Please reply to:
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Date: 16 November 2026

Notice of meeting

Corporate Policy and Resources Committee

Date: Tuesday, 24 November 2026

Time: 7.00 pm

Place: Council Chamber, Council Offices, Knowle Green, Staines-upon-Thames TW18 1XB

To the members of the Corporate Policy and Resources Committee

Councillors:

J.R. Sexton (Chair)	J. Button	L. E. Nichols
C. Bateson (Vice-Chair)	D.C. Clarke	M.J. Lee
M.M. Attewell	S.M. Doran	D. Saliagopoulos
J.R. Boughtflower	R.V. Geach	J.A. Turner
M. Buck	S. Gyawali	H.R.D. Williams

Substitute Members: Councillors S.N. Beatty, H.S. Boparai, T. Burrell, K. Howkins, S.C. Mooney and K.E. Rutherford

Councillors are reminded that the Gifts and Hospitality Declaration book will be available outside the meeting room for you to record any gifts or hospitality offered to you since the last Committee meeting.

Agenda

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1. Apologies and Substitutes

To receive apologies for absence and notification of substitutions.

2. Minutes **5 - 12**

To confirm the minutes of the meeting held on 12 October 2026 as a correct record.

3. Disclosures of Interest

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

4. Questions from members of the Public

The Chair, or their nominee, to answer any questions raised by members of the public in accordance with Standing Order 40.

At the time of publication of this agenda no questions were received.

5. Q2 2026/27 Performance Report **13 - 34**

The report seeks to inform and assure the committee on the Q2 2026/27 performance updates.

6. Procurement of software system for Housing Benefits and Revenues **35 - 42**

The Committee is asked to:

1. Authorise the Council's Systems Manager to commence a procurement process for the purchase of the benefits and revenues system for a total contract value over three and a half year of £487,000,

2. Authorise the Deputy Chief Executive to select the preferred supplier of the benefits and revenues system and award a contract not exceeding the available budget; and

3. Authorise the Group Head of Corporate Governance to enter into the contract any necessary legal documentation to purchase the MRI Academy system to support housing benefits and revenues.

7. 6-month IRP progress report to the end of October 2026 from the Council to the Commissioners **43 - 80**

The Committee is asked:

1. To recommend to Council to approve the Improvement and Recovery Plan Progress Report (Appendix A) for onward submission to the Commissioners; and

2. To note performance against the Governance Assurance arrangements in place to ensure effective delivery of the Improvement and Recovery Plan (as outlined in Appendix B).

8. Governance Assurance update - Responding to and recovering from civil emergencies and business interruptions **81 - 94**

This reports seeks to inform and assure members that the Council has robust mechanisms in place to prepare for, respond to and recover from civil emergencies and business interruptions.

9. General Fund Revenue and Capital Outturn for Qtr.2 (M6) 2026/27

The Committee is asked to acknowledge:

1. The Quarter 2 (M6) 2026/27 Revenue and Capital forecast; and

2. The projected appropriations to and from General Fund reserves (Earmarked and Ringfenced) the projected balance at 31 March 2027 as set out in the report.

Report to follow

10. Forward Plan **95 - 100**

To consider the Forward Plan for committee business.

11. Urgent Actions

To note those urgent actions which have been taken by the Chief Executive in consultation with the Leader since the last Corporate Policy and Resources meeting on 12 October 2026.

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Minutes of the Corporate Policy and Resources Committee
12 October 2026

Present:

Councillor G. Neall (Chair)
Councillor C. Bateson (Vice-Chair)

Councillors:

M.M. Attewell	D.C. Clarke	D. Saliagopoulos
J.R. Boughtflower	S.M. Doran	J.R. Sexton
M. Buck	R.V. Geach	J.A. Turner
J. Button	M.J. Lee	H.R.D. Williams

Substitutions: Councillors L. E. Nichols (In place of S. Gyawali)

In Attendance: Councillors K. Howkins

96/26 Apologies and Substitutes

Apologies were received from Councillor Gyawali. Councillor Nichols attended as his substitute.

97/26 Disclosures of Interest

Councillors Attewell, Bateson and Sexton declared that they were also West Surrey Shadow Authority Councillors.

Councillors Attewell and Sexton declared that they were also Surrey County Councillors.

98/26 Minutes

The minutes of the meeting held on 8 September 2026 were agreed as a correct record.

99/26 Questions from members of the Public

There were none.

100/26 Write Offs - Sundry Debts and Housing Benefits

Committee considered a report that sought approval for sundry debt and housing benefits write-offs in the sum of £52,026. The Group Head Commissioning and Transformation confirmed that all possible avenues for recovery had been undertaken.

The Committee acknowledged this was part of a series of reports requesting debt write-offs. This was due to the Council adopting changes to the Corporate Debt Policy to reduce aged debt and introducing processes to manage service debts. The number of cases requiring write-off were a small percentage compared to debts that had been recovered.

The Committee **resolved** to approve the write-offs set out in the appendices to the report for Sundry Debt and Housing Benefits which totalled £52,026 and which related to irrecoverable debt relating to Sundry Debts and Housing Benefits.

101/26 Proposed ICT Server Procurement

The Committee considered the commencement of a procurement process for the purchase of new ICT servers. The Council's existing servers were past end-of-life, and the new unitary authority had no plans to provide a centralised server infrastructure for the next 3-5 years which meant replacement servers needed to be purchased. Cloud options had been explored, but storage was not required and would not be economically viable.

Some members of the Committee felt the existing servers should continue to be used and replaced by the successor authority. Others acknowledged the servers would not continue to support the software required to continue to operate the Council, and agreed the servers should be replaced. Support and maintenance were included in the anticipated cost. The retired kit would be sold to recuperate costs.

The Committee **resolved** to:

1. Authorise the Council's ICT Manager to commence a procurement process for the purchase of new ICT servers for a maximum total contract value of £150,000;
2. Authorise the Group Head of Commissioning and Transformation to select the preferred supplier of new ICT servers and award a contract not exceeding the available budget; and
3. Authorise the Group Head of Corporate Governance to enter into the contract and necessary legal documentation to purchase the new servers.

102/26 Governance Assurance Update - EDI and Financial Management

The Committee considered a report that sought to inform and assure members on the “Ensuring we meet our EDI duties and responsibilities” and ”Ensuring the Council’s financial management and long-term planning arrangements are effective to secure financial sustainability” sections of the Council’s Governance Assurance Register.

The Committee **resolved** to:

1. Note the current overall assurance level for the Governance Assurance Areas under the remit of the Corporate Policy and Resource Committee which form part of the Council’s Governance Assurance Register; and
2. Acknowledge the key areas of focus concerning the Governance Assurance Areas relating to “Ensuring we meet our EDI duties and responsibilities” and “Ensuring the Council’s financial management and long-term planning arrangements are effective to secure financial sustainability.”

103/26 Annual Commercial Property Report for Financial Year 2025/26

The Committee received the Annual Commercial Property Report for Financial Year 2025/2026.

The Asset Manager summarised the performance of the portfolio for the last financial year and set out how this compared to the market. The report included 12 assets, as one was sold before year-end. The vacancy rate amongst the portfolio was below the industry norm, and the Elmsleigh Shopping Centre had 100% occupancy rate which was above average. Rent collection had improved since the Council had taken over rent collection. Overall, the property values had fallen due to shortening lease lengths, office vacancies, and the need for capital expenditure on aging buildings. During the financial year, as a result of Statutory Directions issued by the Secretary of State for Housing, Communities and Local Government, the property strategy shifted to focus on debt reduction and asset rationalisation. Focus on asset rationalisation would continue, as well as continuing to let space.

The Commercial Assets Sub-Committee had considered the report at their meeting on 5 October 2026 and had resolved to not recommend to the Committee to approve the report as they could not find consensus on how the report should represent the status of the property portfolio and the future of the assets.

The Committee noted the positive performance of the Elmsleigh Centre in comparison to other retail centres in the region.

The Committee **resolved** to:

1. Approve the Annual Commercial Property Report for the year ending 31 March 2026; and
2. To publish the Annual Commercial Property Report as attached at Appendix A on the Council’s website.

104/26 Procurement of resource to support the LGR transition and transformation process

The Committee considered the procurement of resource to support the Local Government Reorganisation transition and transformation process beyond November 2026. A number of West Surrey senior officers had been confirmed and preparation was underway for Vesting Day. Additional resource was required to relieve pressure on existing staff on strands of work on change and transformation plans for the new authority. The post would be funded within the current budget.

Members of the Committee felt the cost of the post did not represent best value and the work should be undertaken by existing officers. Some suggested central government should be asked to provide support.

A recorded vote was requested by Councillor Clarke.

For	Councillors Neall, Nichols, Turner – 3 votes
Against	Councillors Attewell, Boughtflower, Buck, Clarke, Lee, Saliagopoulos, Sexton, Williams – 8 votes
Abstain	Councillors Bateson, Button, S Doran, Geach – 4 votes

The Committee **resolved** to **not** approve the procurement to modify the contract of the Head of LGR and Special Projects to support Spelthorne's transition into West Surrey and contribute towards the required transformation process.

105/26 Procurement of resource to support the preparation of an evidence-based Housing Delivery Plan

The Committee considered the procurement of resource to support the preparation of an evidence-based Housing Delivery Plan. Following the adoption of the Local Plan with target delivery numbers and the issue of statutory Best Value directions, the Council was required to put in place a realistic plan to deliver housing numbers outlined in its Local Plan. The Council had limited resources to support this work due to competing pressures with the Staines Masterplan and the Local Plan Immediate Review. A short-term specialist commission would assist with this work, and the suggested firm had a proven track record of supporting Councils to progress Housing Delivery.

The Committee noted SMART objectives were set out to ensure effective evaluation of what would be delivered. Some members of the Committee expressed concern that report was being brought forward so close to Vesting Day, but acknowledged the pressures on staff across the delivery of the Improvement and Recovery Plan and progression towards Local Government Reorganisation. Other members of the Committee noted the lack of housing being built in the borough, and encouraged the progression of the work.

A recorded vote was requested by Councillor Clarke.

For	Councillors Bateson, Button, Geach, Neall, Turner, Nichols – **6 votes**
Against	Councillors Clarke, Williams – **2 votes**
Abstain	Councillors Attewell, Boughtflower, Buck, S Doran, Lee, Saliagopoulos, Sexton – **7 votes**

The Committee **resolved** to approve the procurement of Inner Circle Consulting to deliver an evidence-led Housing Delivery Plan which can be taken forward by the West Surrey Authority.

106/26 Procurement of Environmental Health Senior Management Support

The Committee considered the procurement of an extension of a contract for the Interim Head of Environmental Health. The Deputy Chief Executive set out the achievements of the individual since filling the role, and the continued risk to the service if the role was not filled.

The Committee acknowledged the positive work being undertaken by the Environmental Health team and were supportive of the recommendation.

The Committee **resolved** to approve to procure an extension to the contract for the Interim Head of Environmental Health to 31 March 2027 to provide continued management resilience, support the delivery of key service priorities and ensure operational stability during the transition to the new West Surrey Authority arrangements.

107/26 Disposal of Communications House, Staines

Meeting adjourned 21:15

Meeting reconvened 21:22

The Committee considered the proposed disposal terms for Communications House, Staines. A targeted marking approach was adopted with parties who did not partake in competitive tendering processes. The proposed purchaser was supported by a recommendation form Knight Frank and the Independent Red Book Valuation, and was expected to be the highest price the Council would receive for the asset.

Some members of the Committee expressed concern that the Staines Masterplan was not referenced and suggested the Masterplan should be adopted before disposal of the asset.

A motion was proposed by Councillor Boughtflower and seconded by Councillor Williams to defer any decision on the disposal of Communications House until the Staines Masterplan has been agreed.

The Committee **resolved** to make a recommendation to Council to:

Defer any decision on the disposal of Communications House until the Staines Masterplan has been agreed.

108/26 Disposal of 12 Hammersmith Grove, London W6

It was proposed by Councillor Bateson, and seconded by Councillor Turner to extend the meeting beyond 10pm. The motion fell.

The Committee considered the disposal of 12 Hammersmith Grove. The site had been fully marketed, with the suggested price in excess of the target price range.

It was proposed by Councillor Sexton, and seconded by Councillor Boughtflower to exclude the public and press for part of the consideration of this item in accordance with paragraph 3 of part 1 of Schedule 12A of the Local Government 1972 (as amended) because it was likely to disclose 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 because the disclosure to the public would prejudice the financial position of the authority in being able to undertake even handed negotiations and finalising acceptable contract terms.

A recorded vote was requested by Councillor Clarke.

For	Councillors Bateson, Button, S Doran, Geach, Neall, Nichols, Sexton, Turner, Williams – **9 votes**
Against	Councillors Boughtflower, Buck, Clarke, Lee, Saliagopoulos – **5 votes**
Abstain	Councillor Attewell – **1 vote**

Committee **resolved** to make a recommendation to Council to:

1. Approve the disposal terms set out in this report,

2. delegate authority to the Chief Finance Officer and Group Head of Assets, in consultation with the Chair and Vice Chair of Corporate Policy and Resources Committee to agree minor variations to the Heads of Terms and adjustments to the sale price; and

3. Delegate authority to the Group Head of Corporate Governance to enter into a transfer to complete the disposal and nay ancillary legal documentation required in relation to the proposed disposal.

109/26 Forward Plan

The Committee **resolved** to note the contents of the Forward Plan.

110/26 Urgent Actions

The Committee received the urgent action which had been taken since last meeting.

The Committee **resolved** to note the urgent action.

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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		
Relevant Group Head review	**Yes**	**6/10/26**
MAT+ review (to have been circulated **at least 5 working days before Stage 2**)	**Yes**	**27/10/26**
This item is on the Forward Plan for the relevant committee	**Yes**	
	Reviewed by	
Finance comments (circulate to Finance)	**AB**	**30/1026**
Risk comments (circulate to Lee O'Neil)	**LO**	**22/10/26**
Legal comments (circulate to legal@spelthorne.gov.uk)	**LH**	**29/10/26**
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 rec'd
Monitoring Officer commentary – at least **5 working days before MAT**	**L Heron**	**29/10/26**
S151 Officer commentary – at least **5 working days before MAT**	**T. Collier**	**29/10/2026**
Commissioner engagement	**J. Kingston**	**10/11/2026**
	Delete as applicable:	No issues
Relevant MAT member sign-off	**L. O'Neil**	**30/10/26**
Report reviewed by Management Team	**MAT**	**3/11/26**

Corporate Policy and Resources Committee

24 November 2026

Title	Q2 2026/27 Performance Report
Purpose of the report	To inform and assure
Report Author	Sandy Muirhead, Group Head Commissioning and Transformation Lee O'Neil, Deputy Chief Executive
Ward(s) Affected	All Wards
Exempt	No
Exemption Reason	N/A
Corporate Priority	Community Addressing Housing Need Resilience Environment Services
Recommendations	**The Committee is asked to:** Consider and acknowledge the Q2 2026/27 performance updates relating to: • Corporate Key Performance Indicators (KPIs) • Progress with the delivery of the Council's Transitional Plan
Reason for Recommendation	The Council has a suite of performance updates which enable services for the Council to monitor performance over a fiscal year and address any issues if performance is faltering. To provide assurance that delivery of the Corporate Transitional Plan continues to be monitored through established governance arrangements.

What is the situation	Why we want to do something
• The Council has a number of key areas where performance must be monitored and reported on a regular basis.	• Regular reporting of progress against key plans and KPIs is essential for monitoring and managing performance and delivery and identifying improvements to the way the Council and individual services operate. • Regular reporting will identify progress and enable timely action to be taken in areas of emerging inferior performance.
This is what we want to do about it	**These are the next steps**
• Monitor and report on performance in a more effective way. • Report in a consolidated performance report to Corporate Policy and Resources Committee (CPRC) on two key areas: • A. Corporate KPIs B. Progress with delivery of the Council's Transitional Plan	• CPRC is asked to review the performance in the two key areas outlined in this report and provide feedback on any key areas where improvements are required.

1. Executive summary of the report

1.1 The Council has established a framework of Corporate KPIs for 2026/27, approved by CPRC in April 2026. Updates are provided to CPRC quarterly. This supports the governance and performance recommendations arising from the Best Value review.

1.2 Overall, collection of KPIs and performance across a range of areas has improved, including customer satisfaction and average wait time for phones to be answered and increasing online transactions. Some areas such as housing, Council Tax and business rates collections continue to provide challenges due to economic factors.

1.3 Progress on the Corporate Transitional Plan continues across all five priority themes, with the majority of outputs either on track or completed. Community, Resilience and Services continue to perform strongly, whilst Housing and Environment contain the majority of activities requiring ongoing management attention. No outputs are currently rated Red. The programme remains aligned to delivering the Council's priorities whilst supporting preparations for Local Government Reorganisation and Vesting Day.

2. Key issues

2.1 To ensure more effective and joined up reporting of performance, regular reporting of two key elements is presented to CPRC in a consolidated format as outlined within this report. These cover:

- Corporate Key Performance Indicators (KPIs) (**Appendix A**)
- Progress with the delivery of the Council's Transitional Plan (**Appendix B**)

2.2 KPIs across Council services are monitored monthly, quarterly, or annually, depending on the individual measure specified.

2.3 A simplified system has been developed to enable staff to enter monthly, quarterly, or annual KPI data. The improved Power App makes it easier to enter relevant data, but it must be used consistently to support performance monitoring.

