

To:
All members of the
Corporate Policy and Resources
Committee

Please reply to:
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Date: 26 November 2025

Supplementary Agenda

Corporate Policy and Resources Committee - Monday, 1 December 2025

Dear Councillor

I enclose the following items which were marked 'to follow' on the agenda for the Corporate Policy and Resources Committee meeting to be held on Monday, 1 December 2025:

5. Establishment of Staines Masterplan Task and Finish Group 3 - 14

Committee is asked to:

1. Agree the Terms of Reference (Appendix A) for establishing the Staines Masterplan Task Group and agree member appointments to the Task Group,
2. Delegate authority to the Deputy Chief Executive, in consultation with the Chair of Environment and Sustainability Committee to make decisions on the Staines Masterplan project at the required gateway points in the project programme; and
3. Delegate authority to the Deputy Chief Executive, in consultation with the Chair of Environment and Sustainability Committee to make any future changes to membership of the Staines Masterplan Task Group.

Yours sincerely

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Karen Wyeth
Corporate Governance

To the members of the Corporate Policy and Resources Committee

Councillors:

J.R. Sexton (Chair)	D.C. Clarke	M.J. Lee
C. Bateson (Vice-Chair)	S.M. Doran	S.C. Mooney
M.M. Attewell	R.V. Geach	L. E. Nichols
M. Beecher	M. Gibson	H.R.D. Williams
J.R. Boughtflower	K.M. Grant	
J. Button	K. Howkins	

Substitute Members: Councillors: M. Bing Dong, S.N. Beatty, H.S. Boparai, M. Buck,
S.A. Dunn, K.E. Rutherford and P.N. Woodward



Committee Report Checklist

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

Stage 1

Report checklist – responsibility of report owner

ITEM	Yes / No	Date
Councillor engagement / input from Chair prior to briefing	Yes	13.11.25
Commissioner engagement (if report focused on issues of concern to Commissioners such as Finance, Assets etc)		
Relevant Group Head review	S Muirhead	21.11.25
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		
	Reviewed by	
Finance comments (circulate to Finance)		
Risk comments (circulate to Lee O'Neil)		
Legal comments (circulate to Legal team)	J Clare	21.11.25
HR comments (if applicable)	n/a	n/a

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

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

Stage 2

Report checklist – responsibility of report owner

ITEM	Completed by	Date
Monitoring Officer commentary – at least 5 working days before MAT	J Clare as DMO	24/11/25
S151 Officer commentary – at least 5 working days before MAT	T.Collier	24/11/25
Confirm final report cleared by MAT		

Corporate Policy and Resources Committee

Date of meeting 01 December 2025

Title	<i>Establishment of the Staines Masterplan Task Group</i>
Purpose of the report	To make a decision
Report Author	<i>Laura Richardson, Strategic Planning and Projects Manager</i>
Ward(s) Affected	All Wards
Exempt	No
Exemption Reason	N/A
Corporate Priority	Community Addressing Housing Need Environment Services
Recommendations	<p>Committee is asked to:</p> <ol style="list-style-type: none"> 1. Agree the Terms of Reference (Appendix A) for establishing the Staines Masterplan Task Group and agree Member appointments to the Task Group. 2. Delegate authority to the Deputy Chief Executive in consultation with the Chair of Environment and Sustainability Committee to make decisions on the Staines Masterplan project at the required gateway points in the project programme 3. Delegate authority to the Deputy Chief Executive in consultation with the Chair of the E&S Committee, to make any future changes to membership of the Staines Masterplan Task Group.
Reason for Recommendation	<p>The Committee is asked to agree the Terms of Reference to ensure councillors understand more fully the role of the Task Group. This will enable the Task Group members to be fully involved, informed, input their views and act as a conduit to feed back to the main committee.</p> <p>Delegating authority to make decisions at the key gateway points in the project programme would ensure that the project can progress in line with the ambitious timescale set out in the Improvement and Recovery Plan (IRP).</p> <p>Delegating authority to make any future changes to the Task Group membership ensures the Staines Masterplan progresses without delay, while maintaining oversight from key committees.</p>

