Please reply to:
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Date: 03 October 2025

Notice of meeting

Corporate Policy and Resources Committee

Date: Monday, 13 October 2025

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)	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 D. Saliagopoulos

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

Page nos.

1. Apologies and Substitutes

To receive apologies for absence and notification of substitutions.

2. Minutes **5 - 20**

To confirm the minutes of the meeting held on 08 September 2025 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.

5. Q1 Corporate KPI Results **21 - 54**

Committee is asked to acknowledge the Corporate Key Performance Indicators (KPIs) report for Quarter 1 2025/26.

6. The Spelthorne Borough Council (Off-Street Parking Places Order) Amendment No.3) Order 2026 **55 - 122**

Committee is asked to recommend to Council to:

1. Authorise the Group Head Neighbourhood Services to proceed with the proposals made in this report and to implement The Spelthorne Borough Council Off-Street Parking Places (Amendment No. 3) Order 2026,

2. Authorise the Group Head Corporate Governance to publish all notices required to implement The Spelthorne Borough Council Off-Street Parking Places (Amendment No. 3) Order 2026; and

3. Authorise the Group Head Neighbourhood Services in consultation with the Group Head Corporate Governance to consider and address any objections and to amend the proposals if necessary, following the public consultation.

7. Proposal to Terminate Waterfront Development Lease **123 - 130**

Committee is asked to:

Approve the termination of the ‘Conditional Agreement for Grant of Head Lease’ between Spelthorne Borough Council and Arora Waterfront Ltd and Arora Hotels Ltd.

8. Improvement & Recovery Plan **131 - 180**

Committee is asked to recommend to Council that:

1. The Improvement and Recovery Plan be approved,

2. The Reorganisation and Transformation Board be formally disbanded, the Improvement and Recovery Board be set up and the Terms of Reference in Appendix C be approved,

3. The reporting mechanisms be approved; and

4. Authority be delegated to the Corporate Policy and Resources Committee to approve changes to the Improvement and Recovery Plan as part of regular reporting arrangements.

9. Neighbourhood Services Procurement **181 - 188**

Committee is asked to:

1. Authorise the Group Head Neighbourhood Services to start the procurement process for good as detailed at 2.2 in this report. These procurements are all full funded,

2. Authorise the Group Head Neighbourhood Services to select the chosen suppliers and award the contracts,

3. Authorise a direct award for additional Bespoke glass balustrade rails to supplier A who has already installed rails outside of the Eclipse Leisure Centre; and

4. Authorise the Group Head Corporate Governance to enter contracts with the chosen suppliers.

10. Procurement Policies and Procedures **189 - 266**

Committee is asked to:

1. Consider the updates and amendments to the Council’s Procurement Policies and Procedures; and

2. Approve the updated Procurement Policies and Procedures.

11. Procurement support from Runnymede Borough Council **267 - 280**

Committee is asked to:

1. Agree in principle to enter into a relevant agreement to support Phase 1 of the proposal set out in Appendix A,

2. Delegate authority to the Group Head Corporate Governance and S151 Officer, in consultation with the Chair and Vice-Chair of the Corporate Policy and Resources Committee, to finalise the details of the proposal; and

3. Delegate authority to the Group Head Corporate Governance to enter into the agreement and all ancillary documentation relating to Phase 1 of the proposal set out in Appendix 1.

12. Forward Plan **281 - 288**

To consider the Forward Plan for committee business.

13. 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 08 September 2025.

Minutes of the Corporate Policy and Resources Committee
8 September 2025

Present:

Councillor J.R. Sexton (Chair)
Councillor C. Bateson (Vice-Chair)

Councillors:

M.M. Attewell	R.V. Geach	M.J. Lee
M. Beecher	M. Gibson	S.C. Mooney
D.C. Clarke	K.M. Grant	L. E. Nichols
S.M. Doran	K. Howkins	H.R.D. Williams

78/25 Apologies and Substitutes

Apologies were received from Councillor Boughtflower and Councillor Button. Councillor Beatty attended as Councillor Button's substitute.

79/25 Minutes

The minutes of the meeting held on 7 July 2025 were agreed as a correct record.

80/25 Disclosures of Interest

Councillors Attewell, Mooney, and Sexton declared they were also Surrey County Councillors.

Councillor Nichols declared he sat on the Board of Directors for Knowle Green Estates.

81/25 Questions from members of the Public

In accordance with Standing Order 40, three questions were received from members of the public.

Question one from Nigel Rowe of Riverside Residents Coalition, as follows:

Context: The findings of independent research by Royal Holloway, University of London, into groundwater flood risk in Staines were first published in June 2024 and presented subsequently to the full Council. The research revealed

1) the scale and complexity of flood risk from groundwater in Staines (greater than that from both fluvial and surface water run-off) and b) the threat of increased flood risk for existing properties and public spaces from the below-ground structures of new developments. The Council chose to ignore the findings pending a peer review. The findings, unchanged, acquired peer review validation in March 2025, and were re-presented to and discussed with the full Council in early June 2025. The findings were presented to and discussed at length with delegations from Surrey County Council (Lead Local Flood Authority) and the Environment Agency earlier this month. As we understand it, both Spelthorne and Runnymede Borough Councils were invited to participate, and Spelthorne sent an observer.
There has been no challenge to the research findings from any quarter. Repeated requests to the Council's leadership from the Riverside Residents (Staines) Coalition since the summer of 2024 to accept an obligation to protect residents from the inherent threat set out above have been rebuffed or ignored. Given that the absence of such protection could have generational consequences, not just in relation to the cost or even availability of home insurance but also the trauma of being flooded, we ask the Committee to consider all of the above in answering the questions.

Question: "Does the Committee agree that the Council should have clear, robust and enforceable policy directives and processes in place that will get as close as is possible to a guarantee that no new development in Staines will increase flood risk for other properties and public spaces?"

Councillor Sexton, Chair of the Corporate Policy and Resources Committee, responded as follows:

"Our residents can be assured that the Group Administration will do everything it can to ensure that no new development will increase flood risk for other properties and public spaces. The Council is working with Surrey County Council, the Environment Agency and Dr Paul on developing a guidance note on how to deal with groundwater issues. Moving forward, the Council will explore and assess potential for taking into account Dr Paul's finding within the emerging Local Plan and legal opinion is being sought on this point. An update will be provided in due course."

Question two from Kath Sanders, as follows:

Context - As a resident, I appreciate that the Best Value Commissioners are committed to the Intervention being carried out in a transparent manner and that the Commissioners' fees and expenses were published on 14th August for the first 3 months of the Intervention.

However, at the time of writing, there is not full transparency.

Meetings do not detail which members of the commissioners' team (and senior officers) actually attended those meetings - the attendance details list those "expected" but do not appear to be updated as a matter of course for officers. However, I believe it would be useful, in the interests of transparency,

for interested parties to see which officers have attended (either in person or online).

The published fees and expenses schedule lists the fees and expenses of the four commissioners but does not include all associated costs, such as those for the Commissioners' Chief of Staff. However, I believe it would be useful, again in the interests of transparency, for interested parties to see the full costs of the Intervention.

Question: “In the interests of transparency, will the Chair of CP&R undertake to show on relevant meeting details which officers were in attendance, including those from the Commissioners' Team, either in person or online?”

The Chair responded as follows:

“Thank you for your question and I can advise you that I have asked Committee Services to ensure that, going forward all attendees at meetings are included in the minutes. These will include all members, officers and commissioners.”

Question three from Kath Sanders, as follows:

“In the interests of transparency, will the Chair of CP&R undertake for council reports to make clear the full cost of the Best Value Intervention on a quarterly basis?”

The Chair responded as follows:

“The direct fee payments and expenses paid to the Commissioners by the Council are published on the Council’s website: Commissioners' Fees and Expenses - Spelthorne Borough Council and currently include data for May, June and July 2025. The details will continue to be updated on a quarterly basis.

The Quarterly Revenue Monitoring reports coming to Corporate Policy and Resources Committee will now include a section highlighting both direct Commissioners fees and expenses and additional expenditure associated with the Improvement and Recovery Plan on consultants and specialist advice etc.”

82/25 Corporate Risk Management

The Committee received the Corporate Risk Management report from the Deputy Chief Executive, as recommended by the Audit Committee. The Deputy Chief Executive highlighted there had been no changes to scores or ratings since last presented. The Committee were advised of anticipated amendments to future versions of the report which included a “Contract Management” risk category, and a change of focus to a governance assurance approach to risk management.

The Committee explored the ratings on individual items, and suggested the consideration for additional risks to be added to the register. Members also noted the risk related to Local Government Reorganisation and expressed concern over the impact on current staff resourcing, and requested a regular update on this be brought to Committee in future.

The Committee **resolved** to note the significant strategic risks and issues highlighted in the report.

83/25 Q1 Capital Monitoring Report

The Committee considered the Quarter One Capital Monitoring report form the Interim Chief Accountant. The report advised of significant changes to the Capital Programme, mainly related to delayed projects and the cancellation of the Solar Canopy project, which required approval by Council. The revision would reduce financing pressure and assist in managing borrowing costs. Project priorities would continue to be assessed to align with affordability and the Council's long-term objectives.

The Committee explored the reasons behind the expenditure related to the Eclipse Leisure Centre, the cancellation of the Solar Canopy project, and raised concerns regarding the Sunbury Leisure Centre de-carbonization project.

The Committee **resolved** to recommend to Council that it approves

1. Increases to the approved Capital Programme for 2025/26 of £1.13 million mostly relating to slippage from 2024/25
2. The project cancellation of the solar canopy project £1.3m
3. Removal of capital resources that are no longer required of £1.0 million as set out in the report
4. A net overspend of £0.3 million
5. A supplementary capital estimate for the Eclipse Leisure Centre Phase 2 of £50k for walkways

84/25 Q1 Revenue Monitoring Report

The Committee considered the Quarter One Revenue Monitoring report from the Interim Chief Accountant. The Council was forecasted to overspend its current 2025/26 budget by £1.9 million based on figures through 30th June 2025. This was mainly due to shortfall in forecasted property income, expenses related to government-appointed commissioners and expenses required for the Improvement and Recovery Plan. Officers had initiated mitigation measures to address the forecasted deficit which included freezing and reviewing non-essential spending, and reviewing vacant posts, as well as accelerating income initiatives and exploring grant opportunities. The Medium-Term Financial Plan would also be reviewed. The Interim Chief Accountant assured the Committee with the current implementations, the future revenue monitoring reports should reflect a different position.

The Chair and Vice-Chair made the following statements and asked the following quesitons:

“This is a very worrying financial position to be in so early into the financial year. Can you give me further assurance on the mitigations set out in paragraph 3.4 and explain how they will realistically bring the budget into balance?

Specific Questions on Mitigations

a) Spending Controls (Freezing non-essential spend, review of vacant posts)
- What specific controls have been put in place?
- What progress has been made beyond what is already reported?
- Can you give examples of non-essential spending that has been stopped?

b) Acceleration of income collection, grant opportunities
- What initiatives are being pursued this year?
- Why were these not considered earlier?

c) Reviews of High Cost Services
- Which services are under review?
- How confident are you that savings can be achieved, particularly given we are halfway through the year?

d) Refurbishment at 3 Roundwood Avenue?
- When will a decision be made on this?
- If refurbishment is not undertaken, what impact will this have on income projections?

e) Reprioritisation of the Savings Programme
- Does this mean bringing 2026/27 savings forward?
- If so, which savings, how much, and with what implications?

f) Rent restructuring and adjusting rent levels
- Has this been agreed with the Assets team and reported to the Commercial Assets Sub-Committee?
- What is the expected timescale for implementation?
- Will it deliver any income in the current year, given reduced asset values and existing tenants?

g) Reducing Void Times
- Are we already performing effectively in this area?
- If not, what further gains could be achieved, and when?

h) Operational Efficiency Through Technology
- What does this mean in practice?
- What financial impact will it have, and over what timeframe?

Regarding Salary Monitoring in Paragraph 5, the report states we are on track to achieve the £1m target. However, given that nearly £720k of posts still need to be deleted to achieve this:

- Which areas are these posts expected to come from?
- What impact will these deletions have on service performance?

Regarding Lessons Learned from the Best Value Inspection Report, the Best Value Inspection Report was highly critical of in-year budget monitoring, citing poor governance and lack of transparency. Based on the current report, there appears to be little improvement.

- How are you addressing the specific criticisms in paragraphs 4.66 and 4.79 of the Best Value Inspection Report?
- How will you ensure clearer, timelier, and more transparent financial reporting going forward?"

The Interim Chief Accountant would provide an in-depth narrative and answers to the queries to the Committee outside the meeting.

The Committee expressed concern over possible cuts to discretionary services provided by the Council, as well as the costs related to the Commissioners being appointed to the Council. Some members of the Committee also felt that the concerns related to Assets needed to be explored more in-depth. The Committee also expressed concern regarding the sinking fund, and were advised this was being examined as part of work on the Improvement and Recovery Plan.

The Committee **resolved** to note the forecast Revenue Budget overspend of £1.9 million for the financial year 2025-26 based on expenditure to 30th June 2025.

85/25 Nomination to Outside Body

The Committee considered a nomination for Councillor J Turner to serve as a member representative on the Thames Landscape Strategy Partnership Review Board for the remainder of the 2025-2026 municipal year.

Resolved that Councillor J Turner be appointed as member representative to the Thames Landscape Strategy Partnership Review Board for the remainder of the 2025-2026 municipal year.

86/25 Forward Plan

Resolved: That the Committee noted the contents of the Forward Plan.

87/25 Urgent Actions

No urgent actions had been taken since the last meeting.

88/25 Exclusion of Public & Press (Exempt Business)

The Committee **resolved** to move the exclusion of the Press/Public for the following item as the report 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 the 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 lease, contract or other type of negotiation with the tenant or developer, who could then know the position of the Council.

89/25 Sunbury Site

Committee agreed to make a recommendation to Council to:

1. Agree to revise the purchase price for the sale of the Sunbury Site as set out in Appendix 1; and

2. Delegate authority to the Group Head Assets in consultation with the Chair of the Corporate Policy and Resources Committee to agree to any minor variations to the Terms of Sale as set out in Appendix 1.

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

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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	**N/A**	
Commissioner engagement (if report focused on issues of concern to Commissioners such as Finance, Assets etc)	**Yes**	**05/09/2025**
Relevant Group Head review	**Yes**	**04/09/2025**
MAT+ review (to have been circulated **at least 5 working days before Stage 2**)	**Yes**	**05/09/2026**
This item is on the Forward Plan for the relevant committee	**Yes**	**06/08/2025**
	Reviewed by	
Finance comments	**OO**	**11/09/2025**
Risk comments	**LO**	**16/09/2025**
Legal comments	**LH**	**12/09/2025**
HR comments (if applicable)	**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**	**L Heron**	**12/09/2025**
S151 Officer commentary – at least **5 working days before MAT**	**Ola Owolabi**	**11/09/2025**
Confirm final report cleared by MAT	**Yes**	**16/09/2025**

Corporate Policy and Resources Committee

13 October 2025

Title	*Corporate Key Performance Indicator Report – Quarter 1 2025/26*
Purpose of the report	To acknowledge
Report Author	*Sacha Bailey – Projects Officer*
Ward(s) Affected	All Wards
Exempt	No
Exemption Reason	Not applicable
Corporate Priority	Community Addressing Housing Need Resilience Environment Services
Recommendations	**Committee is asked to:** To acknowledge the Corporate Key Performance Indicators (KPIs) report for Quarter 1 2025/26.
Reason for Recommendation	The Council has a suite of performance indicators which enable services and the Council to monitor performance over a financial year and address any issues if performance is faltering.

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

What is the situation	Why we want to do something
• Across the Council services have key performance indicators which enable them to benchmark year on year or quarter by quarter depending on the KPI overall performance of the service.	• To ensure transparency in activities and performance • To demonstrate delivery of services
This is what we want to do about it	**These are the next steps**
• Ensure that KPIs are reported across the organisation to demonstrate services	• Continue to monitor corporate KPIs on a quarterly basis, to highlight performance

performance and opportunities for improvement. • Specific Q1 KPIs were shared with Surrey Chief Executives for benchmarking purposes. However, following discussions at the most recent Surrey Chief Executives meeting and considering the Local Government Reorganisation (LGR), it was agreed that the benchmarking exercise will be discontinued. Instead, Surrey Districts and Boroughs will now focus on aligning with the Government's new National Outcomes Framework (to be implemented) from 1 April 2026 and meeting the requirements of LGR. • A PowerPoint template has been developed for clearer presentation and monitoring of KPIs from 2025/26 onwards. Additionally, a digital platform is being created to allow Service Areas to input corporate KPIs directly into a central database.	and identify opportunities for improvement. • Utilise the CFO Insights tool from external auditors Grant Thornton, to provide service benchmarking beyond Surrey. • Publish the Q1 Corporate KPI performance results on the Council Website, once the report has been noted by Committee.

2. Key issues

2.1 Key Performance Indicators across services have been monitored in the Council on a quarterly or annual basis (Appendix A) resulting in a final Quarterly report. The resulting KPIs are colour coded where appropriate to provide guidance on whether they have been achieved or not.

2.2 The new PowerPoint presentation report marks a significant step forward in enhancing the clarity and impact of Corporate KPI reporting across the Council. It includes well-structured narratives for each KPI, providing valuable context and insight into performance trends. Additionally, background information on selected KPIs helps to explain their relevance and how they contribute to service delivery. This improved format supports more informed decision-making and promotes greater transparency and engagement with performance data. There will be references to last year's figures for comparison in the quarter two report, when more relevant data will be available to provide a more helpful picture.

2.3 A standardised approach to KPI reporting will enhance the Council's ability to assess performance consistently and identify opportunities for improvement across all services.

2.4 Making KPI data more routinely published and easily accessible will strengthen accountability and help build greater public trust in service performance.

2.5 Although a decision has been taken to stop sharing KPIs with Surrey Chief Executives, the Council will fully utilise tools like CFO insights (a tool used by external auditor, Grant Thornton) comparative performance analysis. Benchmarking will be carried out against both geographical and statistically similar neighbours. Due to typical reporting delays from official bodies, comparative data from statistically/geographical similar councils are limited. More benchmarking comparisons will be available from Quarter 2 2025/26.

2.6 The Council has established a robust framework of 33 Corporate KPIs for 2025/26, approved by CPRC in March 2025. Of these, 30 KPIs are actively monitored, while 3 (from Human Resources) are used solely for comparison.

2.7 The Q1 performance report reveals:

2.8 28 KPIs (93.3%) are rated Green, indicating strong performance and that services are largely meeting their targets, reflecting strong overall service delivery.

2.9 2 KPIs (6.7%) are rated Amber, suggesting areas where performance is slightly below target and may require attention or support. The presence of Amber ratings shows that the Council is actively identifying areas for improvement, which supports a culture of continuous development.

2.10 All Q1 KPIs have been submitted by services, demonstrating full reporting coverage and a strong commitment to transparency and accountability. This reflects consistent and reliable data collection across all service areas, contributing to a complete and accurate performance picture.

2.11 The use of comparative-only KPIs and external benchmarking tools (like CFO Insights) demonstrates a commitment to learning from others and maintaining strategic oversight.

3. Options appraisal and proposal

3.1 As this is a "to acknowledge" report presented for information only, no decision is required at this stage. Therefore, an options analysis has not been included

4. Risk implications

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

4.2 There is a potential risk changes in legislation 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.

4.3 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.

5. Financial implications

5.1 There are no financial implications. The report covers Corporate KPIs for services.

6. Legal comments

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

Corporate implications

7. S151 Officer comments

7.1 There are no direct financial implications arising from this report. It provides performance information with no associated funding requests or budgetary impacts.

8. Monitoring Officer comments

8.1 The Monitoring Officer confirms that KPI reporting complies with the Code of Corporate Governance.

9. Procurement comments

9.1 There are no procurement implications arising directly from this report.

10. Equality and Diversity

10.1 Services should take account of any equality and diversity issues that impact on delivery of services and therefore on Corporate KPIs.

11. Sustainability/Climate Change Implications

11.1 All services need to build climate change actions within their service activities to meet the Council's corporate plan and climate change strategy actions and targets.

12. Other considerations

12.1 Not applicable

13. Timetable for implementation

13.1 Corporate KPIs will be reported quarterly to Corporate Policy and Resources Committee and an annual report will be produced at the end of the 2025/26.

14. Contact

14.1 Sacha Bailey – s.bailey@spelthorne.gov.uk

14.2 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 - CORPORATE KPI Q1 2025_26_REPORT

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Spelthorne Borough Council
Corporate Key Performance indicators Report

Quarter 1 2025/26

Ref.	Indicator and Corporate Priority	RAG
Community		
C1	Post 2 social media messages per day	Green
C2	Publish Bulletin magazine 3x a year	Green
E1	Number of supported businesses through direct engagement.	Green
EH1	% Ratio of food businesses with food hygiene rating scores of 3-5 compared to those scoring 0-2.	Green
IL1	Maintain the current number in the Older People Actively Living support group	Green
Addressing Housing Need		
H1	Number of households living in temporary accommodation on the last day of the quarter	Green
H2	Number of homelessness cases prevented in quarter	Green
Resilience		
A1	Rent Collection	Green
A2	Accurate Budget setting and monitoring for income and expenditure across the portfolio, every financial year.	Green
I1	Helpdesk calls	Green
CS1	Sundry Debt Collection Rates	Green
CS2	Percentage of Council tax collected	Green
CS3	Percentage of NNDR collected	Green
HR1	Percentage of staff turnover	For info only
HR2	Average number of working days lost to staff sickness absence - short-term	For info only
HR3	Average number of working days lost to staff sickness absence – all sickness	For info only

Click here to view benchmarking performance

SPELTHORNE BOROUGH COUNCIL

Click here to view benchmarking performance

Spelthorne Borough Council
Corporate Key Performance Indicators Report
Quarter 1 2025/26

Ref.	Indicator and Corporate Priority	RAG
	Environment	
CC1	Reduction to meet Net Zero Scope 1 and 2 emissions by 2030 target. We are also only reporting on gas and electricity consumption.	Amber
N1	Recycling rate (NI192)	Green
N2	Average length of time to remove fly tips	Green
	Services	
H3	Average number of days taken to assess new Housing Benefit claims - cumulative year to date	Green
H4	Average number of days taken to assess change in circumstances for Housing Benefit claims - cumulative year to date.	Green
B1	People and skills: number of full-time equivalent RBI resource allocated against number of projects requiring RBIs resource	Green
P1	Quality of Non-Major Development (Apr 22 - Mar 24)	Green
P2	Quality of Major development (Apr 22 - Mar 24)	Green
P3	Percentage of appeals dismissed against the Council's refusal of planning permission	Amber
P4	Percentage of decisions on major applications made within 13 weeks	Green
P5	Percentage of decisions on minor applications made within 8 weeks.	Green
P6	Percentage of decisions on other applications made within 8 weeks.	Green
P7	Percentage of planning enforcement investigations commenced within timeframes	Green
F1	% of undisputed invoices paid within 30 days	Green
N3	% Missed refuse bins reported by 2pm and collected by the end of the next working day	Green
IL2	DFG Applications completed within 6 months	Green
L1	Run community leisure activities in our less advantaged areas, working with community groups to deliver & promote these.	Green

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C1 - Communications Performance

Corporate Priority	Community
KPI Description	Post 2 social media messages per day.
Target	100%
Service Area	Communications
Group Head	Jennifer Medcraff
Narrative	Above target, 1545 posts across 5 platforms makes published posts an average of 309 posts, 3.43 posts per day across 90 days

Year	Qtr.	Actual	RAG
2025/26	Q1	171%	Green
	Q2		
	Q3		
	Q4		

C2 - Communications Performance

Corporate Priority	Community
KPI Description	Publish Bulletin magazine 3x a year
Target	100%
Service Area	Communications
Group Head	Jennifer Medcraff
Narrative	2 editions published so far and third will be published in November. On target for this period

Year	Qtr.	Actual	RAG
2025/26	Q1	100%	Green
	Q2		
	Q3		
	Q4		

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E1 – Economic Development Performance

Corporate Priority	Community, Resilience
KPI Description	Number of supported business through direct engagement
Target	200 per annum
Service Area	Economic Development
Group Head	Heather Morgan
Narrative	Engaged with businesses while conducting the Ashford BID feasibility, the Spelthorne Business Awards and general enquiries.

Year	Qtr.	Actual	RAG
2025/26	Q1	120	Green
	Q2		
	Q3		
	Q4		

EH1 – Environmental Health Performance

Corporate Priority	Community
KPI Description	% Ratio of food businesses with food hygiene rating scores of 3-5 compared to those scoring 0-2.
Target	92% per quarter
Service Area	Environmental Health
Group Head	Heather Morgan
Narrative	Above target, this is positive.

Year	Qtr.	Actual	RAG
2025/26	Q1	98%	Green
	Q2		
	Q3		
	Q4		

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IL1 – Independent Living Performance

Corporate Priority	Community
KPI Description	Maintain the current number in the Older People Actively Living support group
Target	Margin of +/- 5%
Service Area	Independent Living
Group Head	Karen Sinclair
Narrative	Service usage increased by 2.33% in Q1. This was driven by a rise in the number of days people accessed the service.

Year	Qtr.	Actual	RAG
2025/26	Q1	2.3%	Green
	Q2		
	Q3		
	Q4		

IL2 – Independent Living Performance

Corporate Priority	Community; Services
KPI Description	DFG Applications completed within 6 months
Target	95%
Service Area	Independent Living
Group Head	Karen Sinclair
Narrative	Above Target

Year	Qtr.	Actual	RAG
2025/26	Q1	100%	Green
	Q2		
	Q3		
	Q4		

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H1 – Housing Options Performance

Corporate Priority	Addressing Housing Need
KPI Description	Number of Number of households living in temporary accommodation on the last day of the quarter
Target	(no more than) 250
Service Area	Housing Options
Group Head	Karen Sinclair

Year	Qtr.	Actual	RAG
2025/26	Q1	213	Green
	Q2		
	Q3		
	Q4		

Narrative	Green, as number at 213 is below the level of 250 households we are aiming to keep below".

H2 – Housing Options Performance

Corporate Priority	Addressing Housing Need
KPI Description	Number of homelessness cases prevented in quarter
Target	120 per annum
Service Area	Housing Options
Group Head	Karen Sinclair

Year	Qtr.	Actual	RAG
2025/26	Q1	91	Green
	Q2		
	Q3		
	Q4		

Narrative	Includes Prevention & Relief cases

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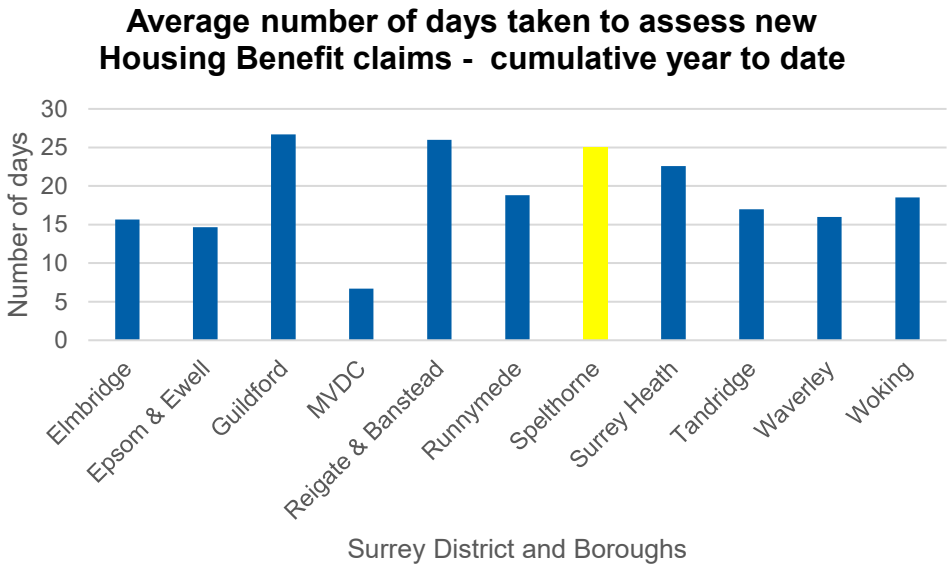
H3 – Housing Benefit Performance

Corporate Priority	Services
KPI Description	Average number of days taken to assess new Housing Benefit claims - cumulative year to date
Target	25 days
Service Area	Housing Benefit
Group Head	Karen Sinclair
Narrative	Days taken to process new Housing Benefit claims. Target achieved this quarter.