2.4 The KPI report at **Appendix A** covers Q2 for 2026/27 and includes structured narratives for each KPI, providing context and insight into performance trends.

2.5 Some KPIs are shown as percentages and others as absolute numbers, reflecting the types of performance being measured. Background information on selected KPIs also helps explain their relevance and contribution to service delivery.

2.6 This report helps to demonstrate where services are not performing and understand what actions can be undertaken to remedy issues.

2.7 Although each KPI can be assessed against its agreed target, year-on-year comparison with 2025/26 is limited because several measures were introduced or changed for 2026/27. The 2026/27 results should therefore be treated as the baseline for future reporting.

Q2 data headlines

2.8 Most targets have been achieved or are on target demonstrating continued successful operations by the Council.

2.9 Environmental Health investigations into suspected unlicensed HMOs are now on target for the number of investigations achieved and closed on a monthly basis (17 per month).

2.10 Customer Services as a whole continue to perform well and have reduced call wait times from Q1 and customer satisfaction remains high.

2.11 Finance KPIs have been fully met.

2.12 Council turnover and sickness rates continue to remain relatively low. Short term figures may rise as the Council enters the winter season. Turnover rates are currently low but that may change as the Council approaches vesting day.

2.13 Complaints numbers remain high and complaints are becoming more complex, particularly with increased use of AI and the submission of slightly different versions to different staff and members. These highly detailed complaints make it harder to identify the specific issues requiring a response. All councils and the Local Government and Social Care Ombudsman (LGSCO) are experiencing similar challenges.

2.14 Council tax and business rates collection remains challenging, with rates slightly lower than in Q1. This is likely due to rising living costs affecting

residents' ability to pay, but the team continues to pursue all options to maximise recovery.

2.15 Housing Options figures have increased for households in nightly and temporary accommodation, but work is ongoing to reduce numbers and costs associated with temporary accommodation.

Corporate Transitional Plan

2.16 The Corporate Transitional Plan remains an important mechanism for focussing on and monitoring delivery of the Council's agreed transition priorities and supporting preparations for Local Government Reorganisation.

2.17 The Plan reflects organisational priorities at the time it was developed and approved. Since then, priorities and resource allocations have evolved in response to emerging service demands, organisational requirements and Local Government Reorganisation activity in addition, the Plan focuses on strategic improvement and transition activity and does not capture the full breadth of business-as-usual service delivery.

2.18 The programme as a whole remains on an Amber rating (i.e. overall there is progress, but some outputs delayed) (see **Appendix B**), with 18 outputs on track, 9 rated amber, 5 completed (affordable housing and climate change Supplementary Planning Documents (SPD), play areas in Staines Park play area, Orchard Meadow and Greenfield Recreation Park) and no red-rated activities.

2.19 The **Community** priority continues to deliver on its actions, with completion of a number of priority actions including Orchard Meadow, Greenfield Recreation Ground and Staines Park play areas, while delivery of the ASB Reduction Programme and Love Where You Live campaign continues.

2.20 The **Resilience** priority area continues to progress, with approval of the Savings and Efficiency Programme by CPRC, ongoing asset rationalisation work and continued business engagement activity.

2.21 The **Environment** priority area has seen adoption of the Climate Change SPD, with environmental improvement initiatives progressing alongside work relating to the Local Plan and place-shaping projects. This winter the tree planting programme will go ahead.

2.22 **Services** priority actions continue to support organisational readiness through embedded performance reporting, customer satisfaction monitoring and transition activity.

2.23 The **Housing** priority remains the area requiring the greatest management attention with one of the priority actions being a Housing Delivery Plan. This is now being progressed with appointment of consultants in the field approved by CPRC on 12 October 2026. The Affordable Housing SPD has been adopted, and delivery continues across housing-related workstreams, including activity to address temporary accommodation pressures and HMO licensing backlogs.

2.24 Further detail on individual workstreams, milestones, outputs and project-specific progress is provided within **Appendix B: Corporate Transitional Plan Progress Report.**

3. Proposal

3.1 CPRC is asked to consider the Q2 2026/27 performance updates relating to:

(a) Corporate Key Performance Indicators

(b) The Corporate Transitional Plan

4. Governance and Risk Considerations

4.1 Extenuating circumstances can mean KPIs are not achieved, and this will vary with the service concerned.

4.2 Any continuing delays in services providing data could mean that issues and concerns within service areas are not identified in a timely manner so that appropriate corrective action can be taken. Governance arrangements will ensure that regular reminders are issued to relevant managers and that reporting issues are escalated to senior managers where appropriate to address any concerns. With the new system, automatic reminders will be sent one week after quarter end, followed by another reminder one week later. Failure to update this data after reminders is escalated to senior managers.

4.3 There is a potential risk to changes in legislation which could impact the accuracy or relevance of certain performance statistics. Where feasible, services will assess and adapt the affected KPIs to reflect any legislative changes, ensuring continued relevance and reliability in performance reporting.

4.4 If poor performance is identified through KPI monitoring, services will investigate the underlying causes and implement appropriate mitigation measures. This proactive approach ensures that issues are addressed promptly and that continuous improvement remains a core focus across the organisation.

4.5 The recommended approach is to continue monitoring and reporting against the Corporate Transitional Plan whilst recognising that priorities have evolved since its development. Regular reporting enables MAT to maintain oversight of programme delivery, risks and transition readiness, whilst ensuring emerging organisational priorities and resource pressures can be considered as part of ongoing programme management.

5. Financial implications

5.1 There are no direct financial implications relating to this report.

6. Legal comments

6.1 There are no legal implications arising directly from the recommendations in this report.

Corporate implications

7. Commissioners' comments

7.1 There are no comments from Commissioners.

8. S151 Officer comments

8.1 As stated above, there are no direct financial implications arising from this report. It is important to have effective performance management reporting which alongside financial reporting helps identifying emerging issues which may have financial implications.

9. Monitoring Officer comments

9.1 Monitoring and managing performance play a vital role in strengthening accountability, driving improvement and demonstrating transparency. Performance information provides elected members, public and senior management with assurance that resources are being used effectively and the Council's strategic objectives and priorities are being met.

10. Procurement comments

10.1 There are no procurement implications arising directly from the recommendations in this report.

11. Equality and Diversity

11.1 Services should take account of any equality and diversity issues that impact on delivery of services and therefore on corporate performance areas outlined in this report.

12. Sustainability/Climate Change Implications

12.1 The Council's Transitional Plan contains actions relating to reducing the Council environmental impact.

13. Other considerations

13.1 There are none

14. Local Government Reorganisation Implications

14.1 As part of the LGR corporate services theme, work has been undertaken to assess performance data alongside the Government's outcomes framework guidance. Performance monitoring will form part of the new West Surrey Council's role.

15. Timetable for implementation

15.1 Quarterly reporting to Corporate Policy and Resources Committee, with Q2 reported to CPRC November 2026 and Q3 in February 2027.

16. Contact

16.1 Lee O'Neil – l.o'neil@spelthorne.gov.uk

16.2 Sandy Muirhead – s.muirhead@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 - Q2 KPI report
Appendix B - Corporate Transitional Plan Monthly Progress Report – September 2026

Appendix A Spelthorne Borough Council Q2 Corporate KPI Report



SPELTHORNE
BOROUGH COUNCIL

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Service	Audit	Year	QTR	Result
Reference	AT1	2026/27	1	68%
KPI Description	% of accepted internal audit recommendations achieved by the date set		2	61%
Target	100%			
Commentary	Please note that for audits for 26/27 received by Q2 the number is 100% and 25/26 is 58%			

Service	Complaints	Year	QTR	Result
Reference	CMP2	2026/27	1	76%
KPI Description	% of Stage 1 complaints responded to within 10 days		2	72%
Target	85%			
Commentary	22 complaints took more that 10 days to be responded to. 10 from housing options - a new system has been put in place to address complaints within housing options. In neighbourhood services –some still a due to portal issues. 1 parking			

Service	Complaints	Year	QTR	Result
Reference	CMP4	2026/27	1	94%
KPI Description	% of Stage 2 complaints responded to within 20 days		2	89%
Target	85%			
Commentary	16 Stage 2 complaints responded to, 2 of which were over 20 days. Both of these were housing options – a new system of addressing complaints has been implemented to address this.			

Conduct

Service	Conduct	Year	QTR	Result
Reference	CT1	2026/27	1	3
KPI Description	Number of complaints raised against elected members (informal)		2	3
Target	For comparison			
Commentary	3 complaints raised by members of the public. In two instances the subject members are Lid Dems and the remaining one conservative. Two cases relate to activity on social media. The remaining case relates to general conduct.			

Service	Conduct	Year	Month	Result
Reference	CT1	2026/27	July	0
KPI Description	Number of complaints raised against elected members (informal)		August	0
Target	For comparison		Sept	3
Commentary	Monthly statistics			

Service	Conduct	Year	QTR	Result
Reference	CT2	2026/27	1	0
KPI Description	Number of complaints raised against elected members (formal) leading to a standards investigation		2	0
Target	For comparison			
Commentary	Although 4 complaints raised in Q2 none of the complaints have been referred to standards for investigation.			

Corporate Procurement & Customer Services

Service	Corporate Procurement	Year	QTR	Result
Reference	PT1	2026/27	1	65%
KPI Description	% of spend on contracts register		2	76%
Target	95%			
Commentary	Work is ongoing to capture all existing contracts on the contracts register; off-contract spend % should decrease as a result and this is evidenced by an increase in the % spend on the contract register in Q2			

Service	Customer Services	Year	QTR	Result
Reference	CS1	2026/27	1	57.36%
KPI Description	Sundry Debt Collection Rates		2	71.97
Target	90% cumulative over the year			
Commentary	Collection rate at end of Q2 suggests on target			

Service	Customer Services	Year	QTR	Result
Reference	CS2	2026/27	1	29.36%
KPI Description	Council Tax Collection Rate		2	56.9%
Target	98.5% cumulative over the year			
Commentary	Slightly down on last year (57.2%).			

Service	Customer Services	Year	QTR	Result
Reference	CS3	2026/27	1	31.03%
KPI Description	NNDR Collection Rate		2	57.3%
Target	98% cumulative over the year			
Commentary	Down from last year (60.5%) due to ongoing effects of RV changes and reduction in support			

Customer Services

Service	Customer Services	Year	QTR	Result
Reference	CS4	2026/27	1	99%
KPI Description	Customer satisfaction measure		2	99%
Target	70% positive			
Commentary	We don't have a measure across all channels; however, figure is based on the overall number of customer interactions received in the period and the number of complaints			

Service	Customer Services	Year	QTR	Result
Reference	CS9	2026/27	1	13,086
KPI Description	Number of self-service transactions received and processed		2	12,123
Target	2000			
Commentary	Machine 98 Payments via Customer Services - 8861 Machine 94 Internet Payments - 2215 Machine 95 Touchtone Telephone Payments (Customer Self Serve via Automated phoneline) – 1047 Over the summer due to holiday period reduced activity			

Service	Customer Services	Year	Month	Result
Reference	CS10	2026/27	July	46 secs
KPI Description	Average in-person wait time		August	47 secs
Target	<10 Minutes		Sept	43 secs
Commentary	Continuing to reduce wait time as far as possible			

Service	Customer Services	Year	Month	Result
Reference	CS5	2026/27	July	99%
KPI Description	Enquiries responded to within 7 working days		Aug	99%
Target	99%		Sept	95%
Commentary	Due to increased volume in September after holiday period slight dip in achieving target			

Customer Services & Environmental Health

Service	Customer Services	Year	Month	Result
Reference	CS6	2026/27	July	96.7%
KPI Description	Answering calls within 45 seconds.		Aug	97,8%
Target	80%>		Sept	97.2%
Commentary	Performance continually monitored and system allows monitoring of staff answer rates			

Service	Customer Services	Year	Month	Result
Reference	CS7	2026/27	July	3.3%
KPI Description	Abandoned call rate		Aug	52.2%
Target	<10%		Sept	2.80%
Commentary	This is where people will hang up and not wait especially at busy periods but we do have digital routes available, including webchat, which can answer many queries On going improvements over Q1 where average was 5.8%			

Service	Environmental Health	Year	Month	Result
Reference	EH6	2026/27	July	-
KPI Description	Process valid HMO Licence Applications within 24 weeks on receipt of a properly completed licence application commencing 1 April 2026		Aug	-
Target	Process 80% within 12 weeks		Sept	-
Commentary	Data not yet available Newer applications are still working their way through the process. No of HMO licences issues in September was 22			

Service	Environmental Health	Year	Month	Result
Reference	EH7	2026/27	July	17
KPI Description	Investigations into suspected unlicensed HMOs will be determined and closed monthly.		Aug	17
Target	15 cases per month		Sept	17
Commentary	Target achieved			

Finance

Service	Finance	Year	Month	Result
Reference	F2	2026/27	July	Met
KPI Description	Finance - monthly reports Ensure all reports are issued to Group Heads, MAT & Committee Services within the agreed timetable.		Aug	Met
Target	Within agreed timeline		Sept	Met
Commentary	A few were postponed and deadline changed for objective reasons			

Service	Finance	Year	Month	Result
Reference	F4	2026/27	July	Met
KPI Description	Ensure that all statutory returns are completed and ready for review by the Chief Accountant or S151 Officer at least 5 working days before the deadline.		Aug	Met
Target	5 working days before the deadline		Sept	Met
Commentary	Weekly monitoring of return deadlines is in place			

Service	Finance	Year	Month	Result
Reference	F6	2026/27	July	Met
KPI Description	Treasury Management – Ensure that SBC borrowings does not exceed the authorised limits and operational boundary		Aug	Met
Target	100%		sept	Met
Commentary	Daily cashflow forecast and monitoring is in place.			

Service	Finance	Year	QTR	Result
Reference	F5	2026/27	1	34.70%
KPI Description	% of saving target achieved		2	69%
Target	To deliver £1m in-year savings in financial year 2026/27 (in addition to the £4.8m savings built into specific budget lines for 2026/27)			
Commentary	There is £5.8m saving built into 2026-27 budget of which c£4m (69%) has already been achieved , leaving £1.8m (31%) to be achieved in year. The in-year savings include £1m made of Temporary Accommodation (£600k) and Asset Maintenance Budget efficiencies (£400k). The Temporary accommodation saving is very complex and risky but so far is forecasted to deliver above target (£161k). The figure stated above covers what has been delivered up to Q2			

Human Resources

Service	Human Resources	Year	Month	Result
Reference	HR1	2026/27	July	0.67%
KPI Description	Quarterly staff turnover managed		Aug	0.45%
Target	For comparison		Sept	0.45%
Commentary				

Service	Human Resources	Year	Month	Result
Reference	HR2	2026/27	July	0.22
KPI Description	Average days lost per employee to short term sickness		Aug	0.39
Target	For comparison		Sept	0.6
Commentary	Short term sickness is consistent over last two months			

Service	Human Resources	Year	Month	Result
Reference	HR3	2026/27	July	0.57
KPI Description	Average days lost per employee to long term sickness		Aug	0.31
Target	For comparison		Sept	0. 27
Commentary				

Housing Options & Income and Payments

Service	Housing Options	Year	QTR	Result
Reference	H14	2026/27	1	£584,371.00
KPI Description	Total spend on Temporary Accommodation		2	£375,913.00
Target	£1.6m in FY26/27 (1.3m forecasted spend based on above reduction)			
Commentary	Q2 Gross expenditure £849,194 Income 475,281			

Service	Housing Options	Year	QTR	Result
Reference	H15	2026/27	1	228 days
KPI Description	Average length of stay in nightly accommodation		2	265 days
Target	120 days by end March 2027			
Commentary	Based on averaged length of stay for households currently in Nightly Paid Accommodation. (New KPI for 2026/2027)			

Service	Housing Options	Year	QTR	Result
Reference	H16	2026/27	1	54 Weeks
KPI Description	Average length of stay in temporary accommodation		2	59 weeks
Target	Average length of stay 78 weeks by March 2027			
Commentary	Based on averaged length of stay for households currently in Temporary Accommodation.			

Service	Income and Payments	Year	QTR	Result
Reference	F1	2026/27	1	82.27
KPI Description	% of undisputed invoices paid within 30 days		2	97.53
Target	95%			
Commentary	This is based on 58 invoices paid late out of a total of 2348 invoices paid			

Service	Neighbourhood Services	Year	QTR	Result
Reference	N2	2026/27	1	92%
KPI Description	Average length of time to remove fly tips		2	91%
Target	90% within 48 hours			
Commentary	Some fly tips that contain hazardous material cannot be removed straight away and will take longer than 48 hours. Other large fly tips also take longer due to an investigations on the fly tip site to establish information enabling us to prosecute.			

Service	Neighbourhood Services	Year	QTR	Result
Reference	N3	2026/27	1	94%
KPI Description	% Missed refuse bins reported by 2pm and collected by the end of the next working day		2	92%
Target	95% reported by 2pm and collected next working day			
Commentary	reports of missed bins are undergoing a review to establish why the bins were not collected on the scheduled day, this involves an extra visit to the property form a JET officer which can take longer than the next working day but should ultimately reduce the missed bins overall...for this quarter there were; 99 missed bins 66 working days in the quarter			

Appendix B

Corporate Transitional Plan
Monthly Progress Report – September 2026

Overall Status: Amber

Housing and Environment continue to present delivery challenges, whilst Community, Resilience and Services remain on track. No outputs are currently rated off-track and key transition activities remain progressing towards Vesting Day arrangements. The programme continues to support service continuity whilst preparing the Council for transition to West Surrey Council.