1. Executive summary of the report

What is the situation	Why we want to do something
<ul style="list-style-type: none">• The Masterplan is a major project shaping the future development of Staines.• Stakeholder involvement is essential to ensure the Masterplan reflects community priorities.• A dedicated Task Group will enable ongoing Member input throughout the process.• Currently no mechanism for delegation of decisions relating to both key gateway points and any future changes to membership of the task group is in place.	<ul style="list-style-type: none">• To ensure Members are fully engaged, informed, and able to contribute their views effectively.• To create a clear mechanism for feedback between the Task Group and the main committees.• Have appropriate delegation in place to ensure timely decision making and manage any future changes to task group membership efficiently.
This is what we want to do about it	These are the next steps
<ul style="list-style-type: none">• Establish a Staines Masterplan Task Group and agree appropriate delegations.	<ul style="list-style-type: none">• Agree the Terms of Reference for the Task Group.• Appoint Members to the Task Group.• Agree delegation for decision making on project gateway points to the Deputy Chief Executive, in consultation with the Chair of Environment and Sustainability (E&S) Committee• Agree delegating authority for any future changes to Task Group membership.

2. Key issues

- 2.1 This report sets out the proposed Terms of Reference (ToR) for the Staines Masterplan Task Group. The Masterplan is a key project for shaping the future of Staines and delivering high-quality development. Achieving this is a matter of significant interest for both residents and elected Members.
- 2.2 The policy basis for preparing a masterplan is strongly supported by national guidance. The National Planning Policy Framework (NPPF) 2024 encourages local authorities to set clear design expectations and use tools such as masterplans to secure high-quality development. Planning Practice Guidance (PPG) further highlights masterplans as an effective way to establish a comprehensive vision for complex sites, ensuring coordinated delivery of infrastructure and placemaking objectives. The National Model Design Code (NMDC) also identifies masterplans as a key component in shaping design visions for larger areas.

- 2.3 Effective and ongoing engagement with stakeholders, including elected Members as a key stakeholder group, is fundamental to the success of the Masterplan. Establishing a cross-party Task Group will enable continuous Member involvement beyond formal committee sessions, allowing members to develop a deeper understanding of the Masterplan process and act as champions for the project within the Council and the wider community. The proposed Task Group will sit under the E&S Committee. The Masterplan will include policy guidance for the development sites in Staines, including the Council assets. As such the development of the Masterplan, which forms part of the Improvement and Recovery Plan (IRP), intersects with the workstreams focused on the Council's assets. As the Staines Masterplan will be a Supplementary Planning Document, the primary committee for formal reporting will be the Environment and Sustainability Committee, however given the overlap, the Corporate Policy and Resources Committee is asked to establish the Task Group to ensure the relationship between both elements of the IRP workstream is considered in its establishment.
- 2.4 The Task Group will also form part of the Project Board overseeing the whole Masterplan, which will also include Council officers, the Consultants and Critical Friend/s.
- 2.5 Appendix A sets out the proposed ToR for the Task Group. The draft ToR outlines the role and responsibilities of the group. It is intended that the Task Group will have cross-party membership, though political proportionality is not required.
- 2.6 Delegating authority to the Deputy Chief Executive to make decisions at key gateway points, in consultation with the Chair of the E&S Committee, will keep the Staines Masterplan on track. This approach ensures decisions can be made at critical stages, avoids delays, and uses resources efficiently. It provides clear governance while maintaining democratic oversight, so decisions support the Council's goals for growth, sustainability, and placemaking. Streamlining approvals will help maintain momentum and deliver high-quality outcomes for the masterplan within the ambitious timescales agreed as part of the IRP.
- 2.7 The Committee is asked to agree the appointment of members of the Task Group, however recommendation 3 allows for delegating authority to the Deputy Chief Executive in consultation with the Chair of the E&S Committee for the appointment of substitute Task Group members in the event that a future change is required. This will allow work to progress in alignment with necessary timescales. This approach ensures timely formation of the group, maintains cross-committee oversight, and provides flexibility to make appropriate changes to membership, if required. It balances efficiency, enabling the Masterplan work to start promptly while retaining transparency.
- 2.8 The timescale for developing the Staines Masterplan is ambitious, and preparatory work is already underway. Establishing the Task Group as soon as possible will ensure members are briefed promptly and able to contribute

effectively to key stages of the project, including engagement with consultants and early discussions on principles of the Masterplan.

