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.