Key Achievements This Period

Key actions are grouped along with KPIs under the specific priorities within the Transitional Plan

Community

- ASB Reduction Programme progressing through partnership working.
- Love Where You Live campaign continues to be delivered.
- MUGA and inclusive playground project remains on track.
- Community legacy projects including Orchard Meadow, Greenfield Recreation Ground and Staines Park play area have been completed.

Housing

- Housing Delivery, Affordable Housing and Housing Delivery Plan activities remain on track.
- Affordable Housing SPD adopted.
- Work continues reducing HMO licensing backlogs and reliance on temporary accommodation.

Resilience

- Savings and efficiency programme approved.
- Asset Rationalisation programme progressing.
- Business Engagement Programme supporting Local Government Reorganisation.
- Ashford BID preparations remain on track for commencement in April 2027.

Environment

- Climate Change SPD adopted.
- Tree planting and environmental footprint reduction activities progressing.
- Engagement continues regarding Heathrow expansion proposals and the River Thames Scheme.

Services

- Customer satisfaction reporting implemented.
- Performance reporting embedded.
- LGR communications programme delivered.

- Staff transition preparation activities continue to progress.

Programme Performance under each priority

Area	On Track	At Risk	Complete	Off Track	Unrated
Community	3	0	3	0	1
Housing	3	6	1	0	0
Resilience	5	0	0	0	0
Environment	2	3	1	0	1
Services	5	0	0	0	0
Total	**18**	**9**	**5**	**0**	**2**

Housing accounts for two-thirds of all amber-rated outputs, with the remaining amber items within Environment. No outputs are currently rated red.

Transitional Plan KPIs for main themes within the Plan

KPI	Measure	Status
Programme Delivery	18 of 27 active outputs on track	
Risk Management	No outputs currently off-track	
Service Transition Readiness	Staff transition, communications and performance reporting activities progressing as planned	
Local Government Reorganisation Preparation	West Surrey transition arrangements and business engagement activities progressing	
Housing Improvement Programme	6 housing outputs remain at risk requiring management attention	
Planning & Environment Programme	Local Plan and Staines Masterplan activities remain at risk	
Completed Deliverables	5 transitional plan outputs completed	

Overall KPI Status: Amber due to the concentration of at-risk activities within the Housing and Environment themes.

Risks and Mitigations

Risk	Mitigation

Continued delays to Housing Action Plan, temporary accommodation reduction and HMO backlog activities.	Regular performance monitoring, targeted resource deployment and escalation through programme governance.
Local Plan evidence base and review timetable could impact strategic planning readiness.	Maintain programme oversight and prioritise completion of key evidence and consultation milestones.
Delays to Staines Masterplan and associated site briefs.	Close monitoring of project milestones and engagement with key stakeholders.
Local Government Reorganisation activity creates competing demands on staff resources.	Ongoing programme management and prioritisation of critical transition activities across service areas.

Next Steps

- Progress Housing Action Plan development and priority sites programme.
- Continue work to reduce HMO licensing backlogs and temporary accommodation use.
- Progress Local Plan evidence base and review timetable activities.
- Complete Staines Masterplan and supporting site briefs.
- Continue business engagement and transition readiness activity for West Surrey Council.
- Deliver remaining milestones across Community, Environment, Resilience and Services workstreams.
- Maintain performance reporting and programme oversight through the MAT governance framework.

Overall Assessment

The Corporate Transitional Plan remains broadly on track, with strong progress across Community, Resilience and Services. Housing and Environment continue to require focused management attention; however, no activities are currently rated off-track. The programme remains aligned to supporting service continuity and preparing the Council for transition to West Surrey Council.

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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		
Relevant Group Head review	**Yes**	**2/11/26**
MAT+ review (to have been circulated **at least 5 working days before Stage 2**)	**Yes**	**2/11/26**
This item is on the Forward Plan for the relevant committee	**Yes**	**29/10/26**
	Reviewed by	
Finance comments (circulate to Finance)	**AB**	**04/11/26**
Risk comments (circulate to Lee O'Neil)	**LO**	**04/11/26**
Legal comments (circulate to legal@spelthorne.gov.uk)	**LH**	**04/11/26**
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 rec'd
Monitoring Officer commentary – at least **5 working days before MAT**	**L Heron**	**04//11/26**
S151 Officer commentary – at least **5 working days before MAT**	**T. Collier**	**2/11/26**
Commissioner engagement	**J. Kingston**	**10/11/2026**
	Delete as applicable:	No issues
Relevant MAT member sign-off	**L. O'Neil**	**05/11/26**
Report reviewed by Management Team	**MAT**	**10/11/26**

Corporate Policy and Resources Committee

Date of meeting 24 November 2026

Title	Procurement of software system for Housing Benefits and Revenues
Purpose of the report	To make a decision
Report Author	Hiren Bhatt Systems Manager Sandy Muirhead Group Head Commissioning and Transformation
Ward(s) Affected	All Wards
Exempt	No
Exemption Reason	
Corporate Priority	Services
Recommendations	Committee is asked to: • Authorise the Council's Systems Manager to commence a procurement process for the purchase of the benefits and revenues system for a total contract value over three and half years of £487,000; • Authorise the Deputy Chief Executive to select the preferred supplier of the benefits and revenues system and award a contract not exceeding the available budget; and • Authorise the Group Head of Corporate Governance to enter into the contract and necessary legal documentation to purchase the MRI Academy system to support housing benefits and revenues**.**
Reason for Recommendation	With Local Government Reorganisation (LGR) the Council has been asked to ensure it keeps in place its existing benefits and revenues system for 3 years beyond vesting day to facilitate time for alignment of systems across West Surrey.

1. **Report executive summary:** The Council currently uses MRI Academy to process revenues and benefits transactions. The system is essential to customer services critical revenue operations and housing benefits operations. Under Local Government Reorganisation, the Council has been asked to maintain a contract for three years after vesting day. This report seeks approval to procure the system to meet that requirement in view of the total value of the proposed contract and in compliance with the Council's Contract Standing Orders.

What is the situation	Why we want to do something
• With LGR it was originally considered there may be some harmonisation of revenue collection systems (council tax and business rates and housing benefits) for West Surrey. However, it has been requested by the LGR workstream that we maintain and retain our current systems for an interim period to allow time to facilitate alignment across West Surrey. As the main revenues system contract was rolling there is a need to undertake a formal procurement of the benefits and revenues system.	• To ensure we have a working software system for the next three and a half years as requested under LGR. Therefore, the Council needs to ensure a contract is in place with the system provider, and that we have a compliant procurement process.
This is what we want to do about it	**These are the next steps**
• To formally procure the housing benefit and revenues system to ensure effective operation over the next three and a half years.	• Subject to Committee approval undertake the procurement as agreed by the Procurement Board.

2. Key issues

2.1 The **MRI Academy** system (formerly **Capita Academy**) is widely used by UK local authorities, including Spelthorne, and other public sector bodies to manage local taxation, benefits and debt recovery. Its performance, resilience and scalability support these critical, organisation-wide operations, for housing benefits and revenues.

2.2 The Council's MRI Academy system is a key financial system. Its longstanding rolling contract was considered likely to end with Local Government Reorganisation (LGR), though this was uncertain.

2.3 However, at the end of September 2026 the Surrey LGR revenues workstream formerly requested all Surrey Councils to extend their existing system agreements. Spelthorne uses an MRI Academy system and needs to procure the system until 2029/2030, to allow time for West Surrey to plan an alignment of systems. Currently in West Surrey two Councils use Academy, two use Civica and two use NEC software solutions Ltd. Most of East Surrey use the MRI Academy system.

2.4 The Revenues and Benefits teams sought advice from Procurement, which confirmed that the contract's value over the requested three years requires a formal procurement process through Committee. This process will also ensure compliance with procurement regulations. Procurement Board has approved this request in principle, subject to final approval by Committee.

2.5 A cost has been provided by the current supplier for three and a half years based on existing uses in housing benefits and revenues.

2.6 The MRI Academy system is vital to maintain the running of two key council functions and therefore must be procured and maintained for the period requested until West Surrey can finally harmonise its systems. Given experience of LGR elsewhere, system harmonisation takes some time and hence the recent request from the LGR team to ensure we have a system in place from vesting day for three years.

2.7 Given the nature of the system and its vital importance to the Council in running services, a framework can be used which allows a direct award using a pre-tendered list of approved suppliers, which includes our current supplier, for a defined scope and period. This will enable our existing services to continue with their critical functions serving residents and the Council.

3. Options appraisal and proposal

3.1 **Option 1** (Recommended) To proceed with a direct award via a framework (RM6098 for the provision of Technology Products & Associated Service 2). for the MRI Academy system to ensure that housing benefits and revenues teams can continue their work as required for a further three and a half years.

An award via a framework will also ensure compliance with the applicable procurement regulations and the Council's Contract Standing Orders.

3.2 **Option 2**: Not proceeding with procurement would completely disrupt housing benefits and revenues services, including the collection and recovery of council tax and business rates, a statutory service, as the contract would end together with associated technical support as it is a rolling contract. This would not be compliant with Contract Standing Orders and the Procurement Act 2023.

3.3 **Option 3** To procure a different system. This would cause considerable disruption with staff moving to a new system when there are LGR pressures and annual billing undertaken in the new year and would be unlikely to be completed prior to Vesting Day.

3.4 **Option 4** Merge systems with another authority using Academy. This is not technically feasible at this time, which is why contract extensions have been requested under LGR. Authorities using MRI Academy have different configurations and packages; for example, Spelthorne uses more automation than others. Merging systems would therefore cause considerable disruption, particularly in relation to annual billing and payment of the £100 Household Energy Payment to qualifying households.

4. Governance and Risk Considerations

4.1 Not undertaking this procurement would disrupt Council services especially to vulnerable customers by not enabling them to claim housing benefits or to issue council tax and business rates plus pursue debt recovery.

4.2 Not undertaking the procurement will mean the contract would not be compliant. Undertaking the procurement will ensure that legal compliance

4.3 Not undertaking the procurement would leave the Council at risk of no systems for housing benefits or revenues leaving us at reputational risk to residents and West Surrey Council.

4.4 There is a risk that the contract may have to be extended in 2030 if harmonisation of systems has not been achieved.

4.5 The MRI Academy system is compliant with relevant standards and provides the necessary levels of legal and operational assurance in managing housing benefits and revenues.

5. Financial implications

5.1 The MRI Academy contract was due for renewal when the extension was requested. The Council now seeks a compliant three-and-a-half-year contract covering October 2026 to March 2030. The annual cost of £139,135 is within the software budget. The total contract cost, including future years' costs, will be £487,000.

6. Legal comments

6.1 The Council has the power to do anything that is calculated to facilitate, or is conducive or incidental to, the discharge of any of its functions (section 111 of the Local Government Act 1972). This includes procuring a system to process revenue and benefits transactions as this would directly support the Council in fulfilling its statutory duties.

6.2 The Local Government (Contracts) Act 1997 enables the Council to enter into contracts for the provision of services as part of discharging their statutory functions.

6.3 General Power of Competence under the Localism Act 2011 allows the Council to do anything that individuals generally may do, unless explicitly prohibited by law. This power provides a broad basis for the Council to carry out the proposed procurement exercise and enter into the necessary contracts.

6.4 Any contract with a supplier must comply with the Council's Contract Standing Orders and all other applicable rules and regulations. Legal Services will assist in the preparation, negotiation and the formal completion of the proposed contract.

6.5 This committee's areas of responsibility include Revenues and Benefits (Part 3b of the Constitution).

Corporate implications

7. Commissioners' comments

7.1 Commissioners support the recommendations of this report.

8. S151 Officer comments

8.1 The S151 Officer confirms that all financial implications have been taken into account and that the recommendations are fully funded from within the current and future years budget.

9. Monitoring Officer comments

9.1 Provided the proposed procurement exercise and the appointment are undertaken in accordance with the relevant legislation, the framework's requirements, the Council's Contract Standing Orders and governance processes, the Council has the necessary powers to implement the recommendations in this report.

10. Procurement comments

10.1 Procurement Board have approved a request to begin this procurement exercise, subject to Committee approval. The reference number is e2026143.

The selected framework provides a compliant route to market and would be the least disruptive option. It also allows sufficient time for West Surrey to review the current provision and undertake a procurement process.

11. Equality and Diversity

11.1 The services involved both take account of equality and diversity in their daily dealings with residents and the Council.

12. Sustainability/Climate Change Implications

12.1 Any system uses data which is stored on servers either externally or internally and therefore there are emissions associated with the use of any system.

13. Other considerations

13.1 There are none.

14. Local Government Reorganisation Implications

14.1 Under Local Government Reorganisation it will take time to harmonise key Council systems. Therefore, the Council has received a request to extend the MRI Academy system for three and half years, so critical Council operations can continue. The proposed approach is in the context of ensuring a safe and legal position for West Surrey.

15. Timetable for implementation

15.1 To undertake procurement as soon as possible following a Committee decision to ensure a contract is in place for the MRI Academy system.

16. Contact

16.1 Hiren Bhatt Systems Manager

16.2 Sandy Muirhead Group Head Commissioning and Transformation.

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:
There are none

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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	**No**	
Relevant Group Head review	**n/a**	
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**	
	Reviewed by	
Finance comments (circulate to Finance)	**AB**	**02/11/26**
Risk comments (circulate to Lee O'Neil)	**LO**	**03/11/26**
Legal comments (circulate to legal@spelthorne.gov.uk)	**LH**	**03/11/26**
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 rec'd
Monitoring Officer commentary – at least **5 working days before MAT**	**L Heron**	**03/11/26**
S151 Officer commentary – at least **5 working days before MAT**	**T. Collier**	**02/11/26**
Commissioner engagement	**J. Kingston**	**02/11/26**
	Delete as applicable:	No issues
Relevant MAT member sign-off		
Report reviewed by Management Team		

Corporate Policy and Resources Committee

24 November 2026

Title	6-month IRP progress report to the end of October 2026 from the Council to the Commissioners
Purpose of the report	To make a decision and a recommendation to Council
Report Author	Gordon Mitchell & Daniel Dredge
Ward(s) Affected	All Wards
Exempt	Partial; Appendix B – Page 10
Exemption Reason	Page 10 of Appendix B 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 because, disclosure to the public would prejudice the financial position of the authority in any contract or other type of negotiation with a prospective purchaser who could then know the position of the Council
Corporate Priority	Community Addressing Housing Need Resilience Environment Services
Recommendations	**Committee is asked to:** 1. Recommend to Council to approve the Improvement and Recovery Plan Progress Report (Appendix A) for onward submission to the Commissioners. 2. To note performance against the Governance Assurance arrangements in place to ensure effective delivery of the Improvement and Recovery Plan (as outlined in Appendix B).
Reason for Recommendation	As part of the response to the Secretary of State's Directions, the Council is required to provide a public progress report to Commissioners every six months. This report covers the period April to October 2026 and records progress against the Improvement and Recovery Plan.

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

What is the situation	Why we want to do something
This report sets out the progress made against the Improvement and Recovery Plan to address the Directions of the Secretary of State.	The Council is required to submit a progress report to Commissioners every six months. The report provides an update on delivery of the Improvement and Recovery Plan and the progress made towards sustainable improvement and compliance with the Secretary of State's Directions
This is what we want to do about it	**These are the next steps**
Seek CPRC agreement to recommend that Council submits the progress report to Commissioners, recording progress made against the four themes of the Improvement and Recovery Plan: Strengthening and Improving Leadership, Improving Financial Sustainability, Improving Governance and Assurance, and Improving Commercial, Regeneration and Housing.	Subject to Committee's recommendation, the report will be presented to Council for consideration and, if approved, submitted to Commissioners.

2. Key issues

2.1 In response to the Secretary of State's Best Value Directions issued in May 2025, the Council developed a single Improvement and Recovery Plan (IRP). The IRP provides the framework through which the Council addresses the Directions and oversees its improvement activity.

2.2 The original Improvement and Recovery Plan was approved by Council on 23 October 2025. The accompanying report formed the Council's first formal progress update to Commissioners, with a commitment to provide further public updates at six-monthly intervals.

2.3 Responsibility for approving changes to the Improvement and Recovery Plan was delegated to the Corporate Policy and Resources Committee (CPRC). A revised version of the Plan was approved by CPRC on 17 February 2026 to reflect the Council's transition from recovery towards sustained improvement and its preparation for Vesting Day and the creation of West Surrey Council.

2.4 In April 2026, CPRC agreed fifteen High-Priority Deliverables to focus activity on the outcomes considered most important during the remainder of the programme. These deliverables have subsequently formed the basis of programme monitoring, reporting and oversight arrangements.

2.5 The Progress Report attached at Appendix A sets out the progress made between April and October 2026 against the Improvement and Recovery Plan, the fifteen High-Priority Deliverables and the Secretary of State's Directions. It

also identifies the key risks, challenges and priorities that remain before Vesting Day on 1 April 2027

The Governance Assurance Report attached at Appendix B provides an assessment of the governance arrangements established in response to the Best Value Directions. It sets out the progress made in embedding these arrangements and the resulting improvement in the level of assurance for this area.

3. Options appraisal and proposal

3.1 **Option 1:** The preferred option is for the Progress Report at Appendix A to be approved for referral to Council, enabling its submission to Commissioners within the agreed timescales. This will provide Commissioners, Government, the West Surrey Shadow Council, Councillors and employees with an update on the progress made against the Improvement and Recovery Plan and the Secretary of State's Directions.

