critical)	Yes, support from Legal Services is required unless a framework is used. *Contract made under seal if over £100,000.00*

[3] Supplies and Services Threshold - £214,904, Works Threshold - £5,372,609.00 (inc VAT) as from 1st Jan 2024. These figures are revised every two years.

CONTRACT STANDING ORDERS PROCEDURAL RULES								
Whole Life Contract Value	**Level of Authority to Proceed required**	**Support required from Procurement Team**	**Advertising the Opportunity**	**Approach to Market**	**Testing Market Capability**	**Evaluation by**	**Approval to Award Contract**	**Contract Required?**
Over Procurement Act 2023 Threshold	Procurement Business Case and Procurement process must be approved by Group Head and MaT and appropriate Service Committee . The project must be on the Council's Forward Plan	Yes, Project needs to be discussed at the Procurement Board and put on the Procurement Project Plan	Opportunity must (unless a suitable Framework is sought) be advertised on Find A Tender (FTS) via the Elcom portal and on Contracts Finder	Detailed Specification with required outcomes, outputs and KPIs. (Invitation to Tender or suitable Framework)	ITT (inclusive of Suitability Assessment Questionnaire) in accordance with the Procurement Act 2023	Project Lead and /or subject matter experts and Procurement	Service Committee	Yes, support from Legal Services is required. Contract will be made under seal.

Whole Life Contract Value	Level of Authority to Proceed required	Support required from Procurement Team	Advertising the Opportunity	Approach to Market	Testing Market Capability	Evaluation by	Approval to Award Contract	Contract Required?
Procurements from an external Framework Agreement (in accordance with the contract values above)	Procurement Business Case and Procurement process must be approved by Group Head and MaT	Yes, where the contract value exceeds £30,000.00. The project needs to be discussed at the Procurement Board and put on the Procurement Project Plan	No	Detailed Specification with required outcomes, outputs and KPIs. In accordance with the specific Framework, i.e., Mini Comp or Direct Award	In accordance with the Framework conditions.	Project Lead and Procurement	In accordance with the expect contract value as above.	No. Use the Framework Terms and Conditions. Contract made under seal if above £100,000.00

Whole Life Contract Value	**Level of Authority to Proceed required**	**Support required from Procurement Team**	**Advertising the Opportunity**	**Approach to Market**	**Testing Market Capability**	**Evaluation by**	**Approval to Award Contract**	**Contract Required?**
Variations to a Contract Over £100,000.00 (including VAT) **NOTE:** Not to exceed 50% of the original Contract value	Service Committee	Yes	No, but needs to be put on the internal Contract Database	Existing Supplier only	N/A	Project Lead	Service Committee	Variation to be included in the existing Contract – support from Legal Services is required.
Extending a contract's duration	Service Committee	Yes – only if the existing contract has extension periods.	No, but needs to be put on the internal Contract Database	Existing Supplier only	N/A	Project Lead	Service Committee	Extension to contract to be included in the existing Contract – support from Legal Services is required

Tendering and Quotation handling procedure

23. All written quotations or tenders, where required, should be received electronically, either via email or via the e-tendering portal.

24. Contracts estimated to be worth £30,000 or over must be tendered electronically (either via the Procurement mailbox or e-tendering portal) with support from the Procurement Team.

Errors and clarifications of tenders

25. Where examination of tenders reveals errors or discrepancies which would affect the tender figure in an otherwise successful tender, the tenderer should be given details and an opportunity to confirm, withdraw or amend their tender to correct genuine errors. The confirmed or amended tender will then be evaluated accordingly.

Post tender negotiations

26. The Procuring Officer should take advice from the Procurement Team regarding the appropriateness of any post-tender negotiations. No negotiations may be entered into with any tenderers submitting tenders or quotations unless permitted by the Procurement Act 2023 and / or Procurement Regulations 2024, and the Chief Finance Officer considers it necessary to obtain best value for the Council, to accommodate unforeseen changes in the specification, or for any other reason the Chief Finance Officer considers is appropriate. In this event, details of the negotiations must be recorded in writing and must be conducted in accordance with the Public Contracts Regulations. The reasons for entering into post tender negotiations must be recorded on the contract file.

CONTENT OF CONTRACTS

Form of Contracts

27. Every contract over £20,000 must be in writing, in a form approved by the Group Head of Corporate Governance. All contracts of £30,000 and over in value (other than for vehicle purchase) must be in writing and over £100,000 must be under seal.
28. For contracts over £20,000 where the Council may be obliged to contract on the standard terms and conditions of another organisation, the following minimum requirements must be adhered to:

    (a) a specification of services required should be produced and sent to the contractor. This is required in all cases where the Council procures goods and services together. It is not required where the Council only procures goods.
    (b) a copy of the applicable standard terms and conditions should be retained on the contract file.
    (c) an appropriate letter or other document should be agreed with the contractor which refers to the Council's specification of services required and confirms the terms and conditions on which the supply is to made.

Public liability insurance and professional indemnity insurance

29. The Procuring Officer must consider the Council's need for appropriate indemnities backed by insurance. In the case of a contract for works or services, the contract must require the contractor to carry public liability insurance to a minimum of £5,000,000, unless otherwise agreed by the Chief Finance Officer.

30. In the case of a contract for professional services, the contract must require the contractor to carry professional indemnity insurance to a minimum of £5,000,000, unless otherwise agreed by the Chief Finance Officer.

Assignment of Contracts

31. Assignment or under letting of contracts is not to be permitted except with the prior consent of the Chief Finance Officer, and then only where the Chief Finance Officer is satisfied that an effective vetting procedure of assignees or subcontractors has been implemented.

Liquidated Damages

32. The Procuring Officer, with support from the Procurement Team, must consider whether the contract should provide for the contractor to pay liquidated damages on failure to complete the contract by the specified completion date. Where considered appropriate by the Group Head of Corporate Governance, the contract must require the contractor to pay damages for any breach of the terms of the contract. Advice on liquidated damages should be taken from Legal Services at an early stage in the procurement project.

Corruption, Bankruptcy & Cancellation

33. Every contract must state that the Council may cancel the contract and recover any resulting losses if the contractor, their employees or anyone acting on their behalf, with or without their knowledge, does anything improper to influence the Council or commits an offence under Bribery Act 2010.

34. Every contract must state that if the Contractor enters into liquidation or administration, the Council is entitled to cancel the contract and recover any resulting losses.

Performance Bonds

35. Where a contract is estimated to be £100,001 or over, the Chief Finance Officer must consider before the procurement whether the Council should require security for its performance. It must be certified on the contract file that no such security is considered necessary or specify in the conditions of tender the nature and amount of security to be given. In the latter event the Chief Finance Officer must ensure the required bond or other security for the due performance of the contract is given at the time the contract is let.

Nominating Subcontractors and Suppliers

36. Where it is decided to be in the Council's interest, that a sub contractor or supplier should be nominated to a main contractor, at least three tenders for the nomination must be invited in accordance with one of the methods described in Table 1 above.

37. The invitation to tender as sub contractors or suppliers must require an undertaking from any tenderer to enter into a contract with the main contractor, including an obligation to indemnify the main contractor in respect of matters included in the sub contract.

Consultants

38. Any consultant employed by the Council to let or manage contracts must comply with these Standing Orders. The contract with any consultant must provide that all records maintained by the consultant in relation to a contract must be made available to the Council on request and handed over to the Council on completion of the procurement.