3. Options appraisal and proposal

- 3.1 Option 1 – Recommended option: Agree the proposed Terms of Reference, Agree Member appointments to the Task Group, delegate decision making authority for key gateway points and delegate authority to make any future changes to membership of the Task Group. To enable the establishment of the Task Group to contribute to the Staines Masterplan at the earliest opportunity will allow members to be briefed on project progress quickly and play an active role from the outset. Delegating gateway decisions ensures faster progress, reduces delays, and keeps the Staines Masterplan aligned with the Council's strategic objectives.
- 3.2 Option 2 – Not Recommended: A Task Group for the Staines Masterplan is not considered necessary. If the decision is made that a Task Group is not required, Member engagement will still take place through regular reporting and updates. However, the Staines Masterplan is a complex and high-profile project a Task Group would provide an opportunity for deeper involvement, enabling members to develop a stronger understanding of the issues and act as Masterplan Champions within their committees and communities.

4. Risk implications

- 4.1 A risk register will be used to document, assess, and manage potential risks that could impact the project's success, ensuring proactive mitigation and response strategies. The risk register for the project will be regularly monitored and updated by the Strategic Planning Team working closely with the appointed consultants.
- 4.2 Proceeding with the recommendation (Option 1) to establish the Staines Masterplan Task Group, appoint Members, delegate authority to make key gateway point decisions and delegation to make any future membership changes will enable the Council to maintain its reputation and demonstrate its commitment to responding to the community's needs, maintaining transparency and proactively planning.
- 4.3 The Council is committing significant financial and staff resources to deliver the Staines Masterplan, particularly in a timely manner to an ambitious timescale. Establishing and proceeding with a dedicated Task Group will strengthen project governance, enhance effectiveness, and ensure that resources are used efficiently to achieve the intended planning outcomes.
- 4.4 The establishment of a dedicated Task Group will support the successful implementation of the Staines Masterplan. With this structure in place, the Council will be better positioned to take a proactive and strategic approach to managing development in Staines. This will enable more consistent and coordinated planning outcomes and create an opportunity to deliver high-quality, well-designed places that drive regeneration and sustainable growth across the town centre.

- 4.5 Once the Staines Masterplan is in place, developers will be encouraged to bring forward proposals that align with the Masterplan creating high-quality, sustainable, and inclusive places. This approach will also support the Council's wider objectives for placemaking and enhancing community well-being.
- 4.6 The Staines Masterplan is intended to complement and support the implementation of the new Local Plan, which is currently at an advanced stage of examination and anticipated for adoption in early 2026. Aligning the Masterplan with the Local Plan, as well as the emerging Spelthorne Design Code (SDC), will strengthen the overall planning framework, ensuring all documents work cohesively to deliver comprehensive, coordinated development outcomes for Staines. The Task Group will support the timely implementation of the Masterplan maximising this alignment and reinforcing the Council's strategic objectives.
- 4.7 In light of Local Government Reorganisation and the confirmation of the new West Surrey unitary authority, there is a risk that future priorities may shift. Progressing with the implementation of the Staines Masterplan in line with the current project programme will ensure that a clear strategic framework is in place and provides policy coverage for the area while the new unitary develops its planning policies. This approach will help secure high-quality design and regeneration outcomes moving forward.
- 4.8 If a Task Group is not established (Option 2), there would be an opportunity to further streamline decision-making, while still ensuring Member engagement. This would be achieved through regular updates and communications, formal engagement sessions, and workshops, which would help maintain strong Member involvement, deepen understanding of local context and Staines-specific issues, and uphold confidence in the project's governance but it is a complex issue and a Task Group would allow members to engage in the process with greater insight and influence over key decisions.

5. Financial implications

The establishment of the Staines Masterplan Task Group will incur minimal direct costs, primarily related to Member and officer time for meetings and administration. These costs will be absorbed within existing budgets and do not require additional funding. In the event a Task Group is not agreed, financial risks may arise from inefficient decision-making, work outside of the scope of the consultant's contract, and project delays, which could increase costs.

6. Legal comments

- 6.1 The National Planning Policy Framework (NPPF) 2024 encourages local authorities to set clear design expectations and use tools such as masterplans to secure high-quality development. The Staines Masterplan will be a Supplementary Planning Document (SPD). An SPD is a planning policy document which builds upon and provides more detailed guidance to policies in the Local Plan.

Corporate implications

7. S151 Officer comments

- 7.1 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.

8. Monitoring Officer comments

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

9. Procurement comments

- 9.1 The Project Lead for the Staines Masterplan project is fully engaged with the Corporate Procurement team, and the establishment of the Task Group will further ensure positive outcomes for this project.