3.2 The Committee is also asked to note performance against the Governance Assurance arrangements in place to ensure effective delivery of the Improvement and Recovery Plan (as outlined in Appendix B).

3.3 **Option 2:** An alternative option is not to approve the Progress Report for referral to Council at this stage if the Committee considers that further revisions or additional work are required. This would, however, risk delaying submission to Commissioners against the agreed timescales.

3.4 **Option 3:** Do nothing and do not provide a progress update to Commissioners. This would result in the Council not meeting its commitment to provide regular progress reports against the Improvement and Recovery Plan and the Secretary of State's Directions

4. Governance and Risk Considerations

4.1 Risks relating to delivery of the Improvement and Recovery Plan are monitored through the Council's Governance Assurance Framework, Improvement and Recovery Board, programme reporting arrangements and corporate risk-management processes. The key risks associated with this report are summarised below.

4.2 Risk Table

Risk	Description	Mitigation
1	Failure to submit the required progress report within the agreed timescales would be inconsistent with the Council's agreed reporting commitments to Commissioners and the Secretary of State's Directions.	Progress against the Improvement and Recovery Plan is monitored monthly through the Improvement and Recovery Board and supported by regular programme, governance, financial and performance reporting arrangements. These arrangements support the preparation and review of the required progress reports.

2	The progress report may not provide a complete account of progress made, challenges encountered and the work remaining before Vesting Day.	The report has been developed using information reported through the Improvement and Recovery Board and the Council's governance, financial, leadership, local government reorganisation and programme-monitoring arrangements.
3	As the Council approaches Vesting Day, there is a risk that progress made, key decisions and outstanding issues are not clearly communicated to West Surrey Council.	The report provides a consolidated update on progress, challenges and outstanding priorities and is supported by ongoing Local Government Reorganisation governance and transition arrangements. There is ongoing regular dialogue with the West Surrey statutory officers and a series of meetings with the portfolio holders from West Surrey Council
4	Delivery of some Improvement and Recovery Plan priorities remains dependent on limited specialist capacity and resources during a period of organisational change.	Resource requirements continue to be monitored through programme reporting arrangements and escalated through established governance processes where required.

5. Financial implications

5.1 The current yearly Budget forecast for financial implications of the IRP with respect to the direct improvement activities under the remit of the Improvement and Recovery Board (there is other business as usual activity, such as works on the accounts which also contribute to IRP outcomes which are within operational budgets) are shown in Table 1 below, including the funding split between priorities. There will be no intervention beyond the end of the end of 2026/2027 as West Surrey Council will have responsibility.

Area	25/26 Actual £'000	26/27 Forecast £'000	26/27 Actual YTD £'000
Governance	8	0	0
Programme	83	114	107
Grand Total	91	114	107

6. Legal comments

6.1 The Council has a statutory duty to secure continuous improvement under the Local Government Act 1999. The Council is also in statutory intervention and is required to comply with the Statutory Directions.

6.2 This progress report supports the Council in meeting its reporting obligations under the Statutory Directions and demonstrates progress against the Improvement and Recovery Plan.

Corporate implications

7. Commissioners' comments

7.1 Report shared has been shared with Commissioners.

8. S151 Officer comments

8.1 The report itself does not have direct financial implications; however, it provides an update on progress against the Financial Sustainability theme deliverables.

9. Monitoring Officer comments

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

10. Procurement comments

10.1 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 and the applicable legislation.

11. Equality and Diversity

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

12. Sustainability/Climate Change Implications

12.1 The Improvement and Recovery Plan is not primarily focused on environmental outcomes. However, some improvement activities may support the Council's wider environmental objectives through increased efficiency, improved use of assets and reduced resource consumption. Environmental impacts and opportunities should be considered where relevant as part of the design and implementation of improvement activities.

13. Other considerations

13.1 None

14. Local Government Reorganisation Implications

14.1 The revised Improvement and Recovery Plan was developed in the context of Local Government Reorganisation and the Council's transition to West Surrey Council. The Progress Report provides an update on progress against those priorities and supports the transfer of knowledge, progress and outstanding actions ahead of Vesting Day on 1 April 2027. No specific Local Government Reorganisation decisions are required as a result of this report.

15. Timetable for implementation

24 Nov 2026 Approved by CPRC

10 Dec 2026	Consideration at Council
11 Dec 2026	Submission to Commissioners

16. Contact

Gordon Mitchell, Interim Chief Executive g.mitchell@spelthorne.gov.uk
Daniel Dredge, Head of Strategic Programmes and Transformation
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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:

A: Improvement and Recovery Plan Progress report

B: Governance Assurance update: *Ensuring there are effective governance arrangements in place to deliver the IRP*

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APPENDIX A

6-month IRP progress report to the end of October 2026 from the Council to the Commissioners

Chief Executive Position Statement

Introduction

I am pleased to present the latest six-month update on Spelthorne Borough Council's Improvement and Recovery Plan. This report covers progress since the previous update was approved by Council on 30 April 2026 and sets out the position reached at the end of October.

In the previous report, I acknowledged the challenge facing the Council. We must continue to improve whilst also playing a full part in Local Government Reorganisation and preparing to transfer responsibilities to West Surrey Council on 1 April 2027. At the same time, we must continue to deliver services to residents and businesses. As Vesting Day moves closer, balancing those demands becomes increasingly difficult.

The first phase of the Improvement and Recovery Plan focused on recovery. In April, I described the next stage as moving from the diagnose and recover phase of the programme into the improve and embed phase. That remains the best description of the task before us. Much of the focus to date has been on putting the right arrangements in place and delivering the actions set out in the Improvement and Recovery Plan. The next step is to demonstrate that those changes are making a difference and delivering the outcomes the Council set out to achieve.

To support this next phase of improvement, the Council further developed the programme-management arrangements introduced earlier in the year. The fifteen High-Priority Deliverables agreed by CPRC now provided the framework for programme oversight and reporting. Plans on a Page were finalised and adopted for each deliverable, providing a clear baseline against which progress and change could be assessed. The reporting approach was also revised. From August 2026, each deliverable was assessed separately against both implementation progress and the likelihood of achieving the intended result. This provided a clearer picture of where work remained on track and where further attention was required. The revised approach provided a more accurate picture of programme performance and helped focus discussion on the outcomes the Council was seeking to achieve.

The progress made has been recognised by both Commissioners and the Minister. Their reports acknowledged improvements in leadership capacity, programme management and governance, whilst also highlighting the continuing challenges associated with organisational capacity and the pace of improvement. The Minister subsequently established a single Commissioner team for Spelthorne and Woking, led by Lesley Seary and supported by Barry Scarr and Deborah Mclaughlin.

Commissioners continue to provide support, challenge and assurance as the Council moves towards Vesting Day.

Progress has been made, but the Council still has important work to complete. The focus now is whether the Council can deliver the outcomes it has committed to and ensure that the improvements made are firmly embedded before responsibilities transfer to West Surrey Council.

Priority Deliverables

The fifteen High-Priority Deliverables are organised under the four themes of the revised Improvement and Recovery Plan. The numbering provides a clear link between each deliverable and its corresponding theme.

Theme	Ref	Priority Deliverable
1. Strengthening and Improving Leadership	**1.1**	Fully engage with and support the Surrey Local Government Reorganisation programme through to Vesting Day, including continuing to lead the Procurement and Contracts Theme.
2. Improving Financial Sustainability	**2.1**	To produce an update on the MTFS (Medium Term Financial Strategy) position for the period FY27/28 to FY29/30, to be presented to CPRC in November 2026. Continue to feed the latest MTFS position into West Surrey budget planning process, which is due to conclude in February 2027. The various MTFS updates will reflect the latest forecast financial position at the time of being developed.
	2.2	Develop and agree a savings plan for the current financial year (FY26/27) and then deliver the plan to achieve a minimum of £1m of in-year, recurring annual savings (rather than one-off savings) this financial year
	2.3	Identify savings opportunities for the financial year (FY27/28) to feed into the West Surrey budget planning process
	2.4	Produce final accounts for the last financial year (FY25/26) that when audited will address the 5 key recommendations highlighted by the External Auditors follow a review of the FY2425 annual accounts
	2.5	Develop and agree a plan with the West Surrey Section 151 Officer (once appointed) to produce the accounts for the current financial year (FY2627)
3. Improving Governance and Assurance	**3.1**	Governance and Assurance Framework, including risk management and assurance reporting
4. Improving Commercial,	**4.1**	Develop an updated Commercial asset disposal strategy and programme to include timeline and target values to be achieved, and delivery of the disposal programme to achieve financial targets quarter by quarter.
	4.2	Develop and agree a Commercial strategy for the Council with CPRC by end April 2026.
	4.3	Complete a review / appraisal of options/issues/liabilities for BP site by end of FY2627.
	4.4	Develop and deliver a plan with the aim of disposal of the Council's regeneration sites by the 31 March 2027.

Regeneration and Housing	**4.5**	Develop and get approval for the Staines Master Plan that will help shape the future of Staines and deliver high-quality development. Staines Master Plan to be agreed by Council in Autumn 2026
	4.6	Demonstrate a clear reduction in spend on temporary accommodation quarter on quarter over the next 12 months and aim to reduce by at least half the use of nightly paid accommodation by the end of the current financial year (FY2627).
	4.7	Get agreement on the future of Knowle Green Estates (KGE) by the end of December 2026
	4.8	Develop and agree a 3-year plan to deliver the housing number agreed in the Local Plan. Plan to be approved by Council by end of December 2026.

Table 1: 15 High-Priority deliverables mapped to Programme Themes

These priorities have been actively managed rather than treated as a static list. Where the evidence showed that a date or description was no longer realistic or sufficiently clear, the matter was considered through programme change control.

Theme 1: Strengthening and Improving Leadership

Leadership capacity and coordination have been strengthened during the reporting period, reflecting both the demands of Local Government Reorganisation and the need to maintain progress on the IRP. A dedicated Head of LGR and Special Projects took up post on 1 June 2026 to manage the Council's contribution to the Surrey programme and coordinate the demands placed on Council services. By 23 July, Local Government Reorganisation was moving from planning into implementation, with the Council contributing to discussions on future service arrangements, workforce planning and preparations for Vesting Day.

The appointment of the future Chief Executive of West Surrey Council was announced in August, and during September engagement increased with the emerging leadership on future services, budgets and workforce planning. Work also began on arrangements for the Council's closure and the preservation of its legacy.

The Council must continue to support the development of West Surrey Council whilst ensuring the interests of residents, services and staff are reflected in future decisions.

As the transition has moved on, communication with staff has become more important. Pulse surveys commenced on 26 February 2026 and three rounds had been completed by July 26. An initial review of the findings was presented to the Improvement and Recovery Board in August 26, and the communication plan was reviewed by the Management Team on 28 September 2026. Regular staff updates on Local Government Reorganisation were introduced during the summer. Formal TUPE consultation commenced on 1 October and continued through to 20 November, supported by staff briefings, manager engagement and ongoing communications on the transition.

Later pulse-survey findings showed that Local Government Reorganisation remained a key concern for staff and that further communication was needed.

Commissioners recognised the increase in senior leadership capacity and the improvement in working relationships, whilst continuing to identify organisational capacity as a risk.

The challenges of transition are significant at this stage. West Surrey Council has not made other senior appointments as hoped. This will lead to a delay in establishing its senior management team until near vesting day, and limit necessary work on the direction of the new authority

In addition, while it has become clear that the financial gap for the authority is significant, the focus on the Surrey Wide transition programme has not yet been designed to address this challenge.

Maintaining staff resources in the final months of Spelthorne Borough Council is also emerging as a challenge. There is awareness of the need for rationalisation of posts and reduction in expenditure as West Surrey Council assumes its operations, and this has led to some staff seeking job security elsewhere.

Additional interim leadership resource has strengthened the Council's ability to direct improvement and transition work, but the IRP, day-to-day services and Local Government Reorganisation continue to compete for specialist staff. Workforce transition, digital readiness and preparation for Day One operations will remain important areas of focus during the remainder of the programme.

Theme 2: Improving Financial Sustainability

The work during this period has centred on improving the quality and regularity of financial information so that pressures can be identified earlier, savings properly monitored and the Council's position reflected in planning for West Surrey Council. A new monthly budget-monitoring process was introduced in May 2026. By June, more than 85 per cent of budget holders had updated their forecasts during the first week of the reporting cycle, while the draft 2025/26 Outturn Report was approved by the Corporate Policy and Resources Committee without amendment. The Improvement and Recovery Board subsequently sought greater visibility of the measures contributing to the £1 million savings target and, by August, was receiving regular information about programme expenditure and the individual savings measures. This has provided a firmer basis for identifying financial pressures and taking management action.

By October, the Savings Tracker was forecasting delivery above the £1 million recurring savings target. This is a positive position, but the forecast still depends on individual savings being achieved, including the planned reduction in temporary accommodation expenditure.

Work has also continued on the medium-term financial position. By the end of October, the updated MTFS position for 2027/28 to 2029/30 had been provided to West Surrey and was due to be presented to the Corporate Policy and Resources Committee on 24 November 2026. The commercial-disposal model was also refined during the period, providing firmer assumptions about the timing of receipts and the effect on reserves. A model has been developed for individual asset disposals assessing impacts over a 10-year time period. The updated position remains dependent on maximising capital receipts ahead of Vesting Day of West Surrey Council to improve the medium-term financial position of West Surrey Council

Progress on the 2025/26 accounts has continued. As of 23 September, the Council's Finance team had completed 70 per cent of the work requested for the audit, compared with 25 per cent reported for other councils, although the timing of the final audit opinion remains dependent on auditor availability.

Work has also continued on arrangements for producing the Council's 2026/27 accounts following Vesting Day, including plans to ensure a smooth accounts closure process for 2026/27.

Theme 3: Improving Governance and Assurance

The Council has moved from designing its Governance and Assurance Framework to operating it and beginning to test its effectiveness. During May and June 2026, the Audit Committee completed the first reporting cycle covering all twelve Governance Assurance Areas and agreed the draft Annual Governance Statement. This provided the first comprehensive baseline for considering assurance, risk and accountability across the Council and enabled work to begin on integrating reporting from the Governance Assurance Areas into the wider committee system.

At officer level, the Management Team's assurance arrangements have been restructured so that financial monitoring, performance, risk, human resources and other assurance information are considered more regularly. This gives senior managers a broader picture of the Council's position and supports earlier action where concerns arise. Programme governance has also become more structured. Plans on a Page are being used as the baseline for monitoring delivery and change, and the final RACI framework was completed in September to clarify accountability and delivery responsibilities. These programme controls are only one part of the wider governance position, but they support a clearer line of sight from the Council's priorities through to the officers and bodies responsible for delivery.

The governance framework is now largely in place, although it will take time to demonstrate fully that it is improving the quality of governance and assurance across the Council. The focus has therefore shifted from implementation to embedding the framework within normal business processes and ensuring that assurance arrangements remain effective through the transition to West Surrey Council.

In October there were changes to the political leadership. A new leader of the Council was elected but there is no formal administration or coalition. While it is the responsibility of senior councillors and officers to establish effective ways of working, change at this time is a risk.

The Leader and Deputy Leader have stated that they wish to ensure continuity and marshal efforts to achieving a positive final phase for Spelthorne Borough Council prior to abolition.

Theme 4: Improving Commercial, Regeneration and Housing

This theme contains some of the clearest evidence that agreed strategies are leading to tangible results. It also contains some of the most substantial unresolved risks. The Commercial Strategy was approved in April 2026 and implementation of the asset-rationalisation programme continued during the reporting period. Approval for the sale of the World Business Centre 4 was secured in July and the £21.5 million transaction completed by the end of September. The disposal of Elmbrook House was also approved, with marketing, legal work and negotiations continuing across the wider disposal programme. The timing of some transactions remains uncertain and receipts from the Summit Centre may now fall into early 2027.

The regeneration-disposal programme recovered from earlier delay following soft-market testing and a change of approach during the summer. By the end of September, five potential partners were engaged, and the programme had moved into its competitive stage. By October, bids had been received and evaluated, with clarification discussions ongoing with bidders.

This represents progress from the position reported earlier in the period, but the intended outcome will depend on securing proceedable proposals for all four sites and concluding conditional sales before Vesting Day

Temporary accommodation provides a clearer example of operational improvement. Targets for reducing the number, cost and duration of nightly-paid placements were established during June, and a dedicated officer began work on 26 June. Reporting was then expanded to give the Board a fuller picture of accommodation numbers, expenditure and demand entering the service. As of 26 October 2026, 46 households were in nightly-paid accommodation, already meeting our target of fewer than 50 households in this type of accommodation by end of March 2027. The position has improved, but demand is not wholly within the Council’s control and delivery continues to be affected by affordability pressures, limited affordable housing supply and reliance on external partners. Sustaining the reduction and converting it into a permanent financial benefit will remain important.

The position on Knowle Green Estates and the Housing Delivery Plan is less advanced. Stock-condition and valuation work has informed consideration of the future of Knowle Green Estates, but initial tax advice raised further questions about Stamp Duty Land Tax and the proposed mechanism for winding up the company.

The decision report was consequently deferred pending a response from HRMC and is currently expected to be considered in January 2027.

The decision has implications for housing assets, future liabilities and arrangements that may continue beyond Vesting Day, making it important that the remaining technical questions are resolved before a recommendation is finalised.