MANAGING THE CONTRACT

Contract Management

39. Unless prior written approval is given by the Chief Finance Officer to the Procuring Officer and recorded on the contract file, all contracts in excess of £30,000 should nominate a Contract Manager (and include provision for those details to be updated). Where reasonably practicable, the Contract Manager should be a member of Spelthorne Borough Council staff.

The Procuring Officer must notify the name of the Contract Manager to the contractor prior to letting of the contract.

40. The role of the Contract Manager will be to manage the contract throughout its duration, as well as enforce duties owed to the Council under contract and to be responsible on behalf of the Council for those duties owed to the contractor.

41. The responsibilities of the Contract Manager will include:

(a) monitoring the performance of the contractor against the agreed level of service;
(b) monitoring the continuing level of operational and financial risk to which the Council is exposed and to institute controls as appropriate;
(c) ensuring the contractor's due diligence with all appropriate quality, environmental, health and safety obligations;
(d) facilitating the resolution of issues between the contractor and users of the service;
(e) ensuring prompt payment of invoices and compliance with all financial regulations and Contract Standing Orders during the lifetime of the contract;
(f) providing assurance that the contractor has a long-term, sustainable supply chain, and that there is no evidence of modern slavery;
(g) ensuring that appropriate arrangements are made for the termination or re-letting of the contract at the appropriate time.

Variations

42. Where the Contract Manager considers, and the relevant Deputy Chief Executive agrees, that an existing contract needs to be varied (i.e. practical changes are required which do not alter the essential nature of the original contract, as opposed to additional works or supplies not originally envisaged) the Deputy Chief Executive may approve these subject to the proposed variation being contained within the total budget approved for the contract. The reasons for and details of any such variation must be recorded on the contract file. On contracts over £100,000 in value, where the approved budget would be exceeded because of the variation, approval must be obtained from the appropriate Strategic Committee or Council (according to financial regulations) for any such variation.

Registration of Contracts

43. The Chief Finance Officer will ensure that a register of all contracts of £5,000 and over, placed by the Council is kept. The register must state the name of the contractor, the scope of the work to be done or goods to be supplied, the duration and value of the contract. Any Procuring Officer letting a contract must ensure details are supplied for entry in the register.

44. The Chief Finance Officer will also ensure that a register of all contracts for building, construction or engineering work and associated Consultants which provide for payment by instalments is kept. This register must show the state of account of each contract between the Council and contractor, together with any other payments and related professional fees. The Procuring Officer letting such a

contract must ensure details are supplied for entry in the register.

Contract Management Audits

45. The Procurement Board shall propose an annual planned schedule of contract management audits (Contract Audit Schedule), to be agreed by the Chief Financial Officer and Group Head of Corporate Governance prior to implementation. The Procurement Team shall undertake such Contract Audits.

46. The Contract Audit Schedule shall include a minimum of ten high value, high complexity, and high-risk projects to be audited, as well as auditing a sample of lower value spends for compliance with these Contract Standing Orders (CSOs).

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Committee Report Checklist

Please submit the completed checklists with your report. If final draft report does not include all the information/sign offs required, your item will be delayed until the next meeting cycle.

Stage 1
Report checklist – responsibility of report owner

ITEM	Yes / No	Date
Councillor engagement / input from Chair prior to briefing	**Yes**	**08/07/25**
Commissioner engagement (if report focused on issues of concern to Commissioners such as Finance, Assets etc)	**No**	
Relevant Group Head review	**Yes**	**24/07/25**
MAT+ review (to have been circulated **at least 5 working days before Stage 2**)	**Yes**	**17/07/25**
This item is on the Forward Plan for the relevant committee	**Yes**	**02/07/25**
	Reviewed by	
Risk comments	**L O'Neil**	**30/07/25**
Legal comments	**L Heron**	**23/07/25**
HR comments (if applicable)	**N/A**	

For reports with material financial or legal implications the author should engage with the respective teams at the outset and receive input to their reports prior to asking for MO or s151 comments.

Do not forward to stage 2 unless all the above have been completed.

Stage 2
Report checklist – responsibility of report owner

ITEM	Completed by	Date
Monitoring Officer commentary – at least **5 working days before MAT**	**L Heron**	**27/07/25**
S151 Officer commentary – at least **5 working days before MAT**	**Terry Collier**	**22/7/25**
Confirm final report cleared by MAT		

Environment & Sustainability

18th September 2025

Title	Change of name and Terms of Reference of the Climate Change Working Group
Purpose of the report	To make a decision
Report Author	Arthur Stokhuyzen, Climate Change Officer
Ward(s) Affected	All Wards
Exempt	No
Corporate Priority	Environment
Recommendations	**Committee is asked to:** 1. Approve the change in name of the 'Climate Change Working Group' to the 'Climate and Nature Working Group' 2. Consider and approve the revised Terms of Reference (ToR) set out in Appendix A. Refer the report to Standards Committee to make a recommendation to Council for adoption in the Constitution.
Reason for Recommendation	• The recommendation reflects the need to align the Group's remit with the Council's growing focus on both climate change and nature. • The new name and terms of reference will support councillors' engagement in upcoming biodiversity and planning projects and improve governance. • This change also brings us in line with other Surrey authorities who have already adopted a similar approach.

1. **Executive summary of the report** *(expand detail in Key Issues section below)*

What is the situation	Why we want to do something
• The current Climate Change Working Group focuses primarily on climate-related issues and has limited engagement from councillors beyond core members.	• New biodiversity and strategic planning projects require greater councillor involvement, and climate and nature are increasingly seen as interconnected policy areas.
This is what we want to do about it	**These are the next steps**
• Broaden the Group's remit to include nature recovery and biodiversity, rename it the *Climate and Nature*	• Seek Environmental and Sustainability Committee approval for the revised name and terms of reference

Working Group, and allow all councillors to attend sessions.	• Refer the proposed changes to Standards Committee to make a recommendation to Council for adoption in the Constitution.

2. Key issues

2.1 The existing Climate Change Working Group (CCWG) has focused primarily on issues relating to carbon reduction, energy, and climate resilience. However, as the Council's environmental agenda expands, there is an increasing need for more integrated consideration of biodiversity, nature recovery, and land use, which are central to achieving long-term sustainability goals and delivering on statutory duties, such as the biodiversity duty under the Environment Act 2021.

2.2 Several new and ongoing projects – including the Miyawaki Forests project, the development of 'Habitat Banks', and work to establish a governance framework for our 'Biodiversity Duty' – require structured input from councillors to shape direction, secure support, and ensure alignment with wider Council priorities. These topics sit outside the traditional scope of the CCWG and would benefit from a broader remit and more inclusive approach to member engagement.

2.3 This would strengthen the continuity between the Climate Change and Biodiversity services which already both report to and have their budgets reviewed by Environment and Sustainability Committee.

2.4 To address this, it is proposed to:

(a) Rename the Group as the Climate and Nature Working Group (CNWG) to reflect a more holistic focus;

(b) Expand the terms of reference to formally include nature recovery, biodiversity and other relevant environmental matters;

(c) Allow all councillors to attend sessions to promote wider engagement, transparency, and collective ownership of the Council's environmental strategy.

2.5 These changes will bring our approach in line with best practice across other Surrey districts and boroughs, many of which have already adopted combined climate and nature working group structures. They will also create a stronger foundation for integrated decision-making and delivery as we respond to the dual challenges of the climate and ecological emergencies.

2.6 Key considerations in making this change include ensuring that:

(a) The Group's expanded remit does not dilute focus on climate mitigation and adaptation, but rather strengthens it through integration;

(b) Biodiversity and planning officers are supported in bringing relevant work to the Group;

(c) The new structure facilitates timely, well-informed input from councillors and supports clear reporting and accountability mechanisms.