Year	Qtr.	Actual	RAG
2025/26	Q1	20.83	Green
	Q2		
	Q3		
	Q4		

Background information

Q1 processing of new housing benefit claims



Q1 comparison with other Surrey authorities This chart compares performance in Q1 with other local authorities in Surrey. Spelthorne's performance is broadly in the middle of the range

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H4 – Housing Benefit Performance

Corporate Priority	Services
KPI Description	Average number of days taken to assess change in circumstances for Housing Benefit claims - cumulative year to date.
Target	7 days
Service Area	Housing Benefit
Group Head	Karen Sinclair
Narrative	Days taken to process change in circumstances for Housing Benefit claims. Target achieved this quarter.

Year	Qtr.	Actual	RAG
2025/26	Q1	2.19	Green
	Q2		
	Q3		
	Q4		

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A1 – Assets Performance

Corporate Priority	Resilience
KPI Description	Rent Collection
Target	80% collection within 14 days of quarter day; 90% by quarter end
Service Area	Assets (Investments)
Group Head	Coralie Holman
Narrative	Headline rental collection for quarter was 94% which is 4% percentage better than target. Underlying rent collection of rents collectable (excluding a tenant in administration and therefore unable to pay rent) was 100% , following the Council bringing the rent collection function in-house

Year	Qtr.	Actual	RAG
2025/26	Q1	94%	Green
	Q2		
	Q3		
	Q4		

A2 – Assets Performance

Corporate Priority	Resilience
KPI Description	Accurate Budget setting and monitoring for income and expenditure across the portfolio, every financial year.
Target	Budget remains within a +/- 5% tolerance
Service Area	Assets (Overarching Assets)
Group Head	Coralie Holman
Narrative	Delivered

Year	Qtr.	Actual	RAG
2025/26	Q1	100%	Green
	Q2		
	Q3		
	Q4		

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F1 – Finance Performance

Corporate Priority	Services
KPI Description	% of undisputed invoices paid within 30 days
Target	100%
Service Area	Finance (income and payments)
Group Head	Ola Owolabi
Narrative	Strong result for Q1

Year	Qtr.	Actual	RAG
2025/26	Q1	97.36%	Green
	Q2		
	Q3		
	Q4		

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I1 – ICT Performance

Corporate Priority	Resilience
KPI Description	Helpdesk Calls
Target	50% closed within 24 hours
Service Area	ICT
Group Head	Sandy Muirhead
Narrative	Target achieved this quarter

Year	Qtr.	Actual	RAG
2025/26	Q1	61.98%	Green
	Q2		
	Q3		
	Q4		

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CS1 – Customer Services Performance

Corporate Priority	Resilience
KPI Description	Sundry Debt Collection Rates
Target	90% cumulative over the year
Service Area	Customer Services
Group Head	Sandy Muirhead
Narrative	Sundry debt collection is influenced by payment terms, debtor type, and legal or contractual delays. Quarterly figures reflect collection within each period, not cumulative performance, and may fluctuate due to timing of large or delayed invoices.

Year	Qtr.	Actual	RAG
2025/26	Q1	74.75%	Green
	Q2		
	Q3		
	Q4		

Background information

Year on Year comparison: 2024/25 vs 2025/26

Qtr.	2024/25	2025/26
Q1	76.26%	74.75% ↓
Q2	62.78%	
Q3	92.67%	
Q4	80.39%	

↑ = Increase
↓ = Decrease
→ = No change

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CS2 – Customer Services Performance

Corporate Priority	Resilience
KPI Description	Percentage of Council tax collected
Target	98.5% cumulative over the year
Service Area	Customer Services
Group Head	Sandy Muirhead
Narrative	Percentage is calculated as the total Council Tax received so far this year, compared to the total amount due for the year, based on a standard 10-month billing period. Council tax collection in Spelthorne is influenced by payment schedules, council tax support schemes, economic conditions and local recovery practices. True collection performance cannot be fully assessed until the final instalment period has passed, as many accounts are paid later in the year and interim figures may not reflect final outcomes.

Year	Qtr.	Actual	RAG
2025/26	Q1	29.6%	Green
	Q2		
	Q3		
	Q4		

Background information

Year on Year Comparison: 2024/25 vs 2025/26

Qtr.	2024/25	2025/26
Q1	29.5%	29.6% ↑
Q2	57.7%	
Q3	85.5%	
Q4	97.4%	

↑ = Increase
↓ = Decrease
→ = No change

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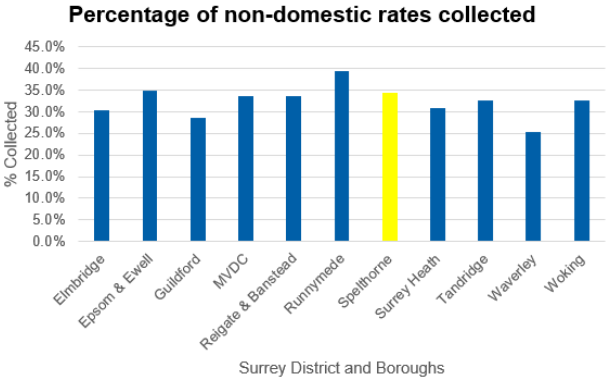
CS3 – Customer Services Performance

Corporate Priority	Resilience
KPI Description	Percentage of NNDR collected
Target	98% cumulative over the year
Service Area	Customer Services
Group Head	Sandy Muirhead
Narrative	Percentage is calculated as the total Business Rate received so far this year, compared to the total amount due for the year, based on a standard 10-month billing period. Business rates collection is influenced by payment plans, reliefs, economic conditions, and enforcement activity, and may not be fully measurable until the final instalment period has passed.

Year	Qtr.	Actual	RAG
2025/26	Q1	34.42%	Green
	Q2		
	Q3		
	Q4		

Background information

Q1 percentage of NNDR collected



Q1 comparison with other Surrey authorities This chart compares performance in Q1 with other local authorities in Surrey. Spelthorne's performance is broadly in the middle of the range

Year on Year Comparison: 2024/25 vs 2025/26

Qtr.	2024/25	2025/26
Q1	34.1%	29.6% ↓
Q2	58.4%	
Q3	85.3%	
Q4	97.9%	

↑ = Increase
↓ = Decrease
→ = No change

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HR1 – Human Resources Performance

Corporate Priority	Resilience
KPI Description	Percentage of staff turnover
Target	For comparison
Service Area	Human Resources
Group Head	Sandy Muirhead
Narrative	This is a rolling year-to-date figure calculated from the total number of staff leaving (voluntarily and non-voluntary) as a percentage of total staff in post.

Year	Qtr.	Actual	RAG
2025/26	Q1	15.38%	For Info Only
	Q2		
	Q3		
	Q4		

HR2 – Human Resources Performance

Corporate Priority	Resilience
KPI Description	Average number of working days lost to staff sickness absence – short term.
Target	For Comparison
Service Area	Human Resources
Group Head	Sandy Muirhead
Narrative	Rolling year to date number of working days/shifts lost due to short term sickness absence (20 days or less). This is calculated by the number of short term sickness absence days divided by the number of FTE staff.

Year	Qtr.	Actual	RAG
2025/26	Q1	3.10 days	For Info Only
	Q2		
	Q3		
	Q4		

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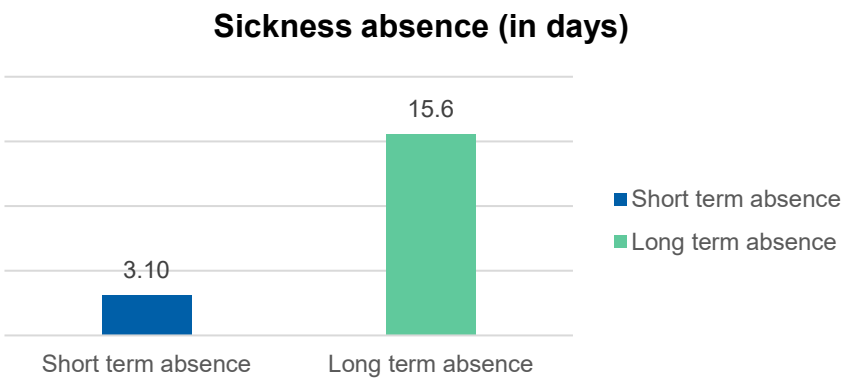
HR3 – Human Resources Performance

Corporate Priority	Resilience
KPI Description	Average number of working days lost to staff sickness absence – all sickness.
Target	For comparison
Service Area	Human Resources
Group Head	Sandy Muirhead
Narrative	Rolling year to date number of working days/shifts lost due to sickness absence. This is calculated by the number of long and short term sickness absence days divided by the number of FTE staff.

Year	Qtr.	Actual	RAG
2025/26	Q1	15.60 days	For Info Only
	Q2		
	Q3		
	Q4		

Background information

Q1 Information
As this chart shows, there is a noticeable difference in sickness levels for Q1. The trend will continue to be monitored.



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CC1 – Climate Change Performance

Corporate Priority	Environment
KPI Description	Reduction to meet Net Zero Scope 1 and 2 emissions by 2030 target. We are also only reporting on gas and electricity consumption.
Target	Reduce emissions by at least 148.84 (TCO2e) each year
Service Area	Climate Change
Group Head	Sandy Muirhead

Year	Qtr.	Actual	RAG
2025/26	Q1	346.18 tCO2e	Amber
	Q2		
	Q3		
	Q4		

Narrative	The Q1 figure represents our actual carbon emissions for the quarter. The RAG status is Amber as the reduction of emissions figure cannot be calculated until the end of the year. The Q1 result remains consistent with previous quarters. The issue with billing and reporting of electricity usage at Eclipse Leisure Centre is still ongoing but may be resolved by Q2.

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N1 – Neighbourhood Services Performance

Corporate Priority	Environment
KPI Description	Recycling rate - percentage of household waste recycled, reused and composted (NI192)
Target	40%
Service Area	Neighbourhood Services
Group Head	Jackie Taylor
Narrative	Rolling 12-month figure, calculated by comparing the amount of waste sent for recycling, reuse and composting against the total waste collected. This figure includes street sweepings. Data provided by the Surrey Environment Partnership.

Year	Qtr.	Actual	RAG
2025/26	Q1	45.50%	Green
	Q2		
	Q3		
	Q4		

N2 – Neighbourhood Services Performance

Corporate Priority	Environment
KPI Description	Average length of time to remove fly tips
Target	90% within 48 hours
Service Area	Neighbourhood Services
Group Head	Jackie Taylor
Narrative	Target Achieved

Year	Qtr.	Actual	RAG
2025/26	Q1	96%	Green
	Q2		
	Q3		
	Q4		

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N3 – Neighbourhood Services Performance

Corporate Priority	Environment
KPI Description	% Missed refuse bins reported by 2pm and collected by the end of the next working day
Target	95% reported by 2pm and collected next working day
Service Area	Neighbourhood Services
Group Head	Jackie Taylor
Narrative	Target Achieved

Year	Qtr.	Actual	RAG
2025/26	Q1	95%	Green
	Q2		
	Q3		
	Q4		

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L1 – Leisure and Community Development Performance

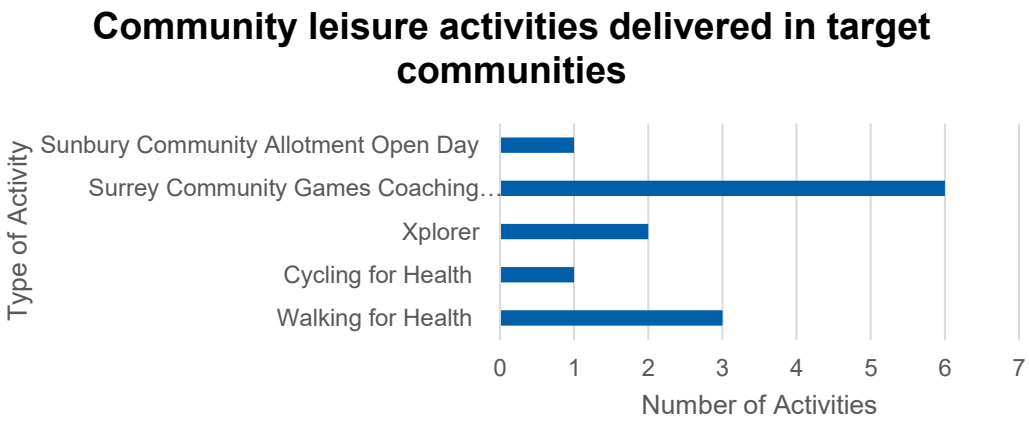
Corporate Priority	Community; Services
KPI Description	Run community leisure activities in our less advantaged areas, working with community groups to deliver & promote these.
Target	At least 50 Community Leisure Activities delivered in target communities over the year
Service Area	Leisure and Community Development
Group Head	Karen Sinclair

Year	Qtr.	Actual	RAG
2025/26	Q1	13	Green
	Q2		
	Q3		
	Q4		

Narrative	On track for annual target. Breakdown of activities to date include Walking for Health x 3, Cycling for Health x 1, Xplorer x 2, Surrey Community Games Coaching Sessions (Dance in Stanwell) x 6 , Sunbury Community Allotment Open Day: 1

Background information

Q1 Information
As this chart shows, a number of varied Community Leisure activities were delivered in Q1.



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B1 – Building Control Performance

Corporate Priority	Services
KPI Description	People and skills: number of full-time equivalent RBI resource allocated against number of projects requiring RBIs resource
Target	4
Service Area	Building Control
Group Head	Heather Morgan
Narrative	MAT approval given to recruit 2 surveyors with increased salaries. Going out to advert early September

Year	Qtr.	Actual	RAG
2025/26	Q1	2	Green
	Q2		
	Q3		
	Q4		

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P1 – Development Management Performance

Corporate Priority	Services
KPI Description	Quality of Non-Major Development (Apr 23 - Mar 25)
Target	10% or less
Service Area	Development Management
Group Head	Heather Morgan
Narrative	Number of non-major applications determined: 1229 Number of non-major appeals allowed: 30

Year	Reporting Period	Actual	RAG
2025/26	Apr 23 – Mar 25	2.4%	Green

P2 – Development Management Performance

Corporate Priority	Services
KPI Description	Quality of Major development (Apr 22 - Mar 24)
Target	10% or less
Service Area	Development Management
Group Head	Heather Morgan
Narrative	Number of major applications determined: 37 Number of major appeals allowed: 3

Year	Reporting Period	Actual	RAG
2025/26	Apr 23 – Mar 25	8.1%	Green

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P3 – Development Management Performance

Corporate Priority	Services
KPI Description	Percentage of appeals dismissed against the Council's refusal of planning permission
Why is this indicator important?	TBC
Target	60%
Service Area	Development Management
Group Head	Heather Morgan

Year	Qtr.	Actual	RAG
2025/26	Q1	58%	Amber
	Q2		
	Q3		
	Q4		

Narrative	Percentage of appeals dismissed against the Council's refusal of planning permission. This is a cumulative figure for the year. Higher outturn is better. This KPI currently has a RAG status of Amber, as it is slightly below target. There was no single common factor for the Q1 result, however there was a change in the national planning policy in December 2024, and this is likely to have had an influencing factor on the Q1 figures.

P4 – Development Management Performance

Corporate Priority	Services
KPI Description	Percentage of decisions on major applications made within 13 weeks
Why is this indicator important?	TBC
Target	60%
Service Area	Development Management
Group Head	Heather Morgan

Year	Qtr.	Actual	RAG
2025/26	Q1	100%	Green
	Q2		
	Q3		
	Q4		

Narrative	Figure for each quarter (as per the Combined Development Control (PS1 and PS2) Form) of the percentage of decisions on applications made within 13 weeks. Higher outturn is better

Background information

Major applications – any application that involves residential development of ten or more dwellings or on a site greater than 0.5 ha; floorspace greater than 1,000 sqm.

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P5 – Development Management Performance

Corporate Priority	Services
KPI Description	Percentage of decisions on minor applications made within 8 weeks.
Why is this indicator important?	TBC
Target	70%
Service Area	Development Management
Group Head	Heather Morgan
Narrative	No information provided for Quarter 1

Year	Qtr.	Actual	RAG
2025/26	Q1	96%	Green
	Q2		
	Q3		
	Q4		

P6 – Development Management Performance

Corporate Priority	Services
KPI Description	Percentage of decisions on other applications made within 8 weeks.
Why is this indicator important?	TBC
Target	70%
Service Area	Development Management
Group Head	Heather Morgan
Narrative	Figure for each quarter (as per the Combined Development Control (PS1 and PS2) Form) of the percentage of decisions on applications made within 8 weeks. Higher outturn is better.

Year	Qtr.	Actual	RAG
2025/26	Q1	75%	Green
	Q2		
	Q3		
	Q4		

Background information

Minor applications – residential development between one and nine dwellings; floorspace less than 1,000 sqm;

Other applications – householder applications; changes of use; listed building consent.

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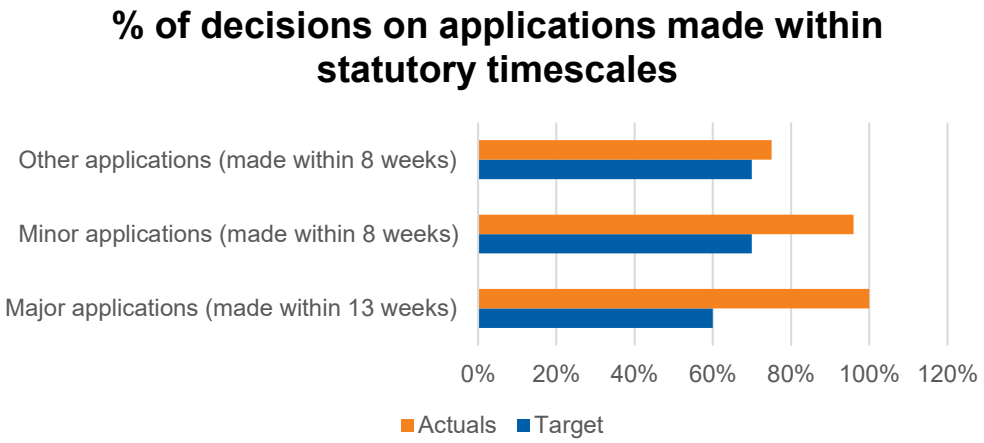
P7 – Development Management Performance

Corporate Priority	Services
KPI Description	Percentage of planning enforcement investigations commenced within timeframes
Why is this indicator important?	TBC
Target	95%
Service Area	Development Management
Group Head	Heather Morgan
Narrative	Cumulative year to date figure of the number of planning enforcement investigations commenced within a specified timeframe that accords with the Council's adopted Enforcement Plan Priorities.

Year	Qtr.	Actual	RAG
2025/26	Q1	97%	Green
	Q2		
	Q3		
	Q4		

Background information

The chart below shows that the targets for Q1 have been exceeded for all types of planning applications.



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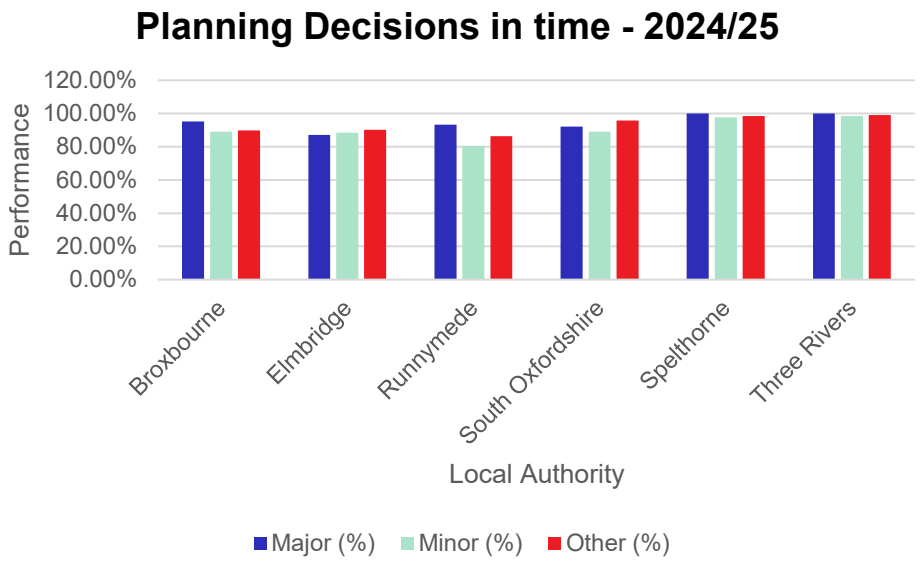
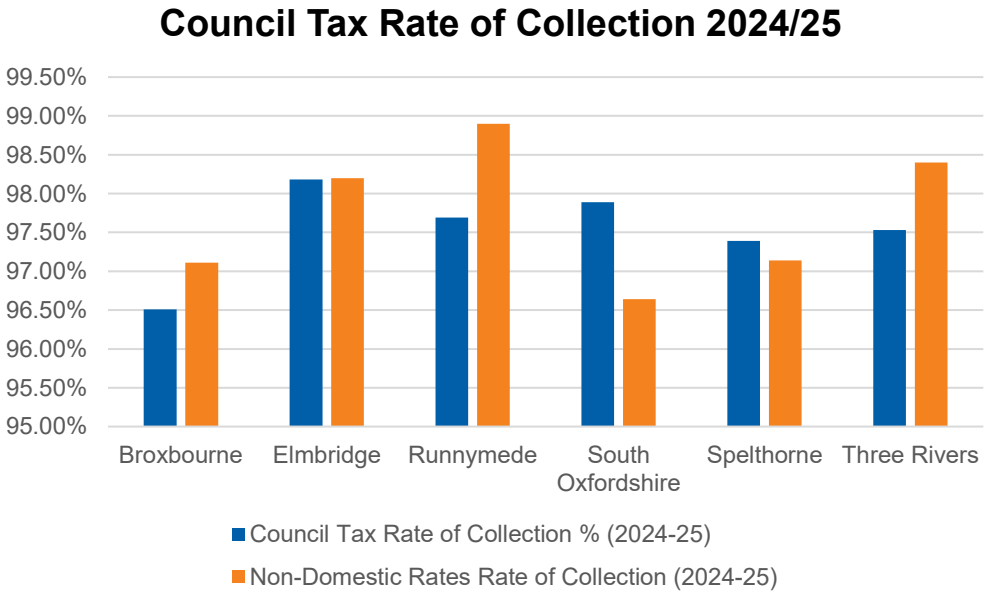
Benchmarking Performance: Statistically Near Neighbours

To provide context for our Quarter 1 performance, we've compared key KPIs with those of statistically near neighbours over the period 2024/25. This helps identify areas of strength and opportunities for improvement. These KPIs have been chosen as they reflect core service delivery and financial effectiveness. More benchmarking comparisons will be available in Quarter 2.





SPELTHORNE BOROUGH COUNCIL

Corporate Policy & Resources Committee

13 October 2025

Agenda Item – The Spelthorne Borough Council Off-Street Parking Places Order (Amendment No. 3) Order 2026

This item was considered at the meeting of the Environment and Sustainability Committee on 18 September 2025.

The Committee **resolved** to recommend to the Corporate Policy & Resources Committee that it recommends to Council to:

1. Authorise the Group Head Neighbourhood Services to proceed with the proposals made in this report and to implement The Spelthorne Borough Council Off-street Parking Places (Amendment No. 3) Order 2026,

2. Authorise the Group Head Corporate Governance to publish all notices required to implement The Spelthorne Borough Council Off-Street Parking Places (Amendment No. 3) Order 2026; and

3. Authorise the Group Head Neighbourhood Services in consultation with the Group Head Corporate Governance to consider and address any objections and to amend the proposals if necessary, following the public consultation.

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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	**Yes**	**01/09/2025**
Commissioner engagement (if report focused on issues of concern to Commissioners such as Finance, Assets etc)	**Yes**	**29/08/2025**
Relevant Group Head review	**Yes**	**15/07/2025**
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**	**14/07/2025**
	Reviewed by	
Risk comments		
Legal comments	**LH**	**10/09/25**
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**
Monitoring Officer commentary – at least **5 working days before MAT**	**L Heron**	**10/09/2025**
S151 Officer commentary – at least **5 working days before MAT**	**Ola Owolabi**	**03/09/2025**
Confirm final report cleared by MAT		**09/09/2025**

Environment and Sustainability Committee

18 September 2025

Title	The Spelthorne Borough Council Off-Street Parking Places (Amendment no. 3) Order 2026
Purpose of the report	To make a Key Decision
Report Author	*Bruno Barbosa – Parking Services Operational Manager*
Ward(s) Affected	All Wards
Exempt	Report – No Appendix 1 - Yes
Exemption Reason	Appendix 1 of this report 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.
Corporate Priority	Recovery Environment Service Delivery
Recommendations	**Committee is asked to recommend to Corporate Policy and Resources Committee to recommend to Council to:** • Authorise the Group Head Neighbourhood Services to proceed with the proposals made in this report and to implement The Spelthorne Borough Council Off-Street Parking Places (Amendment no.3) Order 2026. • Authorise the Group Head Corporate Governance to publish all notices required to implement The Spelthorne Borough Council Off-Street Parking Places (Amendment no. 3) Order 2026. • Authorise the Group Head Neighbourhood Services in consultation with the Group Head Corporate Governance to consider and address any objections and to amend the proposals if necessary, following the public consultation.
Reason for Recommendation	To ensure best value of the service provided and guarantee the legal requirement of financial self-sufficiency of civil enforcement is upheld, the report recommendations enable the implementation of the required changes to the existing Parking Order.

1. Executive summary of the report

What is the situation	Why we want to do something
• The current Parking Order has amendments implemented in the last revision on October 2024. • The amendments increased the majority of tariff points and charges. • Despite a slight reduction in customer numbers, the new tariffs have increased the overall income expectation. • The new Leisure Centre in Knowle Green has a different map layout/location and is no longer enforceable in the current Parking Order.	• A number of recreation grounds where civil enforcement is required to prevent misuse are operated at significant deficit due to the provision of a nil charge first tariff point that is largely the most used. • Business rates for some car parks have increased significantly, further reducing the cost-efficiency of them. • A number of benchmarked tariff points highlighted the need for some adjustments in our own tariff points and charges. • The introduction of a new Pay on Foot system at Elmsleigh Surface+MSCP requires the adjustment of some of the terms referenced in the original Parking Order. • Include the new Leisure Centre map in the Parking Order to enable its enforcement.
This is what we want to do about it	**These are the next steps**
• Remove the provision of the starting nil charge tariff point where it's provided. • If removal of this nil charge is not agreed, propose the reduction of the length of time of the starting nil charge tariff point where it's provided. • If reduction of the nil tariff point length is not agreed, propose the removal of the relevant car parks from the parking Order, where the starting nil charge tariff point makes the car park run at a significant deficit to the council budget. • Adjust the wording on specific Parking Order terms to reflect the new ticketless Pay on Foot system at Elmsleigh Surface+MSCP • Make adjustments to wording to address noted operational issues/queries. • Update the map for the car park of the new Leisure Centre	• Obtain Full Council approval for the preferred options; • Launch the statutory public consultation in line with the statutory instrument; • Implement the Amendment of the Parking Order as soon as practicable.