Work has continued on a three-year Housing Delivery Plan. During September and October, officers refined the priority sites according to likely phasing and deliverability. Since then, specialist support has been appointed and an initial phase of work has commenced, including development of a housing pipeline baseline and further engagement with registered providers. Specialist capacity, engagement with delivery partners and the ability to sustain the work within West Surrey Council remain material issues.

Work also progressed on the Staines Masterplan. Design charrettes were held on 18 April 2026, followed by public consultation between 22 July and 24 August, which received 165 responses. The consultation findings and proposed response were considered by the Project Board on 14 September, and a revised draft Masterplan was reviewed by the Project Board on 19 October. Legal advice was also obtained on the route for progressing the document, which was placed on the Forward Plan for consideration by Full Council on 10 December 2026.

The overall position is therefore mixed. The World Business Centre sale has completed, Communications House and Thames Tower have progressed to Firm Offer stage, regeneration disposals have progressed into evaluation, the Staines Masterplan has advanced through consultation and draft review, and nightly-paid accommodation remains ahead of target. In contrast, the future of Knowle Green Estates and the Housing Delivery Plan require further focus.

Final Reflections

There has been clear progress during this reporting period, but there remains a considerable amount of work to do before Vesting Day. As I noted in the April report, the Council continues to balance improvement activity, day-to-day service delivery and Local Government Reorganisation. That challenge has not diminished. If anything, it has become more acute as the transition moves closer and decisions about the future shape of West Surrey Council begin to take effect.

The Council is now entering the final phase of both the intervention and its existence as a sovereign authority. Some priorities are progressing well and need to be seen through to completion. Others remain less certain and will require further decisions. Particular attention will be needed on financial sustainability, delivery of the commercial disposal programme, housing and the successful transfer of services and responsibilities to West Surrey Council.

Staff will continue to need support through a period of significant change, whilst services must continue to be delivered. At the same time, the Council must ensure that West Surrey Council inherits a clear understanding of its financial position, the decisions already taken and the issues that remain unresolved.

Our aim remains to conclude the intervention responsibly, continue delivering for residents and businesses, and transfer responsibilities to West Surrey Council in the strongest possible position.

Progress against the Secretary of State's Directions

April to October 2026

Direction 1a: 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, including a robust multi-year savings plan that reflects the costs and risks identified in the Best Value Inspection report and by external auditors

Our success measure is to instigate a savings programme of £1 million, with a full-year value of approximately £2 million, to be delivered in 2026/27.

May 2026

- The new monthly budget-monitoring process commenced, with the first input window opening on 22 May and officer training provided to support implementation.
- Savings opportunities capable of delivering the £1 million in-year target were identified and shared with Councillors.

June 2026

- More than 85 per cent of budget holders updated their forecasts during the first week of the reporting cycle.
- The savings programme was developed further, with target values, delivery dates and responsible officers identified and additional opportunities brought forward to provide contingency above the £1 million target.

July and August 2026

- The 2026/27 savings plan and initial monitoring information were reported through CPRC and the Improvement and Recovery Board.
- Following the Board's request for greater visibility of the individual measures contributing to the £1 million target, the savings tracker and monthly IRB reporting were expanded to show progress against individual initiatives.

- Financial projections were supplied to inform the emerging West Surrey budget.
- Growth, savings and capital proposals for 2027/28 were supplied for consideration through the West Surrey budget process.

September and October 2026

- The savings tracker forecast that in-year recurring savings would exceed the £1 million target.
- The updated Medium-Term Financial Strategy position for 2027/28 to 2029/30 was provided to West Surrey to support budget planning.
- Revised wording for the MTFS and 2027/28 savings deliverables was agreed to reflect the revised relationship with the West Surrey budget process.
- The commercial-disposal model was refined and updated assumptions for capital receipts and reserves were incorporated into financial planning.

Direction 1b: 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

Our success measures are to receive confirmation from External Audit of its assurance of our strategies and to ensure that capital-programme financing does not require any additional borrowing.

April and May 2026

- Clear criteria were established for distinguishing direct IRP programme costs from business-as-usual expenditure, and financial monitoring was revised to show the programme budget, forecast position and actual expenditure.

July and August 2026

- A model was prepared to assess the Minimum Revenue Provision consequences of different shortfalls against the commercial-disposal receipts target and progressed through validation and review.

Direction 1c: A comprehensive and strict debt-reduction plan, demonstrating how the overall capital-financing requirement and external borrowing will be reduced over a realistic but expedient timescale, reducing debt-servicing costs

Our success measures are to reduce outstanding debt by £342 million and to realise approximately £175 million during 2025/26 and 2026/27 from the sale of commercial assets.

May 2026

- Councillors were briefed on the commercial-disposal programme and marketing commenced.

June 2026

- Modelling commenced to assess the effect on Minimum Revenue Provision and the wider financial position if disposal receipts were below the target.

July and August 2026

- CPRC and Full Council approved the disposal of the World Business Centre, and further offers were received and considered through the commercial-disposal programme.
- Tendering and completion of the building and measured surveys required for the second phase of commercial disposals were completed during July and August.

September 2026

- The sale of the World Business Centre completed for £21.5 million.
- Full Council approved the disposal of Elmbrook House.
- Heads of Terms were agreed for the proposed disposals of 12 Hammersmith Grove and Communications House.

October 2026

- Transaction-level tracking was introduced to show the expected and current position against the commercial-disposal target and the risks affecting individual transactions.
- Transaction-level reporting was expanded to provide greater visibility of risks and dependencies affecting individual disposals.
- Directions were issued by Commissioners for the disposal of Communications House. Thames Tower progressed to firm-offer stage, while legal work continued to address outstanding transaction matters.

Direction 1d: A plan to overhaul the governance arrangements within the Authority with regards to decision-making, capacity and skills, aiming to increase transparency, scrutiny and the effectiveness of the committee system to ensure that collective responsibility is taken for the Authority's decision-making

Our success measure is to experience demonstrable improvement in governance practices, leading to improved assurance and confidence among Leaders, Commissioners and Councillors.

May 2026

- The first six Governance Assurance Areas were presented to Audit Committee, commencing the formal reporting cycle.
- Draft programme roles and responsibilities and Plans on a Page for the High-Priority deliverables were circulated through the May IRB pack for review and agreement.

June 2026

- On 16 June, the Plans on a Page were agreed as the baseline against which programme progress and subsequent change would be measured.
- The remaining six Governance Assurance Areas were presented to Audit Committee, completing the first full reporting cycle across all twelve areas.

- The draft Annual Governance Statement was agreed, and its improvement actions were linked to the relevant IRP workstreams.

July 2026

- On 13 July, the first service-committee Governance Assurance update was presented to CPRC, covering the Financial Management Governance Assurance Area.
- On 23 July, the second Audit Committee reporting cycle commenced, with updated reports covering the first six Governance Assurance Areas.
- On 14 July, the Improvement and Recovery Board agreed a revised reporting format centred on the fifteen High-Priority Deliverables and distinguishing delivery progress from confidence in achieving the intended outcome.

August 2026

- Governance Assurance reporting was extended through the relevant service committees.

September and October 2026

- The second full reporting cycle across all twelve Governance Assurance Areas was completed.
- The programme roles and responsibilities document and RACI framework were finalised and included in the October IRB pack.

Direction 1e: 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

Our success measure was to review and repurpose our reserves following a robust forecast of requirements for assets.

- The substantive requirement under this Direction was completed before the start of the present reporting period, when Council agreed to remove the sinking-fund provision as part of the revised Reserves Strategy.
- No separate completed activity relating specifically to the sinking fund was identified between April and October 2026.

Direction 1f: A plan to ensure the Authority is complying with all relevant rules and guidance relating to the financial management of the Authority, including updating the Minimum Revenue Provision policy

Our success measure was to reset the Minimum Revenue Provision policy to ensure that the Council is fully compliant with regulations.

May 2026

- On 26 May, the draft 2025/26 Outturn Report was approved by CPRC without amendment.
- Officer training was completed to support the introduction of the new monthly budget-monitoring process.

June 2026

- The five key recommendations arising from the external audit of the 2024/25 accounts were reviewed and either addressed or linked to defined corrective action.
- The timetable for producing and reviewing the 2025/26 Statement of Accounts was implemented. Some issues were encountered with the Collection Fund, which meant that the target for publishing the Statement of Accounts by the end of June was not achieved.

July and August 2026

- The Collection Fund accounting issues were reported to Audit Committee.
- Independent specialist work was completed to correct the Collection Fund issue and submitted for internal assurance review.

September 2026

- The draft Statement of Accounts for 2025/26 was published.
- Controls were introduced to prevent back-posting to closed accounting periods.
- A revised process was implemented for reconciling the fixed-asset register with property valuations.
- Work continued on the Minimum Revenue Provision model associated with different commercial-disposal receipt scenarios.
- The Finance team completed approximately 70 per cent of the work requested by External Audit

Direction 1g: A plan to reconfigure the Authority's services commensurate with the Authority's available financial resources

Our success measure was to set a balanced budget for 2026/27, supported by plans to achieve the required savings.

May and June 2026

- Work commenced on service changes covering insurance, planned maintenance and temporary accommodation.

September and October 2026

- Legal and tax advice was obtained to support development of the proposed leisure-centre agency model and associated mezzanine-floor project.

Direction 1h: 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 Commissioner.

Our success measure is to implement a revised Governance Assurance Framework, supported by a comprehensive Internal Audit programme to test improvement.

May 2026

- Assurance MAT began receiving a broader range of performance and assurance information, supporting increased focus on performance and accountability.

June 2026

- The Internal Audit Plan was approved and central monitoring of Internal Audit recommendations and actions was established.
- The revised MAT and MAT+ assurance cycle completed its first full cycle.

July and August 2026

- Service, project and programme risk logs were reviewed against the Governance Assurance approach, and a common format for operational, project and programme risk logs was developed.
- Guidance was issued to project managers and SROs on identifying capacity and resource concerns through programme reporting.
- Further Governance Assurance training was provided.

September and October 2026

- Risk-management and assurance arrangements continued to be embedded across programme and service reporting. The framework and reporting arrangements were established.

Direction 1i: 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

Our success measure for the investment sites is to prepare and seek approval for a comprehensive strategy, supported by an individual plan for each commercial asset, leading to the realisation of capital receipts following divestments. For the regeneration sites, the Council is seeking to maximise social-value outcomes and develop plans for each site that maximise outputs and put in place the actions required to commence mobilisation.

April 2026

- CPRC approved the Council's Commercial Strategy. This deliverable was subsequently recorded as complete.

May and June 2026

- Delivery plans were agreed and advisers engaged for the commercial and regeneration programmes.
- Early market engagement and soft-market testing were completed for the regeneration sites.
- Initial discussions with BP on the future of the Sunbury site progressed to further engagement, clarifying BP's preferred approach.
- Consultation on the Staines Masterplan included meetings with residents' associations and a public display in the Elmsleigh Centre.

July and August 2026

- Following soft-market testing, the Council agreed a revised regeneration approach based on more focused engagement with potential development partners.
- Public consultation on the Staines Masterplan commenced on 22 July, supported by public events, online consultation and displays in Staines Library. The consultation concluded on 24 August and received 165 responses.

September 2026

- The regeneration-disposal tender package was issued to five potential partners, and a social-value scoring approach was established for assessing bids.
- Discussions on the BP site progressed and purchaser appetite was tested, providing further evidence to inform the assessment of the available options.
- Members were briefed on the Staines Masterplan consultation findings and approved the proposed response. Legal advice was also received on the route through which the Masterplan could be agreed and subsequently progressed as a formal planning document.

October 2026

- Bids for the regeneration sites were received, evaluated and scored, with clarification discussions subsequently undertaken with bidders.
- The draft Staines Masterplan was reviewed by the Project Board on 19 October.
- The Staines Masterplan was placed on the Forward Plan for consideration by Full Council on 10 December 2026.

Direction 1j: 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

Our success measure is to have clear plans to deliver the housing numbers, alongside a tangible and deliverable plan to reduce spending on temporary accommodation.

May 2026

- Temporary-accommodation reduction targets were agreed with officers, Councillors and Commissioners and incorporated into a focused action plan to reduce the use and cost of nightly-paid accommodation.

June 2026

- The stock-condition survey and Red Book valuation for Knowle Green Estates were completed.
- A Council-wide housing-delivery group was established to oversee delivery of the five-year housing supply and identify priority sites.
- A dashboard was developed to monitor temporary-accommodation numbers, expenditure and delivery against the agreed trajectory.

- A dedicated officer began work on the temporary-accommodation programme on 26 June.

July 2026

- Arrangements were made to escalate issues concerning voids, nominations and communication with A2Dominion.
- The legal, asset and service support required for temporary-accommodation move-on activity was identified and put in place.
- At the end of July, 58 households were in nightly-paid accommodation.

August 2026

- The Improvement and Recovery Board agreed to move the target date for the three-year Housing Delivery Plan from October to December 2026.

September 2026

- On 29 September, 56 households were in nightly-paid accommodation, compared with the agreed September trajectory of 71.
- A core housing-delivery team was established, initial priority-site work was undertaken for the three-year Housing Delivery Plan, and arrangements were put in place to appoint specialist support to accelerate development of the plan.
- Further tax questions concerning Stamp Duty Land Tax and the proposed winding-up mechanism for Knowle Green Estates were referred for specialist consideration.

October 2026

- Additional financial and demand measures were incorporated into temporary-accommodation reporting.
- Inner Circle Consulting was appointed to deliver a four-phase programme of work, with mobilisation commencing on development of a housing baseline, pipeline review and engagement with Registered Providers
- As of 26 October 2026, 46 households were in nightly-paid accommodation, exceeding the target of fewer than 50 households in this type of accommodation by end of March 2027.

Direction 1k: A fully costed programme of cultural change to rebuild trust between officers and Members and ensure that both Members and officers understand their respective roles and the way in which the Authority and its activities are regulated and governed

Our success measure is to build more effective relationships between Councillors and officers and prepare people for the expectations of the new unitary council.

April and May 2026

- IRP updates were included in the monthly Councillor briefing and Chief Executive communications to staff.

- On 19 May, the Head of Communications was confirmed as attending IRB meetings, supporting a more structured approach to sharing programme messages.

July and August 2026

- Three staff pulse-survey rounds were completed, with emerging findings reviewed to inform subsequent communication and engagement activity.
- On 18 August, an initial review of the pulse-survey findings was presented to the Improvement and Recovery Board.

September 2026

- On 28 September, the communications plan was reviewed by Management Team.
- Staff and management briefings were undertaken in preparation for formal TUPE consultation.

October 2026

- Formal TUPE consultation commenced on 1 October.
- Staff communications continued on the consultation process, emerging West Surrey arrangements and available support

Direction 1I: 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

No defined measurement for this direction. The practical measure used during this reporting period has been whether the Council has the leadership, specialist skills and delivery capacity needed to implement the priority work through to Vesting Day.

May 2026

- Additional legal support was procured for the commercial and regeneration disposal programmes.

June 2026

- The Head of LGR and Special Projects took up post on 1 June.
- On 22 June, the Head of LGR and Special Projects, the Spelthorne PMO lead and the IRP Programme Director met the Surrey LGR PMO to clarify programme expectations.
- An initial assessment of the programme's key resource requirements was completed.

July and August 2026

- Succession-planning activity was initiated to address the risk of key staff leaving the Housing service.
- Resource requirements for temporary-accommodation move-on work were identified.
- On 18 August, the Housing resource plan was considered by MAT and recruitment approval was obtained.

- Guidance was issued to SROs and project managers requiring resource and capacity issues to be identified through the monthly delivery assessment.

September and October 2026

- The programme Resource Plan was updated on 2 September to reflect requirements identified since June, with ongoing arrangements established to identify and manage capacity risks through monthly delivery reporting.
- A Strategic Housing Options Lead was appointed.
- Arrangements were developed with the interim West Surrey Section 151 Officer to seek to retain specialist finance resources beyond 31 March 2027

Direction 2: To work actively with Commissioners on the work with other councils in the Surrey area for unitary local government and on implementing any such proposals subsequently agreed

Our success measure is to do what is required to contribute as an active partner in the arrangements for West Surrey Council and to end Spelthorne Borough Council well and with pride.

June 2026

- On 22 June, senior officers met the Surrey LGR PMO to clarify expectations and improve coordination.
- Meetings were held with Council officers to assess the current and likely future demands from the Surrey programme.

July 2026

- An initial Spelthorne LGR delivery plan was developed, with named owners and an initial assessment of risks.
- Proposals for the closure of Spelthorne Borough Council were developed and considered by Management Team.
- The Surrey programme moved from initial planning into implementation and service-configuration work.

August 2026

- The Council supported development of the first West Surrey budget through provision of local financial and service information.
- Engagement increased with the emerging West Surrey leadership and service-design arrangements.

September 2026

- An integrated LGR plan was developed to support the prioritisation and management of Council resources.
- Initial LGR risks were incorporated into formal programme reporting.
- Engagement took place with West Surrey Chief Executives and the emerging leadership team.

October 2026

- Staff and management briefings were undertaken in preparation for formal TUPE consultation, which commenced on 1 October.

- Communications continued on Day One arrangements, service design, close-down planning and preparations for Vesting Day.
- The Council continued to lead the Procurement and Contracts Theme within the wider Surrey programme.

Direction 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

Our success measure is for Commissioners' confidence in the improvement programme to increase, leading to a positive report to the Secretary of State and ultimately progress towards exiting intervention.

No additional completed activity falling directly under Direction 3 was identified between April and October 2026.

