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
D.Dredge@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:

A: Improvement and Recovery Plan Progress report

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