1.1 This report seeks to receive Committee and Council approval to make an Amendment to the Spelthorne Borough Council Off-Street Parking Places Order 2020, for the changes proposed in this report. Options are provided to enable members to make fully informed decisions.

2. Key issues

2.1 All car parks in Recreation Grounds with a tariff that includes a nil charge first hour have a significant operational deficit associated to that tariff and customer habits. Despite an increase in the tariff points (excluding the nil charge for the first hour), the budgetary gap has not been met for those car parks. Abbey Drive, Green Street, Orchard Meadow, Laleham Broadway, Manor Park, Old Bathing Station and Dumsey Meadow have a combined operational deficit of £184k, so they either need to cease having a starting nil tariff point or they must be removed from the Parking Order to mitigate or eliminate the operational deficit they cause (further details on Appendix 1).

2.2 The new Pay on Foot system being installed in Elmsleigh Surface+MSCP will be fully ticketless, hence the wording for Pay on Foot processes on the Parking Order will not be accurate after the new system is in place.

2.3 The new PCN Management system will enable the introduction of virtual season tickets and contract permits. On the last Amendment a change was made on the wording of season tickets to enable virtual season tickets, but the same was not done for Contract Permits.

2.4 The Parking Order includes reference to season tickets for Disabled Badge Holders. This facility was removed in the original Parking Order in 2020.

2.5 The Parking Order references for Motorcycle parking could be read as permitting motorcycles taking marked bays reserved for other classes of vehicle if there is no motorcycle bay available, as such the wording needs to be revised to clarify that to benefit from free parking, motorcycles can only park in designated motorcycle bays (meaning that where there aren't designated motorcycle bays, motorcycle parking is not permitted).

2.6 The Parking Order reference to Council staff and Member parking is not explicit enough in ensuring that members of the scheme are using the passes exclusively for use whilst on duty and not for commuter parking. The Council does not provide subsidised commuter parking to members of the scheme, which would be liable to the relevant taxation on pay benefits, and this provision is solely aimed at members of the scheme that are required to use their personal vehicles whilst on duty and use paid car parks to access sites during site visits (which would otherwise be a reimbursed expenditure).

2.7 Feedback was received that the Sunday tariff charge of £2 for any length of stay in some car parks can be interpreted as the maximum charge payable by a customer regardless of the amount of times they visit any car park. Since the tariffs are designed around the charge payable per parking session, this can be clarified further in the Parking Order to further minimise the likelihood of incorrect interpretation.

2.8 Debt registration fees have increased, and as such the relevant reference on the Parking Order must be updated.

2.9 A reference to a maximum charge for Film company dispensations and suspensions is not intended to exist and needs to be removed as it would permit interpretations that a Film company could hire a large car park for any length of time and a maximum charge would be applicable.

2.10 The Parking Order does not define the charge applicable for areas that are not marked bays during suspensions, thus enabling companies to use non-marked areas such as driving lanes or pedestrian walkways without a charge being liable for the land they would have exclusive use of.

2.11 The new Leisure Centre has a completely new car park layout, which requires an update to the map in the Parking Order.

2.12 The Staines-upon-Thames long and short stay tariffs were benchmarked, and mostly align or exceed the charges applied in comparable car parks in the region. Slight increases in some tariff points can be implemented where we are underpriced in the benchmark, but some tariff points we are overpriced so we should also consider a slight reduction on those (further details in Appendix 1).

2.13 In Appendix 1, a detailed analysis and overview can be consulted for the tariff issues highlighted above.

2.14 In Appendix 2 (Parking Order 2020), the proposed wording changes can be viewed in detail, with tracked changes.

2.15 In Appendix 2 (Schedules 2020), the proposed tariff and charges changes can be viewed in detail, with tracked changes.

3. Options analysis and proposal

3.1 Members are asked to approve one of the following 2 options:

(a) Approve all proposals contained within Appendix 4;

(b) Reject the proposals contained within Appendix 4 and continue with the current Parking Order and its associated issues.

4. Risk implications

4.1 Costs associated with Business Rates have seen a significant increase since the end of the pandemic measures, and overall Business Rates now represent £421k in yearly operational costs across all car parks. Other non-Business Rates operational costs amount to £799k (further details on Appendix 1).

4.2 The operational deficit of the Recreation Grounds tariffs with a nil charge tariff point are very high (£231k), and any measure that does not significantly increase the income the tariffs generate continues to have a significant negative budgetary impact.

4.3 If the amendments to the Leisure Centre map and the relevant Schedule entry are not updated, the new Leisure Centre car park will remain unenforceable.

5. Financial implications

5.1 Appendix 1 has a comprehensive analysis of the financial implications associated with the issues identified and proposed measures, including a detailed rationale for every financial figure presented in this report.

5.2 Through extensive analysis it was identified that the current Recreation Grounds tariff structure fails to mitigate the cost to operate it, with the overall operational deficit calculated to be £231k.

5.3 Business Rates for car parks would be significantly lower or non-existent if there wasn't a chargeable tariff applicable to them, since the valuation is based by the VOA on the tariff practiced and their estimation on the income it should generate, as opposed to the actual income achieved.

5.4 The staffing costs that are part of the operational costs outlined in Appendix 1 cannot be reduced further since the approved business model by the COuncil for Parking Services already has the minimum deployable resource required to operate the service, hence any removal of a car park would not generate savings in staffing costs but it would release that resource to focus on car parks where their intervention would have a more significant impact on the income generated.

5.5 Due to the tariff increase overall under Amendment 2 in October 2024, additional proposed increases have limited positive impact on the income projected, which is estimated to be around £36k.

6. Legal comments

6.1 The Council has powers under the Road Traffic Regulations Act 1984 to provide off street parking places and may by an Order regulate the use of the said parking spaces.

6.2 The relevant procedure and requirements for making of the Order are contained within the Local Authorities' Traffic Orders (Procedure) (England and Wales) Regulations 1996 ("the Regulations"), and the proposed Order must comply with the Regulations.

6.3 Legal Team will assist with the preparation of the Order and statutory notices as required.

Corporate implications

7. S151 Officer comments

7.1 The proposed amendments to the Parking Order are necessary to address a significant and ongoing operational deficit across several car parks, particularly those offering a nil-charge first tariff point. The current tariff structure at Recreation Grounds alone contributes to an estimated annual deficit of £231k. Although recent tariff increases have slightly improved income projections, the overall financial benefit remains limited, with an estimated net income increase of only £36k.

7.2 Additional financial pressures include an annual Business Rates liability of £421k, alongside increasing operational costs. The proposed changes, removal or revision of loss-making tariffs, updates to enable enforcement at the new Leisure Centre, and adjustments to reflect the introduction of new technologies such as ticketless systems are essential to improve the long-term financial sustainability of the parking service. Without these amendments, several sites will either remain unenforceable or continue to operate at a substantial deficit, with ongoing adverse impacts on the Council's parking budget.

8. Monitoring Officer comments

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

9. Procurement comments

9.1 There are no procurement implications in the amendments proposed.

10. Equality and Diversity

10.1 All Options contained within this Report do not remove or change existing facilities in a way that is likely to impact or be relevant to rights and obligations arising from Equality and Diversity legislation.

10.2 The additional payment method to be introduced in Elmsleigh Surface+MSCP has a positive impact in increasing accessibility to all customers by enabling payment through an app, without the need to interact with any terminal at entry or exit.

11. Sustainability/Climate Change Implications

11.1 The Options proposed to members in this report have been carefully considered to enable a more sustainable approach to the operation and management of the car parks. Some options reduce the reliance on the use of printed documents, as well as encouraging the use of cashless payment options where suitable and relevant.

12. Timetable for implementation

12.1 Report to Council for decision to make the Order (23/10/2025)

Publish notice of the making of the Order in the press and on social media (14/11/2025)

Order takes effect on 01/01/2026 (subject to the receipt of objections)

13. Contact

13.1 Bruno Barbosa – b.barbosa@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:
https://www.spelthorne.gov.uk/article/19592/Parking-Order-2020
https://www.spelthorne.gov.uk/article/19593/Parking-Order-2020-List-of-Schedules
https://www.spelthorne.gov.uk/article/21955/Parking-Order-Amendment

Appendices:
Appendix 1 (Budgetary efficiency of regulated car parks)
Appendix 2 (Parking Order 2020)
Appendix 2 (Schedules 2020)
Appendix 3 (Eclipse Leisure Centre map amendment)
Appendix 4 (Proposals)

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

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SPELTHORNE BOROUGH COUNCIL

THE SPELTHORNE BOROUGH COUNCIL
(OFF-STREET PARKING PLACES) ORDER 2020

Spelthorne Borough Council in exercise of its powers under Sections 32 and 35 and Part IV of Schedule 9 of the Road Traffic Regulation Act 1984 ("the 1984 Act"), the Local Authorities Traffic Orders (Procedure) (England and Wales) Regulations 1996 ("SI 1996/2489") and the Road Traffic Act 1991 each as amended by the Road Traffic (Permitted Parking Area and Special Parking Area) (County of Surrey) (Borough of Spelthorne) Order 2006 and the Traffic Management Act 2004 and all other enabling powers, with the consent of Surrey County Council in accordance with Section 39 (3) of the 1984 Act and following consultation with the Chief Officer of Police in accordance with Part III of Schedule 9 to the 1984 Act and the Road Haulage Association and the Freight Transport Association in accordance with Regulation 6 of SI 1996/2489" hereby makes the following Order:

SECTION I
CITATION AND INTERPRETATION

Citation

1. This Order shall come into operation on **1st April 2020** and may be cited as The Spelthorne Borough Council (Off-Street Parking Places) Order 2020.

Interpretation

2. In this Order, except where the context otherwise requires, the following expressions have the meanings respectively assigned to them:

   "bus" has the same meaning as in regulation 3 of the Road Vehicles (Construction and Use) Regulations 1986, being a motor vehicle which is

constructed or adapted to carry more than eight seated passengers in addition to the driver;

“Cashless Parking” means the system of cashless prepayment made via a telephone, smartphone, computer or other method, to allow a vehicle to park in a parking place for a specified period of time, with equivalent rights and obligations to those conferred by the purchase of a parking ticket (except with regards to the “relevant position”)

“civil enforcement officer” means a person authorised by or on behalf of the Council to enforce the restrictions imposed by this Order;

“charging days” in relation to a parking place means those days which are specified in Schedules 1 and 2 for each parking place respectively;

“charging hours” in relation to a parking place means the period during which a charge for parking is made as specified in Schedules 1 and 2 for each parking place respectively;

“permit” means a permit purchased from the Council, subject to certain conditions as laid down from time to time by the Council, valid for the period specified on the permit for use in parking places specified in the schedule indicated on the permit;

"disabled persons' badge" means a badge issued by any Local Authority in accordance with the provisions of the Disabled Persons (Badges for Motor Vehicles) (England) Regulations 2000 or a badge having effect under those regulations as if it were a disabled person's badge and “disabled persons’ badge holder” shall be construed accordingly as a person who has been issued with such a badge;

“goods vehicle” means a vehicle, which is constructed or adapted for use for the carriage of goods or burden of any description or a trailer so constructed or adapted;

“invalid carriage” has the same meaning as in Section 136 of the 1984 Act;

“motor car” has the same meaning as in Section 136 of the 1984 Act;

“motor cycle” refers to a solo motor cycle only and means a mechanically propelled vehicle with less than three wheels;

“motor cycle with side car” means a mechanically propelled vehicle not being an “invalid carriage” or a “motor cycle” with less than four wheels;

“owner” means the person by whom the vehicle is kept. In determining who was the owner of a vehicle at any time it shall be presumed that the owner was the person in whose name the vehicle was at that time registered under the Vehicle Excise and Registration Act 1994;

"parking place" means an area of land specified by name in Schedules 1 to 3 and provided by the Council pursuant to Section 32(1) of the Act for the purpose of vehicle parking and not closed (in part or in whole) by a Notice erected thereon by authority of the Council;

“parking ticket” means a ticket issued by a ticket machine pursuant to this Order and indicating the payment of a charge, the time at the beginning of the period for which payment was made and the time when the period expires;

“passenger vehicle” means a vehicle constructed or adapted solely for the carriage of passengers and their effects;

"pay station" means an apparatus of a type and design approved by the Secretary of State for Transport for the purpose inter alia of this Order, being apparatus designed to receive payment in respect of Pedestrian Paid Parking;

"penalty charge" means the charge set by the Council under the provisions of the Traffic Management Act 2004, which is to be paid to the Council following the issue of a Penalty Charge Notice and within 28 days of the issue of that Notice;

"public holiday" means Christmas Day, Boxing Day, New Year's day, Good Friday, Easter Monday, and any other day designated by the Government as a public holiday in England in addition to or instead of those days;

"relevant position" in respect of: -

(a) a disabled person's badge and parking disc has the same meaning as in the Local Authorities Traffic Orders (Exemptions for Disabled Persons) (England) Regulations 2000; and

(b) all other tickets, season tickets and permits referred to in this Order means,

  (i) exhibited on the windscreen, dashboard or facia of the vehicle facing forward so that the whole of the information on the front of the ticket can be easily read from outside the vehicle; or

  (ii) where the vehicle does not have a windscreen, dashboard or facia in a conspicuous position on the vehicle so that the whole of the information on the front of the ticket is clearly legible from outside of the vehicle;

"season ticket" means a ticket purchased from the Council, subject to certain conditions as laid down from time to time by the Council, valid for the period specified on the ticket for use in parking places specified in the schedule indicated on the ticket;

"the Council" means Spelthorne Borough Council;

"ticket machine" means an apparatus of a type and design, approved by the Secretary of State for Transport, for the purpose, inter alia, of this Order, being apparatus designed to indicate the time by a clock, and to issue parking tickets which show that a payment has been made of an amount, or for a period specified thereon, and which specify the date and either the time of such payment, or the time at which the vehicle must leave the parking place;

"trailer" has the same meaning as in Section 136 of the 1984 Act;

3. Except where the context requires otherwise, any reference in this Order to an Article or Schedule shall be construed as a reference to that Article or Schedule in this Order.

4. Sub-sections (4) and (5) of Section 47 of the Road Traffic Regulation Act 1984 shall apply to the parking places as if they were parking places provided on a highway.

5. The Interpretation Act 1978 shall apply for the interpretation of this Order as it applies for the interpretation of an Act of Parliament.

SECTION II
USE OF PARKING PLACES

Classes of vehicles

6. Each parking place specified in Schedules 1 to 3 may be used subject to the following provisions of this Order, as a parking place for such classes of vehicles, on such days, during such hours and on payment of such charges as are specified in relation to that parking place in the Schedules;

7. Where in the Schedules a parking place is described as available for vehicles of a specified class, no person shall permit a vehicle to wait in that parking place unless it is of the specified class.

8. No person shall cause or permit a vehicle to park in a space marked for Disabled Persons unless the vehicle displays a Disabled Person's Badge in the manner prescribed by Regulation 12 of the Disabled Person's (Badges for Motor Vehicles) (England) Regulations 2000.

9. No person shall cause or permit a vehicle to park in a space marked for contract parking unless the vehicle is approved to park in that space either by the Council or on behalf of the Council by the purchaser of the contract parking space.

Position of vehicles

10. The driver of a vehicle shall not permit it to wait in a parking place other than in a parking space, and for this purpose, except with the written permission of the Council, every part of the vehicle must be within the limits of the parking space and not more than one vehicle shall occupy any one such parking space, except where the surface precludes bay parking except for disabled vehicles.

11. No vehicle shall be left in any parking place if its length exceeds 5.5 metres in length except with the written permission of the Council.

12. Motor cycles permitted in a parking places shall be positioned in bays marked “motor cycles” on the parking place (if any).

Manner of parking of trailers

13. No person shall cause or permit a vehicle drawing a trailer having a combined length in excess of 5.5 metres to wait in a parking place unless they have been disconnected, and unless the registration number of the vehicle is clearly displayed on the trailer and for the purposes of this Order the vehicle and the trailer shall be deemed to be separate vehicles and the driver of the leading vehicle shall be deemed to be the driver of each of the said vehicles.

Use of vehicles in parking places

14. The driver of a vehicle using a parking place shall stop the engine as soon as the vehicle is in position in that parking place and shall not start the engine again except when about to change the position of the vehicle within or depart from the parking place.

15. No person shall use a vehicle or a trailer, while it is in a parking place, in connection with the sale of any article to persons in or near the parking place, or in connection with the selling or offering for hire of his skill or services, unless duly authorised by the Council in writing so to do.

16. No person shall use any part of a parking place or vehicle left in a parking place without the written permission of the Council:

    (a) for sleeping or camping purposes, or

    (b) for cooking purposes, or

(c) for the purpose of servicing, washing, cleaning, constructing, maintaining or repairing any vehicle or any part thereof other than is reasonably necessary to enable that vehicle to depart from the parking place.

Maximum period of waiting

17. The maximum periods of waiting in the parking places and limitations on returning to them shall apply as specified in Schedules 1 to 3.

18. The Council at its discretion may grant any person a dispensation from the maximum period of waiting.

19. Any person may apply to the Council for a dispensation from the maximum period of waiting provided that
(a) the application is made prior to the parking of the vehicle to which the application relates, and
(b) the fee as specified in Schedule 10 is paid to the Council prior to the parking of the vehicle to which the application relates

Removal of a vehicle from parking places

20. Where a person duly authorised by the Council is of the opinion that any of the provisions contained in this Order have been contravened, or not complied with in respect of a vehicle left in a parking place, he / she may remove the vehicle or cause it to be removed from the parking place.

Movement of vehicles in a parking place

21. Any person authorised by the Council or a Police Constable in uniform, in case of emergency, may move or cause to be moved, vehicles left in a parking place to any place he / she thinks fit.

22. Where a vehicle is left in a parking place in a position other than that specified in Article 10 any person duly authorised by the Council or a Police Constable in uniform may move the vehicle or cause it to be moved to a position which complies with that specified in Article 10.

Manner of moving vehicles

23. Any person moving or removing a vehicle in accordance with the preceding Articles may do so by towing or driving the vehicle, or in such other manner as he / she may think necessary, and may take such measures in relation to the vehicle as he / she may think necessary to enable him / her to move or remove it as aforesaid.

Safe custody of vehicles

24. When a person authorised by the Council removes a vehicle or causes it to be removed from a parking place in accordance with Article 20 he / she shall make such arrangements as may be reasonably necessary for the safe custody of the vehicle.

Direction in which vehicles must be driven

25. No person shall drive or cause or permit to be driven any vehicle on any length of road or aisle in any parking place contrary to the directions given by the appropriate carriageway markings or signs.

Entry and exit

26. The driver of a vehicle shall not cause it to enter a parking place at a point marked “No Entry” or to leave a parking place at a point marked “No Exit”.

Suspension of parking place

27. The Council, at its discretion, may suspend the use of any parking place or any part of a parking place and thereafter may designate that part of such parking place to be reserved for any purpose it may decide, such suspension to be indicated by notice or traffic sign. The Council shall charge for such suspensions as set out in the miscellaneous charges at Schedule 10.

28. No person shall cause or permit a vehicle to be left without the written permission of the Council in a parking place or any part thereof during such periods that the use is suspended or during such periods as there is in or adjacent thereto a notice or traffic sign placed in pursuance of the preceding Article.

Liability

29. The Council does not undertake to supervise the parking places specified in Schedules 1 to 3 and vehicles are parked entirely at the owner's risk and driver's risk and the Council accepts no responsibility for any loss or damage howsoever caused either to the vehicle or its contents.

Other provisions

30. The driver of a vehicle shall not permit that vehicle to wait in a parking place unless the vehicle is licensed in accordance with the provisions of Section 1 of the Vehicles Excise and Registration Act 1994 and unless there is in force in relation to the use of the vehicle by the driver such a policy of insurance as complies with the requirements of Part VI of the Road Traffic Act 1988.

31. The driver of a vehicle using a parking place shall not sound any horn or other similar instrument except when about to change the position of the vehicle in or to depart from the parking place.

32. No person shall, except with the written permission of the Council, or any person duly authorised by them, drive any vehicle in a parking place other than for the purpose of leaving that vehicle in the parking place in accordance with the provisions of this order or for the purpose of departing from the parking place.

33. No person shall in a parking place use any threatening, abusive or insulting language, gesture or conduct with intent to put any person in fear or so as to occasion a breach of the peace whereby a breach of the peace is likely to be occasioned.

34. No person shall in a parking place wantonly shout or otherwise make any loud noise to the disturbance or annoyance of users of the parking place or residents of premises in the neighbourhood.

35. No person shall in a parking place:

    (a) erect or cause to be erected any tent, booth, stand, building or other structure without the written permission of the Council; or
    (b) light or cause or permit to be lit any fire, stove or cooker.

36. Any person using a parking place as a means of passage proceeding from one road to another road shall be deemed to be so by using a licence of the Council and not as of right.

SECTION III
PAYMENT FOR PARKING

Pay and display parking tickets

37. The driver of a vehicle left in accordance with the provisions of this Order in a parking place, as defined in Section 1 shall immediately make a prepayment to park their vehicle at the price and for the period indicated in Schedules 4 to 7, either by:

    a) purchasing a valid parking ticket from a ticket machine situated within the parking place and exhibiting the parking ticket on the vehicle in the relevant position;

    b) using cashless parking where available (notices of the approved provider are displayed in the applicable Pay and Display machines, together with the relevant location code/ reference and the applicable transaction convenience charges to be borne by the customer in full)".

38. A parking ticket used in a parking place specified in Schedule 1 shall only be a valid parking ticket if it has been purchased from a ticket machine at the parking place where the vehicle is left and to cover the entire period that the vehicle is parked in the parking place.

Tickets non-transferable

39. A parking ticket is valid only for the vehicle in respect of which it was purchased. If a season ticket holder wishes the vehicle details to be amended on a season ticket the season ticket holder will incur an administrative charge as indicated in schedule 10.

Restriction on removal of parking tickets

40. When a parking ticket has been exhibited on a vehicle, in accordance with the provisions of Article 37 no person shall remove the parking ticket from the vehicle until the vehicle is removed from the parking place.

Absence of ticket machine

41. If at the time when a vehicle is left in a parking place shown in Schedule 1 during the charging hours there is no operational ticket machine at the parking place, or all the ticket machines at that parking place carry notices placed upon them by a person duly authorised by the Council indicating that they are out of order, the driver of that vehicle shall be required to contact Spelthorne Borough Council to ascertain if a charge is payable or when the machine(s) will resume operation.

Pay on foot

42. The parking places shown in Schedule 2 shall be controlled by entry and exit barriers and also ANPR cameras which record the number plate. The driver of a vehicle shall gain entry to such parking places by ~~taking a ticket at the entry barrier. This ticket shall be submitted to a pay station at the end of the parking period and validated by~~ confirming that the registration recorded by the ANPR system is correct. At the end of the parking period the driver making a payment in accordance with the parking tariffs shown respectively for the said parking places in Schedule 4 should do so either on the payment machines on site or through the relevant app advertised on site (additional charges may apply from the operator of the app), with the payment being made against the registration noted at entry. ~~The ticket should be kept by the driver as the cameras cannot guarantee automatic exit at the exit barrier on every instance since they rely on the number plate being correctly detected at entry and exit.~~ The exit will be facilitated by an ANPR capture at the exit barrier, which will open automatically if the registration collected at entry matches a paid session and the vehicle has not overstayed beyond the paid time.

43. ~~In the event that the driver of a vehicle is unable to produce a ticket through loss or any other cause whatsoever he/she may obtain a validated ticket directly from the pay on foot terminal (Lost ticket, with full day rate payable).~~ Where an ANPR capture does not match the registration of the vehicle, the driver should contact Spelthorne Borough Council or follow the appropriate prompts at the nearest machine.

Season tickets

44. Season tickets to park shall be available for the parking places as specified in Schedule 7 but each season ticket shall be valid only for the parking place or places specified upon it. Where season tickets are available for Staines-upon-Thames car parks, only employees of businesses based in Staines-upon-Thames (or with commercial premisses where employees work in that are sited in Staines-upon-Thames) are eligible to apply. For the Railway Season Ticket available in Kingston Road car park, only holders of a valid Railway card are eligible (the Railway card or season pass must be valid for the duration of the season ticket term being applied for).

45. The driver of a vehicle left in accordance with the provisions of this Order in a parking place as specified in Schedule 7 shall be exempt from purchasing a parking ticket if there is displayed in the relevant position a valid season ticket purchased from the Council. If the season ticket is sold as a virtual document and a physical copy is not supplied to the driver, the virtual permit present on the system will be considered valid for the purposes of this exemption of purchase of a parking ticket on the car park the virtual season ticket is designated for, and there will be no requirement to display the virtual season ticket in the relevant position on the vehicle.

46. Season tickets shall be priced as specified in Schedule 7.

47. A season ticket holder will incur an administrative charge for lost or replacement season tickets as indicated in Schedule 10.

Contract Permits

48. Contract permits to park shall be available for the parking places as specified in Schedule 7 but each contract permit shall be valid only for the parking place or places specified upon it.

49. The driver of a vehicle left in accordance with the provisions of this Order in a parking place as specified in Schedule 7 shall be exempt from purchasing a parking ticket if there is displayed in the relevant position a valid contract permit purchased from the Council or an equivalent virtual version of that permit exists and is valid at the time of parking (if the contract permit is sold as a virtual contract permit with no physical document provided).

50. Contract permits shall be priced as specified in Schedule 7.

51. A contract permit holder will incur an administrative charge for lost or replacement season tickets as indicated in Schedule 10.

Disabled persons' vehicles

52. Disabled Persons' Badge Holders must pay the relevant charge as set out in Schedules 4 to 7, in accordance with Article 37.

53. For Disabled Persons' Badge Holders who pay the relevant charge as set out in Schedules 4 to 7, in accordance with Article 37, will be granted an additional hour of grace to their purchased expiry time as shown on the Pay and Display ticket (except on Elmsleigh Multi-storey Pay on Foot and Elmsleigh Surface Pay on Foot).

~~**Disabled persons' vehicles season tickets**~~

~~54. Disabled Persons' Badge Holders may apply to the Council to purchase a concessionary season ticket for the parking places specified in Schedule 8 and each season ticket shall only be valid for that parking place.~~

~~55. The driver of a vehicle left in accordance with the provisions of this Order in a parking place as specified in Schedule 8 shall be exempt from purchasing a parking ticket if they are in possession of a valid disabled badge holders' season ticket purchased from the Council.~~

~~56. Disabled persons' badge holders' season tickets shall be priced as specified in Schedule 8.~~

Motorcycles

~~57~~54. The driver of a motorcycle which is left in accordance with the provisions of this Order in a parking place specified in Schedules 1 and 2 in the position marked for such vehicles (if ~~any~~ they exist) ~~or in any marked bay~~ shall be exempt from payment for parking.