3. Options appraisal and proposal

3.1 **Option 1:** Rename the CCWG to the 'Climate and Nature Working Group' and expand its terms of reference to include nature recovery, biodiversity, and other environmental matters. In addition, open membership to all councillors to attend meetings. (**Preferred Option**)

3.1.1 Pros:

(a) Reflects the integration between nature and climate supporting a more holistic and strategic approach.

(b) Enables structured councillor engagement with upcoming biodiversity and nature projects, improving governance, ownership, and oversight.

(c) Aligns with best practice across other Surrey councils, ensuring consistency and potential for collaboration and future local government reorganisation.

(d) Increases transparency and inclusivity by allowing all councillors to attend, promoting cross-party awareness and input.

3.1.2 Cons:

a) A broader remit may require more officer coordination to ensure meetings remain focused and purposeful.

b) Larger and more open meetings may reduce the ability to make quick, informal decisions without additional structure.

3.1.3 Why preferred: This option provides the clearest framework to support the Council's expanding environmental agenda, particularly as nature becomes a more prominent element of our statutory and strategic work. It enables better use of the Working Group as a non-decision making governance mechanism while strengthening political engagement and public accountability. The benefits in terms of integration, collaboration, and visibility outweigh the minor operational challenges, which can be managed through agenda planning and officer support.

3.2 **Option 2:** Retain the current Climate Change Working Group name and terms of reference.

3.2.1 Pros:

(a) Minimal administrative change and disruption.

(b) Maintains a clear focus on climate-specific issues.

3.2.2 Cons:

(a) Does not reflect the growing scope of environmental work, particularly biodiversity and nature recovery.

(b) Missed opportunity to increase councillor engagement and improve governance of upcoming projects.

(c) Potential misalignment with neighbouring authorities and national policy direction.

3.2.3 Why not preferred: This option would maintain the status quo but limit the Council's ability to deliver integrated action on climate and nature. It would

also restrict oversight of emerging biodiversity initiatives and reduce the opportunity for early political input.

3.3 **Option 3:** Create a separate working group for nature and biodiversity.

3.3.1 Pros:

(a) Maintains focus in both climate and nature areas with specialised groups.

(b) Allows targeted discussion on technical biodiversity matters.

3.3.2 Cons:

(a) Creates duplication of effort and risks siloed working.

(b) Places additional demands on officer time and councillor availability.

(c) May hinder integration between climate and nature workstreams, contrary to current best practice.

3.3.3 Why not preferred: This option adds complexity and undermines the goal of integrated governance. A single, combined working group is a more efficient and strategic way to deliver joined-up action on climate and nature.

4. Risk implications

4.1 Dilution of focus: Expanding the Group's remit could reduce attention on core climate issues if not well managed. *Mitigation*: Use clear agenda planning and a balanced forward work programme to ensure both climate and nature topics are covered effectively.

4.2 Increased officer workload: A broader remit and wider engagement may place additional demands on officers across multiple service areas. *Mitigation:* Coordinate meeting schedules and topic planning to align with team capacity and strategic priorities.

4.3 Larger, less focused meetings: Opening attendance to all councillors may lead to broader discussions and challenges in maintaining focus. *Mitigation:* Maintain structured meetings with clear agendas, chaired effectively, and provide pre-meeting briefings where needed.

4.4 Unclear scope or role confusion: Without updated terms of reference, there could be overlap with other committees or uncertainty about the group's function. *Mitigation:* Adopt a clear and concise terms of reference outlining the Group's purpose, remit, and governance role.

4.5 Inconsistent councillor engagement: While all councillors will be invited, consistent participation is not guaranteed. *Mitigation*: Maintain the requirement in the ToR for there to be a core group of members.

5. Financial implications

5.1 There are no direct financial implications associated with renaming the Working Group or updating its terms of reference. Any officer time required to support the broader remit will be managed within existing resources.

6. Legal comments

6.1 The proposed changes promote good governance and wider engagement and input.

6.2 Climate Change Working Group Terms of Reference are contained within part 3(b) of the Council's Constitution. The proposed changes would require amendments to the Constitution. This Committee may submit to the Council proposals for changes to the Constitution (para 13.2(c) Article 13). Changes to the Constitution are approved by the Council after consideration of a report from the Monitoring Officer or advice from the Standards Committee (para 13.2(a) of Article 13).

Corporate implications

7. S151 Officer comments

7.1 Given that any officer resourcing impacts of broadening the terms of reference can be accommodated within existing resources and revenue budget, the S151 officer approves the changes.

8. Monitoring Officer comments

8.1 The Monitoring Officer confirms that the relevant legal implications have been taken into account.

9. Procurement comments

9.1 The proposed changes to the Working Group's name and terms of reference do not involve any direct procurement activity or changes to existing contracts.

10. Equality and Diversity

10.1 The proposed changes to the Working Group's name and terms of reference will not negatively impact any protected groups under the Equality Act 2010.

10.2 Opening attendance to all councillors promotes inclusivity and equal opportunity for engagement regardless of political affiliation or background.

10.3 Future projects considered by the Group, including biodiversity and nature recovery initiatives, will continue to be assessed for any equality impacts to ensure they support fair and equitable outcomes for all members of the community.

11. Sustainability/Climate Change Implications

11.1 Expanding the Working Group's remit to include both climate change and nature recovery supports a more integrated approach to environmental sustainability.

11.2 This change will help the Council better address the interconnected challenges of the climate and ecological emergencies, promoting resilient ecosystems alongside carbon reduction efforts.

11.3 Improved governance and councillor engagement through the Climate and Nature Working Group will strengthen strategic decision-making, helping to deliver long-term sustainability benefits for the local community and environment.

12. Other considerations

12.1 Relevant officers have been consulted on resource requirements, and they are to be funded from existing budgets.

13. Timetable for implementation

13.1 18th September: Environment and Sustainability Committee approval and refer to Standards Committee

13.2 8th October: Standards Committee recommendation to Council

13.3 October: Council

13.4 November: First Climate and Nature Working Group Meeting

14. Contact

14.1 Please contact Arthur Stokhuyzen (a.stokhuyzen@spelthorne.gov.uk), Climate Change Officer for any questions or queries

Please submit any material questions to the Committee Chair and Officer Contact by two days in advance of the meeting.

Background papers: There are none.

Appendices:
Appendix A: Climate and Nature Working Group Terms of Reference

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Terms of Reference: Climate and Nature Working Group

The Spelthorne Climate Change Working Group will consist of 8 members but will be open for all councillors to attend.

The Terms of Reference for the Working Group:

1. To implement the climate change strategy and action plan agreed in 2022 and updated in 2024 to deliver our target of net zero by 2030.

2. To develop and implement the 'Biodiversity Duty' strategy and subsequent reports to improve biodiversity across the borough by 1 April 2027

3. To make recommendations to Environment and Sustainability Committee on areas for improvement which can impact on 'climate change' and 'nature recovery' and to identify, and make recommendations on, developing new environmental policies where required which will help move the Council and Borough towards-net zero and improve biodiversity in accordance with our 'Biodiversity Duty' strategy across the Borough by 1st April 2027.

4. To report to Environment and Sustainability Committee appropriate action plans and targets to deliver the Council's 2030 target of net zero emissions.

5. To Report to Environment and Sustainability Committee appropriate strategies, action plans and targets to improve biodiversity across the Borough by 1st April 2027.