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

The measure is continued public reporting against the Improvement and Recovery Plan at the intervals required by Commissioners.

April 2026

- On 30 April, Council approved the six-month IRP progress report for submission to Commissioners.

July and August 2026

- On 14 July, the Improvement and Recovery Board agreed a revised reporting approach centred on the fifteen High-Priority Deliverables, distinguishing delivery progress from confidence in achieving the intended outcome. The revised format was implemented through the August reporting cycle.

September and October 2026

- Reporting incorporated additional outcome measures for savings, temporary accommodation and commercial asset disposals.
- On 12 October, the Improvement and Recovery Board considered the Council's position for the period ending 30 September 2026.

APPENDIX B - CPRC GOVERNANCE AREA REPORT – IRP (30 October 2026)

ASSURANCE AREA
Ensuring there are effective governance arrangements in place to deliver the IRP
ASSURANCE DESCRIPTION
The appointment of Commissioners by MHCLG has required the Council to develop an Improvement and Recovery Plan (IRP). This is a significant programme of reviews and improvements to create stability in key operational areas and address underlying financial sustainability issues. The IRP has its own governance framework and is overseen by the CP&R Cttee. It is however a major challenge for the Council and one that requires effective governance to deliver.
ASSURANCE ASSESSMENT
The Council's ability to deliver effective and sustainable improvement and recovery is directly linked to robust performance monitoring, evidence-based decision making and active risks management.

ASSURANCE OWNER	Linda Heron	**FOCUS/ISSUE/CONCERN**	Focus	**LEVEL OF ASSURANCE (High/Medium/Low)**	**High**

	Assurance Action	**Action Owner**	**Current RAG status**	**Performance Update**	**Next steps (including completion/review date)**
1	**Tracking actions and milestones** Maintain a tracker of actions and milestones to ensure the delivery of the IRP.	**Dan Dredge** Programme Manager		Key actions and milestones are continuing to be maintained through Plans on a Page and reported to the Improvement and Recovery Board. Delays in delivery are identified through regular monitoring and mitigating actions are agreed where required.	Continue to monitor delivery against milestones and review the effectiveness of mitigation actions where delivery issues arise. Review date: 11/01/27
2	**Tracking actions and milestones**	**Dan Dredge** Programme Manager		Change logs are maintained alongside Plans on a Page. A documented change management approach is in place, including	All measures are now in place and embedded - no further corrective action required. We will continue to monitor the effectiveness of change

	Assurance Action	Action Owner	Current RAG status	Performance Update	Next steps (including completion/review date)
	Maintain a tracker of actions and milestones to ensure the delivery of the IRP.			defined change categories and formal change request processes. At theme level, change requests are managed through established change control arrangements. At programme level, proposed changes are presented to the Improvement and Recovery Board for approval and significant changes to delivery are progressed through the Council's formal decision-making process in line with the Council's constitution. Formal change processes have been used to support programme delivery.	control arrangements and ensure significant changes are escalated through the appropriate governance route. Review date: 11/01/27
3	**Reporting arrangement to the Improvement and Recovery Board** Ensure that the arrangement to provide monthly reports to Improvement and Recovery Board are in place and effective.	**Dan Dredge** Programme Manager		Monthly reports are being produced to and presented at Improvement and Recovery Board; the form and the contents of the reports are refined as necessary to address feedback from the Board.	All measures are now in place and embedded - no further corrective action required. Review date: 11/01/27
4	**Reporting to Audit Committee, CP&RC and Council**	**Dan Dredge** Programme Manager		Reports to Audit Committee, CPRC and Council have been	Add further dates to Forward plan for reporting to Audit Committee, CPRC and Council.

	Assurance Action	Action Owner	Current RAG status	Performance Update	Next steps (including completion/review date)
	Ensure there are appropriate and timely reports to the Audit Committee, CP&R Committee and full Council to enable them to discharge their specific responsibilities.			presented in line with the required timescales	Review date: 11/01/27
5	**Reflect actions in Annual Governance Statement** Ensure that the governance arrangements relating to the delivery of the IRP are considered and reflected in the Council's Annual Governance Statement.	**Linda Heron/Terry Collier** Group Head Corporate Governance/Deputy Chief Executive (s.151)		Arrangements for monitoring, tracking and reporting on delivery of IRP outcomes within the context of AGS are in place. Draft AGS for 2026/27 is being prepared; this will test effectiveness of the arrangements.	Assess effectiveness of arrangements for monitoring, tracking and reporting. Review date: 11/01/27
6	**Maintain decisions log** Ensure that the decisions needed to ensure the effective delivery of the IRP are recorded in a decisions log.	**Dan Dredge** Programme Manager		A decisions log is maintained and reviewed through Board governance arrangements. Work is underway to define the threshold for recording key programme decisions, ensuring that decisions with strategic, governance or delivery implications are captured appropriately while avoiding the inclusion of routine operational matters.	This has been implemented and embedded - continue to review the decisions log to ensure significant programme and strategic decisions are captured consistently. Review date: 11/01/27

	Assurance Action	Action Owner	Current RAG status	Performance Update	Next steps (including completion/review date)
7	**Programme risks and issues are reported to the Improvement and Recovery Board** Ensure that programme risks and issues are identified, managed and reported to the Improvement and Recovery Board.	**Dan Dredge** Programme Manager		Programme risks are maintained by the PMO and key risks are reported to the Improvement and Recovery Board. Key issues are escalated to the Board where appropriate and reporting arrangements have been refined in response to Board feedback.	Continue to assess and refine the effectiveness of risk and issue reporting arrangements. Review date: 11/01/27
8	**Maintain records and logs of escalation procedure instances** Ensure that there are arrangements in place to record where matters have been escalated to senior management or the IRP Board or CP&R Committee for decision.	**Dan Dredge** Programme Manager		Risk management and change management procedures define escalation routes and responsibilities. Issues requiring senior management intervention have been escalated through the Improvement and Recovery Board where appropriate. Matters requiring formal decisions are progressed through established governance arrangements to relevant Committees.	This has been implemented - keep under review. Review date: 11/01/27
9	**All activities comply with the Council's Contract Standing Orders** Ensure that any matters that require procurement or	**Linda Heron-** Group Head Corporate Governance		Tendency to rely on the waiver procedure to secure fast solutions jeopardise delivery of value for money.	Keep under review. Review date: 11/01/27

	Assurance Action	Action Owner	Current RAG status	Performance Update	Next steps (including completion/review date)
	contract management to deliver the IRP comply with the Council's Contract Standing Orders.				
10	**Budget monitoring** Ensure that there are monthly budget monitoring reports provided to the Improvement and Recovery Board.	**Terry Collier-** Deputy Chief Executive		Monthly budget monitoring updates have been presented at each Board meeting from April onwards; all expenditure to date is within the budget.	Keep under review. Review date: 11/01/27

Related Improvement and Recovery Plan Theme High-Priority Outcomes:

IRP High-priority outcomes KPIs		
Priority Reference	**Title**	**Location**
2.2 FY26/27 Savings	**Table 1:** IRP (FY26/27) – In-Year Savings Tracker	Page 7
	Table 2: IRP (FY26/27) – Cumulative In-Year Saving Monitoring	Page 7
4.6 Temporary Accommodation	**Table 3:** Number of households in nightly paid accommodation	Page 8
	Table 4: Homelessness Applications Received	Page 8
	Table 5: Homeless Applications Assessed as Prevention or Relief	Page 9
3.1 Governance Assurance	**Table 6:** Governance Assurance Assessment Profile	Page 9
4.1 Commercial Asset Disposal	**Table 7:** Asset Disposal Position	Page 10
4.1 Commercial Asset Disposal & 2.1 MTFS	**Table 8:** Capital Receipts (net of fees)	Page 10

Important Note: The dashboards and charts contained within this report provide a snapshot of performance and delivery as at 31 October 2026. They reflect the position at the close of the reporting period and do not incorporate any subsequent developments, transactions, progress updates or changes that may have occurred after that date.