~~58~~55. A motor cycle which is left in accordance with the provisions of this Order in a parking place specified in Schedules 1 and 2 shall not be permitted to park in a disabled person's bay, contractor/permit bay or any marked bay not designated for the exclusive parking of motor cycles.

Council staff parking

~~59~~56. The driver of a vehicle left in accordance with the provisions of this Order on parking places specified in Schedules 1 to 3 and displaying a valid pass issued under the Council Staff and Member Parking Scheme shall be exempt from purchasing a parking ticket and from time limits (if any) as indicated in Schedules 1 to 3 solely whilst on duty on behalf of Spelthorne Borough Council, and for no longer than required for the designated off site task.

~~60~~57. Where a ticket, season ticket or staff permit has been displayed on a vehicle in the relevant position no person other than the driver of that vehicle shall remove the permit from the vehicle unless authorised to do so by the driver of that vehicle.

Elmsleigh Bus Station

~~61~~58. No vehicle, with the exception of buses, shall be left in Elmsleigh Bus Station. The provision of this area is dedicated exclusively to Service Vehicle Operator's Licence or Community Bus Permit and those vehicles with express authorisation from Spelthorne Borough Council being used in direct support of those operating under a Public Service Vehicles Operator's Licence or Community Bus Permit.

PART IV
PENALTY CHARGE AT PARKING PLACES

Penalty charge

~~62~~59. If a vehicle is left in a parking place in contravention of or without complying with any Article of this Order a penalty charge shall be payable and/or the vehicle may be removed from that location or parking place.

Penalty charge notice

~~63~~60. Where a penalty charge may have been incurred it shall be the duty of the civil enforcement officer to issue a penalty charge notice which shall include the information required by the ~~2004~~ relevant Act.

Payment of the penalty charge notice

~~64~~61. The owner of the vehicle in respect of which the penalty charge has been incurred shall pay the amount of the penalty charge to the Council as specified in Schedule 9.

Indications as evidence

~~65~~62. The particulars given in the penalty charge notice attached to a vehicle in accordance with this Article shall be treated as evidence in any proceedings relating to failure to pay such penalty charge.

Restriction on removal of a penalty charge notice

~~66~~63. When a penalty charge notice has been attached to a vehicle in accordance with any of the foregoing provisions of this Order, no person, not being the driver of the vehicle, a police constable in uniform, a civil enforcement officer or

some other person duly authorised by the Council shall remove the penalty charge notice from the vehicle unless authorised to do so by the driver.

PART V
DISPOSAL OF VEHICLES ABANDONED IN PARKING PLACES

~~67~~64. (i) The Council may sell or otherwise dispose of a vehicle which has been, or could at any time be, removed from a parking place pursuant to Article 20, if the vehicle appears to have been abandoned, provided that this power of disposal shall not be exercisable unless the Council has taken such of the following steps as are applicable to the vehicle in question, and there has elapsed a period of six weeks beginning with the taking of the first of those steps.

(ii) Where the vehicle carries a registration mark the Council shall ascertain from the appropriate body the name and address of the person who is the Registered Keeper of the vehicle pursuant to the Vehicles Excise and Registration Act 1994, unless the Council is satisfied that the true owner of the vehicle has identified himself to it.

(iii) The Council shall, where it is by virtue of paragraphs (ii), (iv) and (v) of this Article, aware of the name and address of a person who appears to be the owner of the vehicle, send a Notice to that person at that address stating that it is the intention of the Council to sell or otherwise dispose of the vehicle (which shall be sufficiently described in the Notice) on or after a specified date (which shall not be less than two weeks from the date of the Notice and in any event not earlier than six weeks from the date of the first step taken by the Council under this Part of this Order) unless it is in the meantime removed by or on behalf of that person from such place as is specified by the Council in the said Notice or from such place as may be subsequently notified in writing by the Council to that person.

(iv) If any person to whom a Notice is sent in accordance with paragraph (iii) of this Article informs the Council of the name and address of some other person who he alleges may be the owner of the vehicle, a Notice stating the particulars mentioned in the last preceding Article shall be sent to that other person and to any further person who the Council may in consequence of the sending of the Notice to the said other person be led to believe may be the owner of the vehicle.

(v) Where a vehicle does not carry a registration mark the first step to be taken by the Council shall be to apply in writing to the Chief Officer of Police in whose area the parking place is situated enquiring whom that officer considers is the owner of the vehicle and the address of that person.

(vi) The Council shall then make such further enquiries as to ownership as it thinks fit.

(vii) Upon the sale of a vehicle by the Council, the Council shall apply the proceeds of sale in or towards the satisfaction of any costs incurred by it in connection with the disposal thereof and of any charge or payment to which it is entitled.

(viii) In the event that any such costs incurred by the Council in connection with the disposal of the vehicle are not satisfied by virtue of the last preceding Article, the Council may recoup those costs from the person who was the owner of the vehicle immediately before it was removed from the parking place, provided that that person was sent by the Council a Notice under paragraph (iii) of this Article.

(ix) Any sums received by the Council on a sale of a vehicle shall, after deducting any sum applied thereabouts by virtue of paragraph (vii) of this Article, be payable within a period of one year from receipt hereof to any person to whom, but for such sale, the vehicle would have

belonged and insofar as any such sums are not claimed within the said period they shall be paid into the General Rate Fund of the Council.

(x) Where under the foregoing provisions of this Order a Notice is required to be or may be sent to a person the Notice shall be sent by recorded delivery post.

PART VI

REVOCATIONS

~~68~~65. The Spelthorne Borough Council (Off Street Parking Places) Order 2018 as amended is hereby revoked in its entirety.

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SPELTHORNE BOROUGH COUNCIL (OFF-STREET PARKING PLACES) ORDER 2020

List of Schedules

1 Pay and Display Parking Places

2 Pay on Foot Parking Places, Staines-upon-Thames

3 Free Parking Places

4 Parking Tariffs - Short Stay Car Parks, Staines-upon-Thames

5 Parking Tariffs - Long Stay Car Parks, Staines-upon-Thames, Ashford

6 Parking Tariffs – Recreation Grounds

7 Season Tickets, Contract Parking

8 Disabled Persons' Badge Holders' Season Tickets

9 Penalty Charge Notices

10 Miscellaneous Charges

11 List of all Car Parks

12 Site plans of all Car Parks

SPELTHORNE BOROUGH COUNCIL (OFF-STREET PARKING PLACES) ORDER 2020

SCHEDULE 1

PAY AND DISPLAY PARKING PLACES

Parking Place	Description (see Schedule 12 site plans)	Classes of vehicles	Days and hours of operation	Charging days and hours Maximum period of waiting
Bridge Street Car Park, Staines-upon-Thames	West of Bridge Street	Motor cars without trailers Motor cycles with or without side cars Invalid carriages	All days All hours	6.00am to 12.00midnight Monday to Sunday No return within the same charging period Maximum 24 hours
Elmsleigh Road Car Park, Staines-upon-Thames	East of Thames Street	Motor cars without trailers Motor cycles with or without side cars Invalid carriages	All days All hours	6.00am to 12.00midnight Monday to Sunday No return within the same charging period Maximum 24 hours
Kingston Road Car Park, Staines-upon-Thames	South west of Kingston Road	Motor cars with or without trailers Motor cycles with or without side cars Invalid carriages Vehicles less than 2.10 metres in height	All days All hours	6.00am to 12.00midnight Monday to Sunday No return within the same charging period Maximum 24 hours
Riverside Surface Car Park, Staines-upon-Thames	West of Thames Street Including access road from Thames Street	Motor cars with or without trailers Motor cycles with or without side cars Invalid carriages	All days All hours	6.00am to 12.00midnight Monday to Sunday

		Vehicles less than 2.10 metres in height		No return within the same charging period Maximum 24 hours

SPELTHORNE BOROUGH COUNCIL (OFF-STREET PARKING PLACES) ORDER 2020

SCHEDULE 1 (continued)

PAY AND DISPLAY PARKING PLACES

Parking Place	**Description** (see Schedule 12 site plans)	**Classes of vehicles**	**Days and hours of operation**	**Charging days and hours** **Maximum period of waiting**
South Street West Car Park, Staines-upon-Thames	To rear of 111 High Street	Motor cars without trailers (Contract Bays only)	All days All hours	6.00am to 12.00midnight Monday to Sunday No return within the same charging period Maximum 24 hours

SPELTHORNE BOROUGH COUNCIL (OFF-STREET PARKING PLACES) ORDER 2020

SCHEDULE 1 (continued)

PAY AND DISPLAY PARKING PLACES

Parking Place	**Description** (see Schedule 12 site plans)	**Classes of vehicles**	**Days and hours of operation**	**Charging days and hours** **Maximum period of waiting**
Lammas Recreation Ground	Non-tarmacked ~~A~~area marked out for car parking within the recreation ground south of Wraysbury Road Staines-upon-Thames	Motor cars with or without trailers Motor cycles with or without side cars Invalid carriages	All days All hours	06.00am to 7.00pm Monday to Sunday No return within the same charging period All year Maximum 24 hours
Laleham Park Car Park	Areas marked out for car parking within Laleham Park	Motor cars with or without trailers Motor cycles with or without side cars Invalid carriages Vehicles less than 2.10 metres in height	All days All hours	06.00am to 7.00pm Monday to Sunday No return within the same charging period All year Maximum 24 hours
~~Abbey Drive, Laleham Park~~	~~Areas marked out for car parking within Laleham Park~~	~~Motor cars with or without trailers~~ ~~Motor cycles with or without side cars~~ ~~Invalid carriages~~	~~All days~~ ~~All hours~~	~~07.00am to 7.00pm Monday to Sunday~~ ~~No return within the same charging period~~ ~~All year~~ ~~Maximum 24 hours~~
~~Dumsey Meadow,~~	~~Area marked out for car~~	~~Motor cars with or without trailers~~	~~All days~~	~~06.00am to 7.00pm Monday~~

~~Shepperton.~~	~~parking within the recreation ground~~	~~Motor cycles with or without side cars~~ ~~Invalid carriages~~ ~~Vehicles less than 2.10 metres in height~~	~~All hours~~	~~to Sunday~~ ~~No return within the same charging period~~ ~~All year~~ ~~Maximum 24 hours~~
~~Manor Park, Shepperton.~~	~~Area marked out for car parking within the recreation ground~~	~~Motor cars with or without trailers~~ ~~Motor cycles with or without side cars~~ ~~Invalid carriages~~ ~~Vehicles less than 2.10 metres in height~~	~~All days~~ ~~All hours~~	~~07.00am to 7.00pm Monday to Sunday~~ ~~No return within the same charging period~~ ~~All year~~ ~~Maximum 24 hours~~
Thameside Car Park, Laleham Park	Areas marked out for car parking within Laleham Park	Motor cars with or without trailers Motor cycles with or without side cars Invalid carriages Vehicles less than 2.10 metres in height	All days All hours	06.00am to 7.00pm Monday to Sunday No return within the same charging period All year Maximum 24 hours
Thames Street, Sunbury.	Vehicles park in area except marked disabled bay	Motor cars with or without trailers Motor cycles with or without side cars Invalid carriages	All days All hours	07.00am to 7.00pm Monday to Sunday No return within the same charging period All year Maximum 24 hours
~~Old Bathing Station, Sunbury.~~	~~Area marked out for car parking within the recreation ground~~	~~Motor cars with or without trailers~~ ~~Motor cycles with or without side cars~~ ~~Invalid carriages~~ ~~Vehicles less than 2.10 metres in height~~	~~All days~~ ~~All hours~~	~~07.00am to 7.00pm Monday to Sunday~~ ~~No return within the same~~

				~~charging period~~ ~~All year~~ ~~Maximum 24 hours~~
Orchard Meadow, The Avenue, Sunbury	Area marked out for car parking within the recreation ground	Motor cars with or without trailers Motor cycles with or without side cars Invalid carriages Vehicles less than 2.10 metres in height	All days All hours	07.00am to 7.00pm Monday to Sunday No return within the same charging period Maximum 24 hours
~~Green Street, Sunbury~~	~~Area marked out for car parking within the recreation ground~~	~~Motor cars with or without trailers~~ ~~Motor cycles with or without side cars~~ ~~Invalid carriages~~ ~~Vehicles less than 2.10 metres in height~~	~~All days~~ ~~All hours~~	~~07.00am to 7.00pm Monday to Sunday~~ ~~No return within the same charging period~~ ~~Maximum 24 hours~~
Walled Garden, Sunbury	Area marked out for car parking within the recreation ground	Motor cars with or without trailers Motor cycles with or without side cars Invalid carriages	All days All hours	07.00am to 7.00pm Monday to Sunday No return within the same charging period Maximum 24 hours
Laleham Village Car Park (The Broadway), Laleham	South east of The Broadway,	Motor cars with or without trailers Motor cycles with or without side cars Invalid carriages Vehicles less than 2.10 metres in height	All days All hours	07.00am to 7.00pm Monday to Sunday No return within the same charging period Maximum 24 hours
Shepperton Village Hall	Area marked out for car parking within the recreation ground	Motor cars with or without trailers Motor cycles with or without side cars Invalid carriages	All days All hours	07.00am to 7.00pm Monday to Sunday

				No return within the same charging period Maximum 24 hours

SPELTHORNE BOROUGH COUNCIL (OFF-STREET PARKING PLACES) ORDER 2020

SCHEDULE 2

PAY ON FOOT PARKING PLACES

Parking Place	Description (see Schedule 12 site plans)	Classes of vehicles	Days and hours of operation	Charging days and hours Maximum period of waiting
Elmsleigh Multi-storey Car Park, Staines-upon-Thames	East side of South Street	Motor cars with or without trailers Motor cycles with or without side cars Invalid carriages Vehicles less than 2.00 metres in height	All days ~~Times vary. As advertised on site.~~ All hours	6.00am to 12.00midnight Monday to Sunday Each parking session paid separately. Maximum 24 hours
Elmsleigh Surface Car Park, Staines-upon-Thames	East side of South Street	Motor cars with or without trailers Motor cycles with or without side cars Invalid carriages Vehicles less than 2.00 metres in height Market trader vehicles up to 10 tonnes (in connection with market events only)	All days ~~Times vary. As advertised on site.~~ All hours	6.00am to 12.00midnight Monday to Sunday Each parking session paid separately. Maximum 24 hours

SPELTHORNE BOROUGH COUNCIL (OFF-STREET PARKING PLACES) ORDER 2020

SCHEDULE 3

FREE PARKING PLACES

Parking Place	Description (see Schedule 12 site plans)	Classes of vehicles	Days and hours of operation	Maximum period of waiting
Abbey Drive, Laleham Park	Areas marked out for car parking within Laleham Park	Motor cars with or without trailers Motor cycles with or without side cars Invalid carriages	All days All hours	Maximum of 30 minutes waiting period.
Old Bathing Station, Sunbury.	Area marked out for car parking within the recreation ground	Motor cars with or without trailers Motor cycles with or without side cars Invalid carriages Vehicles less than 2.10 metres in height	All days All hours	Maximum of 30 minutes waiting period.
Manor Park, Shepperton.	Area marked out for car parking within the recreation ground	Motor cars with or without trailers Motor cycles with or without side cars Invalid carriages Vehicles less than 2.10 metres in height	All days All hours	Maximum of 30 minutes waiting period.

Dumsey Meadow, Shepperton.	Area marked out for car parking within the recreation ground	Motor cars with or without trailers Motor cycles with or without side cars Invalid carriages Vehicles less than 2.10 metres in height		Maximum of 30 minutes waiting period.
Green Street, Sunbury	Area marked out for car parking within the recreation ground	Motor cars with or without trailers Motor cycles with or without side cars Invalid carriages Vehicles less than 2.10 metres in height	All days All hours	Maximum of 30 minutes waiting period.
Spelthorne Borough Council Car Park, Staines-upon-Thames	Employee parking areas at Knowle Green, Staines-upon-Thames	Motor cars with or without trailers Motor cycles with or without side cars Invalid carriages Vehicles less than 2.13 metres in height	All days All hours	No waiting period.
Spelthorne Borough Council Car Park, Staines-upon-Thames	Visitor parking areas at Knowle Green, Staines-upon-Thames	Motor cars with or without trailers Motor cycles with or without side cars Invalid carriages Vehicles less than 2.13 metres in height	All days All hours	Maximum of 2 hours waiting period.
Spelthorne Borough Council Car Park, Staines-upon-Thames	Resident at Knowle Green, Staines-upon-Thames	Motor cars with or without trailers Motor cycles with or without side cars Invalid carriages Vehicles less than 2.13 metres in height	All days All hours	No waiting period.
Spelthorne Leisure Centre, Staines-upon-Thames	~~Customer Parking at Spelthorne Leisure Centre Staines-upon-Thames~~ Disabled Parking Bays ~~Only~~, Electric vehicle charging bays and areas not marked out for car parking	Motor cars with or without trailers Motor cycles with or without side cars Invalid carriages	All days All hours	~~Maximum of 3 hours waiting period.~~ No waiting period.
Ashford Recreation Ground, Ashford	Area marked out for car parking	Motor Cars with or without trailers. Motor cycles with or without side cars Invalid Carriages	1 October – 31 March 7.30am – 6pm	Maximum 11 hours

		Vehicles less than 2.10 metres in height	1 April - 30 September 7.30am – 8.30pm	
Elmsleigh Road Car Park, Staines-upon-Thames	East of Thames Street, area with demarcated bays with “Elmsleigh Shopping Centre” livery signs.	Motor cars without trailers Motor cycles with or without side cars Invalid carriages	All days All hours	No waiting for vehicles without express authorisation from the Elmsleigh Shopping Centre, the land owner, or a contractually authorised representative.
Cedars Recreation Ground, Sunbury on Thames	Area marked out for car parking	Motor Cars with or without trailers. Motor cycles with or without side cars Invalid Carriages	1 October – 31 March 7.30am – 6pm 1 April - 30 September 7.30am – 8.30pm	Maximum 11 hours
Charlton Village Hall, Shepperton	Area marked out for car parking	Motor Cars with or without trailers. Motor cycles with or without side cars Invalid Carriages	All days All hours	Maximum 11 hours
Fordbridge Recreation Ground, Ashford	Area marked out for car parking	Motor Cars with or without trailers. Motor cycles with or without side cars Invalid Carriages	1 October – 31 March 7.30am – 6pm 1 April - 30 September 7.30am – 8.30pm	Maximum 11 hours
Bus Area, Elmsleigh Shopping Centre,	Area marked out for bus stopping and ranking, outside the South entrance to	Motor vehicles used for the carriage of passengers, comprising more than eight seats in addition to the driver's seat, and	All days All hours	No waiting, except for vehicles operating under a Public Service Vehicle Operator's

South Street, Staines-upon-Thames	Elmsleigh Shopping Centre	having a maximum mass not exceeding 5 tonnes. Motor cars with or without trailers authorised by Spelthorne Borough Council.		Licence or Community Bus Permit and those vehicles with express authorisation from Spelthorne Borough Council being used in direct support of those operating under a Public Service Vehicles Operator's Licence or Community Bus Permit
Groveley Road Recreation Ground, Sunbury	Area marked out for car parking to the north of the recreation ground	Motor cars with or without trailers Motor cycles with or without side cars Invalid carriages Vehicles less than 2.13 metres in height	All days All hours	Maximum of 2 hours waiting period.
Hengrove Recreation Ground, Ashford	Area marked out for car parking	Motor Cars with or without trailers. Motor cycles with or without side cars Invalid Carriages	1 October – 31 March 7.30am – 6pm 1 April - 30 September 7.30am – 8.30pm	Maximum 11 hours
Kenyngton Manor, Sunbury on Thames	Area marked out for car parking	Motor Cars with or without trailers. Motor cycles with or without side cars Invalid Carriages Vehicles less than 2.10 metres	1 October – 31 March 7.30am – 6pm 1 April - 30 September 7.30am – 8.30pm	Maximum 11 hours
Littleton Recreation Ground, Shepperton	Area marked out for car parking	Motor Cars with or without trailers. Motor cycles with or without side cars Invalid Carriages Vehicles less than 2.10 metres	1 October – 31 March 7.30am – 6pm 1 April - 30 September 7.30am – 8.30pm	Maximum 11 hours
Long Lane	Area marked out for car	Motor Cars with or without trailers.	1 October – 31	Maximum 11 hours

Recreation Ground, Stanwell	parking	Motor cycles with or without side cars Invalid Carriages	March 7.30am – 6pm 1 April - 30 September 7.30am – 8.30pm All Year	
Mulberry Green, Stanwell	Area marked out for car parking	Motor Cars with or without trailers. Motor cycles with or without side cars Invalid Carriages	All days All hours	Maximum 11 hours
Shepperton Recreation Ground, Shepperton	Area marked out for car parking	Motor Cars with or without trailers. Motor cycles with or without side cars Invalid Carriages	All days All hours	Maximum 11 hours
Staines Park (Commercial Road) Staines-upon-Thames	Area marked out for car parking	Motor Cars with or without trailers. Motor cycles with or without side cars Invalid Carriages	All days All hours	Maximum 11 hours
Bishop Duppa's Recreation Ground	Bishop Duppas Park road and parking and area marked out for car parking to the southeast of the recreation ground	Motor cars with or without trailers Motor cycles with or without side cars Invalid carriages	All days All hours	Maximum 11 hours. No waiting on all areas not marked for permitted parking.
Woodthorpe Road open space	Area marked out for car parking to the north of the recreation ground	Motor cars with or without trailers Motor cycles with or without side cars Invalid carriages	All days All hours	Maximum 11 hours.

SPELTHORNE BOROUGH COUNCIL (OFF-STREET PARKING PLACES) ORDER 2020

SCHEDULE 4

PARKING TARIFFS – SHORT STAY CAR PARKS, STAINES-UPON-THAMES

Elmsleigh Road, Elmsleigh Surface, Elmsleigh MSCP, Riverside Surface car parks

	Elmsleigh Road Pay and Display	Elmsleigh Multi-storey Pay on Foot	Elmsleigh Surface Pay on Foot	Riverside Surface Car Park Pay and Display
	Monday to Saturday	Monday to Saturday	Monday to Saturday	Monday to Saturday
Up to 1 hour	~~£1.30~~£1.40	~~£1.30~~£1.40	~~£1.30~~£1.40	~~£1.30~~£1.40
Up to 2 hours	£2.40	£2.40	£2.40	£2.40
Up to 3 hours	~~£3.60~~£3.40	~~£3.60~~£3.40	~~£3.60~~£3.40	~~£3.60~~£3.40
Up to 4 hours	~~£4.80~~£5.00	~~£4.80~~£5.00	~~£4.80~~£5.00	~~£4.80~~£5.00
Up to 5 hours	~~£6.00~~£7.00	~~£6.00~~£7.00	~~£6.00~~£7.00	~~£6.00~~£7.00
Over 5 hours	~~£12.20~~£12.00	~~£12.20~~£12.00	~~£12.20~~£12.00	~~£12.20~~£12.00
7pm-12midnight	£2.00	£2.00	£2.00	£2.00
	Sunday 6am to midnight	Sunday 6am to midnight	Sunday 6am to midnight	Sunday 6am to midnight
All day (between times specified) (per parking session)	£2.00	£2.00	£2.00	£2.00

SPELTHORNE BOROUGH COUNCIL (OFF-STREET PARKING PLACES) ORDER 2020

SCHEDULE 5

PARKING TARIFFS – LONG STAY CAR PARKS, STAINES-UPON-THAMES

Pay and Display Car Parks

Bridge Street and Kingston Road car parks

	(Monday to Saturday)
Up to 1 hour	£1.50
Up to 2 hours	~~£2.50~~£2.60
Up to 3 hours	~~£3.50~~£3.70
Up to 4 hours	~~£4.50~~£5.20
Up to 5 hours	~~£5.50~~£6.00
Over 5 hours	~~£8.00~~£9.00
7pm -12midnight	£2.00
All day (between times specified) (per parking session)	**(Sunday 6am to 12midnight)** £2.00

SPELTHORNE BOROUGH COUNCIL (OFF-STREET PARKING PLACES) ORDER 2020

SCHEDULE 6

PARKING TARIFFS - RECREATION GROUNDS

Pay and display car parks

		All Year
Lammas Recreation Ground, Staines-upon-Thames Laleham Park Car Park Thameside Car Park, Laleham	Up to 1 hour	£0.50
	Up to 2 hours	£2.00
	Up to 4 hours	£4.00
	Over 4 hours	£8.00
~~Laleham Park Car Park~~ ~~Thameside Car Park, Laleham~~	~~Up to 1 hour~~	~~£0.50~~
	~~Up to 2 hours~~	~~£2.00~~
	~~Up to 4 hours~~	~~£4.00~~
	~~Over 4 hours~~	~~£8.00~~

~~Shepperton Village Hall~~	~~Up to 1 hour~~	~~£0.00~~
	~~Up to 2 hours~~	~~£2.00~~
	~~Over 2 hours~~	~~£4.00~~
~~Dumsey Meadow, Shepperton~~ ~~Manor Park, Shepperton~~ ~~Abbey Drive, Laleham~~ Laleham Village Car Park (The Broadway) Laleham ~~Old Bathing Station, Sunbury~~ Green Street, Sunbury Thames Street, Sunbury Orchard Meadow, Sunbury The Walled Garden, Sunbury Shepperton Village Hall	Up to ~~1 hour~~30 minutes	£0.00
	Up to 1 hour	£1.00
	Up to 2 hours	£2.00
	Over 2 hours	£4.00

SPELTHORNE BOROUGH COUNCIL (OFF-STREET PARKING PLACES) ORDER 2020

SCHEDULE 7

SEASON TICKETS, CONTRACT PARKING

	Parking Places	**Period**	**Fee level**
Season Tickets All days	Bridge Street, Staines-upon-Thames Kingston Road, Staines-upon-Thames Tothill Multi-storey, Staines-upon-Thames Elmsleigh Multi-storey Car Park, Staines-upon-Thames	3 months	£250
		6 months	£450
		12 months	£850
Contract Parking Monday to Sunday	South Street West, Staines-upon-Thames Elmsleigh Road Car Park, Staines-upon-Thames Tothill Multi-storey, Staines-upon-Thames Bridge Street, Staines-upon-Thames	12 months	£950

Railway Season Ticket Holders All days	Kingston Road, Staines-upon-Thames	3 months	£275
		12 months	£900
Local Season Ticket	Thames Street, Sunbury Orchard Meadow, Sunbury The Walled Garden, Sunbury Manor Park, Shepperton Laleham Village Car Park (The Broadway) Laleham; Shepperton Village Hall	Up to 3 months	£100
		Up to 6 months	£150
		Up to 12 months	£200

SPELTHORNE BOROUGH COUNCIL (OFF-STREET PARKING PLACES) ORDER 2020

SCHEDULE 9

PENALTY CHARGE NOTICES

Article 51 - Penalty Charges

	Charge to be paid if higher level contravention as detailed in the Civil Enforcement of Parking Contraventions (Guideline on Levels of Charges) (England) Order 2007	Charge to be paid if lower level contravention as detailed in the Civil Enforcement of Parking Contraventions (Guideline on Levels of Charges) (England) Order 2007.
Payment received by Spelthorne Borough Council **after** 14 days of the date on which the Penalty Charge Notice was issued (The Discounted Penalty Charge).	£70.00	£50.00
Payment received by Spelthorne Borough Council **within** 14 days of the date on which the Penalty Charge Notice was issued.	£35.00	£25.00
Remains unpaid after 56 days from date of issue	Increase original notice by 50%	Increase original notice by 50%
Remains unpaid after 70 days from date of issue	Increase further the increased notice by £~~8~~9.00 debt registration fee*	Increase further the increased notice by £~~8~~9.00 debt registration fee*

Informative: The Civil Enforcement of Parking Contraventions (Guidelines on Levels of Charges) (England) (Order) 2007 specifies that authorities outside London with civil enforcement powers must issue two different levels of penalty charges in their area higher and lower. What constitutes a higher and lower offence is detailed at Table 2 in the above mentioned Order.