10. Equality and Diversity

- 10.1 The Engagement Strategy for the Staines Masterplan project will seek to be as inclusive as possible and include, among a wide range of engagement opportunities, setting up a Citizens' Panel, based on the successful example of the emerging SDC The Staines Masterplan Task Group will form part of the Project Board, which will also include SBC officers and Statutory Bodies.

11. Sustainability/Climate Change Implications

- 11.1 Delivering sustainable development is a fundamental principle of the planning process and will underpin the objectives of the whole Staines Masterplan. The Masterplan will seek to embed measures that support the transition to a low-carbon, climate-resilient town centre, in line with national policy, the Council's Climate Change Strategy and the emerging SDC.

12. Other considerations

- 12.1 There are none.

13. Timetable for implementation

- 13.1 The Staines Masterplan is progressing at pace with the commitment to complete the project by summer 2026. To achieve this ambitious timeline the Task Group needs to be in place ahead of the stage 1 gateway currently planned for January 2026.

14. Contact

14.1 Laura Richardson, Strategic Planning and Projects Manager
L.Richardson@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: Draft Staines Masterplan Task Group Terms of Reference

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Spelthorne Staines Masterplan Task Group

Terms of Reference

1 The purpose of the Staines Masterplan Task Group (“the Task Group”) is to:

- 1.1. Assist in the development of the Staines Masterplan for Spelthorne Borough Council, ensuring alignment with the Council’s strategic objectives, the emerging Local Plan, the Infrastructure and Recovery Plan and relevant national guidance.
- 1.2. Inform the deliberations of the Deputy Chief Executive and the Chair of Environment and Sustainability (E&S) Committee for them to make decisions necessary at each Gateway point for the project to progress which will then be reported to the E & S Committee as appropriate.

2 The role of the Group is to:

- 2.1 Act in an advisory and consultative capacity on all matters relating to the Staines Masterplan.
- 2.2 Provide input on design principles, land use, infrastructure, sustainability, and community engagement to shape the Masterplan.
- 2.3 Meet at key gateway points aligned with the project timeline to review progress, provide feedback and critically inform the Deputy Chief Executive and Chair of E&S Committee so they can make the decisions required at gateway points. Meetings will be held during business hours and last no longer than one hour.
- 2.4 Attend briefings prior to relevant committee meetings to enable members to champion the Masterplan and respond to questions.
- 2.5 Champion the Staines Masterplan project with other elected members, residents, and community groups. This may include involvement in promotional activities.

3 Membership

- 3.1 The Task Group will be a cross-party group of at least 6, but no more than 9 members, not necessarily drawn from the (E&S) Committee. At least 2 members will be drawn from Corporate Policy and Resources Committee as the appointing committee.
- 3.2 Political proportionality does not apply.

- 3.3 There will be a quorum of 3 Members at any meeting.
- 3.4 The Task Group will operate for the duration of the Staines Masterplan project. Members will be encouraged to commit for the full project term to ensure continuity and consistency. Any future changes in membership can be approved by the Deputy Chief Executive in consultation with the Chair of the E&S Committee.

4 Chair

- 4.1 The Chair of the Group will be the Chair of E&S Committee throughout the duration of the Staines Masterplan project.

5 Meetings

- 5.1 Meetings will be internal and confidential to the Council. At the Chair's discretion, some meetings may be open to all members of the Council, particularly those involving external speakers, to encourage wider engagement.
- 5.2 Ahead of each meeting where a gateway decision needs to be taken, the relevant information and the detail of the decision that needs to be taken will be circulated in advance, so members of the Task Group can be fully informed and prepared ahead of meetings.

6 Decisions

- 6.1 The Deputy Chief Executive in consultation with the Chair of E&S Committee will have delegated authority to make decisions at agreed gateway points throughout the project and these decisions will be recorded and reported to the E&S Committee. This will ensure progress can be maintained at each gateway and avoid unnecessary delays. Decisions outside these defined gateways or beyond the agreed scope will remain the responsibility of the E&S Committee or Council as appropriate.

7 Confidentiality

- 7.1 Meetings are not open to the public and papers are confidential to enable free and open discussion on sensitive matters before making decisions at agreed gateway points. Decisions taken under delegated authority will be recorded and reported to the E&S for transparency.