Table 1: IRP (FY26/27) – In-Year Savings Tracker

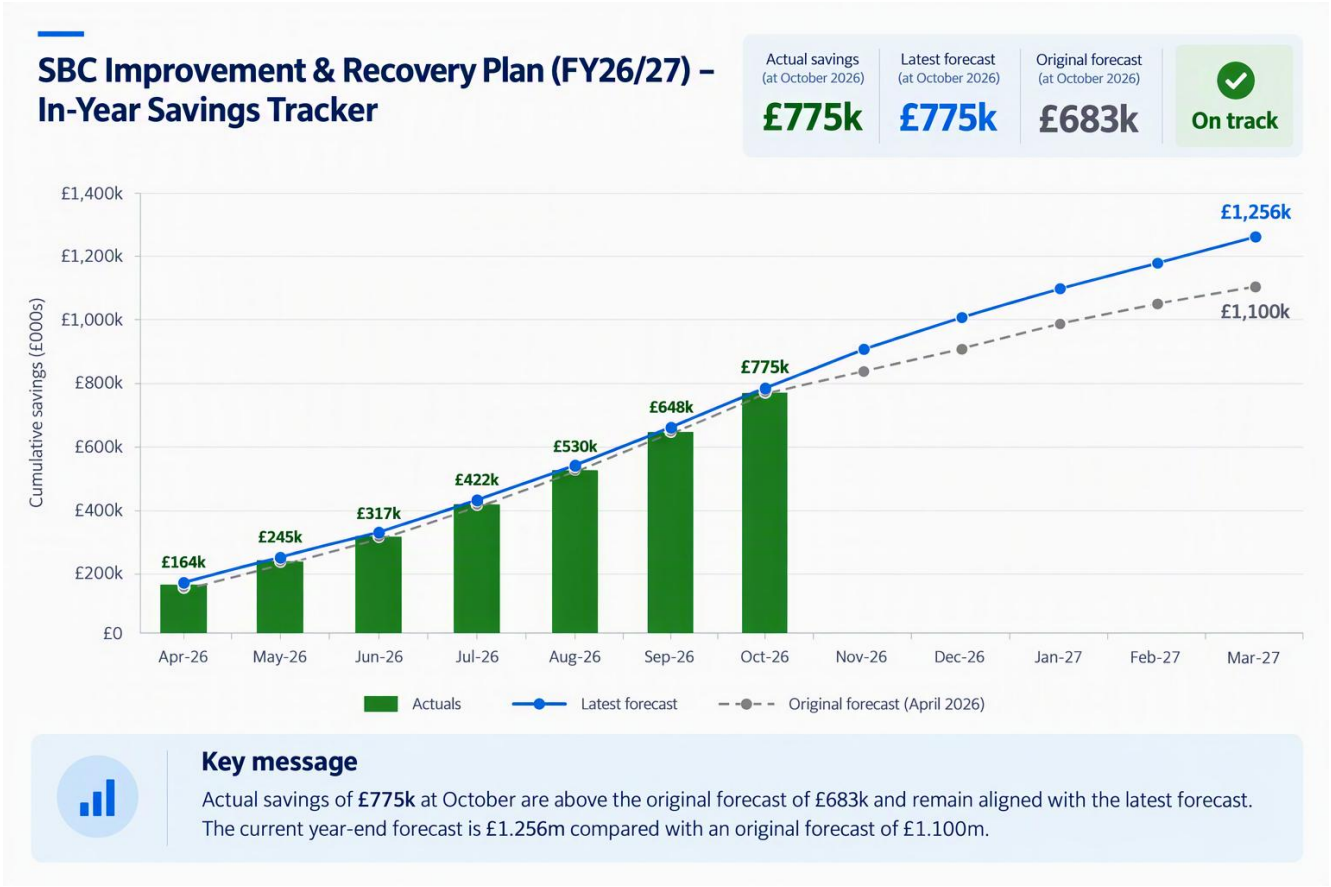


Table 2: IRP (FY26/27) – Cumulative In-Year Saving Monitoring

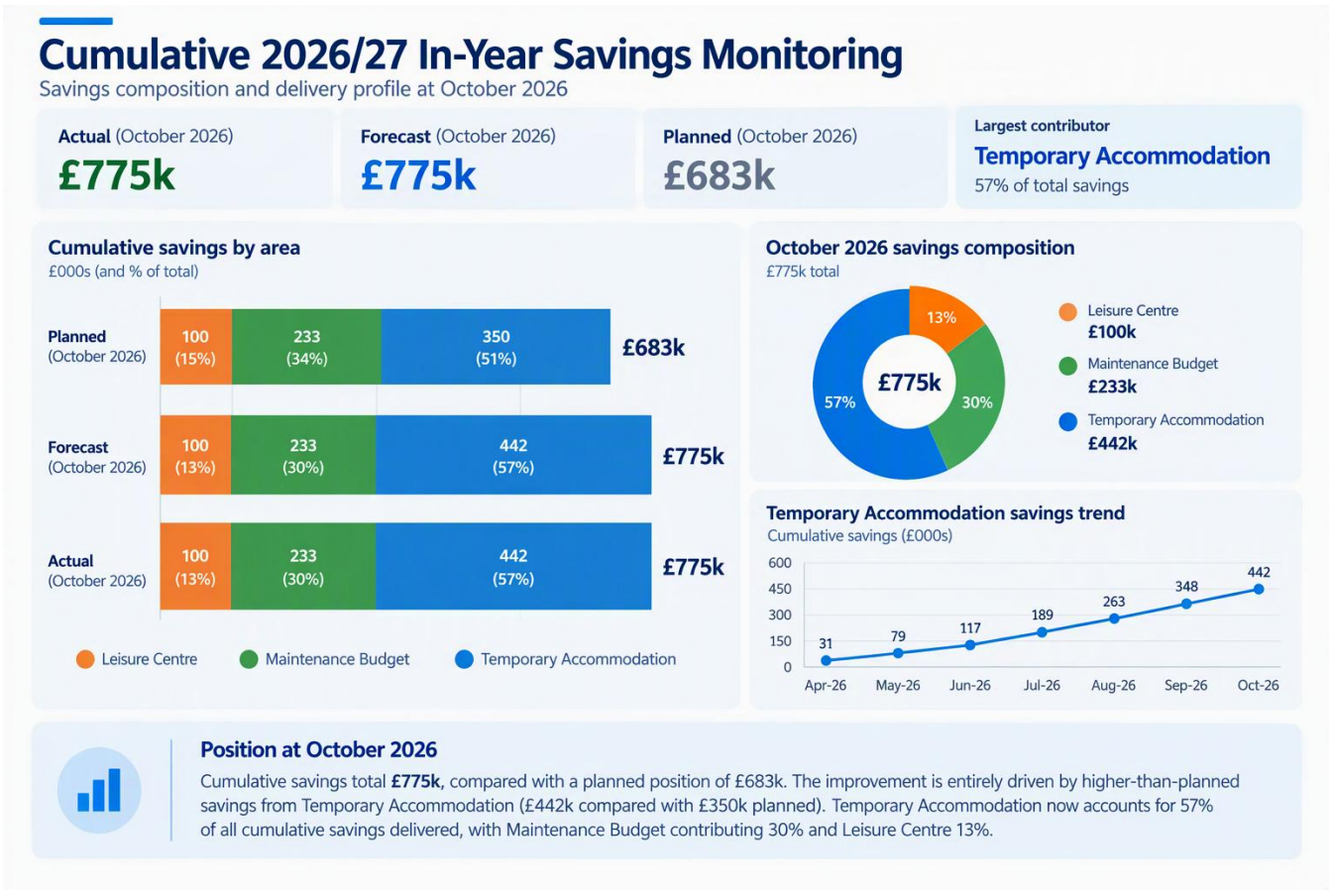


Table 3: Number of households in nightly paid accommodation

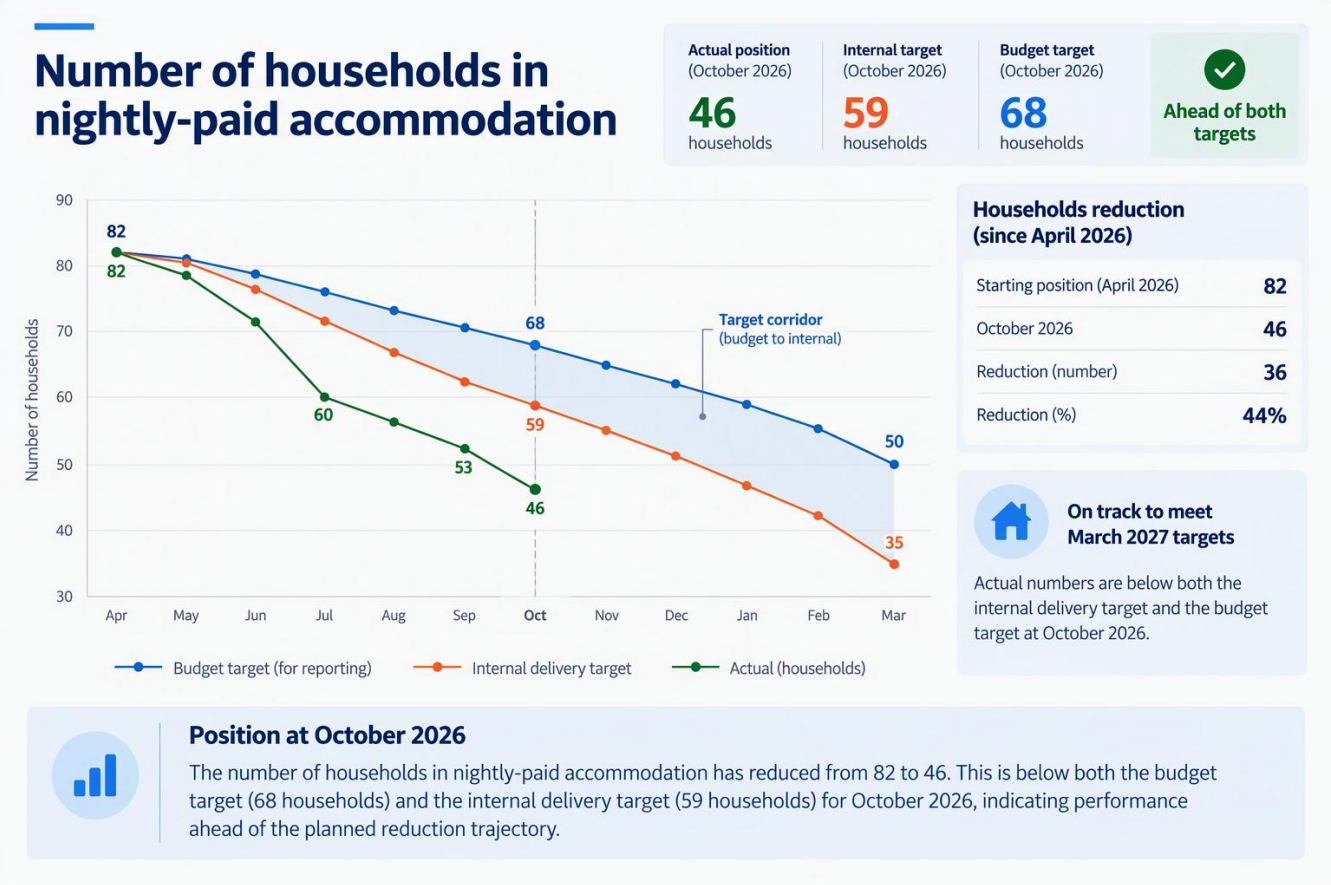


Table 4: Homelessness Applications Received

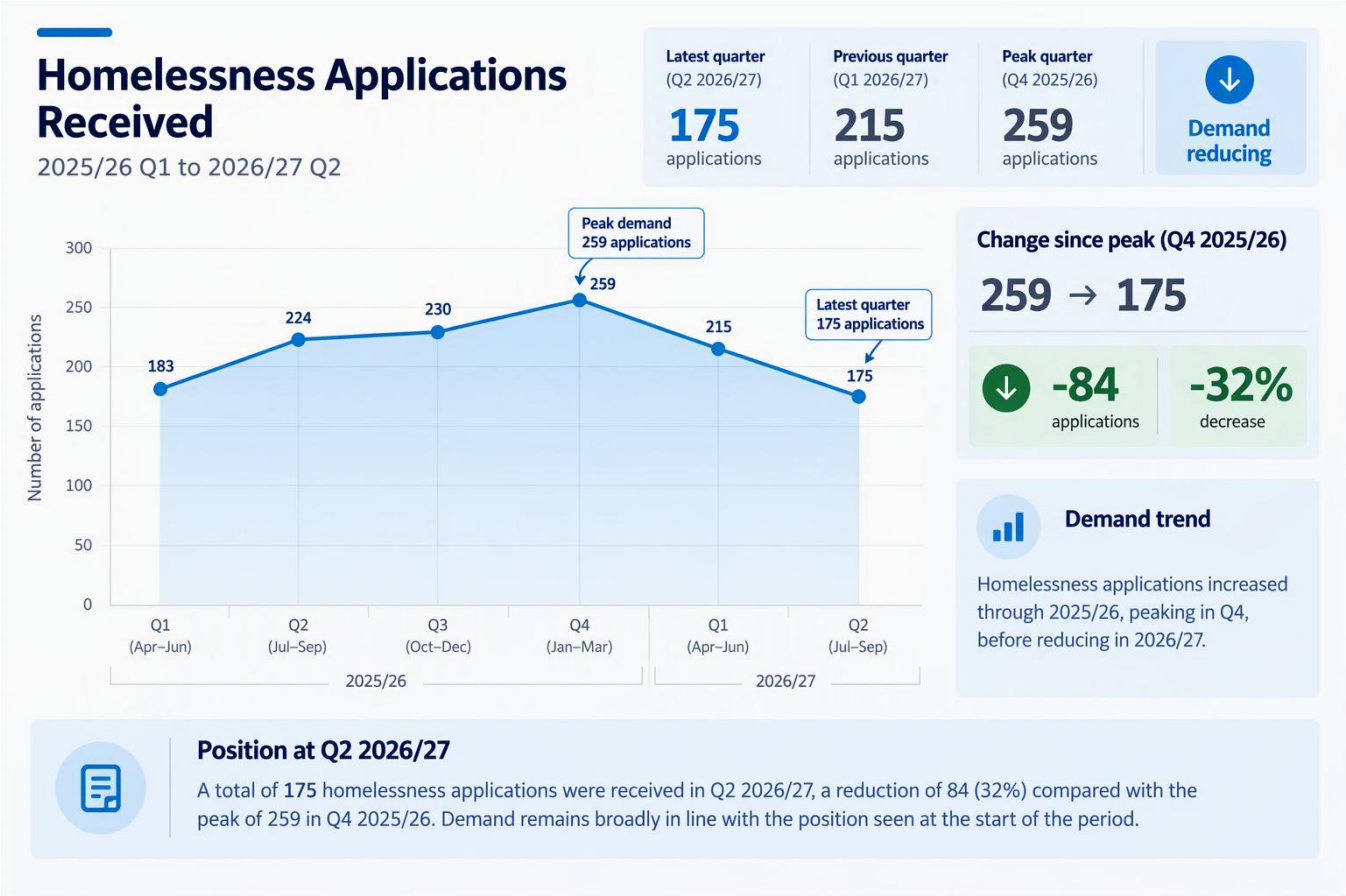


Table 5: Homeless Applications Assessed as Prevention or Relief

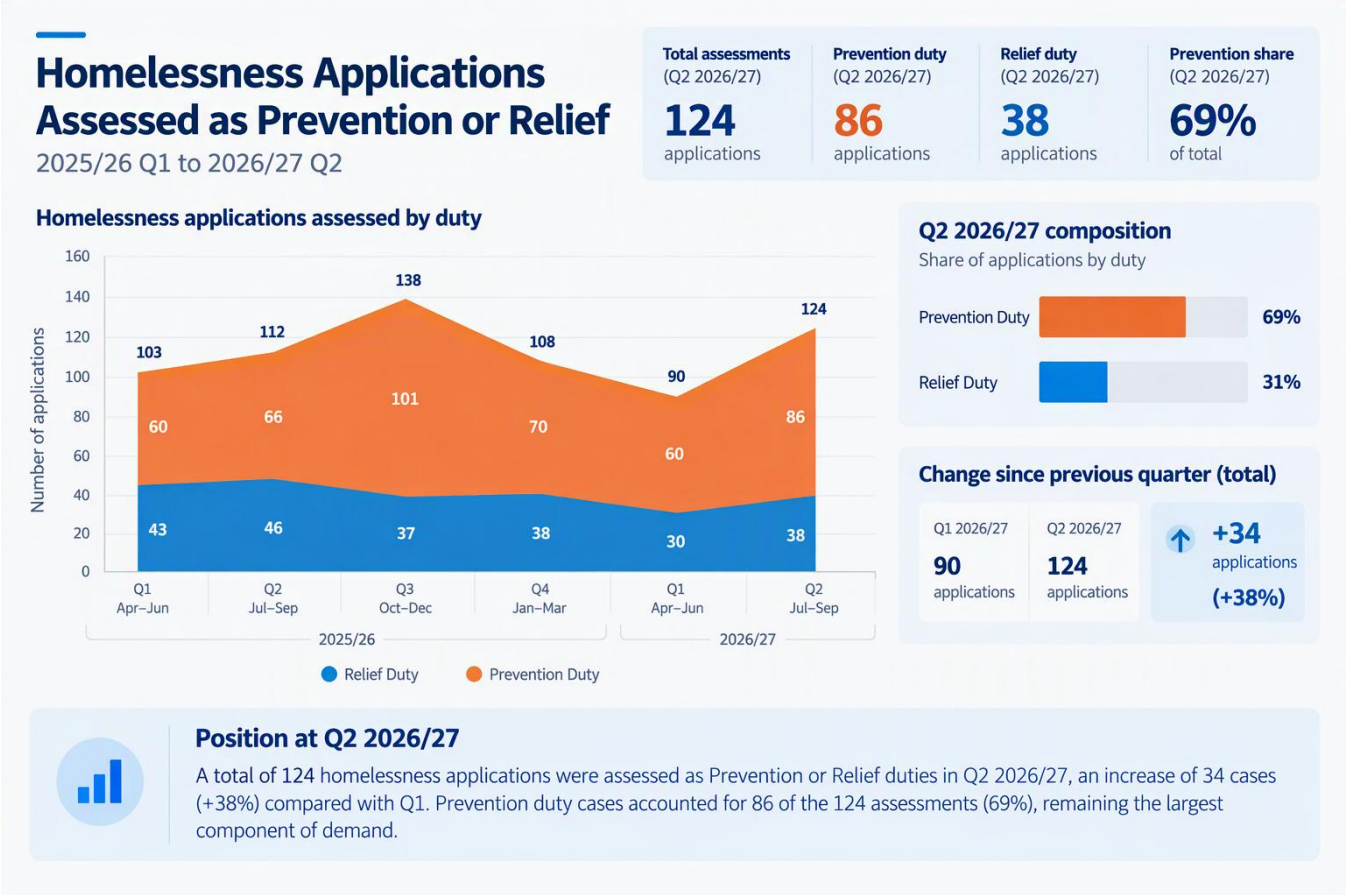
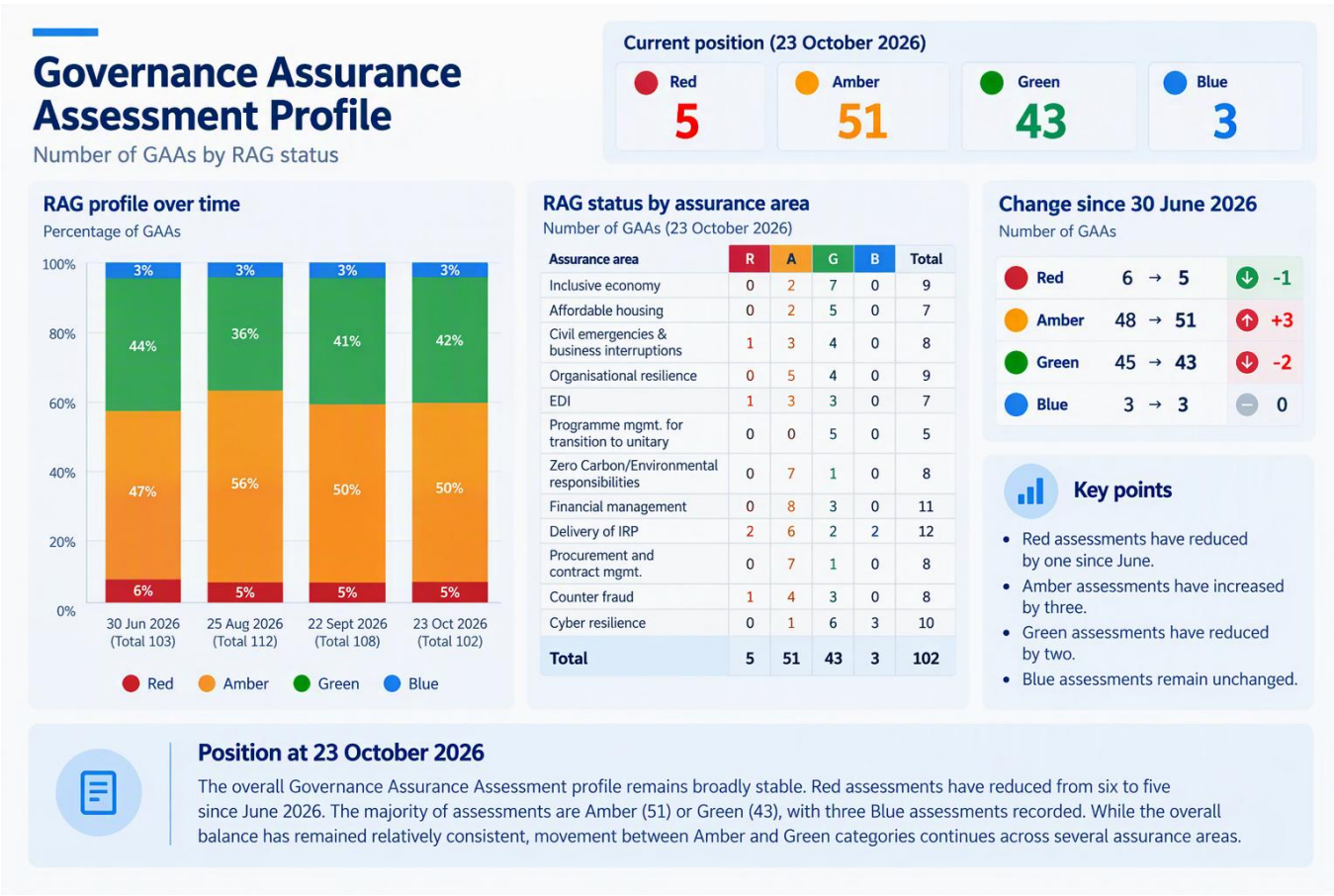


Table 6: Governance Assurance Assessment Profile



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

Document is Restricted

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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		
Relevant Group Head review	**Y**	**23/10/26**
MAT+ review (to have been circulated **at least 5 working days before Stage 2**)	**Y**	**23/10/26**
This item is on the Forward Plan for the relevant committee	Y	
	Reviewed by	
Finance comments (circulate to Finance)	**AB**	**30/10/26**
Risk comments (circulate to Lee O'Neil)	**LO**	**23/10/26**
Legal comments (circulate to Legal team)	LH	29/10/26
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 rec'd
Monitoring Officer commentary – at least **5 working days before MAT**	L Heron	29/10/26
S151 Officer commentary – at least **5 working days before MAT**	T.Collier	25/10/26
Commissioner engagement	**J. Kingston**	05/11/26
	Delete as applicable:	No comments
Confirm report signed off for publishing for MAT by relevant member of Management Team	L. O'Neil	30/10/26
Confirm final report cleared by MAT	L. O'Neil	05/11/26

Corporate Policy and Resources Committee

24 November 2026

Title	Governance Assurance update – Responding to and recovering from civil emergencies and business interruptions
Purpose of the report	To inform and assure
Report Author	Sandy Muirhead, Group Head Commissioning and Transformation Lee O'Neil, Deputy Chief Executive
Ward(s) Affected	All Wards
Exempt	No
Exemption Reason	
Corporate Priority	Community Resilience Environment Services
Recommendations	**Committee is asked to:** a. Note the current overall assurance level for the Governance Assurance Areas under the remit of the Corporate Policy and Resource Committee (**Appendix A**), which form part of the Council's Governance Assurance Register. b. Consider the key areas of focus concerning the Governance Assurance Areas relating to: *Ensuring the Council has robust mechanisms in place to prepare for, respond to and recover from civil emergencies and business interruptions* (**Appendix B**).
Reason for Recommendation	To enable the Corporate Policy and Resources Committee (CPRC) to review progress with implementation of the Governance Assurance Framework and scrutinise performance for key governance areas relating to its remit.

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 continues to implement and embed its Governance Assurance (GA) Framework as part of ongoing improvements to the way the authority manages risk. • The 12 Governance Assurance Areas (GAAs) which form the Council's Governance Assurance Register continue to be reviewed by the Audit Committee to provide assurance that effective arrangements are in place to manage key issues, concerns and areas of focus for the Council.	• Under the GA Framework, Service Committees including the CPRC have an opportunity to consider and scrutinise the areas of focus, concerns and issues within their remit.
This is what we want to do about it	**These are the next steps**
To update the Corporate Policy and Resources Committee (CPRC) on the GAA relating to '*Ensuring the Council has robust mechanisms in place to prepare for, respond to and recover from civil emergencies and business interruptions'.*	• Address any questions and concerns from the Committee concerning delivery of GAA actions relating to this governance area.

2. Key issues

2.1 The Council's Governance Assurance Register focuses on twelve key Governance Assurance Areas (GAAs). Nine of those areas come under the remit of the CPRC. These are outlined in **Appendix A** together with the current overall level of assurance for each of those areas (shown as low, medium or high).

2.2 The Council's Governance Assurance Framework specifies how relevant Service Committees have a key role in considering and scrutinising the areas of focus, concerns and issues within their remit. In order to facilitate this process individual senior managers are invited to attend those Committees to discuss their assurance areas, specific matters and key risks in their services.

2.3 **Appendix B** provides an update on progress with implementing the actions relating to the GAA covering '*Ensuring the Council has robust mechanisms in place to prepare for, respond to and recover from civil emergencies and business interruptions',* which currently has an **overall assurance level** of medium. The assurance level for this GAA has recently been reduced, primarily due to the loss of some trained staff who could act as Borough Emergency Control Centre (BECC) coordinators and Incident Liaison Officers (ILOs) in the event of an incident. Measures have already been put in place to train additional staff, realign responsibilities (including sharing a resource with Runnymede Borough Council), run an exercise and update the Emergency Plan to address this issue, which should enable the level of assurance to return to high by the end of November 2026.