* - The debt registration fee is set by Parliament. Consequently, any increase to the fee is outside of the Council's control. The current fee is £~~8~~9 (as of ~~25 July 2016~~19 May 2025) but this may change from time to time.

SPELTHORNE BOROUGH COUNCIL (OFF-STREET PARKING PLACES) ORDER 2020

SCHEDULE 10

Miscellaneous charges

Description	**Charge**	**Comment**
Dispensations	£15 per day per vehicle	This charge relates to administrative costs relating to processing of such dispensations. The charge for charities and voluntary organisations may be waived, at Spelthorne Borough Council's discretion.
Suspensions used to reserve parking spaces	£30 one off administrative charge and £15 per day per vehicle	This charge may be waived, at Spelthorne Borough Council's discretion, for charities and voluntary organisations.
~~Film Company~~ General dispensations and suspensions	Vehicles 3.5 tonnes and under, £15 for each bay occupied per vehicle per day. For HGVs and vehicles over 3.5 tonnes £25 for each bay occupied per vehicle per day. ~~Maximum charge £1000~~	Where the area suspended is not a marked bay, the total area will be calculated and a suitable multiple of the total area of a marked bay will be used to calculate the appropriate fee.
Lost or replacement season tickets/cards, and contract permits	£14 per season ticket/card	This charge is also applicable should a season ticket holder change vehicles and require a new card or season ticket.
Lost ticket (use of Elmsleigh Surface car park)	£14 per ticket or card	Charge payable at the Pay on Foot machine.
Market trader vehicles (use of Elmsleigh Surface car park)	£7 per vehicle per day for vehicles up to 10 tonnes	This charge relates to vehicles used in connection to market days and special market based events.
Fishing permit for Thameside car park, Laleham	£15 per vehicle for 3 consecutive days between Friday and Monday	Permits are available via pay and display machines.

SPELTHORNE BOROUGH COUNCIL (OFF-STREET PARKING PLACES) ORDER 2020

SCHEDULE 11

List of all Car Parks

1. Abbey Drive, Laleham Park
2. Ashford Multi-storey Car Park, Ashford
3. Ashford Recreation Ground, Ashford
4. Bridge Street Car Park, Staines-upon-Thames
5. Cedars Recreation Ground, Sunbury on Thames
6. Charlton Village Hall, Shepperton
7. Dumsey Meadow, Shepperton
8. Elmsleigh Multi-storey Car Park, Staines-upon-Thames
9. Elmsleigh Road Car Park, Staines-upon-Thames
10. Elmsleigh Surface Car Park, Staines-upon-Thames
11. Fordbridge Recreation Ground, Ashford
12. Green Street, Sunbury
13. Groveley Road Recreation Ground, Sunbury
14. Hengrove Recreation Ground, Ashford
15. Kenyngton Manor Recreation Ground, Sunbury on Thames
16. Kingston Road Car Park, Staines-upon-Thames
17. Laleham Park Car Park, Laleham
18. Laleham Village Car Park (The Broadway), Laleham
19. Lammas Recreation Ground
20. Littleton Recreation Ground, Shepperton
21. Long Lane Recreation Ground, Stanwell
22. Manor Park, Shepperton
23. Mulberry Green, Stanwell

24. Old Bathing Station, Sunbury
25. Orchard Meadow, The Avenue, Sunbury
26. Riverside Surface Car Park, Staines-upon-Thames
27. Shepperton Recreation Ground, Shepperton
28. Shepperton Village Hall, Shepperton
29. South Street West Car Park, Staines-upon-Thames
30. Spelthorne Borough Council Car Park, Staines-upon-Thames
31. Spelthorne Leisure Centre, Staines-upon-Thames
32. Thameside Car Park, Laleham
33. Thames Street, Sunbury
34. Tothill Multi-storey Car Park, Staines-upon-Thames
35. Walled Garden, Sunbury
36. Woodthorpe Open Space, Ashford
37. Bus Area, Elmsleigh Shopping Centre, South Street, Staines-upon-Thames
38. Bishop Duppa’s Recreation Ground, Shepperton

SPELTHORNE BOROUGH COUNCIL (OFF-STREET PARKING PLACES) ORDER 2020

SCHEDULE 12

Site Plans for all Car Parks

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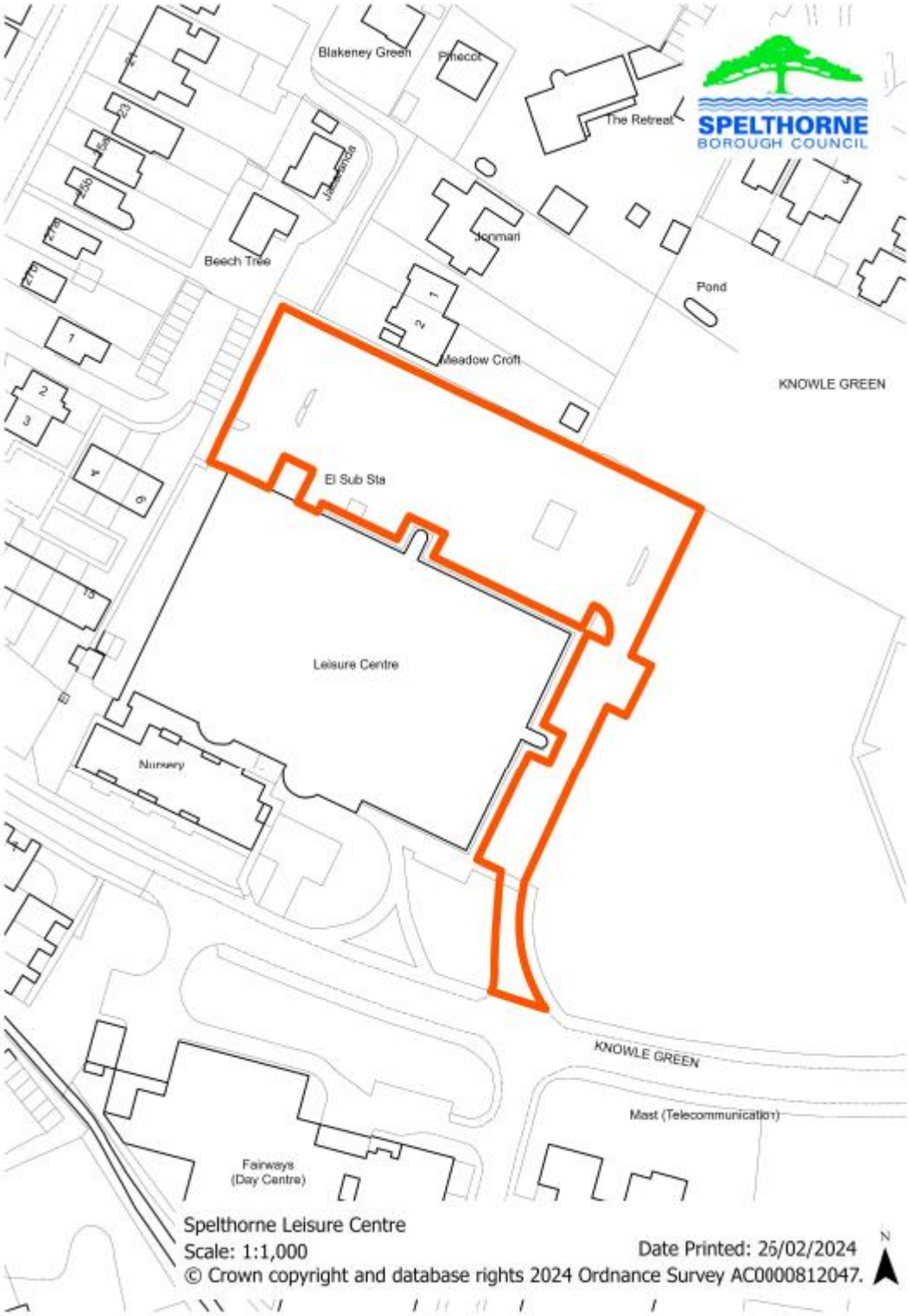
Appendix 3

Car Park map changes proposed, as follows:

1) Spelthorne Leisure Centre (current):



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2) Eclipse Leisure Centre (amended):

APPENDIX 4 PROPOSALS

1. Itemised proposals

1.1 Revise the wording for the Elmsleigh Surface+MSCP new pay on foot system use, as detailed in **Appendix 2, item 42 and item 43.**

1.2 Enabled the use of virtual contract permits, as detailed in **Appendix 2, item 49.**

1.3 Remove the reference to a season ticket type no longer available since the introduction of the Parking Order 2020, as detailed in **Appendix 2, previously items 54, 55 and 56.**

1.4 Clarify the motorcycle parking conditions, where they are only able to park in designated bays, free of charge, as detailed in **Appendix 2, renumbered item 54 and 55.**

1.5 Revise the wording for the terms of use of the Council staff and Member parking scheme, as detailed in **Appendix 2, renumbered item 56 and 57.**

1.6 Redraft the reference to the 2004 Act to cease requiring amendments if new legislation is introduced, as detailed in **Appendix 2, renumbered item 60.**

1.7 Change of the Staines-upon-Thames Short and Long Stay tariffs and introduction of reference to the charges being per parking session, as detailed in **Appendix 2, Schedule 4 and Schedule 5.**

1.8 Addition of item clarifying that no return is permitted within the same charging period, to avoid misuse of lower cost initial tariff points, as detailed in **Appendix 2, Schedule 1 and Schedule 2.**

1.9 Removal of Abbey Drive, Dumsey Meadow, Old Bathing Station and Green Street from Schedule 1 chargeable tariffs, and addition of the same car parks to Schedule 3 Free parking places with 30 minutes maximum stay, as detailed in **Appendix 2, Schedule 1, Schedule 3 and Schedule 6.**

1.10 Change of the nil charge first hour tariff to 30 minutes, and addition of a tariff point with charge for 1 hour stays, as detailed in **Appendix 2, Schedule 6.**

1.11 Update to the latest debt registration fee, as set by parliament, as detailed in **Appendix 2, Schedule 9.**

1.12 Removal of the reference to “Maximum charge £1000” for Film Company dispensations and suspensions, rewording of the target audience of the line, and addition of charges for areas suspended that are not a marked bay, as detailed in **Appendix 2, Schedule 10.**

1.13 Revise the Parking Order map for Spelthorne Leisure Centre, to accurately reflect the new layout, as detailed in **Appendix 3.**

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SPELTHORNE BOROUGH COUNCIL

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		
Commissioner engagement (if report focused on issues of concern to Commissioners such as Finance, Assets etc)	**yes**	**13/08/25**
Relevant Group Head review		
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**	**13/10/25**
	Reviewed by	
Risk comments		
Legal comments	**L. Heron/ J. Clare**	**14/08/25 15/08/25**
HR comments (if applicable)	**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**	**L Heron**	**25/09/25**
S151 Officer commentary – at least **5 working days before MAT**	**TC**	**18/8/25**
Confirm final report cleared by MAT		

Corporate Policy and Resources Committee

13 October 2025

Title	Arora Agreement Termination - Waterfront, Bridge Street, Staines-upon-Thames
Purpose of the report	To make a decision
Report Author	Bruce Strong, Investment Asset Manager
Ward(s) Affected	All Wards
Exempt	No
Exemption Reason	n/a
Corporate Priority	Resilience
Recommendations	**Committee is asked to:** Approve the termination of the 'Conditional Agreement for Grant of Head Lease' (Agreement) between Spelthorne Borough Council and Arora Waterfront Ltd and Arora Hotels Ltd.
Reason for Recommendation	This is a prime riverside development at the gateway to Staines-upon-Thames and in terminating the Agreement this will allow the Council to take control of the site and develop a disposal strategy.

1. Executive summary of the report

What is the situation	Why we want to do something
• The developer indicated their intention to terminate the existing Agreement. • This prime riverside site has a history of developer interest without any progress being made for over a decade and its regeneration is key to Staines-upon-Thames. • Hanover House and the former Sea Cadet building are vacant and currently incur significant monthly holding costs. The car park is also under-utilised with	• The site is run down, under-utilised and offers negative townscape impacts for a prime riverside site that acts as a gateway into Staines-upon-Thames. • The earliest contractual opportunity the Council can terminate the Agreement is 7 February 2027 if the developer fails to obtain planning permission. By mutually agreeing to end the Agreement earlier than this we can move forward in

the ground floor not capable of occupation due to flood risk policy and it attracts anti-social behaviour. • Options for redeveloping the site are outlined in the emerging Local Plan designation, the Draft Design Code and Strategic Flood Risk Assessment for the site meaning the redevelopment of the site will need to be carefully considered in a disposal strategy.	developing a disposal strategy for the site.
This is what we want to do about it	These are the next steps
• Terminate the existing Agreement to give the Council control of the position/site and expedite the agreement of a disposal strategy.	• Enter into a legal agreement to terminate the Agreement, at nil consideration. • Develop the disposal strategy for the site.

2. Key issues

2.1 The Council owns a large portfolio of land and assets, which are held for a variety of purposes with the car park being owned by the Council historically and Hanover House was acquired in 2018 to facilitate a complete regeneration of this gateway site. The Council has a statutory responsibility to achieve best consideration from all its property holdings.

2.2 Terminating the agreement with Arora before the earliest contractual opportunity will enable earlier development of the options for the site and the disposal strategy and the subsequent re-marketing of the site. This will identify alternative interest and uses and progress a disposal at the earliest opportunity thereby ending the payment of holding costs. Due to the constrained nature of the site a capital receipt is not guaranteed. However, if a disposal completed on a freehold basis or if a rent is paid on a long leasehold disposal which can be capitalised this would, longer term, relieve pressure on the Council's revenue budget. By applying the capital receipt to pay down Council long term debt this would reduce interest and the minimum revenue provision charges to the Revenue Budget. This would be in line with the comprehensive assets' rationalisation plan and debt reduction strategy being brought forward as part of the Improvement and Recovery Plan.

2.3 The site is a significant development opportunity, albeit with planning and environmental constraints, mainly related to flooding which limits ground floor development, use type and density of development. Significant consideration will need to be given to the site and the redevelopment options if the termination of the agreement with Arora is approved.

2.4 The holding costs and income for the site are as below:

	Income £	Business Rates £	Minimum Revenue Provision £	Other Holding Costs, e.g. security, insurance & utilities £	Net Income pa £
Hanover House	n/a	-75,000	-45,300	-21,000	-141,300
Former Sea Cadet Building	n/a	n/a		-1,500	-1,500
Bridge St Car Park	75,500 (parking fees, season tickets & penalty charges)	-42,000		-6,000	27,500
Total	75,500	-117,000	-45,300	-28,500	-115,300

3. Options appraisal and proposal

3.1 Option 1 – Proceed with terminating the Agreement with Arora as soon as possible. **This is the recommended option** as it gives the Council control of the site and allows immediate review of the options for the site and the formulation of a disposal strategy.

3.2 Option 2 – Wait until the earliest contractual opportunity the Council has to terminate the Agreement being the 7 February 2027. **This is not the recommended option** as it will lead to the Council incurring ongoing site holding costs for c. 15 months equating to £144,000 and a knock-on delay in being able to implement a site options review and disposal strategy.

4. Risk implications

4.1 Reputational risk - A press release has been issued confirming the Council is considering terminating the Agreement with Arora subject to full Council approval and there is therefore no further reputational risk in bringing the termination of the Agreement forward. By acting decisively this demonstrates the Council is taking control of the site and its regeneration earlier than allowed contractually in the Agreement.

4.2 The Agreement not being terminated – A Deed of Termination is in an agreed final form between the Council and Arora. The risk of the agreement not being terminated is minimal.

4.3 Local Government Reorganisation – Any delay in making decisions caused by Local Government Reorganisation could affect future developer interest.

4.4 Financial risk – holding the site until the Agreement with Arora expires will expose the Council to holding costs for longer.

4.5 Vandalism & Anti-social behaviour – The site is partially vacant and is often subject to vandalism and graffiti which incurs cost to attend and rectify.

5. Financial implications

5.1 There is no loan on the property and the acquisition costs and accumulated capitalised costs for Hanover House have been written off in in 2023-24. Given this, any capital receipt on a subsequent disposal can be used to pay down debt held by the Council. A disposal will end the holding costs for the site.

6. Legal comments

6.1 The Agreement between the Council and the developer will be terminated by way of a deed of termination and Legal Services together with the external advisers will assist in the preparation and formal completion of all necessary documentation.

6.2 Under section 123 of the Local Government Act 1972 the Council has statutory powers to dispose of land and property subject to provisions set out in that section.

Corporate implications

7. S151 Officer comments

7.1 Whilst the ongoing holding costs of this regeneration site are not as significant as other regeneration sites in the ownership of the Council, in part due to a large part of the site being an operational car park which is generating some revenue income, nevertheless there is the potential if the site was disposed of for an appropriate regeneration purpose to make a contribution towards the debt reduction plan objectives to be set out in the Improvement and Recovery Plan due to be approved by Council on 23rd October 2025. Any disposal could either be a freehold disposal generating an upfront capital receipt available for early debt repayment or on a long leasehold disposal generating a revenue stream contributing towards the successor unitary authority's financial viability. Depending on the length of the marketing and evaluation exercise any disposal decisions could potentially fall under S24 constraints requiring Shadow Authority sign off or fall to the successor unitary.

8. Monitoring Officer comments

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

9. Procurement comments

9.1 There are no considerations for procurement as the paper relates to terminating an agreement.

10. Equality and Diversity

10.1 There are no direct equality issues arising from the termination of the Agreement.

11. Sustainability/Climate Change Implications

11.1 Requirements relating to the sustainability and climate change of any development will be a developer responsibility.

12. Other considerations

12.1 To gain possession of the Bridge Street car park will take up to 9 months and this timing needs to be factored into consideration of future options.

13. Timetable for implementation

13.1 Immediately if the recommendations are approved.

14. Contact

14.1 Bruce Strong, Asset Manager, b.strong@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 1 – Waterfront Site Plan

Waterfront Site Plan

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SPELTHORNE BOROUGH COUNCIL

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	**Y**	**22/08/25**
Commissioner engagement (if report focused on issues of concern to Commissioners such as Finance, Assets etc)	**Y**	**22/08/25**
Relevant Group Head review		
MAT+ review (to have been circulated **at least 5 working days before Stage 2**)	**Y**	**11/08/25**
This item is on the Forward Plan for the relevant committee	**Y**	
	Reviewed by	
Risk comments	**LO**	**18/08/25**
Legal comments	**LH**	**18/08/25**
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
Monitoring Officer commentary – at least **5 working days before MAT**	**L Heron**	**18/08/25**
S151 Officer commentary – at least **5 working days before MAT**	**Terry Collier**	**11/8/25**
Confirm final report cleared by MAT		

CPRC

13 October 2025

Title	Best Value Improvement and Recovery Plan
Purpose of the report	To make a recommendation to Council
Report Author	Daniel Charles Mouawad, Chief Executive
Ward(s) Affected	All Wards
Exempt	No
Exemption Reason	N/A
Corporate Priority	Community Addressing Housing Need Resilience Environment Services
Recommendations	**Committee is asked to Recommend to Council that:** (i) the Improvement and Recovery Plan be approved (ii) the Reorganisation and Transformation Board be formally disbanded, the Improvement and Recovery Board be set up and the Terms of Reference in Appendix C be approved (iii) the reporting mechanisms be approved; and (iv) authority be delegated to the Corporate Policy and Resources Committee (CPRC) to approve changes to the Improvement and Recovery Plan as part of regular reporting arrangements.
Reason for Recommendation	As the Improvement and Recovery Plan is the required response to the statutory direction of the Secretary of State, it is the ultimate responsibility of Council to formally approve the Plan. CPRC is asked to recommend to Council that the Improvement and Recovery Plan be formally approved.

1. Executive summary of the report

What is the situation	Why we want to do something
• This report sets out the Council's response to the Secretary of State's Best Value Directions.	• The Improvement and Recovery Plan is a response to the statutory direction of the Secretary of State. • To ensure that the Council can demonstrate to stakeholders by the time Surrey Local Government Reorganisation takes effect, that the Council is passing on a robust, financially sustainable and resilient position
This is what we want to do about it	**These are the next steps**
• Seek CPRC approval of this single Improvement and Recovery Plan and the associated governance arrangements	• Recommend to Council to formally approve the Plan and implement the associated ongoing governance arrangements

2. Key Issues

2.1 This report sets out the Council's response to the Secretary of State's Best Value Directions, issued in May 2025, in the form of a single Improvement and Recovery Plan (IRP).

2.2 A recommendation to Council to formally approve this single Improvement and Recovery Plan is sought from CPRC, to provide the organisation with a clear direction for its improvement journey and a single framework for ensuring that all of the Directives are addressed. As the IRP is a response to the statutory direction of the Secretary of State, it is the ultimate responsibility of Council to formally approve the Plan.

2.3 Approval of this IRP will also provide the Authority with a clear direction for its improvement journey that will enable the continued delivery of the strategic and statutory intervention priorities setting a path to greater financial sustainability.

2.4 The IRP includes proposed mechanisms for enhanced governance and assurance. These mechanisms will enable Commissioners, Councillors and senior officers to manage the delivery of the IRP, whilst also providing all stakeholders, including MHCLG, external auditors, and unitary authority partners, with assurance on progress.

2.5 The IRP will be regularly updated to reflect the changing nature of the programme in the context of Local Government Reorganisation (LGR). It is expected that quarterly progress reports will be presented to both CPRC and to Commissioners via the IRP Board. These reports in turn will inform the quarterly progress the Commissioners will be providing to MHCLG.

3. Government Intervention

3.1 On 8 May 2025, the Secretary of State for Housing, Local Government and Communities announced an intervention package and a set of Directions (**see Appendix A)** to ensure that the Council was able to comply with its best value duty

under Part 1 of the Local Government Act 1999. The basis for the intervention was to:

- Provide the additional scrutiny, external challenge, advice and monitoring needed to oversee the improvements.
- Address systemic weaknesses in the Authority's governance functions, to secure improvements in transparency and formal decision making.
- Deliver financial sustainability by closing any short or long-term budget gaps and reducing the Authority's exceptionally high level of external borrowing.
- Increase corporate grip of the Authority's risk management and ensure compliance with all relevant rules and guidelines relating to the financial and debt management of the Authority.
- Strengthen the commercial decision-making, regeneration, property management and procurement functions of the Authority to address the serious failings in these areas over recent years and ensure conformity with the Best Value Duty.
- Agree as necessary any changes needed to the Authority's operating model and transformation of council services to achieve value for money and financial sustainability, taking account of any decisions relating to proposals for unitary local government in the Surrey area.
- Rebuild trust and reset the organisational culture.

3.2 The intervention package is formed of actions the Council is directed to take, namely: "Prepare and agree an Improvement and Recovery Plan to the satisfaction of the Commissioners, within 6 months of the Direction, with resource allocated accordingly. This should integrate relevant contents and recommendations of the Best Value Inspection, published on 17 March 2025, the Grant Thornton (the Council's external auditors) 2023/24 audit report and July 2023 Chartered Institute of Public Finance and Accountancy (CIPFA) Capital Assurance review. The plan should feature a comprehensive performance management framework that sets out measures to be undertaken, together with milestones and delivery targets against which to measure performance, to deliver rapid and sustainable improvements in governance, finance, property, housing, and commercial functions, thereby securing compliance with the best value duty".

3.3 The Improvement and Recovery Plan will be a living document, one that will need to evolve to respond to Local Government Reorganisation Structural Change Orders. Through the proposed governance arrangements, changes to the IRP will be captured and approved through both the IRP Board, to be chaired by the Lead Commissioner and the Corporate Policy and Resource Committee. To enable the authority to maintain the required pace of its improvement journey, it is proposed that an Implementation Director be appointed to support the delivery of the Improvement and Recovery Plan and compile regular report updates. The IRP, subject to the Secretary of States Direction, will be transferred to the new unitary authority responsible for the geography that currently constitutes the Borough of Spelthorne.

4. Development of the Improvement and Recovery Plan

4.1 The IRP attached at **Appendix B** has been built on the specific requirements set out in the statutory Directions and the recommendations from the Commissioner Team. The IRP brings together the various plans and programmes including Best Value Inspection, the Grant Thornton 2023/24 audit report and the CIPFA Capital assurance review.

4.2 The IRP contains five themes that bring together the work already underway, along with new activity. The five themes and their strategic aims are:

(i) **Finance:** To achieve financial sustainability through disciplined planning, effective governance, and transparent reporting.

(ii) **Commercial:** To prepare the council for unitarisation by reducing its exposure to commercial risks whilst maximising the value of its property assets and protecting the public purse.

(iii) **Regeneration and Housing:** To develop a strategy for the Council's regeneration sites which provides realistic and credible plans for the sites, increases the provision of housing, reduces homelessness, and minimises the use of temporary accommodation and assessing the viability of Knowle Green Estates company.

(iv) **Governance:** Rebuild trust, collective working, and transparency by strengthening governance and improve decision making, ensuring decisions are collectively owned and evidence based, developing a collective understanding of both risk appetite and the risks facing the council, developing a culture of learning through strong audit and external challenge.

(v) **Local Government Reorganisation:** To provide a stronger long-term foundation for high-quality local government services, stronger accountability, enhancing economic growth and more responsive local governance.

4.3 All themes have interdependencies. For example, a significant dependency is in delivering the savings identified within the Finance theme within the Medium-Term Financial Plan, with the ability for example to achieve "A comprehensive and strict debt reduction plan" dependent on the ability of the Council to deliver a significant assets reduction programme. Interdependencies will be managed through the IRP Programme Management Office (PMO).

4.4 All Directions and recommendations are aligned to one or more of the themes, with progress reported by Commissioners to the Secretary of State as part of the governance arrangements. Each theme has a strategic aim, a clear set of outcomes, workstreams and activity with milestones which will be used to track progress against expected timescales and achievements.

4.5 A phased approach has been taken to developing the IRP. This recognises that there are elements of activity that require further design and engagement. This is particularly relevant for the Commercial and Regeneration and Housing themes.

4.6 The IRP captures the known actions and deliverables to date and provides a foundation for the Council's improvement. Further IRP refinement will undoubtedly be identified supporting the improvement and delivery plans for certain areas, pending securing necessary resources.

4.7 The IRP is a multi-year plan, recognising the journey that the Council needs to progress through and reflecting the commercial reality of such actions as delivering an Asset Disposal Strategy. Significant elements of the IRP may out of necessity extend beyond the life of the Council. For example, in order to obtain best value for money, the assets disposal programme (both commercial and regeneration) will probably need to extend over three or five years (beyond the life of the Council). The activity within this IRP focusses on key timelines and will be updated periodically as a result of resourcing challenges, which need to go through appropriate governance sign off etc as improvement progresses up to LGR transition.

5. Progress since Intervention

5.1 This section describes the progress that the Council has made in compiling a single Improvement and Recovery Plan as the Council's response to the Secretary of State's Directions, which has been the key focus of Commissioners engagement with the Council over this period.