6. To monitor progress with delivering the action plans and achieving targets and report on progress to Environment and Sustainability Committee on a quarterly basis.

7. To consider government and wider authorities' consultation on documents relating to 'climate change' and 'nature recovery' and assist Environment and Sustainability Committee in formulating its response.

8. For members of the Working Group to act as 'climate change' and 'nature recovery' champions by leading by example and advocating for action across the Spelthorne Borough.

9. To identify areas for further research and invite presentations, workshops and discussions with experts as appropriate to help inform the Council's

policies and action plans.

10. The Climate Change Working Group will consider the best way of engaging with key partners and work closely with the Government, the Environment Agency, Surrey County Council, local businesses, residents and other partners
across the county and Borough to meet the target of making the Borough carbon neutral by 2030.

11. To consider and formulate a communication strategy to promote the Council's activities on 'climate change' and 'nature recovery'.

Membership and Proceedings of the Working Group on Climate Change

1. To be a cross-party Working Group of 8 members who are expected to attend regularly and provide continuity.

2. The Chair of the Environment and Sustainability Committee or appointee will chair the Working Group.

3. The Working Group will appoint its own vice chairman from within its membership.

4. The meetings of the Working Group will be internal and confidential to the Council. All the meetings will be open to all members of the Council to attend.

5. The Working Group, can co-opt an external member to the Working Group, as required, to deal with, specialist areas. However, it remains the decision of the full Working Group as to what targets are recommended.

6. The Working Group will meet before Environment and Sustainability Committee but more frequently depending on workload and actions required.

7. The Working Group should aim to deliver a consensual view to Environment and Sustainability Committee. Where this is not possible it should aim to report fairly on the divergent views of the Working Group. Voting is not considered appropriate or necessary. Proactive and innovative suggestions are encouraged.

8. Liaison and engagement with a wide range of stakeholders is welcomed. The Working Group should seek a wide body of opinion to inform its

considerations including exchanging views on pertinent matters and receiving suggestions as to how climate change can be addressed in areas over which Spelthorne Borough Council has limited control or significant influence.

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Council Meeting – 23 October 2025

Nominations for Chair and Vice-Chair of the Commercial Assets Sub-Committee

This item was considered at the Commercial Assets Sub-Committee meeting on 11 August 2025.

The Committee **resolved** to appoint as follows:

Chair - Cllr Nichols
Vice-Chair – Cllr Beatty

Council is asked to approve the above two appointments.

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Report of the Chairman on the work of the Audit Committee

This report gives an overview of the key items considered by the Committee at its meeting on 25 September 2025.

At the Audit Committee held on 25 September 2025, the following business was considered:

1. **External Audit Quality Assessment**

   1.1 The Committee received a report regarding arrangements for the pending external assessment of the Southern Internal Audit Partnership against the Global Internal Audit Standards in the UK Public Sector

   1.2 The Committee **resolved** to note arrangements for the pending external assessment of the Southern Internal Audit Partnership against the Global Internal Audit Standards in the UK Public Sector.

2. **Annual Internal Audit Report and Conclusion 2024-25**

   2.1 The Committee received the Annual Internal Audit Report and Conclusion 2024-25.

   2.2 The Committee **resolved** to note the Annual Internal Audit Conclusion 2024-25.

3. **Internal Audit Strategy**

   3.1 The Committee received the Internal Audit Strategy from Southern Internal Audit Partnership.

   3.2 The Committee **resolved** to note the Internal Audit Strategy 2025-28.

4. **Internal Audit Progress Report**

   4.1 The Committee received the Internal Audit Progress Report from Southern Internal Audit Partnership.

   4.2 The Committee **resolved** to note the Internal Audit Progress Report for August 2025 and approve the adjustments to the Internal Audit Plan 2025-26.

5. **Annual Governance Statement**

5.1 The Committee considered the draft Annual Governance Statement for 2024-25.

5.2 The Committee **resolved not** to approve the draft Annual Governance Statement as outlined in the appendix.

6. Value for Money Reports - BDO

6.1 The Committee considered the Value for Money reports from BDO, the Council's external auditors which included combined Annual Audit Letters for years ending 31 March 2019, and 31 March 2020, and the Auditor's Annual Reports for the years ended 31 March 2021, 31 March 2022, and 31 March 2023.

6.2 The Committee **resolved** to accept the Value for Money reports from BDO.

Business, Infrastructure and Growth Committee

Decisions taken at the meeting held on Thursday, 11 September 2025.

Meeting Time:
7.00 pm

Meeting Venue:
Council Offices, Knowle Green, Staines-upon-Thames TW18 1XB

PRESENT: Councillor Howard Williams (Chair), Councillor Chris Bateson, Councillor Sean Beatty, Councillor Malcolm Beecher, Councillor Simon Bhadye, Councillor Darren Clarke, Councillor Michele Gibson and Councillor Naz Islam

6. SPELTHORNE BUSINESS HUB*

The Committee **resolved** to

1. Agree the closure of the Spelthorne Business Hub at the Summit Centre, Sunbury by 31 March 2026;
2. Relocate the Business Hub to the Council Offices, Knowle Green, Staines-upon-Thames;
3. Approve the continuation of the Council's Business Support Service, delivered independently of the Hub premises.

7. ASHFORD BID REPORT*

The Committee **resolved** to

1. Agree to progress the development of a Business Improvement District (BID) for Ashford town Centre proposal to the next stage.
2. Note the feasibility study undertaken on a potential Business Improvement District in Ashford completed by consultants Heartflood
.

8. HSR/SLR WORKING GROUP RECOMMENDATION

The Committee **resolved** to **recommend** to Council that this Council supports Heathrow Southern Rail (HSR) link proposal conditional upon

(a) Trains stopping at Staines;
(b) Evidence that the proposal will not harm Staines Moor nor increase the groundwater flood risk in the area; and

(c) Reviewing and agreeing detailed terms of the HSR link proposal.

11. THAMESIDE HOUSE

The Committee **resolved** to recommend to Council to:

a) Approve the disposal of Thameside House, Staines, to the preferred bidder (A) as set out in more detail in the confidential Appendix 1 attached to the report;

b) Delegate authority to the Group Head of Assets in consultation with the Chair and Vice-Chair of the Business, Infrastructure, and Growth Committee to agree any variations to the terms of the disposal relating to Thameside House;

c) Delegate authority to the Group Head of Corporate Governance to enter into a transfer to complete the disposal and any ancillary legal documentation required in relation to the proposed disposal of Thameside House.

NOTES:-

(1) Members are reminded that the "call-in" procedure as set out in Part 4b of the Constitution, shall not apply to the following matters:

(a) Urgent decisions as defined in Paragraph 9. of the Call-in Scrutiny Procedure Rules;
(b) Decisions to award a contract following a lawful procurement process;
(c) Those decisions:
i. reserved to full Council
ii. on regulatory matters
iii. on member conduct issues.

(2) Those matters to which Note (1) applies, if any, are identified with an asterisk [*] in the above Minutes.

(3) Within three working days of the date on which this decision is published, not less than three members from two or more political groups by submission of the standard call-in pro-forma, may ask for that decision to be referred to a meeting of the Corporate Policy and Resources Committee for review (call-in). The completed pro-forma must be received by the Proper Officer by 5pm three working days after publication of the decision.

(4) The members exercising the right of call-in must not be members of the Committee which considered the matter.