NB. An update on Governance Assurance relating to the *Improvement and Recovery Plan (IRP)* will be provided as part of the separate IRP update report which is included on the agenda for this meeting.

3. Options appraisal and proposal

3.1 Committee is asked to:

(a) Note the current overall assurance level for the Governance Assurance Areas under the remit of the Corporate Policy and Resource Committee (**Appendix A**), which form part of the Council's Governance Assurance Register.

(b) Consider the key areas of focus, concerns and issues concerning the Governance Assurance Area relating to '*Ensuring the Council has robust mechanisms in place to prepare for, respond to and recover from civil emergencies and business interruptions'* (**Appendix B**).

4. Governance and risk considerations

4.1 The Council's Governance Assurance Register outlines the authority's governance arrangements in place to provide assurance that key corporate and strategic risks impacting the authority are effectively managed. The change to a governance assurance approach through the Council's Governance Assurance Framework together with training and monitoring ensures that effective governance is embedded within the culture of the organisation.

5. Financial implications

5.1 There are no direct financial implications relating to this report.

5.2 Over time, strengthening the Council's governance assurance arrangements will support more effective financial planning and help mitigate the likelihood of unanticipated financial pressures arising from weakness or failures in governance.

6. Legal comments

6.1 There are no legal implications arising directly from the recommendations in this report.

Corporate implications

7. Commissioners' comments

7.1 The Commissioners have no comments on this report.

8. S151 Officer comments

8.1 The S151 Officer notes that there are no direct financial implications arising from this report. However, effective governance helps underpin good value for money and financial outcomes.

9. Monitoring Officer comments

9.1 Considered and functional Governance Assurance arrangements, underpinned by the appropriate and timely actions, are essential for maintaining a strong framework for risk management and internal control.

9.2 This report supports the Committee in its scrutiny of these actions and seeks to provide assurance that the risks are being managed effectively and in accordance with the Council's statutory responsibilities.

10. Procurement comments

10.1 There are no procurement implications arising directly from the recommendations in this report.

11. Equality and Diversity

11.1 The revised Governance Assurance Register incorporates a specific Governance Assurance Area specifying how the Council ensures the effective discharge of the Council's responsibilities and duties relating to Equality, Diversity and Inclusion.

12. Sustainability/Climate Change Implications

12.1 The revised Governance Assurance approach incorporates a specific Governance Assurance Area covering how the Council discharges its responsibilities with respect to its zero carbon targets and wider environmental responsibilities.

13. Other considerations

13.1 Under the Framework, the Audit Committee considers the effectiveness of the Council's arrangements in relation to risk management, governance and internal control, including overseeing the relevant policies and strategies, with a view to being assured that key governance areas are owned and managed appropriately. The Audit Committee are therefore receiving regular updates on the 12 Governance Assurance Area (GAA) reports that form the Council's Governance Assurance Register.

14. Local Government Reorganisation Implications

14.1 It is important that the Council continues to develop and implement its Governance Assurance arrangement to ensure that strategic and operational risks are managed effectively in the run up to vesting day for the new West Surrey Council.

15. Timetable for implementation

15.1 All Governance Assurance Areas continue to be reviewed and updated on a regular basis to ensure they remain focused on relevant areas of assurance and associated actions to minimise risks to the Council.

16. Contact

16.1 Sandy Muirhead – Group Head Commissioning and Transformation (s.muirhead@spelthorne.gov.uk)

16.2 Lee O'Neil – Deputy Chief Executive (l.o'neil@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:

Appendices:

Appendix A: Table outlining the overall assurance level for the 9 Governance Assurance Areas of the Council's Governance Assurance Register under the remit of the CPRC.

Appendix B: Governance Assurance update for CPRC relating to '*Ensuring the Council has robust mechanisms in place to prepare for, respond to and recover from civil emergencies and business interruptions'*

Appendix A - Table outlining the overall assurance level for the 9 Governance Assurance Areas of the Council's Governance Assurance Register under the remit of the CPRC.

	Governance Assurance Area	Assurance Level (as reported to Audit Cttee.)				
		19/05/26	23/06/26	23/07/26	24/09/26	26/11/26
1	Ensuring the Council has robust mechanisms in place to prepare for, respond to and recover from civil emergencies and business interruptions	H	H	H	H	M
2	Ensuring and maintaining our Organisational Resilience	M	M	M	M	M
3	Ensuring we meet our Equality, Diversity and Inclusion (EDI) duties and responsibilities	M	M	M	M	M
4	Ensuring our programme and change management arrangements are effective to support the successful transition to the new unitary council.	H	M	M	M	M
5	Ensuring the Council's financial management and long-term planning arrangements are effective to secure financial sustainability	M	M	M	M	M
6	Ensuring there are effective governance arrangements in place to deliver the IRP	M	M	M	M	H
7	Ensuring effective Procurement and Contract Management arrangements	M	M	M	M	M
8	Ensuring our arrangements against the threat of fraud and maintaining assurance that our anti-fraud arrangements are robust and effective	M	M	M	M	M
9	Ensuring our arrangements for Cyber Resilience and managing the threat of a cyber-attack are effective.	M	M	M	M	M

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APPENDIX B - CPRC GOVERNANCE AREA REPORT – BUSINESS CONTINUITY/EMERGENCY PLANNING (October 2026)

ASSURANCE AREA					
Ensuring the Council has robust mechanisms in place to prepare for, respond to and recover from civil emergencies and business interruptions					
ASSURANCE DESCRIPTION					
This is critical to comply with our statutory duties as a Category One responder under the Civil Contingencies Act 2004. Having the necessary arrangements in place is essential to ensure the Council can minimise any interruptions to the delivery of its services. There are clearly links to other key areas of assurance like our environmental responsibilities, our wider organisational resilience and dealing with a cyber-attack or general IT outage.					
ASSURANCE ASSESSMENT					
Due to working closely with our contractor Applied Resilience and through the Surrey Local Resilience Forum (SLRF) and a planned approach to ensuring plans and training are up to date this area is well covered. There is a risk that due to staff resourcing issues if there is a major incident such as flooding this could cause difficulties in dealing with a prolonged event.					
ASSURANCE OWNER	Sandy Muirhead	**FOCUS/ISSUE/CONCERN**	Focus	**LEVEL OF ASSURANCE (High/Medium/Low)**	**Medium**

	Assurance Action	Action Owner	Current RAG status	Performance Update	Next steps (including completion/review date)
1	**Corporate resilience plan in place** Ensure that the Council has a corporate emergency plan in place.	**Sandy Muirhead** Group Head Commissioning and Transformation		All plans including the emergency plan are available on Resilience Direct and Sharepoint site. Emergency Plan agreed at September Committee meeting	The plan is scheduled for checking and revision on an annual basis in conjunction with Applied Resilience our emergency planning and business continuity contractor. Review date: 1/08/27
2	**Service business continuity plans** Ensure that Service business continuity plans are up to date and maintained	**Sandy Muirhead** Group Head Commissioning and Transformation		All plans undergo a cycle of updating usually on an annual basis depending on the plan and updating by the Surrey Local Resilience Forum on multi agency plans.	Cycle of updating is ongoing and work within LGR will influence future cycles. Most plans are up to date and other BC plans are being finalised Review date: 31/12/26
3	**Specific Emergency Response (ER)/Business Continuity plans in place** Ensure that specific ER/BC plans are in place and maintained for matters such as flooding, large scale evacuations, national events.	**Sandy Muirhead** Group Head Commissioning and Transformation		All plans are in an appropriate format and status.	LGR will in due course influence both plan status and cycles of updating. As emergency planning is a statutory Council function information on final emergency planning and business continuity team structure in West Surrey will be required to be in place before vesting day. This was discussed on 30 September with East and West Surrey districts and Boroughs plus Surrey County Council. It was recognised that while

	Assurance Action	Action Owner	Current RAG status	Performance Update	Next steps (including completion/review date)
					districts and boroughs may for some period maintain emergency planning requirements there is a need at West Surrey level to ensure there is a lead Director. Review date: 30/04/2027
4	**Gold, Silver and Bronze command response arrangements** Review Gold/Silver/Bronze response arrangements to ensure they reflect the appropriate staff, logistics and communication arrangements necessary.	**Lee O'Neil** Deputy Chief Executive		Overarching approach to emergency response arrangements comes under the remit of management team but the emergency response and business continuity plans layout what needs to be done in key areas and relevant staff are expected to address them. Staff with experience are being or may be lost from service as we progress towards LGR. This could result in insufficient resource to deal with an emergency despite all plans and procedures being in place.	Surrey has reviewed how emergency planning operates within Surrey or East and West in late September. Arrangements will initially stay as is but recognised a senior officer in West Surrey particularly needs to be designated as emergency planning lead. Review date: 30/11/2026
5	**Periodic testing of ER/BC plans undertaken**	**Sandy Muirhead**		Overarching responsibility is with management team but organisational arrangements and	Training is planned for Incident Liaison Officers October 23 and for BECC co-ordinators in November and

	Assurance Action	Action Owner	Current RAG status	Performance Update	Next steps (including completion/review date)
	Ensure all ER/BC plans are periodically tested / independently reviewed, particularly following an incident and/or changes in key staff.	Group Head Commissioning and Transformation		testing are supported fully by our emergency planning team at Applied Resilience. With loss of any staff may be difficult to easily implement further training.	for Incident Management Team on 12 November 2026 Review date: 31/12/2026
6	**Lesson learned log in place and updated** Undertake a review following an incident, near miss or test to ensure any improvements are identified and the necessary plans and guidance are updated.	**Sandy Muirhead** Group Head Commissioning and Transformation		Action will be taken following an incident and any learning points addressed	SLRF Delivery Group will ensure major incident learning points are embedded in appropriate organisations between now and vesting day as part of the SLRF Delivery Group function Review date: 30/04/2027
7	**Training and awareness (general and role specific) and communication.** Ensure there is a programme of training and awareness in place for all staff (and members) and this is complied with. Also ensuring effective communication arrangements are in place.	**Sandy Muirhead** Group Head Commissioning and Transformation		Members are given an introduction to emergency planning after they are elected and then on occasion when relevant updates are given via taking plans to the Committee for information. Staff are provided with updates and training where relevant in specialist areas e.g incident liaison officer training or rest centre training. A presentation on emergency planning was provided to staff in March 2026.	If staff leave this may affect resilience to deliver emergency planning training. Incident Liaison Officer training planned for October 23 2026 and for BECC staff in November 2026. Review date: 31/12/2026

	Assurance Action	Action Owner	Current RAG status	Performance Update	Next steps (including completion/review date)
8	**Surrey Local Resilience Forum arrangements** Ensure the Council is an active member of the Surrey Local Resilience Forum and reflects any good practice in ER/BC plans, guidance and training.	**Sandy Muirhead** Group Head Commissioning and Transformation		Spelthorne has always actively participated in the Surrey Local Resilience Forum through a presence at the Executive meetings and via delivery groups gaining knowledge of best practice in both emergency planning and business continuity.	Due to staff changes it may be increasingly difficult to participate in SLRF meetings until LGR is implemented but senior staff from other Boroughs and Districts will continue to attend relevant meetings. Review date: 31/03/2027

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Spelthorne Borough Council
Services Committees Forward Plan

This Forward Plan sets out the decisions which the Service Committees expect to take over the forthcoming months.

Please direct any enquiries about this Plan to CommitteeServices@spelthorne.gov.uk.

Published on 12 November 2026

Spelthorne Borough Council

Service Committees Forward Plan and Key Decisions for 11 November 2026 to 31 March 2027

Anticipated earliest (or next) date of decision and decision maker	Matter for consideration	Key or non-Key Decision	Decision to be taken in Public or Private	Lead Officer
Corporate Policy and Resources Committee 24 11 2026	BCP/ER - Governance Assurance	Non-Key Decision	Public	Lee O'Neil, Deputy Chief Executive, Sandy Muirhead, Group Head - Commissioning and Transformation
Corporate Policy and Resources Committee 24 11 2026	Mid-Year Treasury Management Strategy	Key Decision	Public	Terry Collier, Deputy Chief Executive, Altin Bozhani, Interim Deputy Chief Finance Officer
Corporate Policy and Resources Committee 24 11 2026	Procurement of a Revenues & Housing Benefit System	Key Decision	Public	Sandy Muirhead, Group Head - Commissioning and Transformation
Corporate Policy and Resources Committee 24 11 2026	Q2 Capital & Revenue Monitoring Report	Non-Key Decision	Public	Altin Bozhani, Interim Deputy Chief Finance Officer
Corporate Policy and Resources Committee 24 11 2026	Q2 2026/27 Performance Report	Non-Key Decision	Public	Sandy Muirhead, Group Head - Commissioning and Transformation
Corporate Policy and Resources Committee 24 11 2026 Council 10 12 2026	Improvement and Recovery Plan Progress Update	Key Decision	Public	Gordon Mitchell, Interim Chief Executive

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Date of decision and decision maker	Matter for consideration	Key or non-Key Decision	Decision to be taken in Public or Private	Lead Officer
Corporate Policy and Resources Committee 30 11 2026	Medium Term Financial Strategy Position	Key Decision	Public	Terry Collier, Deputy Chief Executive, Altin Bozhani, Interim Deputy Chief Finance Officer
Corporate Policy and Resources Committee 30 11 2026 Council 03 12 2026	Disposal of a Commercial Asset	Key Decision	Part public/part private	Coralie Holman, Group Head - Assets
Corporate Policy and Resources Committee 30 11 2026 Council 03 12 2026	Variation of Terms and Disposal of a Commercial Asset	Key Decision	Part public/part private	Coralie Holman, Group Head - Assets
Corporate Policy and Resources Committee 30 11 2026	Revised proposals for Development of the mezzanine floor of Eclipse Leisure Centre	Non-Key Decision	Public	Kamal Mehmood, Strategic Lead for Leisure and Community Development
Corporate Policy and Resources Committee 30 11 2026 Council 03 12 2026	Elmsleigh Shopping Centre	Key Decision	Part public/part private	Coralie Holman, Group Head - Assets

Date of decision and decision maker	Matter for consideration	Key or non-Key Decision	Decision to be taken in Public or Private	Lead Officer
Corporate Policy and Resources Committee 30 11 2026 Council 10 12 2026	Mechanical & Electrical Plant replacement update at Sunbury Leisure Centre	Key Decision	Part public/part private	Coralie Holman, Group Head - Assets
Corporate Policy and Resources Committee 18 01 2027	Eclipse Leisure Centre Capital Outturn	Non-Key Decision	Public	Altin Bozhani, Interim Deputy Chief Finance Officer, John Harris, Building Surveyor, Terry Collier, Deputy Chief Executive
Corporate Policy and Resources Committee 18 01 2027	Procurement and Contract Management - Governance Assurance	Non-Key Decision	Public	Linda Heron, Group Head - Corporate Governance, Monitoring Officer, Lee O'Neil, Deputy Chief Executive
Corporate Policy and Resources Committee 18 01 2027 Council 25 02 2027	Future of Knowle Green Estates	Key Decision	Private	Terry Collier, Deputy Chief Executive
Corporate Policy and Resources Committee 18 01 2027	BCP/ER - Governance Assurance	Non-Key Decision	Public	Lee O'Neil, Deputy Chief Executive
Corporate Policy and Resources Committee 18 01 2027	Equality, Diversity and Inclusivity - Governance Assurance	Non-Key Decision	Public	Lee O'Neil, Deputy Chief Executive

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Date of decision and decision maker	Matter for consideration	Key or non-Key Decision	Decision to be taken in Public or Private	Lead Officer
Corporate Policy and Resources Committee 18 01 2027	Fraud - Governance Assurance	Non-Key Decision	Public	Lee O'Neil, Deputy Chief Executive, Linda Heron, Group Head - Corporate Governance, Monitoring Officer
Corporate Policy and Resources Committee 08 02 2027	Cyber Resilience - Governance Assurance	Non-Key Decision	Public	Alistair Corkish, ICT Manager, Lee O'Neil, Deputy Chief Executive
Corporate Policy and Resources Committee 08 02 2027 Council 25 02 2027	Improvement and Recovery Plan Progress Update	Non-Key Decision	Public	Gordon Mitchell, Interim Chief Executive
Corporate Policy and Resources Committee 08 02 2027	IRP Delivery - Governance Assurance	Non-Key Decision	Public	Lee O'Neil, Deputy Chief Executive, Linda Heron, Group Head - Corporate Governance, Monitoring Officer
Corporate Policy and Resources Committee 08 02 2027	Organisational Resilience - Governance Assurance	Non-Key Decision	Public	Lee O'Neil, Deputy Chief Executive
Corporate Policy and Resources Committee 08 02 2027	Procurement and Contract Management - Governance Assurance	Non-Key Decision	Public	Lee O'Neil, Deputy Chief Executive, Linda Heron, Group Head - Corporate Governance, Monitoring Officer
Corporate Policy and Resources Committee 08 02 2027	Programme and Change Management - Governance Assurance	Non-Key Decision	Public	Lee O'Neil, Deputy Chief Executive

Date of decision and decision maker	Matter for consideration	Key or non-Key Decision	Decision to be taken in Public or Private	Lead Officer
Corporate Policy and Resources Committee 08 02 2027	Q3 Capital & Revenue Monitoring Report	Non-Key Decision	Public	Altin Bozhani, Interim Deputy Chief Finance Officer
Corporate Policy and Resources Committee 08 02 2027	Corporate Policy and Resources Committee KPI Update	Key Decision	Public	Dan Dredge, Control and Systems Manager

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