5.2 **Thematic Workshop Structure:** The process for beginning the drafting of each theme's element of the IRP began with a workshop attended by a lead Commissioner, a lead Officer (the Senior Responsible Officer), a lead Councillor, relevant key officers and members of the Commissioners' support team. Each workshop was designed around a clear strategic aim, providing a focused framework for discussion and planning. The sessions began with a collaborative exercise where participants identified and defined the key issues affecting the Council within the theme. Contributions were gathered and then organised into related groups to highlight common challenges.

5.3 Following the workshop, these issues were brought together into detailed problem statements for each area, alongside an overarching problem statement that captured the broader challenges across the entire theme. The purpose of this approach was to ensure a shared and thorough understanding of the root causes behind the intervention. By clearly defining the problems upfront, participants were better positioned to focus on meaningful solutions.

5.4 Once the problem statements were established, the discussion shifted towards envisioning the desired future outcomes. Participants were encouraged to articulate a future state that would demonstrate the strategic aim had been met and the intervention directions successfully addressed. This forward-looking perspective helped to set clear objectives and priorities.

5.5 Building on these outcomes, participants then identified specific activities and outputs necessary to deliver on the desired changes. This practical step helped translate strategic goals into actionable plans.

5.6 After the workshops, all the inputs, findings, and action points were compiled into comprehensive reports and shared with participants for review and feedback. This iterative process ensured that timelines were realistic, objectives achievable, and that all activities maintained strong alignment with the agreed intervention directions for each theme.

5.7 An important outcome of this process was the recognition of numerous interdependencies between themes. These cross-theme links are being documented separately to support integrated planning and coordinated delivery and may in their own right result in changes to the IRP.

5.8 **Plans on a Page:** The write-ups from these workshops formed the basis for creating a Plan on a Page (POAP) for each theme. These POAPs provide a concise, one-page visualisation of the strategic initiative for each theme. They are necessary and useful because they distil complex information into a clear and accessible format, making it easier for all stakeholders to understand the priorities, objectives, and key activities at a glance.

5.9 Alongside the POAPs, the defined workstream activities were extracted and timelines developed. This will help structure delivery in manageable phases, ensuring progress can be tracked effectively and any risks or delays identified early.

5.10 The next phase to be presented to CPRC in December, will focus on securing approval for the overall IRP, the resourcing necessary to deliver, resolving interdependencies and developing detailed work packages for each workstream. This will include creating all necessary governance documentation to enable effective tracking, management, and reporting of progress.

6. Improvement and Recovery Plan Themes

6.1 **Finance Theme:** The Finance Theme focused on defining the key challenges facing the Council's financial sustainability and governance. It also agreed desired outcomes and initial objectives to address them. The discussion was framed by the strategic aim of *achieving long-term financial sustainability through disciplined planning, effective governance, and transparent reporting.* Core areas of scope included the Medium-Term Financial Strategy (MTFS), capital and treasury management strategies, debt reduction, sinking funds review of associated modelling and assumptions, Minimum Revenue Provision (MRP) policy, financial governance and reporting, financial capacity and capability, overall Council service reconfiguration as part of the Budget process, and the development of an overarching financial sustainability plan.

6.2 The theme identified several interconnected issues. These included a lack of financial understanding and ownership among councillors, weak governance structures, and in some instances strained member/officer relationships. Concerns were raised about the quality and timeliness of financial reporting. Some reports were issued containing errors or lacking clear financial implications. It was noted the importance of having a credible plan to address significant budget gaps, unsustainable ongoing costs from stalled regeneration projects, and exposure to investment risks. Limited technical capacity within the finance team, unresolved audit issues, outdated sinking fund assumptions, and prolonged non-sign-off of accounts since 2018/19 were all seen as major barriers to effective financial management and assurance.

6.3 From these discussions, a high-level problem statement was agreed. *The Council's financial governance is weakened by low confidence, limited capacity, and poor engagement. This results in unclear ownership, unreliable reporting, and increasing financial risk.*

6.4 *Desired outcomes* include establishing robust and transparent governance arrangements, ensuring councillors are engaged and informed in decision-making, building finance team capacity and technical expertise, delivering accurate and accessible reporting, and creating a shared understanding of the financial position and the actions needed to improve it.

6.5 *Emerging objectives* were developed to guide next steps. These include producing a credible long-term financial strategy and multi-year savings plan. They also include ensuring capital, investment, and treasury management strategies are affordable and supported by assets rationalisation. Implementing a structured debt reduction plan, reviewing and updating sinking fund assumptions, strengthening compliance with financial regulations including an updated MRP policy, aligning services with available resources, and reinforcing governance, risk management, and audit functions are also priorities. Agreed outputs and deliverables range from updated budget models, sinking funds strategies, and governance frameworks to publishing a robust draft set of Statement of Accounts for 2024-25, completing a finance team restructure, and achieving a clean external audit opinion for 2025-26 Statement of Accounts.

6.6 The theme demonstrated clear recognition of both the scale and urgency of the financial challenges and is mindful that the last Budget anticipated to be set by the Council is likely to be the Budget for 2026-27. It secured a shared commitment to address root causes, from governance culture to technical capability. This has laid the groundwork for a coordinated programme of actions aimed at restoring financial stability, improving transparency, and rebuilding stakeholder confidence.

6.7 **Commercial Theme:** The Commercial Theme focused on defining the Council's commercial purpose, identifying barriers to effective commercial activity, and agreeing objectives to strengthen governance, align priorities, and prepare for unitarisation. The strategic aim was to reduce the Council's exposure to commercial risks while maximising the value of its property assets and safeguarding the public purse. Core areas of discussion included developing a unified commercial strategy, strengthening governance and decision-making, managing and rationalising the asset portfolio, improving procurement and contract management, building capacity, and ensuring commercial activity is aligned with the Council's objectives and community needs.

6.8 The workstream identified several interlinked issues. A lack of clarity over the Council's commercial role and objectives has led to operational disparities, misaligned priorities, and insufficient consideration of long-term risks. Strategic planning was reactive, with existing long-term plans not always robust or adaptable to changing circumstances. The asset portfolio is underperforming, with gaps in strategy for leases, expirations, and voids, which create budget vulnerabilities.

6.9 Trust emerged as a significant barrier, with perceptions of optimism bias in reporting, inconsistent transparency, and in some instances strained relationships in the past between Members and officers. Resource constraints, limited contract management capacity, and under-resourced procurement functions further hindered effective delivery. Participants also highlighted the need for evidence-based decision-making with stronger evaluation of asset performance, better risk assessment, and continuing to improve collaboration between Finance and Assets teams.

6.10 From these discussions, a high-level problem statement was agreed. Inadequate strategic planning, unclear commercial objectives, and internal trust issues are limiting the Council's ability to manage resources effectively, make informed financial decisions, and deliver public value. Desired outcomes include establishing good commercial governance aligned with the Corporate Plan, ensuring assets are functioning and sustainable, and contribute to financial resilience. Building the right skills and capacity, making informed risk-balanced decisions, improving procurement to achieve best value, and fostering a culture of collective ownership and delivery are also key outcomes.

6.11 Emerging objectives were developed to address these challenges. These include creating a property rationalisation plan (covering investment and housing/regeneration assets as well as some municipal assets) to support debt reduction, reviewing the property portfolio in depth, establishing robust governance and commercial protocols, developing a unified commercial strategy with clear decision-making criteria, strengthening procurement frameworks and pipelines, improving systems and data management, developing a sinking fund policy statement, and ensuring the team has the skills and capacity to deliver ahead of Local Government Reorganisation. Key outputs will include a detailed commercial strategy, property portfolio and rationalisation reports, updated governance frameworks, enhanced procurement processes, improved data systems, and a stakeholder communication plan.

6.12 The Commercial workstream achieved a shared understanding of the Council's commercial challenges and secured commitment to coordinated action. By addressing cultural, governance, and capacity issues alongside operational improvements, the Council is making progress to better manage commercial risk, optimise asset value, and ensure commercial activity delivers financial returns and public benefit.

6.13 **Governance Theme:** The Governance Theme addressed the need to overhaul the Council's governance arrangements to strengthen decision-making, increase transparency, and rebuild trust between some Members and officers. The strategic aim was to foster collective working and evidence-based decision-making, clarify roles and responsibilities, improve the Council's approach to risk, and embed a culture of continuous improvement supported by strong audit and challenge. The scope of discussion included the effectiveness of decision-making, cultural change to improve member–officer relationships, audit and risk, and creating a performance and improvement framework that embraces transparency and accountability.

6.14 The workstream identified a series of interconnected governance challenges. Some reports to committees were found to lack sufficient detail, accuracy, and key inputs from finance and legal teams. This resulted in poor-quality evidence to support decisions. The decision-making process suffers from low trust between some councillors and officers. There is insufficient alignment with the corporate plan, inadequate risk assessment, and limited engagement of Members - particularly committee chairs - early enough in the process. The committee system itself was described as inefficient and confusing, leading to slow, inconsistent decisions and a lack of ownership. Internal audit, historically weak and now outsourced, is in transition and needs stronger governance in line with CIPFA recommendations.

6.15 Risk management emerged as a significant weakness. The Council lacks a defined risk framework, an embedded risk culture, and a clear risk appetite statement. This results in inconsistent approaches. The current culture is reactive, sometimes overly risk-averse, other times taking excessive risks, without sufficient systems or frameworks to support balanced decision-making. Resource and skills constraints further limit the capacity for effective scrutiny. Greater change management, and coherent improvement planning would assist embedding lessons learned.

6.16 The agreed high-level problem statement highlighted that a lack of transparency, scrutiny, and collective responsibility in decision-making, compounded by insufficient capacity and skills, has eroded trust between some Members and officers and blurred expectations of roles and responsibilities. Desired outcomes include timely, confident, and collectively owned decisions. They also include robust and transparent risk management, a culture where change and challenge are embraced, an effective internal audit function, and a commitment to continuous improvement.

6.17 Emerging objectives focus on redesigning the decision-making process in collaboration with all stakeholders. They include improving report quality and consistency, embedding a clear change management approach, developing and implementing a robust risk framework with defined appetite, strengthening internal audit oversight, and regularly reviewing governance culture to ensure progress. Outputs will include end-to-end process maps for committee decision-making, updated report templates, a change management plan, risk management framework and tools, training and awareness programmes, and mechanisms to assess cultural change and governance effectiveness.

6.18 The Governance workstream achieved a shared understanding of governance weaknesses and secured commitment to practical steps that will make decision-making more transparent, timely, and evidence based. By improving structures,

culture, and capability in parallel, the Council is progressing towards rebuilding trust, strengthening oversight, and delivering better outcomes for both the organisation and its residents.

6.19 **Regeneration and Housing Theme:** The Regeneration and Housing Theme focused on developing realistic and credible strategies for the Council's regeneration sites, housing delivery, and homelessness prevention. The strategic aim was to create a clear plan that increases housing provision (reduces homelessness and temporary accommodation reliance) and assesses the future viability of Knowle Green Estates (KGE). The scope of discussion included land use and commercial decision-making, valuation approaches, regeneration portfolio strategy, KGE's options, housing delivery aligned to the Local Plan, and homelessness services.

6.20 The workshop identified a range of interconnected challenges restricting delivery. Financial constraints including limited borrowing capacity and high holding costs limit direct housing development and affordability and reinforce the need to achieve outcomes on sites being held for housing purposes. Planning challenges surfaced around the need for effective masterplans, insufficient family-friendly designs, and community opposition, particularly in Staines. Internal delivery capacity was stretched by staff shortages, skills gaps, and conflicting priorities. Engagement with Registered Providers (RPs) and access to affordable housing funding remain limited. Environmental constraints such as flood risk and green belt protections reduce viable development opportunities. Market conditions and rising homelessness increase demand pressures, intensifying the complexity of meeting housing needs.

6.21 The agreed high-level problem statement recognised that financial limitations, planning complexities, capacity constraints, environmental restrictions, and underdeveloped partnerships collectively hinder the Council's ability to deliver coordinated and effective regeneration and housing solutions. Desired outcomes include trusted regeneration and housing delivery, a resolved future for KGE, a balanced housing offer meeting diverse resident needs, healthy, settled, well-served and thriving communities, and effective homelessness prevention.

6.22 The emerging outcomes provide a clear and structured approach to delivering the Council's regeneration and housing improvements. These include assessing the viability of key sites, designing a community engagement programme in connection with an Immediate Review of the Local Plan and any masterplans, developing masterplan delivery models, and producing a comprehensive options appraisal for Knowle Green Estates (KGE) along with a long-term financial viability assessment. Further objectives focus on strengthening collaboration with developers and Registered Providers through established plans, adopting the Spelthorne Design Code, developing an Infrastructure Delivery Plan, adopting the Local Plan, and reviewing homelessness prevention services. Ultimately, the programme aims to move towards meeting housing targets with the right mix of provision, make strong progress on the Immediate Review of the Local Plan, be moving towards adoption of any Masterplans and effectively manage the transition of KGE in line with broader local government changes.

6.23 The Regeneration and Housing theme achieved a shared understanding of the complex barriers facing regeneration and housing delivery and secured commitment to a structured, strategic approach. By aligning financial, planning, and partnership frameworks alongside strengthened delivery capacity and community engagement, the Council is making meaningful progress towards sustainable regeneration and housing outcomes.

6.24 **Local Government Reorganisation (LGR) Theme:** The LGR theme has been directly shaped by the Surrey Leaders and Chief Executives group actions and

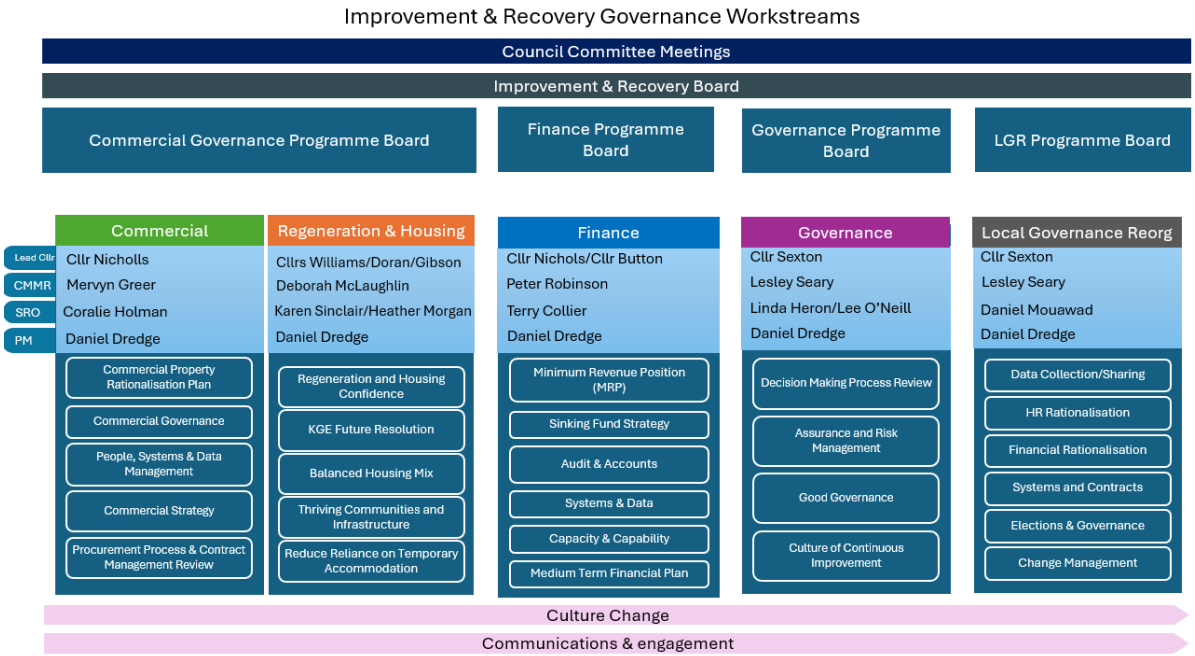
decisions revolving around the necessary preparation for Structural Change Orders that will lead to the transition to unitarisation. Following a Statutory Consultation that ended in early August, Government is expected to announce the geography of the new Surrey unitary authorities by the middle of October. Statutory instruments will then be laid before Parliament in January 2026 setting the legal parameters to create the Shadow Authorities and conduct elections to them in May 2026.

6.25 LGR marks the most significant change to local government in the county in over 50 years, giving a once-in-a-generation opportunity to shape how decisions are made, services are delivered, and communities are represented. As such, the emerging LGR objectives provide a clear and structured approach to delivering transition and transformation for the residents of this Borough and across Surrey. Activity workstreams revolve around preparation for integration and harmonisation across a number of services alongside financial rationalisation and alignment.

6.26 LGR therefore demands a high degree of data collection through the LGR PMO in such areas as communications, elections, contract registers, housing services., HR baseline, website architecture and digital services. LGR by its very nature generates both risks and opportunities for constituent existing authorities and their workforce. The provision of training and support programme for colleagues to maximise the chance of successfully taking up opportunities is equally paramount and must be advanced in parallel with the necessary steps necessary to effect a smooth transition to unitarization.

6.27 **Consolidating All Themes:** A document consolidating all themes into Plans on a Page (POAP) was shared with theme leads and other stakeholders for information and feedback. This document included detailed descriptions of the key workstreams, and activities identified across each theme, alongside a slide outlining the IRP governance structure. The following slide illustrates how the various workstreams we have created align under the overarching intervention directions. While this is very much a work in progress and will require further refinement, it represents a positive and progressive step towards delivering the improvement required.

Illustration – IRP Governance



7. IRP Project Management

7.1 A dedicated PMO has been created with the activities emerging from the various themes managed using the Council's existing project management frameworks, which are based on PRINCE2, the recognised project management standard. This approach works well for the programme because it provides a clear and structured way to manage complexity while allowing flexibility as things evolve. We will adjust these frameworks where needed to suit the size and scope of the programme, making sure they remain practical and straightforward to use. A key focus will be on making reporting accurate and easy to understand, so everyone involved stays well informed about progress and any issues.

7.2 As part of the governance, Risks, Assumptions, Issues and Dependencies (RAID) logs will be created and maintained. These logs track Risks, Assumptions, Issues and Dependencies, helping us keep a close eye on potential challenges or uncertainties that could affect delivery. Having these logs in place means we will identify problems early and act before they escalate.

7.3 We will also have clear change control processes to manage any changes to scope, timing or resources. This ensures that any adjustments are carefully reviewed, properly approved and clearly communicated, reducing disruption and keeping the programme on track. Best practice principles will guide the management of the programme to ensure accountability and disciplined delivery.

7.4 We will use the Council's existing digital platforms alongside Microsoft Office Power suite applications such as Power BI; Power Automate and Power Apps. These tools are familiar to many of the team and are well suited for managing complex programmes because they offer good integration and powerful data visualisation. Using these platforms helps keep reporting transparent and up to date, allowing risks and issues to be flagged quickly and supporting timely, informed decisions.

8. IRP Board

8.1 The programme will continue to operate within the existing committee structure to ensure consistency, transparency and accountability. Strategic oversight will be provided by the IRP Board, which will play a key role in co-ordinating delivery across all thematic areas. An IRP Board has been established to have strategic oversight of the implementation of the Plan. The Board, whose Terms of Reference are attached in **Appendix C**, will be chaired by the Lead Commissioner with membership comprising of the Leader of the Council and the CEO amongst others.

8.2 The Board's responsibilities include aligning thematic plans with associated risks, resolving interdependencies between workstreams and ensuring that resources are prioritised effectively across the programme. In addition, the Board will prepare formal reports and recommendations to support informed decision-making at committee level. The governance structure will enable the Board to actively monitor the individual Themes and action plans. Interdependencies are being mapped and will be managed across the working groups and boards via the PMO. The Board will be there to recommend key changes to CPRC.

9. Risk Management Strategy

Successful delivery of each element of the IRP will be subject to a range of interdependencies between the themes within the IRP; the availability of sufficient financial resources; the ability to recruit or procure appropriately skilled staff within the required timescales; decision making within the updated governance framework; clear, consistent political direction and prioritisation; and no barriers to progress arising from Local Government Reorganisation and Section 24 Directions.

The risk management significance of such interdependencies is such that the above also features in the IRP.

10. IRP Delivery

10.1 Corporate Strategy

The deliverables outcomes set out in this IRP will achieve long-term sustainable improvements in how the Council operates and is able to transition to a new unitary authority as part of Local Government Reorganisation. As this work takes priority, this impacts on the Council's ability to deliver all the objectives in the current Corporate Plan which will need to be refreshed and prioritised in the light of the diminishing resources and window of sovereignty for Spelthorne Borough Council.

10.2 Engagement and Consultation

10.3 It is vital that the Council effectively engages Members and staff to drive organisational changes. The Council is briefing and engaging Members through a variety of channels including the fortnightly All Councillor Briefings regarding the need to adopt and embed the IRP going forward. The Council has around 450 members of staff, many of whom work on the frontline, and internal communications and presentations at monthly staff meetings will support staff to understand the relevance of the IRP relevance to their day-to day work, alongside the priorities of the Council's Corporate Plan.

10.4 The IRP will, once adopted, be published on the Council's website. The progress reports that will be produced quarterly to the Commissioners will also be published on the Council's website. A communications plan to keep staff, residents, partners, businesses and stakeholders informed will run in parallel.

11. Financial implications

11.1 Intervention is a costly business, circa £750,000 has been allocated in this year's budget covering both cost of Commissioners and bringing in additional expertise to undertake specific tasks. If the Council fails to take appropriate action to meet the requirements set out in the Government Direction, or the Commissioners appointed by the Secretary of State do not have sufficient confidence that appropriate actions are being taken to implement and sustain the required improvements, then the Council risks not having appropriate arrangements in place to comply with its best value duty under Part 1 of the 1999 Act. This could lead to further Government intervention and further increased costs.

11.2 An IRP Risk Register will be maintained which will underpin the Council's Strategic Risk Register. This will be reported alongside the quarterly reports to both CPRC and to the IRP Board as well as the senior management team.

11.3 In the development of the IRP's workstreams, the review of the resources necessary to deliver will need to be undertaken and presented to CPRC and Council as part of the 2026-27 budget – the final budget that the authority will have sovereignty over.

As part of addressing the BV Directives, there will be a need to find significant Budget savings as part of the 2026-27 Budget. Once the Medium-Term Financial Planning work is completed in early autumn this will enable the quantum of savings required to be firmed up. In order to balance the Budget additional savings will need to be made to cover the additional intervention related costs. This will necessitate some challenging prioritisation decisions for the Council.

11.4 Where existing capability exists, resources from within the Council will be reallocated or reshaped to deliver the actions in the IRP through re-prioritisation. However, where the resourcing review identifies gaps, additional specific finance will need to be called upon to provide the capacity for the organisation to focus on improving performance and deliver transformation of services ahead of the LGR transition in April 2027.

11.5 In some limited cases, other Surrey LGR Councils (depending on unitarization geography) may be able to provide support or advice. In other cases, additional expertise will be provided by contractors and consultancy support, this for example has happened in the Finance and Commercial themes. The Local Government Association has also identified areas where its support can be provided. These will be funded from the Transformation Fund rather than the General Fund.

12. Legal comments

12.1 Legal implications are set out in the body of the report.

Corporate implications

13. S151 Officer comments.

13.1 *The Best Value Directives require the Council to put in place:*

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 (MTFS), including a robust multi-year savings plan that reflects the costs and risks identified in the BVI report and by external auditors.

b) 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.

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

d) 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.

e) A plan to ensure the Authority is complying with all relevant rules and guidelines relating to the financial management of the Authority, including updating the minimum revenue provision (MRP) policy.

f) A plan to reconfigure the Authority's services commensurate with the Authority's available financial resources.

h) 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 Commissioners.

13.2 It can be seen from the above that ensuring financial sustainability and certainty is a key driver for the intervention and is necessarily a key focus for the IRP. Addressing these issues are particularly important in the context of Surrey LGR and the need to provide assurance to stakeholders. As a Surrey borough council facing the risks of adverse impact of Local Government Reform taking effect in 2026-27, are already significant and added to this will be the impact of moving away from reliance on income from the Council's investment assets to support the Revenue Budget. It is therefore important that the Council embraces the financial related elements of the IRP to help position it to deliver a financially sustainable medium-term future.

13.3 As the report highlights there will be a need to incur additional expenditure across the Themes to bring in additional resource and expertise to ensure that the IRP outcomes are delivered. Each theme will have a supporting resource budget worked up which will feed into the 2026-27 Budget.

13.4 As the statutory Chief Finance Officer (S151) I will be the Senior Responsible Officer for ensuring the delivery of the Finance Theme within the IRP.

14. Monitoring Officer comments

The Council is obliged to meet its statutory duties and continue to make decisions in accordance with public law principles. It is anticipated that the IRP outlined in this report will support the Council meet its statutory obligations.

15. Procurement comments

15.1 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.

16. Equality and Diversity

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

16.2 The staffing changes as a result of the Organisational Redesign are being carefully managed and a formal consultation approach is being taken. Full equality impact assessments are being carried out as part of this process.

17. Sustainability/Climate Change Implications

17.1 Maximising use of our assets provides opportunities for financial, social and environmental considerations in our actions especially with increasing risks of climate change and the need to adapt. Evaluating and improving our actions and gaining efficiencies in terms of operations can result in carbon savings. Therefore, actions within the IRP should take account of the future impacts of climate change as well as taking mitigating actions.

18. Other considerations

This report sets out the Council's response to the Secretary of State's Best Value Directives since receiving them on 8 May 2025. As such, the report doubles as an update for Commissioners on the actions taken by this authority over the first 3-4

months of its improvement journey. Whilst all Directives have definitive work streams encapsulated in a single IRP framework, the pace and scope of Local Government Reorganisation will inevitably be a defining overarching theme. The corporate ability to retain staff capacity through transition is an unknown and yet to be experienced consideration. This and wider resource considerations will be further addressed by way of a post IRP adoption report to CPRC on 1 December 2025.

19. Timetable for implementation

19.1 IRP approved by Council 22 October 2025.

19.2 IRP Resourcing Plan approved by CPRC 1 December 2025.

20. Contact

Daniel Mouawad, Chief Executive
Dcm.cex@spelthorne.gov.uk

Please submit any material questions to the Committee Chair and Officer contact two days in advance of the meeting.

Background papers: There are none.

Appendices:

A: Secretary of State BV Directions
B: Improvement and Recovery Plan
C: IRP Board Terms of Reference.

SPELTHORNE BOROUGH COUNCIL DIRECTIONS UNDER SECTION 15(5) AND (6) OF THE LOCAL GOVERNMENT ACT 1999

1. The Secretary of State for Housing, Communities and Local Government ("the Secretary of State") has carefully considered the following in respect of Spelthorne Borough Council ("the Authority"):
    a) The Spelthorne Best Value Inspection Report, published on 17 March 2025.
    b) Invitations issued by MHCLG to Surrey councils regarding possible reorganisation, published on 6 February 2025.
    c) The Grant Thornton 2023/24 audit report.
    d) The Chartered Institute of Public Finance and Accountancy (CIPFA) Capital assurance review, published May 2024.
    e) The Local Government Association's Corporate Peer Challenge report, published February 2023.
    f) The representation made on 28 March 2025 by the Authority on the Best Value Inspection Report and on the proposed Directions.
    g) 12 representations made by 10 interested parties during the period of representation (17-28 March 2025).