(5) When calling in a decision for review the members doing so must demonstrate the following exceptional circumstances:

a. Evidence which suggests that the decision maker, did not take the decision in accordance with the principles set out in Article 11 (Decision Making); or

b. Evidence that the decision fails to support one or more of the Council's Corporate Plan priorities to the detriment of the majority of the Borough's residents; or

c. Evidence that explicit Council Policy or legal requirements were disregarded.

(6) Once the request for 'call-in' has been deemed valid by the Monitoring Officer the matter will be suspended until the call-in procedure has been exhausted.

(7) The Chief Executive, in consultation with the relevant officer, will determine if the interests of the Council or Borough would be prejudiced by a delay in implementing a decision such that the call-in cannot wait until the next ordinary meeting of the Corporate Policy and Resources Committee.

(8) Where the call-in cannot wait until the next ordinary meeting, the Monitoring Officer will arrange an extraordinary meeting of the Corporate Policy and Resources Committee to review the decision subject to call-in at the earliest possible opportunity.

(9) In exceptional cases, where there is clear evidence that a delay to the implementation of a decision would lead to a specific and significant financial or reputational harm to the Council, a call-in request may be refused by the Chief Executive following consultation with the Chair and Vice-Chair of Corporate Policy and Resources Committee.

(10) In reviewing a matter referred to it under the call-in scrutiny procedure rules, the Corporate Policy and Resources Committee shall follow the procedure for dealing with call-in scrutiny at its meetings as set out in Part 4b of the Constitution.

(11) The deadline of three working days for "call in" in relation to the above decisions by the Committee is the close of business on **29 September 2025.**

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Commercial Assets Sub-Committee

Decisions taken at the meeting held on Monday, 15 September 2025.

Meeting Time:
1.30 pm

Meeting Venue:
Council Offices, Knowle Green, Staines-upon-Thames TW18 1XB

PRESENT:

8. COMMERCIAL PORTFOLIO UPDATE

The Committee received an update on the Council's commercial portfolio.

9. APPOINTMENT OF A CONTRACTOR – 11TH FLOOR, THAMES TOWER, READING*

The Committee agreed to:

1. Approve the Council entering into a JCT Minor Works Contract to undertake the refurbishment works to the 11th floor of Thames Tower.

2. Approve an expenditure limit on this project; and

3. Delegate authority to the Group Head Corporate Governance to enter into all necessary contractual and ancillary documentation in relation to the proposed works.

10. QUARTERLY MANAGING AGENT REPORT - ELMSLEIGH SHOPPING CENTRE JANUARY TO MARCH 2025

Committee considered and agreed the contents of the management report for the Elmsleigh Shopping Centre for the period to March Quarter 2025.

11. CUSHMAN & WAKEFIELD MANAGING AGENT TENDER

This item was deferred to an additional meeting to be held on 29 September 2025.

12. 91 HIGH STREET, STAINES-UPON-THAMES*

The Committee agreed to:

1. Approve the new letting for the Ground floor, 91 High Street, Staines-upon-Thames

on a new lease in accordance with the Heads of Terms outlined in the exempt report,

2. Authorise the Group Head of Assets, in consultation with the Chair and Vice-Chair of the Commercial Assets Sub-Committee to agree to any variations to the proposed terms; and

3. Authorise the Group Head Corporate Governance to enter into the Lease and any associated legal documentation.

NOTES:-

(1) Members are reminded that the "call-in" procedure as set out in Part 4b of the Constitution, shall not apply to the following matters:

(a) Urgent decisions as defined in Paragraph 9. of the Call-in Scrutiny Procedure Rules;
(b) Decisions to award a contract following a lawful procurement process;
(c) Those decisions:
i. reserved to full Council
ii. on regulatory matters
iii. on member conduct issues.

(2) Those matters to which Note (1) applies, if any, are identified with an asterisk [*] in the above Minutes.

(3) Within three working days of the date on which this decision is published, not less than three members from two or more political groups by submission of the standard call-in pro-forma, may ask for that decision to be referred to a meeting of the Corporate Policy and Resources Committee for review (call-in). The completed pro-forma must be received by the Proper Officer by 5pm three working days after publication of the decision.

(4) The members exercising the right of call-in must not be members of the Committee which considered the matter.

(5) When calling in a decision for review the members doing so must demonstrate the following exceptional circumstances:

a. Evidence which suggests that the decision maker, did not take the decision in accordance with the principles set out in Article 11 (Decision Making); or

b. Evidence that the decision fails to support one or more of the Council's Corporate Plan priorities to the detriment of the majority of the Borough's residents; or

c. Evidence that explicit Council Policy or legal requirements were disregarded.

(6) Once the request for 'call-in' has been deemed valid by the Monitoring Officer the matter will be suspended until the call-in procedure has been exhausted.

(7) The Chief Executive, in consultation with the relevant officer, will determine if the interests of the Council or Borough would be prejudiced by a delay in implementing a decision such

that the call-in cannot wait until the next ordinary meeting of the Corporate Policy and Resources Committee.

(8) Where the call-in cannot wait until the next ordinary meeting, the Monitoring Officer will arrange an extraordinary meeting of the Corporate Policy and Resources Committee to review the decision subject to call-in at the earliest possible opportunity.

(9) In exceptional cases, where there is clear evidence that a delay to the implementation of a decision would lead to a specific and significant financial or reputational harm to the Council, a call-in request may be refused by the Chief Executive following consultation with the Chair and Vice-Chair of Corporate Policy and Resources Committee.

(10) In reviewing a matter referred to it under the call-in scrutiny procedure rules, the Corporate Policy and Resources Committee shall follow the procedure for dealing with call-in scrutiny at its meetings as set out in Part 4b of the Constitution.

(11) The deadline of three working days for "call in" in relation to the above decisions by the Committee is the close of business on ***25 September 2025****.*

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Commercial Assets Sub-Committee

Decisions taken at the meeting held on Monday, 29 September 2025.

Meeting Time:
1.30 pm

Meeting Venue:
Council Chamber, Council Offices, Knowle Green, Staines-upon-Thames TW18 1XB

PRESENT: Councillor Tony Burrell, Councillor Rose Chandler, Councillor Lawrence Nichols and Councillor Denise Saliagopoulos, Mark Bunney

7. CHARTER BUILDING LEASE RENEWAL

The Sub-Committee **resolved** to:

1. Approve the terms of the proposed lease as set out in the report and agree the relevant legal documentation in accordance with the terms set out in the report; and
2. Authorise the Group Head of Assets in consultation with the Chair and Vice-Chair of the Commercial Assets Sub-Committee to agree any variations to the proposed terms; and
3. Authorise the Group Head of Corporate Governance to enter into the Lease and any associated documentation.

8. ELMSLEIGH LEASE RENEWAL

The Sub-Committee **resolved** to:

1. Approve the lease renewal in the Elmsleigh Shopping Centre in accordance with the Heads of Terms set out in Appendix 1;
2. Authorise the Group Head of Assets in consultation with the Chair and Vice-Chair of the Commercial Assets Sub-Committee to agree to any variations to the proposed terms; and
3. Authorise the Group Head of Corporate Governance to enter into the Lease and any associated legal documentation.

9. PROPERTY MANAGEMENT CONTRACT, INVESTMENT PORTFOLIO

The Sub-Committee **resolved** to:

1. Approve the awarding of a new property management contract in the terms set out in the report; and
2. Authorise the Group Head of Corporate Governance to enter into the property management agreement and any other ancillary documentation.

10. ANNUAL COMMERCIAL PROPERTY REPORT FOR FINANCIAL YEAR 2024/5

The Sub-Committee **resolved** to note the update on the Annual Commercial Property Report for Financial Year 2024/2025.

