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.