2. The Secretary of State is satisfied that the Authority is failing to comply with the requirements of Part I of the Local Government Act 1999 ("the 1999 Act").

3. The Secretary of State, having considered the representations made by the Authority as required by section 15(9) of the 1999 Act, and those matters listed above, considers it necessary and expedient, in accordance with his powers under section 15(5) and (6) of the 1999 Act, to direct the Authority as set out below in order to secure the Authority's compliance with the requirements of Part I of the 1999 Act, in particular:
    - Provide the additional scrutiny, external challenge, advice and monitoring needed to oversee the improvements.
    - Address systemic weaknesses in the Authority's governance functions, to secure improvements in transparency and formal decision making.
    - Deliver financial sustainability by closing any short or long-term budget gaps and reducing the Authority's exceptionally high level of external borrowing.
    - Increase corporate grip of the Authority's risk management and ensure compliance with all relevant rules and guidelines relating to the financial and debt management of the Authority.
    - Strengthen the commercial decision-making, regeneration, property management and procurement functions of the Authority to address the serious failings in these areas over recent years and ensure conformity with the Best Value Duty.
    - Agree as necessary any changes needed to the Authority's operating model and transformation of council services to achieve value for money and financial sustainability, taking account of any decisions relating to proposals for unitary local government in the Surrey area.
    - Rebuild trust and reset the organisational culture.

4. Pursuant to his powers under section 15(5) and (6) of the 1999 Act, the Secretary of State directs:

a) The Authority to take the actions set out in Annex A to these Directions;
b) That the functions of the Authority specified in Annex B to these Directions shall be exercised from the date of these Directions by the Commissioners acting jointly or severally; the Commissioners being persons nominated by the Secretary of State for the purposes of these Directions as long as those nominations are in force.
c) That, from the date of these Directions, the Authority shall comply with any instructions of the Commissioners in relation to the exercise of the functions specified in Annex B, and shall provide such information and assistance as the Commissioners may require for the purpose of exercising the functions specified in Annex B.

5. These Directions shall remain in force until 31 May 2030 unless the Secretary of State considers it appropriate to amend or revoke them at an earlier date.

Signed on behalf of the Secretary of State for Housing, Communities and Local Government.

James Blythe
Deputy Director, Local Government Stewardship and Interventions

ANNEX A

ACTION THE AUTHORITY IS REQUIRED TO TAKE

In this Annex, the following expressions have the following meanings:

> "the Authority" includes the Leader, the Cabinet, members of the Cabinet, any committee or sub-committee of the executive, any committee or subcommittee of Spelthorne Borough Council, any officer of Spelthorne Borough Council or any other person who has responsibility for exercising the function or other decision making in relation to the matter in question.

The actions to be taken by the Authority are:

1. Prepare and agree an Improvement and Recovery Plan to the satisfaction of the Commissioners, within 6 months, with resource allocated accordingly. This should integrate relevant contents and recommendations of the Best Value Inspection, published on 17 March, the Grant Thornton 2023/24 audit report and July 2023 CIPFA Capital assurance review. The plan should feature a comprehensive performance management framework that sets out measures to be undertaken, together with milestones and delivery targets against which to measure performance, to deliver rapid and sustainable improvements in governance, finance, property, housing, and commercial functions, thereby securing compliance with the best value duty. This programme should build on existing work to reset the culture of the organisation. The Improvement and Recovery Plan should include at a minimum:
    a. 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 (MTFS), including a robust multi-year savings plan that reflects the costs and risks identified in the BVI report and by external auditors.
    b. 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.
    c. A comprehensive and strict debt reduction plan, demonstrating how overall capital financing requirement and external borrowing will be reduced over a realistic but expedient timescale, reducing debt servicing costs.
    d. A plan to overhaul the governance arrangements within the authority with regards to decision-making, capacity and skills, aiming to increase transparency, scrutiny and effectiveness of the committee system to ensure that collective responsibility is taken for the Authority's decision-making.
    e. 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.
    f. A plan to ensure the Authority is complying with all relevant rules and guidelines relating to the financial management of the Authority, including updating the minimum revenue provision (MRP) policy.
    g. A plan to reconfigure the Authority's services commensurate with the Authority's available financial resources.

h. 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 Commissioners.
i. 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.
j. 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.
k. A fully costed programme of cultural change to rebuild trust between officers and members and ensures both Members and Officers understand their respective roles and the way in which the Authority and its activities are regulated and governed.
l. 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.

2. To actively work with Commissioners on the work with other councils in the Surrey area for unitary local government and on implementing any such proposals later agreed upon.

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.

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

5. To undertake in the exercise of any of its functions any action that the Commissioners may reasonably require to avoid, so far as practicable, incidents of poor governance, poor financial governance or financial mismanagement that would, in the reasonable opinion of the Commissioners, give rise to the risk of further failures by the Authority to comply with the best value duty.

6. To allow Commissioners to appoint, where necessary, independent external advisors and to procure independent external advice.

7. To allow the Commissioners at all reasonable times, such access as appears to the Commissioners to be necessary:
   a. to any premises of the Authority;
   b. to any document relating to the Authority; and
   c. to any employee or member of the Authority.

8. To provide the Commissioners, at the expense of the Authority, with such reasonable amenities and services and administrative support as the Commissioners may reasonably require from time to time to carry out their functions and responsibilities under these Directions.

9. To pay the Commissioners reasonable expenses, and such fees as the Secretary of State determines are to be paid to them.

10. To provide the Commissioners with such assistance and information, including any views of the Authority on any matter, as the Commissioners may reasonably request.

11. To co-operate with the Secretary of State for Housing, Communities and Local Government in relation to implementing the terms of these Directions.

ANNEX B

FUNCTIONS OF THE AUTHORITY TO BE EXERCISED BY THE COMMISSIONERS

In this Annex,

> "the Authority" includes the Leader, the Cabinet, members of the Cabinet, any committee or sub-committee of the executive, any committee or subcommittee of Spelthorne Borough Council, any officer of Spelthorne Borough Council or any other person who has responsibility for exercising the function or other decision making in relation to the matter in question.
>
> "Statutory Officer" means any of: the Head of Paid Service designated under section 4(1) of the Local Government and Housing Act 1989; the Chief Financial Officer designated as having responsibility for the administration of the Authority's financial affairs under section 151 of the Local Government Act 1972; the Monitoring Officer designated under section 5(1) of the Local Government
> and Housing Act 1989; and the Scrutiny Officer designated under section 9FB of the Local Government Act 2000 (and the expressions "statutory officer" and "statutory office" are to be construed accordingly).
>
> "Senior officer" and "Senior positions" are defined as the Chief Executive, direct reports to the Chief Executive and their direct reports – tiers one, two and three.

The Commissioners shall exercise:

1. All functions associated with the governance, scrutiny and transparency of strategic decision making by the Authority.

2. All functions associated with the financial governance and scrutiny of strategic financial decision making by the Authority.

3. The requirement from section 151 of the Local Government Act 1972 to make arrangements for the proper administration of the Authority's financial affairs, and all functions associated with the strategic financial management of the Authority, to include:
   a. providing advice and challenge to the Authority on the preparation and implementation of a detailed action plan to achieve financial sustainability, and to close any short and long-term budget gaps identified by the Authority across the period of its medium-term financial strategy (MTFS), including a robust multi-year savings plan;
   b. providing advice and challenge to the Authority in the setting of annual budgets and a robust medium term financial strategy (MTFS) for the Authority, strictly limiting future borrowing and capital spending;

c. scrutiny of all in-year amendments to annual budgets;
d. the power to propose amendments to budgets where Commissioners consider that those budgets constitute a risk to the Authority's ability to fulfil its best value duty;
e. providing advice and challenge to the Authority on the preparation of sustainable and affordable capital, investment, treasury management, and commercial strategies; a strict debt reduction plan; a revised minimum revenue provision (MRP) policy; and sinking fund review
f. providing advice and challenge to the Authority on a suitable scheme of delegations for financial decision-making;
g. ensuring compliance with all relevant rules and guidelines relating to the financial management of the Authority.

4. All functions associated with commercial decision-making, regeneration, property management, procurement and the management of commercial activity by the Authority.

5. All functions associated with the Authority's operating model and redesign of the Authority's services to achieve value for money and financial sustainability.

~~6.~~ All functions relating to the appointment and dismissal of persons to positions the holders of which are to be designated as senior officers and statutory officers, and the designation of those persons as senior officers or statutory officers, to include:
   a. The functions of designating a person as a senior officer or statutory officer and removing a person from a senior position or statutory office.
   b. The functions under section 112 of the Local Government Act 1972 of:
      i. appointing and determining the terms and conditions of employment of an officer of the Authority, insofar as those functions are exercised for the purpose of appointing a person as an officer of the Authority principally in order for that person to be designated as a senior officer or statutory officer; and
      ii. dismissing any person who has been designated as a senior officer or statutory officer from his or her position as an officer of the Authority.

7. All functions to define the officer structure for the senior positions, to determine the recruitment processes and then to recruit the relevant staff to those positions.

8. All functions pertaining to the development, oversight and operation of an enhanced performance management framework for officers holding senior positions.

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Improvement and Recovery Plan

Plans on a Page

October 2025

Version	Date	Author	Changes
4.1	29/09/2025	Dan Dredge	Final Draft

SPELTHORNE BOROUGH COUNCIL

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Introduction

Located in north-west Surrey, approximately 15 miles from central London, Spelthorne is a diverse and well-connected borough that combines urban convenience with scenic landscapes. The borough includes the towns of Staines-upon-Thames, Ashford, Sunbury-on-Thames, Stanwell and Shepperton, offering a mix of riverside living, green spaces, and historic charm. With excellent transport links via the M25, M3, and Heathrow Airport, Spelthorne is a desirable location for residents and businesses alike. The area benefits from a strong local economy, active communities, and access to cultural and recreational amenities.

Government Intervention

Spelthorne Borough Council is undergoing a period of significant transformation in response to a formal intervention by the Secretary of State for Housing, Local Government and Communities. This intervention, announced in May 2025, follows a series of financial and governance challenges that have accumulated over recent years. The Council has now developed a comprehensive Improvement and Recovery Plan (IRP) to address these issues and set a clear path toward sustainability, transparency, and organisational renewal.

The IRP is the Council's formal response to the Directions issued under Part 1 of the Local Government Act 1999. It brings together the findings of the Best Value Inspection, the Grant Thornton audit, LGA Peer Review and the CIPFA Capital Assurance Review, and sets out a structured programme of reform. The plan is designed to be a living document, evolving in line with the Council's improvement journey and the wider context of Surrey Local Government Reorganisation (LGR).

Strategic Themes and Objectives

The IRP is structured around five strategic themes, each representing a core area of improvement. These themes provide a framework for targeted action and measurable progress

1. Finance

The Council is committed to achieving long-term financial sustainability through disciplined planning, effective governance, and transparent reporting. This includes addressing significant budget gaps, reducing external borrowing, and strengthening financial oversight. A credible multi-year financial strategy will be developed, supported by improved reporting, enhanced technical capacity, and a renewed focus on affordability and risk.

2. Commercial

Spelthorne will reduce its exposure to commercial risks while maximising the value of its property assets. A unified commercial strategy will be introduced, supported by stronger governance, improved procurement, and better data management. The Council will also prepare for unitarisation by aligning commercial activity with strategic priorities and community needs.

3. Regeneration and Housing

The Council will develop realistic and credible plans for its regeneration sites, increase housing provision, and reduce reliance on temporary accommodation. This includes assessing the viability of Knowle Green Estates, finalising the Local Plan, and strengthening partnerships with developers and Registered Providers. The aim is to deliver balanced, sustainable communities and meet housing targets effectively.

4. Governance

A renewed governance framework will rebuild trust, improve decision-making, and embed a culture of transparency and collective ownership. The Council will strengthen its audit and risk functions, clarify roles and responsibilities, and ensure that decisions are evidence-based and timely. A robust risk management framework will be introduced, supported by improved reporting and training.

5. Local Government Reorganisation (LGR)

In preparation for the transition to a unitary authority, the Council will align services, data, and governance structures. This includes harmonising systems, preparing for statutory changes, and supporting staff through the transition. The LGR programme represents a once-in-a-generation opportunity to reshape local government in Surrey, and Spelthorne is committed to playing a leading role in this transformation.

SPELTHORNE BOROUGH COUNCIL

Delivery and Oversight
Effective delivery of the IRP requires structured programme management and robust oversight mechanisms to ensure progress is tracked and objectives are met.
To manage the complexity of the IRP, a dedicated Programme Management Office (PMO) has been established. The PMO will oversee delivery using the Council's existing PRINCE2-based frameworks, supported by best practice documentation, governance processes, and structured change control procedures.

Each theme within the IRP has been developed through collaborative workshops, resulting in detailed problem statements, desired outcomes, and actionable objectives. All Directions and recommendations are aligned to one or more of the strategic themes and will be monitored through regular reporting. Each theme includes a defined set of objectives, workstreams, and milestones to track progress and ensure accountability. The themes are interdependent and cannot be delivered in isolation, requiring coordinated planning and integrated delivery across the programme.

Plans on a page
Plans on a Page (POAPs) have been created for each theme, providing a concise visual summary of priorities and activities. These will be used to track progress and ensure alignment with the intervention directions.

An IRP Board, chaired by the Lead Commissioner, has been established to provide strategic oversight. Progress will be reported regularly to both the Corporate Policy and Resource Committee (CPRC) and the Commissioners.

A dedicated IRP Risk Register will ensure that risks are identified and managed proactively.

Engagement and Resources
Effective engagement with Members, staff, and stakeholders is central to the success of the IRP.

The Council is briefing Members through regular sessions and engaging staff via internal communications and monthly meetings.
A communications plan will ensure that residents, partners, and businesses are kept informed throughout the improvement journey.

Financially, the Council has allocated £750,000 to support the intervention for the period up to 31/03/26. Further resources may be required to deliver the IRP, particularly in areas where internal capacity is limited.

Support from other Surrey councils, contractors, and the Local Government Association will be sought where appropriate, funded through a Transformation Fund.

The IRP sets out a clear and ambitious roadmap for Spelthorne Borough Council to recover, improve, and prepare for the future. It reflects a shared commitment to change, a recognition of the challenges ahead, and a determination to deliver better outcomes for residents and communities.

SPELTHORNE
BOROUGH COUNCIL

Risk Management Approach

Approach
The successful delivery of Spelthorne Borough Council's Improvement and Recovery Plan (IRP) will depend on several critical factors. These include:

- The interdependencies between the themes within the plan
- The availability of sufficient financial resources
- The ability to recruit or procure appropriately skilled staff within the required timescales
- Effective decision-making within the updated governance framework
- Clear, consistent political direction and prioritisation
- The need to prioritise appropriately

In addition, external factors such as Local Government Reorganisation or the application of Section 24 Directions present potential risks to progress and will need to be actively monitored and managed.

Risk Management
The IRP is underpinned by a structured risk framework that enables the Council to identify, assess, and respond to risks in a timely manner. An initial set of risks has already been identified, and these will be reviewed and updated regularly as the programme evolves.

Levels of Risk Oversight

- Operational risks identified and managed by each theme's working group, focusing on delivery risks specific to their area.
- Strategic and cross-cutting risks, escalated to the central programme risk register, maintained by the Programme Management Office (PMO).

The programme risk register is reviewed at each meeting of the Improvement and Recovery Board. In addition, risk updates are incorporated into regular reports to the Audit Committee and Corporate Policy and Resources Committee, ensuring councillors maintain oversight of key issues and mitigation strategies.

Alignment with Corporate Governance
The IRP's risk management approach is fully integrated with the Council's corporate governance framework:

- The programme risk register feeds into the Council's strategic Corporate Risk Register, which is owned by the Corporate Leadership Team and reviewed quarterly.
- Risks associated with the IRP are subject to the same scrutiny and assurance processes as other major programmes, including periodic review by the Audit Committee, Corporate Policy and Resources Committee and Full Council.
- The PMO ensures consistency in risk reporting, supports the development of proportionate mitigation plans, and tracks their effectiveness.

Monitoring
A live risk register will be maintained and updated throughout the IRP. Each risk will be assessed for likelihood and impact, with escalation where exposure exceeds tolerance.

Risks will be managed through proportionate controls, regular oversight, and clear ownership. Opportunities, assumptions, and early warning indicators will also be tracked to support timely action.

A high-level risk register has been included on the following slides.

Key Risks

Capacity and resources	Dependence on external support	Pace of Change	Governance and political direction
Delivery of the first year of the plan relies on having the right skills and capacity in areas such as financial management, commercial expertise, and programme delivery. While resource requirements have been identified, securing them depends on timely approvals and may be constrained by external financial controls such as a Section 24 Direction	Key elements of the plan, particularly in finance and commercial themes, rely on consultants and contractors. Although steps are being taken to up-skill existing staff, there remains a risk of over-reliance if internal capability is not built quickly enough.	The Council must deliver change at significant speed, while also maintaining service standards and staff morale. This challenge is heightened by the uncertainty created by Local Government Reorganisation, which may divert focus or alter priorities.	Effective delivery requires consistent decision-making, prioritisation, and political direction within the updated governance framework. Any uncertainty or delays in this area could slow progress across the programme.

Risks

Risk Title	Description	Mitigation Actions	Owner	RAG
Capacity and Pace	The IRP demands rapid, coordinated change across multiple areas. Timelines are tight and interdependent. While debt reduction is a core part of the IRP, it competes for limited capacity alongside Section 24 (as part of LGR), the Heathrow DCO process, housing pressures (including asylum seekers and HMOs), and the Local Plan refresh. Limited officer capacity increases the risk of delays and missed benefits.	• Run a consistent delivery cycle through the PMO to identify blockers early and coordinate decisions across themes, helping to prevent delays and misalignment. • Use the Improvement and Recovery Board to hold SROs accountable for progress and escalate slippage or resource pressures to CPRC, ensuring timely corrective action. • Prioritise critical tasks and allocate resources to high-impact workstreams, so that limited capacity is focused where it delivers the greatest value. • Deploy external support (e.g. contractors or partners) where internal skills or capacity are limited, maintaining delivery momentum and avoiding bottlenecks.	Daniel Mouawad (SRO LGR)	R
Resourcing and Affordability	Financial constraints and ongoing budget gaps may limit the Council's ability to procure the specialist capability needed, risking slippage across the IRP's front-loaded milestones and undermining financial sustainability. Additionally, some services are heavily engaged in statutory and day-to-day work, creating pressure that could impact delivery and morale, leading to attrition risk.	• Use IRP finance workstreams to identify skill gaps and plan targeted recruitment or interim appointments, ensuring the right expertise is available when needed. • Ring-fence IRP resources and apply change control, protecting delivery-critical funding and ensuring that the £0.75m. • Classify eligible workstream elements as transformation projects to enable capitalisation and funding via capital receipts, easing pressure on revenue budgets. • Align capability planning with strategic goals and implement wellbeing and retention support, helping to sustain morale and reduce turnover during high-demand periods.	Terry Collier (SRO Finance) Daniel Mouawad (SRO LGR)	R
Programme Delivery and Assurance	Without consistent governance and reporting, delivery issues may go undetected, causing missed milestones or key outputs	• Apply PMO standards for issue/risk logs, dependency mapping, and change control, ensuring that risks are tracked and managed systematically. • Integrate programme oversight with the Corporate Risk Register and Audit Committee, embedding assurance into formal governance processes. • Use the IRP Board to monitor delivery and escalate concerns, enabling early intervention and maintaining programme discipline. • Report progress publicly to Commissioners and committees, reinforcing transparency and external challenge to keep delivery on track.	Daniel Mouawad (SRO LGR)	R
Interdependencies and Sequencing	The Improvement Plan sees a wide range of interdependencies between the various themes. These range from the strategic and overarching down to the specific. Without appropriate management of interdependencies and the sequencing between these, there is a risk that delivery of the plan could be negatively impacted, or some themes/workstreams could become unviable	• Facilitate direct communication between SROs to ensure dependencies are actively managed and not overlooked. • Identify and monitor interdependencies early, allowing for proactive adjustments to sequencing and avoiding clashes. • Use the IRP Board to oversee changes and ensure alignment across themes, reducing the risk of disruption from poorly sequenced activities.	Daniel Mouawad (SRO LGR)	R

Risks

Risk Title	Description	Mitigation Actions	Owner	RAG
Financial Sustainability	Failure to deliver the IRP's financial reforms, including the Medium-Term Financial Plan (MTFP), debt reduction strategy, and audit improvements risks undermining the Council's ability to exit intervention.	• Deliver MRP policy updates, treasury strategy revisions, and refreshing reserves approach and strategy to ensure compliance and strengthen financial resilience. • Publish draft accounts and reduce audit findings. improving transparency and supporting recovery credibility. • Initiate structured debt reduction and service reconfiguration, enhancing the Council's financial position and sustainability. • Refresh the reserves strategy to reflect asset disposals, replacing long-term sinking fund modelling with a more relevant and responsive financial planning approach.	Terry Collier (SRO Finance)	R
Organisational Engagement, Morale and Performance	The scale and pace of the IRP, combined with uncertainty from Local Government Reorganisation (LGR), may negatively affect staff morale and performance. This could lead to retention challenges and reduced output across the organisation. Additionally, if councillors and staff do not clearly understand what the IRP is delivering or why, it may result in low engagement and lack of buy-in, further impacting delivery.	• Deliver regular, clear communications and engagement activities to explain IRP progress, priorities, and expected outcomes. • Use multiple channels to build understanding and support across all levels of the organisation. • Provide wellbeing support and targeted retention incentives to maintain morale. • Reprioritise workloads to reduce pressure and sustain performance.	Daniel Mouawad (LGR)	A
Governance and Decision-Making	Effective delivery depends on consistent decision-making, prioritisation, and political direction within the updated governance framework. Any uncertainty or delays in these areas could slow progress across the programme.	• Embed the updated governance framework across the programme, ensuring decisions are made consistently and aligned with priorities. • Use the IRP Board to provide strategic direction and resolve uncertainty, maintaining momentum and clarity. • Establish clear escalation routes and decision protocols, reducing delays and enabling timely action on emerging issues.	Linda Heron (Governance) Daniel Mouawad (LGR)	A

Improvement & Recovery Governance Workstreams

Council Committee Meetings

Improvement & Recovery Board

Commercial Governance Programme Board | Finance Programme Board | Governance Programme Board | LGR Programme Board

Communications & Engagement

Lead Cllr
CMMR
SRO
PM

Commercial

Cllr Nicholls
Mervyn Greer
Coralie Holman
Daniel Dredge

- Commercial Property Rationalisation Plan
- Commercial Governance
- People, Systems & Data Management
- Commercial Strategy
- Procurement Process & Contract Management Review

Regeneration & Housing

Cllrs Williams/Doran/Gibson
Deborah McLaughlin
Karen Sinclair/Heather Morgan
Daniel Dredge

- Regeneration and Housing Confidence
- KGE Future Resolution
- Balanced Housing Mix
- Thriving Communities and Infrastructure
- Reduce Reliance on Temporary Accommodation

Finance

Cllr Nichols/Cllr Button
Peter Robinson
Terry Collier
Daniel Dredge

- Minimum Revenue Position (MRP)
- Sinking Fund Strategy
- Audit & Accounts
- Systems & Data
- Capacity & Capability
- Medium Term Financial Plan

Governance

Cllr Sexton
Lesley Seary
Linda Heron/Lee O'Neill
Daniel Dredge

- Decision Making Process Review
- Assurance and Risk Management
- Good Governance
- Culture of Continuous Improvement

Local Governance Reorg

Cllr Sexton
Lesley Seary
Daniel Mouawad
Daniel Dredge

- Data Collection/Sharing
- HR Rationalisation
- Financial Rationalisation
- Systems and Contracts
- Elections & Governance
- Change Management

Culture Change

Finance Theme on a Page

Strategic Aim: To achieve financial sustainability through disciplined planning, effective governance, and transparent reporting

Relevant Directions

- 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 plan (MTFP), including a robust multi-year savings plan that reflects the costs and risks identified in the BVI report and by external auditors.
- 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.
- A comprehensive and strict debt reduction plan, demonstrating how overall capital financing requirement and external borrowing will be reduced over a realistic but expedient timescale, reducing debt servicing costs.
- 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.
- A plan to ensure the Authority is complying with all relevant rules and guidelines relating to the financial management of the Authority, including updating the minimum revenue provision (MRP) policy.
- A plan to reconfigure the Authority's services commensurate with the Authority's available financial resources.
- 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 Commissioners.