NOTES:-

(1) Members are reminded that the "call-in" procedure as set out in Part 4b of the Constitution, shall not apply to the following matters:

(a) Urgent decisions as defined in Paragraph 9. of the Call-in Scrutiny Procedure Rules;
(b) Decisions to award a contract following a lawful procurement process;
(c) Those decisions:
i. reserved to full Council
ii. on regulatory matters
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(1) Those matters to which Note (1) applies, if any, are identified with an asterisk [*] in the above Minutes.

(2) Within three working days of the date on which this decision is published, not less than three members from two or more political groups by submission of the standard call-in pro-forma, may ask for that decision to be referred to a meeting of the Corporate Policy and Resources Committee for review (call-in). The completed pro-forma must be received by the Proper Officer by 5pm three working days after publication of the decision.

(3) The members exercising the right of call-in must not be members of the Committee which considered the matter.

(4) When calling in a decision for review the members doing so must demonstrate the following exceptional circumstances:

a. Evidence which suggests that the decision maker, did not take the decision in accordance with the principles set out in Article 11 (Decision Making); or

b. Evidence that the decision fails to support one or more of the Council's Corporate Plan priorities to the detriment of the majority of the Borough's residents; or

c. Evidence that explicit Council Policy or legal requirements were disregarded.

(6) Once the request for 'call-in' has been deemed valid by the Monitoring Officer the matter will be suspended until the call-in procedure has been exhausted.

(7) The Chief Executive, in consultation with the relevant officer, will determine if the interests of the Council or Borough would be prejudiced by a delay in implementing a decision such that the call-in cannot wait until the next ordinary meeting of the Corporate Policy and Resources Committee.

(8) Where the call-in cannot wait until the next ordinary meeting, the Monitoring Officer will arrange an extraordinary meeting of the Corporate Policy and Resources Committee to review the decision subject to call-in at the earliest possible opportunity.

(9) In exceptional cases, where there is clear evidence that a delay to the implementation of a decision would lead to a specific and significant financial or reputational harm to the Council, a call-in request may be refused by the Chief Executive following consultation with the Chair and Vice-Chair of Corporate Policy and Resources Committee.

(10) In reviewing a matter referred to it under the call-in scrutiny procedure rules, the Corporate Policy and Resources Committee shall follow the procedure for dealing with call-in scrutiny at its meetings as set out in Part 4b of the Constitution.

(11) The deadline of three working days for "call in" in relation to the above decisions by the Committee is the close of business on 3 October 2025.

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Corporate Policy and Resources Committee

Decisions taken at the meeting held on Monday, 13 October 2025.

Meeting Time:
7.00 pm

Meeting Venue:
Council Chamber, Council Offices, Knowle Green, Staines-upon-Thames TW18 1XB

PRESENT: Councillor Joanne Sexton (Chair), Councillor Chris Bateson (Vice-Chair), Councillor Maureen Attewell, Councillor Malcolm Beecher, Councillor Jon Button, Councillor Darren Clarke, Councillor Sue Doran, Councillor Rebecca Geach, Councillor Michele Gibson, Councillor Kathy Grant, Councillor Matthew Lee, Councillor Lawrence Nichols, Councillor Howard Williams and Councillor Paul Woodward.

1. APOLOGIES AND SUBSTITUTES

5. Q1 CORPORATE KPI RESULTS

Committee **resolved** to acknowledge the Corporate Key Performance Indicators report for Quarter 1 2025/26.

6. THE SPELTHORNE BOROUGH COUNCIL (OFF-STREET PARKING PLACES ORDER) AMENDMENT NO.3) ORDER 2026

Committee **resolved** to recommend to Council to:

1. Authorise the Group Head Neighbourhood Services to proceed with the proposals made in this report and to implement The Spelthorne Borough Council Off-Street Parking Places (Amendment No. 3) Order 2026,

2. Authorise the Group Head Corporate Governance to publish all notices required to implement The Spelthorne Borough Council Off-Street Parking Places (Amendment No. 3) Order 2026; and

3. Authorise the Group Head Neighbourhood Services in consultation with the Group Head Corporate Governance to consider and address any objections and to amend the proposals if necessary, following the public consultation.

7. PROPOSAL TO TERMINATE WATERFRONT DEVELOPMENT LEASE*

Committee **resolved** to approve the termination of the 'Conditional Agreement for Grant of Head Lease' (Agreement) between Spelthorne Borough Council and Arora Waterfront Ltd and Arora Hotels Ltd.

8. IMPROVEMENT & RECOVERY PLAN

Committee **resolved** to recommend to Council that:

1. The Improvement and Recovery Plan be approved,

2. The Reorganisation and Transformation Board be formally disbanded, the Improvement and Recovery Board be set up and the Terms of Reference in Appendix C be approved,

3. The reporting mechanisms be approved; and

4. Authority be delegated to the Corporate Policy and Resources Committee to approve changes to the Improvement and Recovery Plan as part of regular reporting arrangements.

9. NEIGHBOURHOOD SERVICES PROCUREMENT*

Committee **resolved** to:

1. Authorise the Group Head Neighbourhood Services to start the procurrent process for goods as detailed at 2.2 of the report. These procurements are all fully funded,

2. Authorise the Group Head Neighbourhood Services to select the chosen suppliers and award the contracts.,

3. Authorise a direct award for additional Bespoke glass balustrade rails to supplier A who has already installed rails outside of the Eclipse Leisure Centre; and

4. Authorise the Group Head Corporate Governance to enter contracts with the chosen suppliers

10. PROCUREMENT POLICIES AND PROCEDURES*

Committee **resolved** to:

1. note the updates and amendments to the Council's Procurement Policies and Procedures; and

2. Approve the updated Procurement Policies and Procedures.

11. PROCUREMENT SUPPORT FROM RUNNYMEDE BOROUGH COUNCIL*

Committee **resolved** to:

1. Agree in principle to enter into a relevant agreement to support Phase 1 of the proposal as set out in Appendix A,

2. Delegate authority to the Group Head Corporate Governance and S151 Officer, in consultation with the Chair and Vice Chair of the Corporate Policy and Resources Committee, to finalise the details of the proposal; and

3. Delegate authority to the Group Head Corporate Governance to enter into the agreement and all ancillary documentation relating to Phase 1 of the proposal set out in Appendix A.

NOTES:-

(1) Members are reminded that the "call-in" procedure as set out in Part 4b of the Constitution, shall not apply to the following matters:

(a) Urgent decisions as defined in Paragraph 9. of the Call-in Scrutiny Procedure Rules;
(b) Decisions to award a contract following a lawful procurement process;
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(4) The members exercising the right of call-in must not be members of the Committee which considered the matter.

(5) When calling in a decision for review the members doing so must demonstrate the following exceptional circumstances:

a. Evidence which suggests that the decision maker, did not take the decision in accordance with the principles set out in Article 11 (Decision Making); or

b. Evidence that the decision fails to support one or more of the Council's Corporate Plan priorities to the detriment of the majority of the Borough's residents; or

c. Evidence that explicit Council Policy or legal requirements were disregarded.

(6) Once the request for 'call-in' has been deemed valid by the Monitoring Officer the matter will be suspended until the call-in procedure has been exhausted.

(7) The Chief Executive, in consultation with the relevant officer, will determine if the interests of the Council or Borough would be prejudiced by a delay in implementing a decision such that the call-in cannot wait until the next ordinary meeting of the Corporate Policy and Resources Committee.

(8) Where the call-in cannot wait until the next ordinary meeting, the Monitoring Officer will arrange an extraordinary meeting of the Corporate Policy and Resources Committee to review the decision subject to call-in at the earliest possible opportunity.

(9) In exceptional cases, where there is clear evidence that a delay to the implementation of a decision would lead to a specific and significant financial or reputational harm to the Council, a call-in request may be refused by the Chief Executive following consultation with the Chair and Vice-Chair of Corporate Policy and Resources Committee.

(10) In reviewing a matter referred to it under the call-in scrutiny procedure rules, the Corporate Policy and Resources Committee shall follow the procedure for dealing with call-in scrutiny at its meetings as set out in Part 4b of the Constitution.

*(11) The deadline of three working days for "call in" in relation to the above decisions by the Committee is the close of business on **17 October 2025.**.*

Community Wellbeing and Housing Committee

Decisions taken at the meeting held on Tuesday, 30 September 2025.

Meeting Time:
7.00 pm

Meeting Venue:
Council Chamber, Council Offices, Knowle Green, Staines-upon-Thames TW18 1XB

PRESENT: Councillor Maureen Attewell (Vice-Chair), Councillor Michelle Arnold, Councillor Chris Bateson, Councillor Mary Bing Dong, Councillor Burrell, Councillor Med Buck, Councillor Suraj Gyawali and Councillor Kathy Grant

4. REVIEW OF TRAINING IN PARKS*

Committee **resolved** to approve the continuation of the Group Training Licences in Parks Policy and review the fees and charges annually in line with all Council fees and charges.

5. ADDITIONAL ANNUAL GRANT APPLICATION 2025/26*

Committee **resolved** to:

1. Note the recommendation of the Grants Panel in relation to Spelthorne Museum; and

2. Recommend to Council that it approves the award of £588 to the Spelthorne Museum.

6. ECLIPSE LEISURE CENTRE SAFEGUARDING FOLLOW-UP*

Committee **resolved** to:

1. Recognize that Places Leisure have comprehensive safeguarding policies and procedures in place to keep children and adults at risk safe. Further physical access restrictions are not required. The policies and procedures will be kept under periodic review; and

2. Not to vary the Places Leisure contract so that street homeless housing clients can continue to be referred by Council Housing Team to the Leisure Centre for a shower.

NOTES:-

(1) Members are reminded that the "call-in" procedure as set out in Part 4b of the Constitution, shall not apply to the following matters:

(a) Urgent decisions as defined in Paragraph 9. of the Call-in Scrutiny Procedure Rules;
(b) Decisions to award a contract following a lawful procurement process;
(a) Those decisions:
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(1) Those matters to which Note (1) applies, if any, are identified with an asterisk [*] in the above Minutes.

(2) Within three working days of the date on which this decision is published, not less than three members from two or more political groups by submission of the standard call-in pro-forma, may ask for that decision to be referred to a meeting of the Corporate Policy and Resources Committee for review (call-in). The completed pro-forma must be received by the Proper Officer by 5pm three working days after publication of the decision.

(3) The members exercising the right of call-in must not be members of the Committee which considered the matter.

(4) When calling in a decision for review the members doing so must demonstrate the following exceptional circumstances:

a. Evidence which suggests that the decision maker, did not take the decision in accordance with the principles set out in Article 11 (Decision Making); or

b. Evidence that the decision fails to support one or more of the Council's Corporate Plan priorities to the detriment of the majority of the Borough's residents; or

c. Evidence that explicit Council Policy or legal requirements were disregarded.

(6) Once the request for 'call-in' has been deemed valid by the Monitoring Officer the matter will be suspended until the call-in procedure has been exhausted.

(7) The Chief Executive, in consultation with the relevant officer, will determine if the interests of the Council or Borough would be prejudiced by a delay in implementing a decision such that the call-in cannot wait until the next ordinary meeting of the Corporate Policy and Resources Committee.

(8) Where the call-in cannot wait until the next ordinary meeting, the Monitoring Officer will arrange an extraordinary meeting of the Corporate Policy and Resources Committee to review the decision subject to call-in at the earliest possible opportunity.

(9) In exceptional cases, where there is clear evidence that a delay to the implementation of a decision would lead to a specific and significant financial or reputational harm to the Council, a call-in request may be refused by the Chief Executive following consultation with the Chair and Vice-Chair of Corporate Policy and Resources Committee.

(10) In reviewing a matter referred to it under the call-in scrutiny procedure rules, the Corporate Policy and Resources Committee shall follow the procedure for dealing with call-in scrutiny at its meetings as set out in Part 4b of the Constitution.

(11) The deadline of three working days for "call in" in relation to the above decisions by the Committee is the close of business on **06 October 2025.**

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Environment and Sustainability Committee

Decisions taken at the meeting held on Thursday, 18 September 2025.

Meeting Time:
7.00 pm

Meeting Venue:
Council Chamber, Council Offices, Knowle Green, Staines-upon-Thames TW18 1XB

PRESENT: Councillor Malcolm Beecher (Chair), Councillor Kathy Grant (Vice-Chair), Councillor Simon Bhadye, Councillor Mary Bing Dong, Councillor Tony Burrell, Councillor Jolyon Caplin, Councillor Darren Clarke, Councillor Sue Doran, Councillor Anant Mathur, Councillor Joanne Sexton, Councillor John Turner, Councillor Howard Williams and Councillor Paul Woodward

4. UPDATE TO CLIMATE CHANGE WORKING GROUP TERMS OF REFERENCE*

The Committee **resolved** to:

1. Approve the change in name of the 'Climate Change Working Group' to the 'Climate and Nature Working Group',

2. Approve the Revised Terms of Reference as outlined in Appendix A of the report; and

3. Refer the report to the Standards Committee to make a recommendation to Council for adoption in the Constitution

5. BIODIVERSITY DUTY*

The Committee **resolved** to:

1. Approve the Biodiversity Duty Report and Action Plan,

2. Agree for the Biodiversity Officer to regularly update the Climate and Nature Working Group on progress relating to Biodiversity Duty; and

3. Approve delegated authority to the Group Head of Neighbourhood Services to publish a progress report by March 2026 in consultation with the Chair of the Environment and Sustainability Committee.

6. THE SPELTHORNE BOROUGH COUNCIL (OFF-STREET PARKING PLACES ORDER) AMENDMENT NO.3) ORDER 2026

The Committee **resolved** to make a recommendation to Council to:

1. Authorise the Group Head Neighbourhood Services to proceed with the proposals made in this report and to implement the Spelthorne Borough Council Off-street Parking Places (Amendment No. 3) Order 2026,

2. Authorise the Group Head Corporate Governance to publish all notices required to implement the Spelthorne Borough Council Off-street Parking Places (Amendment No. 3) Order 2026; and

3. Authorise the Group Head Neighbourhood Services, in consultation with the Group Head Corporate Governance, to consider and address any objections and to amend the proposal if necessary, following the public consultation.

7. UPDATES FROM TASK AND FINISH AND/OR WORKING GROUPS

The Committee **resolved** to note the updates.

8. FORWARD PLAN

The Committee **resolved** to note the Forward Plan.

NOTES:-

(1) Members are reminded that the "call-in" procedure as set out in Part 4b of the Constitution, shall not apply to the following matters:

(a) Urgent decisions as defined in Paragraph 9. of the Call-in Scrutiny Procedure Rules;
(b) Decisions to award a contract following a lawful procurement process;
(c) Those decisions:
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(2) Those matters to which Note (1) applies, if any, are identified with an asterisk [*] in the above Minutes.

(3) Within three working days of the date on which this decision is published, not less than three members from two or more political groups by submission of the standard call-in pro-forma, may ask for that decision to be referred to a meeting of the Corporate Policy and Resources Committee for review (call-in). The completed pro-forma must be received by the Proper Officer by 5pm three working days after publication of the decision.

(4) The members exercising the right of call-in must not be members of the Committee which considered the matter.

(5) When calling in a decision for review the members doing so must demonstrate the following exceptional circumstances:

a. Evidence which suggests that the decision maker, did not take the decision in accordance with the principles set out in Article 11 (Decision Making); or

b. *Evidence that the decision fails to support one or more of the Council's Corporate Plan priorities to the detriment of the majority of the Borough's residents; or*

c. *Evidence that explicit Council Policy or legal requirements were disregarded.*

(6) Once the request for 'call-in' has been deemed valid by the Monitoring Officer the matter will be suspended until the call-in procedure has been exhausted.

(7) The Chief Executive, in consultation with the relevant officer, will determine if the interests of the Council or Borough would be prejudiced by a delay in implementing a decision such that the call-in cannot wait until the next ordinary meeting of the Corporate Policy and Resources Committee.

(8) Where the call-in cannot wait until the next ordinary meeting, the Monitoring Officer will arrange an extraordinary meeting of the Corporate Policy and Resources Committee to review the decision subject to call-in at the earliest possible opportunity.

(9) In exceptional cases, where there is clear evidence that a delay to the implementation of a decision would lead to a specific and significant financial or reputational harm to the Council, a call-in request may be refused by the Chief Executive following consultation with the Chair and Vice-Chair of Corporate Policy and Resources Committee.

(10) In reviewing a matter referred to it under the call-in scrutiny procedure rules, the Corporate Policy and Resources Committee shall follow the procedure for dealing with call-in scrutiny at its meetings as set out in Part 4b of the Constitution.

(11) The deadline of three working days for "call in" in relation to the above decisions by the Committee is the close of business on Wednesday 24 September 2025.

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Report on the Work of the Licensing Committee and Sub-Committees

This report gives an overview of the key items considered by members of the Licensing Committee and Sub-Committees at their meetings on the following dates:

Licensing Committee – 2 October 2025

Hackney Carriage Table of Fare Review 2025

The Committee considered the proposed Hackney Carriage Table of Fares for consultation purposes and statutory advertising requirements, and the methodology to calculate the table of fares.

The Committee **resolved** to approve the proposed table of fares as set out in the report for consultation purposes and statutory advertising requirements and approve the methodology to calculate the table of fares.

Licensing Sub-Committee – 18 August 2025

The Sub-Committee considered an application by Premier for a premises licence at 7-9 High Street, Shepperton TW17 9AJ following representations. The Sub-Committee agreed to grant the licence subject to conditions as set out in full in the decision notice.

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Report of the Chair on the Work of the Planning Committee

This report gives an overview of the key items considered by the Committee at its meetings on 23 July, 20 August and 17 September 2025

1. **Planning Committee Meeting – 23 July 2025**

1.1 The Committee considered two applications.

1.2 **Application No. 25/00659/HOU** - Erection of a single storey outbuilding at the rear of the site (following demolition of outbuilding).

1.3 The application was **approved** subject to conditions as set out in the recommendation section of the report.

1.4 **Application No. 25/00683/PDH** – Prior approval notification for a single storey rear extension extending 6 metres beyond the rear wall of the original house, with a maximum height of 3 metres and a height of 2.9 metres to the eaves (following demolition of the existing garage and single storey rear extension)

1.5 The application was approved – no prior approval was required.

2. **Planning Committee- 20 August 2025**

2.1 The Committee considered 4 applications.

2.2 **Application No. 25/00617/FUL** – Proposed 2 no. attached dwellings and extensions with alterations to existing dwellings, with associated parking and amenity space following the demolition of the existing garages and the creation of a new vehicular crossover.

2.3 The application was **overturned** and **refused** for the following reason:

The proposal is considered to be out of character as it is creating a terrace of properties and narrow plots and so does not positively contribute to the street scene and similarly does not respect the prevailing character of the semi-detached properties on the road, contrary to Policy EN1 of the Core Strategy and Policies DPD 2009, the Supplementary Planning Document (SPD) on the Design of Residential Extensions and New residential Development 2011, and the NPPF 2024.

2.4 **Application No. 25/0206/FUL –** Two storey front extension and additional floor

2.4 The application was **overturned** and **refused** for the following reason:

The development does not positively contribute to the street scene and the character of the area due to the size and scale contrary to Policy EN1 of the Core Strategy and Policies DPD 2009 and the NPPF 2024.

The following two applications were considered at the carry over meeting held on 27 August 2025

2.5 **Application No. 25/00714/FUL** – First floor rear extension to facilitate a change of use from a 6-person HMP (use Class C4) to a 7-person HMO (use Class SUI Generis)

2.6 The application was **overturned** and **refused** for the following reasons:

The application will not promote a high standard of amenity for occupants, as there will be no communal living area and removal of the second kitchen, and this will result in more intensive use and disturbance to neighbours due to the lack of on-site communal amenities. Furthermore, the additional occupant will likely increase the parking strain in the area. The proposal is therefore contrary to Policies EN1 and CC3 of the Core Strategy and Policies DPD 2009, and the NPPF 2024.

2.7 **Application No. 25/00788/FUL** – Provision of access to roof via painted, galvanised steel external staircases and provisions of safety railings to flat roofs as required.

2.8 The application was **approved** subject to the conditions as set out in the recommendation section of the report.

3. Planning Committee – 17 September 2025

3.1 The Committee considered three applications.

3.2 **Application No 24/0112/FUL** – The construction of and operation of a Battery Energy Storage System of up to 100 megawatts electrical output with a total capacity of circa 200 megawatt hours, associated site access and partial cable route, with associated work.

3.3 The application was **overturned** and **refused** for the following reason:

The development is inappropriate in the Green Belt and there are no very special circumstances that outweigh the harm, contrary to Saved Policy GB1 of the Spelthorne Borough Local Plan 2001 and the NPPF 2024.

3.4 **Application No 25/00710/FUL** – proposed roof extension with ridge height increase and 2 no. side-facing dormers to facilitate a change of use from a single dwelling (Use Class C3) to a house of multiple occupancy for 7 occupants (HMO) – Sur Generis

3.5 The application was **approved** subject to conditions as set out in the recommendation section of the report.

3.6 **Application No. 25/00806/RVC** – Variation to Condition 3 (Approved Plans) relating to planning permission 24/01542/FUL for roof alterations and extensions to create habitable roof space, with insertion of 1 no. front facing dormer and 1 no. rear facing dormer, erection of a single storey side extension ad a single storey rear extension. Changes to fenestration and extension of dropped kerb. All to facilitate the subdivision of the property into 2 no. flats (1 no. 2 bed and 1 no. 3 bed) with associated parking and amenity space.

Changes to single storey side extension to reduce set in from boundary (retrospective).

3.7 The application was **overturned** and **refused** for the following reasons:

The proposal is rejected due to the poor design and negative effect on amenity of the neighbouring 20 Wellington Road property due to loss of light and overbearing nature under EN1 of the Core Strategy and Policies Development Plan Document, adopted 26th February 2009, the NPPF and the SPD on Design of Residential Extensions and New Residential Development, April 2011.

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