Outcomes

- Robust financial governance structure
- Sustainable financial legacy
- Strengthened finance team capability and readiness
- Clear and accessible financial reporting
- Full understanding of the Council's financial position
- Engaged and informed political leadership

Governance

- Corporate Policy and Resources Committee (decisions, progress updates tbc)
- Improvement and Recovery Board monthly progress reporting
- MAT (decisions, progress updates tbc)
- Lead Commissioner, Lead Councillor, SRO fortnightly meetings

Workstreams

- Minimum Revenue Position (MRP)
- Sinking Fund Strategy (joint with Commercial theme)
- Audit & Accounts
- Systems and Data
- Capacity & Capability
- MTFP (Including TM strategy and Capital)

Roles

- Lead Councillor – Cllr Lawrence Nichols
- Lead Commissioner – Peter Robinson
- SRO – Terry Collier
- PM – Ola Owolabi/Leigh Street
- Consulted - Chief Executive, Deputy Chief Executives, all Commissioners
- Informed – all Councillors, all staff

Timeline

Short

MRP policy
Sinking Fund review
Medium-Term Financial Plan (MTFP)

Medium

Minimise adverse audit findings
Financial Governance & Reporting

Long

Immediately prior to LGR obtain unqualified audit opinion for 25/26 Statement of Accounts

Finance Workstreams

Workstream	Activity	Due
Minimum Revenue Position (MRP)/Treasury Management Strategy	• Independent assessment of investment property useful economic lives by Knight Frank for revised MRP calculations • Independent report to recommend revised Minimum Revenue Provision (MRP) policy that will meet statutory requirements, and be acceptable to External Auditors, Commissioners and MHCLG • Update the budget model to reflect MRP changes and address those consequences • Updated TM Strategy to reflect impact of reprofiled loans. loan discounts and impact on MTFP • Set tight borrowing limits as part of Treasury Management Strategy 2026-27	Completed July 25 Completed August 2025 End of November 2025 End of November 2025 Feb 2027
Sinking Fund Strategy (Joint with Commercial theme)	a) Undertake a comprehensive review of the sinking funds reserves strategy and modelling assumptions and form a revised view on the purpose of the sinking funds in light of the MRP and Treasury Management Strategy changes i) Working with Assets create base portfolio model on modelling software and load first 5 years income and expenditure data ii) Finance to be trained on modelling tool and make initial projections for years 5 to 15 b) Update sinking funds strategy and assumptions to clarify purpose, drawdown triggers, and ensure alignment with the broader financial approach	End of November 2025 Completed August Completed August 2025 End of November 2025
Audit & Accounts	• Independent review of the single entity and group accounts and disclosure checklist • Recruit interim specialists to support completion of accounts • Publish a draft Statement of Accounts • Achieve a significantly reduced number of Audit Findings for 2024-25 accounts • Achieve a clean external audit opinion for 2025-26	Completed June 2025 Completed Jun/Jul 25 Completed16 September 2025 February 2026 (draft AF report expected Jan 26) February 2026
Systems and Data	• Ensure modelling tool system is fully implemented, and the property database is up to date • Review all funding streams to ensure clarity and sustainability • Update the budget model to reflect investment income, growth, savings, pay pressures, and other key variables, ensure model reflects accruals accounting	Completed August 2025 October 2025 October 2025

Finance Workstreams

Workstream	Activity	Due
Capacity & Capability	• Complete the financial team restructure and ensure appropriate resourcing is in place • Undertake skills gap assessment and training, specifically with the Business Partnering team • Work with Surrey councils to share specialist support • Recruit quality interim resources to fill team and shared gaps, specifically treasury management • Provide training to group heads to ensure they own their budgets and savings plans • Provide councillors with training and guidance to support informed decision-making • Establish a governance framework with defined roles and shared ownership • Strengthen financial and commercial functions by embedding improvements in governance, risk management, and internal audit • Ensure that the Financial Reporting Working Group is appropriately resourced to enable it quickly to provide guidance and link to training to officers in reporting delivered under Governance theme	March 2026 December 2025 December 2025 TM -Completed Aug to come into effect October August 2025 November 2025 October 2025 See Governance theme See Governance theme
MTFP (including TM strategy and capital strategy)	• Improve presentation of MTFP reporting • Ensure impact of MRP, TM, investment property surplus, sinking fund provision, accounting changes, grant assumptions and pressures are reflected in an updated MTFP so a clear budget gap is established and owned • Set up MTFP engagement sessions with MAT +, Leadership group, all members and all staff • Develop a credible and deliverable strategy to achieve long-term financial sustainability • Ensure capital, investment, and treasury management strategies are affordable and aligned with financial capacity • Start to implement a structured debt reduction plan • Reconfigure services to operate within a sustainable financial envelope • Develop a clear understanding of Local Government Funding Reform and its implications	September 2025 September 2025 Sept/Oct 2025 November 2025 October 2025 February 2026 December 2026 (provisional settlement)

Commercial Theme on a Page

Strategic Aim: To prepare the council for unitarisation by reducing its exposure to commercial risks whilst maximising the Best Value of its property assets and protecting the public purse

Relevant Directions

- A plan to develop a comprehensive commercial strategy, with clear approaches to its investment and regeneration portfolios, including exit strategies for the commercial investments.
- A plan to strengthen the Authority's commercial functions

Outcomes

- Good commercial governance
- Aligned skill set and capability to deliver
- Functioning and sustainable asset portfolio
- Informed decision-making that appropriately balances risk and reward
- Consistent and compliant contract management and procurement framework to achieve best value for money
- Collective ownership and delivery across members and officers

Governance

- Corporate Policy and Resources Committee (decisions, progress updates)
- Commercial Assets sub committee
- Improvement and Recovery Board monthly progress reporting
- MAT (decisions, progress updates tbc)
- Lead Commissioner, Lead Councillor, SRO fortnightly meetings

Workstreams

- Commercial Property Rationalisation Plan
- Commercial Governance
- People, Systems and Data Management
- Commercial Strategy
- Procurement Process and Contract Management Review
- Sinking Fund Strategy (joint with Finance Theme)

Roles

- Lead Councillor – Cllr Lawrence Nichols
- Lead Commissioner – Mervyn Greer
- SRO – Coralie Holman
- PM - TBC
- Consulted - Chief Executive, Deputy Chief Executives, all Commissioners
- Informed – all Councillors, all staff

Timeline

Short

Develop a property rationalisation plan to reduce debt and deliver best value.
Analyse portfolio data to optimise asset performance.

Medium

Formulate a commercial strategy aligned with Council principles.
Establish robust commercial processes via governance frameworks and protocols.
Implement governance to oversee transactions and ensure compliance.
Strengthen workforce through targeted resourcing, where required
Systems and data practices enable informed decision-making.
Improve procurement consistency and contract management
Develop procurement pipeline

Long

Extend commercial processes and procedures set out within the commercial strategy to all Council commercial based activity

Commercial Workstreams

Workstream	Activity	Due
Commercial Property Rationalisation Plan	• Develop a comprehensive property rationalisation plan to support debt reduction, optimise asset utilisation and maximise value for money. • Conduct thorough analysis of the portfolio, including valuations and market trends, to maximise asset values.	December 2025 December 2025
Commercial Governance	• Establish robust commercial processes and procedures to ensure all Asset based commercial activities are effective, appropriate, and informed by implementing a Commercial Governance Framework and Commercial Protocol. • Extend commercial processes and procedures set out within the commercial strategy to all Council commercial based activity • Implement strong governance frameworks to oversee all commercial transactions and ensure compliance with appropriate frameworks.	March 2026 LGR March 2026
Commercial Strategy	• Formulate a cohesive commercial strategy that aligns all commercial decisions with principles consistent with the Council's vision and mission.	March 2026
People, Systems and Data Management	• Ensure the implementation of appropriate systems and data management practices to support informed decision-making. • Strengthen workforce capabilities through effective resourcing, where required, plus training, and upskilling initiatives.	March 2026 March 2026
Procurement Process and Contract Management Review	• Review and enhance procurement processes to ensure they deliver desired outcomes in a timely and consistent manner across the organisation • Develop and maintain a dynamic procurement pipeline to streamline procurement activities • Develop and maintain a consistent contract management approach across the Council to ensure appropriate oversight in delivering best value for money • Embed best practices, foster a strong culture of value, and drive quality across all areas of procurement and contract management, supported by robust governance throughout the entire commercial lifecycle.	Jun 2026 Jun 2026 Jun 2026 Sep 2026
Sinking Fund Strategy (Joint with Finance theme)	a) Undertake a comprehensive review of the sinking funds reserves strategy and modelling assumptions i. Working with Assets create base portfolio model on modelling software and load first 5 years income and expenditure data ii. Finance to be trained on Argus model and make initial projections for years 5 to 15 b) Update sinking funds strategy and assumptions to clarify purpose, drawdown triggers, and ensure alignment with the broader financial approach	End of November 2025 Completed August 2025 Completed August 2025 End of December 2025

Regeneration and Housing Theme on a Page

Strategic Aim: To develop a strategy for the Council's regeneration sites which provides realistic and deliverable plans , increases the provision of housing and minimises the use of temporary accommodation, supported by partner engagement and commercial marketing to accelerate delivery. Assess the viability of and undertake an options appraisal for Knowle Green Estates company

Relevant Directions

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.

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

Outcomes

- Trusted regeneration and housing delivery
- Resolved future for KGE
- Balanced housing offer for all
- Healthy, settled communities with infrastructure that enables thriving places
- Reduce reliance on temporary accommodation

Governance

- Environment and Sustainability Committee
- Business, Infrastructure and Growth Committee
- Improvement and Recovery Board monthly progress reporting
- MAT (decisions, progress updates)
- Lead Commissioner, Lead Councillor, SRO fortnightly meetings

Workstreams

- Regeneration & Housing Confidence
- Balanced Housing & Community Infrastructure
- Reduce Reliance on Temporary Accommodation
- KGE Future Resolution

Roles

- Lead Councillors – Cllr Howard Williams, Cllr Gibson, Cllr Doran
- Lead Commissioner – Deborah McLaughlin
- SRO – Heather Morgan/Karen Sinclair
- PM - TBC
- Consulted - Chief Executive, Deputy Chief Executives, all Commissioners
- Informed – all Councillors, all staff

Timeline

Short

Produce phased asset disposal strategy
Appoint experts to develop Staines Masterplan
Adoption of the Local Plan
KGE Business plan viability assessment completed
Council decision on KGE future
Timeline development of affordable Housing SPD
Conduct peer review

Medium

Phased asset disposal strategy - Implement Phase 1& Phase 2
Adopt Spelthorne Design Code and review schedule
Community engagement programme for Staines Masterplan
Adoption of Staines Master Plan
Implementation of KGE strategic decision
Convene quarterly working group for Local Plan delivery
Create programme to advance development of allocated sires
Engage agents to market sites and accelerate housing delivery
Proactively engage landowners & developers to promote opportunities
Complete consultation and formally adopt affordable housing SPD
Begin targeted review of Infrastructure Delivery Plan
Develop action plan following temporary accommodation review

Long

Phased asset disposal strategy - Phase 3 Implementation

Regeneration and Housing Workstreams

Workstream	Activity	Due

Regeneration and Housing Confidence	• Produce a phased asset disposal strategy for Housing Regeneration sites which are aligned with the Development Delivery Strategy and Commercial-led asset rationalisation plan, to achieve best value and support Council priorities.
	  • Implement Phase 1
	  • Implement Phase 2
	  • Implement Phase 3
	• Adopt the Spelthorne Design Code, and undertake a 6-month review of effective implementation and report to E & S Committee
	• Develop Staines Masterplan
	  • Appoint experts to develop a Staines Masterplan to support housing and regeneration, and agree timelines for delivery
	  • Implement a community engagement programme for the Staines Masterplan that balances statutory duties with meaningful resident input, while supporting the Council's wider commercial strategy and realistic plans for regeneration.
	  • Adoption of the Staines Master Plan
	• Adopt the Local Plan
		Dec 2025
		
		Mar 2026
		Mar 2027
		Mar 2028
		Jun 2026
		
		Nov 2025
		Mar 2026
		
		Jun 2026
		Dec 2025

KGE Future Resolution	• Business Plan & 30-year viability assessment completed to inform strategic options for the future of the company • Council decision on KGE future, based on business plan and viability outcomes • Implementation of agreed KGE strategic decision, with governance and delivery plan in place	Oct 2025 Dec 2025 Mar 2026
Balanced Housing and Community Infrastructure	• Convene a quarterly working group to proactively bring forward delivery of Local Plan site allocations in years 1–5, supporting the Council's ambition to meet housing targets. • Develop a programme, agreed by members, to advance the development of council-owned sites allocated for housing. • Engage agents to proactively market the sites to accelerate housing delivery. • Proactively engage with landowners, developers and registered providers on a quarterly basis, following adoption of the Local Plan, to promote housing site opportunities. • Set out a clear timeline for developing an Affordable Housing Supplementary Planning Document (SPD) once the Local Plan is adopted, incorporating a commuted sums policy to enable delivery of affordable housing on new developments and support regeneration site viability. • Complete consultation and formally adopt the SPD to provide a consistent framework for affordable housing delivery on new developments and guide investment decisions across regeneration portfolios. • Begin a targeted review of the Infrastructure Delivery Plan to ensure infrastructure investment is aligned with growth priorities in the adopted Local Plan and supports the delivery of regeneration sites.	Dec 2025 Mar 2026 June 2026 Mar 2026 Nov 2025 July 2026 Mar 2026
Reduce Reliance on Temporary Accommodation	• Engage a qualified external adviser, from MHCLG, to conduct a desktop peer review of the Council's approach to reliance on temporary accommodation, with a specific remit to identify opportunities for best value. • Develop and implement a focused action plan based on the review's findings, prioritising service improvements that also deliver financial savings, such as reducing reliance on high-cost temporary accommodation, streamlining processes, and enhancing early intervention strategies. • Implement findings from this action plan	Nov 2025 Jan 2026 Mar 2027

Governance Theme on a Page

Strategic Aim: Rebuild trust, collective working and transparency by: strengthening governance and improve decision making, ensuring decisions are collectively owned and evidence based; developing a collective understanding of both risk appetite and the risks facing the Authority; developing a culture of learning through strong audit and external challenge.

Relevant Directions

- A plan to overhaul the governance arrangements within the Authority with regards to decision-making, capacity and skills, aiming to increase transparency, scrutiny and effectiveness of the committee system to ensure that collective responsibility is taken for the Authority's decision-making.
- A fully costed programme of cultural change to rebuild trust between officers and members and ensures both Members and Officers understand their respective roles and the way in which the Authority and its activities are regulated and governed.
- 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 Commissioners

Outcomes

- Timely, collective confident decisions: ownership, transparency and accountability
- Confidence that the risks facing the Authority are being actively managed and sound transparent decisions are being made
- Sound governance and good internal controls
- A culture of continuous improvement

Governance

- Corporate Policy and Resources Committee (decisions, progress updates tbc)
- Improvement and Recovery Board monthly progress reporting
- MAT (decisions, progress updates tbc)
- Lead Commissioner, Lead Councillor, SRO fortnightly meetings

Roles

- Lead Councillor – Cllr Joanne Sexton
- Lead Commissioner – Lesley Seary
- SRO – Linda Heron/Lee O'Neill
- PM - TBC
- Consulted - Chief Executive, Deputy Chief Executives, all Commissioners
- Informed – all Councillors, all staff

Workstreams

- Decision Making Process
- Good Governance
- Culture of Continuous Improvement
- Assurance & Risk Management

Timeline

Short

Improve decision-making and reporting processes
Enhance report clarity and accuracy
Engage stakeholders in process redesign
Embed change through structured planning
Establish consistent risk frameworks and appetite
Promote shared understanding of risks
Deliver risk and assurance training
Ensure regular reviews and governance forums

Medium

Hold regular governance meetings (Statutory Officers, MAT)
Implement and review Audit Committee recommendations
Provide governance and risk training to leaders
Run Councillor awareness sessions
Monitor audit actions and decision-making culture
Align performance with strategic priorities
Deliver IRP updates
Improve Annual Governance Statement process and tracking

Long

Deliver IRP updates

Governance Workstreams

Workstream	Activity	Due
Decision making process	• Review with all stakeholders the current process of developing reports to Committees to identify the weaknesses, and areas that need to change to address the issues and the concerns to lead to improvements	January 2026
	• Collaboratively develop a new end to end process for decision making which addresses issues identified ensuring stakeholders are engaged at the right time and that all options are explored as part of the process to improve collective ownership, trust and transparency of decisions	December 2025
	• Follow up audit of committee system to review opportunities for improvement of scrutiny and decision making	February 2026
	• Review and develop report template to ensure content is relevant, comprehensive and clear to include financial, legal and risk assessments to ensure members can make rounded decisions	September 2025
	• Improve the accuracy and quality of report writing to ensure that information is accurate and presented clearly to enable good decision making and provide assurance to Councillors	October 2025
	• Develop a change management plan to embed the new process and report template into good practice across the organisation	November 2025
	• Carry out a review of committee reports with input from stakeholders to assess impact of changes	April 2026
Assurance and Risk Management	• Develop and implement a risk framework that includes risk appetite to ensure consistency in risk management throughout the organisation	January 2026
	• Develop a clear shared understanding of all risks facing the Authority with active management and mitigation of risks across the organisation	March 2026
	• Ensure that a programme of assurance and risk training is rolled out to Councillors and officers	March 2026
	• Ensure that all key programmes include a risk register which is regularly reviewed	December 2025
	• All Committees to receive and regularly review risks for which they are responsible	April 2026

Governance Workstreams

Workstream	Activity	Due
Good governance	• Put in place arrangements for MAT / MAT+ to receive and discuss key aspects of assurance and governance on a regular programmed basis – to include monthly budget monitoring, regular performance review of KPIs, complaints monitoring, internal audit recommendations, monitoring and management of key programmes, risk management, monitoring of key issues in AGS	October 2025
	• Ensure that regular Statutory Officer meetings take place with clear agendas and minutes	October 2025
	• Ensure regular (at least quarterly) meetings take place between MAT and the Head of Internal Audit	October 2025
	• Implement recommendations from the external review of the Audit Committee	April 2026
	• Carry out a further independent review of governance and the Audit Committee to assess effectiveness of changes made following the review	September 2026
	• Training and awareness to be organised for senior staff on good governance, risk management and internal control	March 2026
	• Awareness sessions for all Councillors on the role of the Audit Committee, good governance, risk management and internal control	April 2026
	• Audit Committee to produce an Annual Report to Council timed to be considered by Council as part of the AGS process.	
	• Ensure progress on recommendations made in internal audit reports are regularly monitored by MAT and reported to Audit Committee with effective commentary from lead officers	March 2026
	• Review the effectiveness of the changes to internal audit to ensure the improvements are being delivered and the results are materialised	October 2025
	• Review and refresh the Council's Corporate Strategy in light of the IRP, ensuring effective prioritisation of actions and resourcing for the remainder of the council's sovereignty	March 2026
		February 2026
Culture of Continuous Improvement	• Periodically review the organisation's decision-making culture and effectiveness of the changes made to inform further changes that are required to meet acceptable standards	First review March 2026
	• Review and monitor the implementation of recommendations from audits and reviews	First review January 2026
	• Group and service performance monitoring should support and be linked to the Council's strategic priorities and underpinned by a robust performance management framework	March 2026
	• Ensure IRP is delivered and provide 6 monthly reports to Commissioners	April 2026/October 2026/April 2027
	• Review and improve process for developing the Annual Governance Statement and ensure issues raised are tracked, monitored and addressed	April 2026
	• Ensure complaints, comments and feedback are regularly reviewed and lessons learned are fed back into service improvement plans	November 2025
	• Carry out an annual self-assessment against the CIPFA financial management code	November 2026

Local Government Reorganisation Theme on a Page

Strategic Aim: To provide a stronger long-term foundation for high-quality local government services, stronger accountability, enhancing economic growth and more responsive local governance.

Relevant Directions

To actively work with Commissioners on the work with other councils in the Surrey area for unitary local government and on implementing any such proposals later agreed upon.

Outcomes

- Deliver all information requested by the Programme Management Offices
- Delivery of work/activity required by Local Government Reorganisation (LGR) programme.
- Alignment of systems and contracts where opportunities exist/arise
- Workforce prepared/in best place for transition to new unitary authority

Governance

- Corporate Policy and Resources Committee (decisions, progress updates tbc)
- Improvement and Recovery Board monthly progress reporting
- MAT (decisions, progress updates tbc)
- Lead Commissioner, Lead Councillor, SRO fortnightly meetings

Workstreams

- Data Collection/Sharing
- HR Rationalisation/ Alignment
- Financial Rationalisation/ Alignment
- Systems and Contracts Rationalisation/ Alignment
- Elections and Governance
- Change Management, Training and Support

Roles

- Lead Councillor – Cllr Joanne Sexton
- Lead Commissioner – Lesley Seary
- SRO – Daniel Mouawad
- PM - TBC
- Consulted – Chief Executive, Deputy Chief Executives, all Commissioners
- Informed – all Councillors, all staff

Timeline

Short

Data gathering between Boroughs & Districts prior to and post- confirmation of new unitary authorities

Establishment of voluntary Joint Committee by end of year

Medium

Structural Change Order
Formal Joint Committee set up for new unitary
Elections for Shadow Authority

Long

New unitary authority 'goes live' April 2027
Spring 2027 or 2028 - Mayoral elections and Mayoral Strategic Authority (MSA) 'go live', with preparations for establishment of the MSA taking place throughout 2026 - 27, or Surrey joins MSA with neighbours

Local Government Reorganisation Workstreams

Workstream	Activity	Due
Data Collection/Sharing	• Establish a structured data collection framework through Borough/District PMOs to support Local Government Reorganisation (LGR), ensuring coverage of all key service areas and enabling consistent, high-quality data to inform transition planning. • Begin detailed data collection and rationalisation via the new unitary PMO once the structure of the new authorities is confirmed, ensuring coverage of all core service areas.	Commenced Continue until October 2025 Oct 2025 – March 2027
Financial Rationalisation/Alignment	• Collaborate with partner S151 officers to align and share organisational data, systems, and financial policies, with progress monitored periodically • Reconcile finance systems to ensure accuracy and consistency, in line with standard local government audit practices. • Align key financial policies across transitioning authorities to ensure consistency and compliance with statutory requirements. • Achieve a clean audit opinion for the 2025–26 Statement of Accounts, in accordance with expectations under the IRP Finance theme. • Review and update the Medium-Term Financial Plan (MTFP) to incorporate asset rationalisation, savings, and efficiency measures, ensuring alignment between the IRP Commercial and Finance themes to support efforts to reduce the budget gap. • Continue service improvement initiatives to enhance operational efficiency and effectiveness, with outcomes assessed periodically.	Through to March 2027 March 2026 Oct 2026 End Jan 2027 Oct 2025 Through to March 2027
HR Rationalisation/Alignment	• Deliver HR workstreams including workforce transition, recruitment, and redundancy processes, ensuring compliance with employment legislation and best practice. • Reconcile HR/Payroll systems to accurately reflect the current workforce and ensure job descriptions are up to date and appropriately documented. • Compile a list of employees retained by the Council but not currently on the establishment and identify any required actions. • Confirm or unwind temporary staffing arrangements prior to generating the TUPE list, ensuring clarity and accuracy.	All To Be Confirmed (TBC)

Local Government Reorganisation Workstreams

Workstream	Activity	Due
Systems and Contracts Rationalisation/Alignment	• Complete a review of all organisational contractual and non-contractual arrangements, identifying opportunities for alignment or termination. • Pursue alignment of contracts when opportunities arise, prioritising those that support operational efficiency and service continuity. • Prevent cliff-edge contracts by ensuring continuity planning for services transitioning to the new unitary authority • Identify relevant systems specialists and implement plans for systems alignment and data transfer across authorities.	TBC TBC Through to March 2027 TBC
Elections and Governance	• Prepare for and implement Section 24 Direction by establishing governance protocols, developing consent procedures, reviewing financial commitments, and ensuring staff are informed of restrictions, in line with best practice for managing spending controls during transition. • Participate in the development of the new Joint Committee, contributing to governance and operational planning • Participate in the development of the Structural Change Order, providing input and feedback through appropriate channels. • Undertake the Shadow Unitary Authority elections, ensuring legal compliance and operational readiness. • Facilitate the transition for Mayoral elections, including planning, communications, and stakeholder engagement.	October 2025 Oct 2025 – March 2026 March 2026 May 2026 TBC
Change Management, Training and Support	• Provide a training and support programme to help staff prepare for opportunities arising from LGR, with feedback and engagement monitored periodically. • Implement a communication strategy to proactively manage risks and minimise surprises, ensuring regular updates and stakeholder involvement.	Through to March 2027 Through to March 2027

Intervention Directions

Themes	Strengthen Governance & Transparency	Achieve Financial Sustainability	Risk and Compliance Management	Reform Commercial and Regeneration Functions	Transform Operating Model for Value and Efficiency	Rebuild Trust and Organisational Culture
Financial Recovery	Audit & Accounts	MRP MTFP Sinking Fund Strategy			Systems and Data	Capacity & Capability
Commercial		Commercial Property Rationalisation Plan	Procurement process review	Commercial Governance Commercial Strategy	Data management and systems	
Regeneration & Housing	Regen & Housing Confidence	KGE Future Resolution		Balanced Housing Mix Communities & Infrastructure	Reduce Reliance on Temporary Accommodation	
Governance	Decision making process review Good Governance		Assurance & Risk Management			Culture of Continuous Improvement
LGR	Elections & Governance Data collection	Financial rationalisation and alignment	Systems & Contracts rationalisation		HR rationalisation	Change management support & training

Workstreams

Outcomes

Financial Recovery

- Robust financial governance structure
- Sustainable financial legacy
- Finance team capability and readiness
- Clear and accessible financial reporting
- Full understanding of the financial position
- Engaged and informed political leadership

Commercial

- Good commercial governance
- Aligned skill set and capability to deliver
- Functioning and sustainable asset portfolio
- Informed decision-making that appropriately balances risk and reward
- Consistent and compliant contract management and procurement framework to achieve best value for money
- Collective ownership and delivery across members and officers

Regeneration & Housing

- Regeneration and Housing Confidence
- Thriving Communities and Infrastructure
- KGE Future Resolution
- Balanced Housing Mix
- Reduce reliance on temporary accommodation

Governance

- Timely, collective confident decisions: ownership, transparency and accountability
- Confidence that the risks facing the council are being actively managed and sound transparent decisions are being made
- Sound governance and good internal controls
- A culture of continuous improvement

LGR

- Deliver all information requested by the Programme Management Offices
- Delivery of work/activity required by Local Government Reorganisation (LGR) programme.
- Alignment of systems and contracts where opportunities exist/arise
- Workforce prepared/in best place for transition to new unitary authority

IMPROVEMENT & RECOVERY BOARD MEETING

(subject to approval by Council)

TERMS OF REFERENCE

Version	Date	Changes Made	Approval date by IB
Final	15/08/2025	n/a	n/a

Purpose

The purpose of the Improvement & Recovery Board Meeting is to develop, implement and monitor the delivery and impact of Spelthorne BC Improvement and Recovery Plan. As well as meeting the requirements set out in the Statutory Directions under government intervention (May 2025), the Improvement and Recovery Plan sets out a clear programme of improvement across the council that will address the recommendations.

Objectives

- Provide the overarching governance for the Improvement & Recovery Plan, including any required changes to the Improvement & Recovery Plan
- Agree the initiation of actions or projects to deliver the Improvement & Recovery Plan
- Monitor progress against the Improvement & Recovery Plan, scrutinise performance and provide assurance that change is embedded in the council
- Manage high-level interdependencies and risks associated with the Plan
- Strategically identify, prioritise and allocate resources to actions/projects, re-aligning where necessary
- Identify and develop funding and resource plans designed to assist in the delivery of the actions/projects as required
- Put in place an effective communications and engagement strategy, sharing key messages with Councillors, staff, partners and other key stakeholders as required
- Ensure that responsible lead officers are adequately supported in their work and held to account for the delivery of their responsibilities.

Governance Structure

The Improvement & Recovery Board is a constituent part of the council's Performance Management Framework, enabling the delivery of required improvement across the organisation in response to the government intervention.

Changes to the Improvement & Recovery Plan will be logged in a Change Control Register which will be considered by the Improvement & Recovery Board on a quarterly basis with a decision made to approve/reject/defer the change for proposal to CPRC to make a formal change to the Improvement & Recovery Plan as part of a quarterly report (below).

A formal report on progress on delivery of the IRP will be presented to CPRC on a quarterly basis, including any changes to the Improvement & Recovery Plan. Reports may also be presented to Audit Committee. The Improvement & Recovery Plan Risk Register will be reported to Audit Committee on a quarterly basis. Council will receive an annual report on progress on the implementation of the IRP.

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Roles and Responsibilities

Chair

- Effectively chair and facilitate meetings
- Commit to effective and efficient programme governance
- Ensure the Board remains focused on the objectives set out in this ToR
- Encourage and facilitate frank and open conversations that may at times be difficult, working towards consensus

Commissioners

- Provide advice, constructive challenge and expertise to Spelthorne Borough Council in developing and implementing their Improvement & Recovery Plan
- Seek assurance on the Council's progress in delivering the Improvement & Recovery Plan

Chief Executive

- Responsible as overall SRO for the IRP
- Report progress on delivery of the Plan and ensure change is embedded within the council
- Ensure interdependencies are highlighted and managed
- Ensure IRP is adequately resourced, and all risks are managed
- Where concerns are escalated ensure this can be resolved
- Promote partnership working and encourage creative and collaborative relationships to develop

SROs

- Report progress on actions using the Monitoring Tool within the published reporting schedule timescales
- Review papers in advance of meetings, attend meetings and complete actions as agreed
- Where concerns are escalated, e.g. a project is experiencing delays because of organisational blockers, step in to help resolve these
- Promote partnership working and encourage creative and collaborative relationships to develop
- Represent the interests of their relevant specialist areas in meetings and discussions

Position	Name
Lead Commissioner	Lesley Seary
Commissioner – Finance	Peter Robinson
Commissioner – Commercial	Mervyn Greer
Commissioner – Housing & Regeneration	Deborah McLaughlin
Commissioner – Governance	Lesley Seary
Chief of Staff – MHCLG	James Kingston
Chief Executive – overall SRO for the IRP	Daniel Mouawad
Leader – overall political accountability	Cllr Sexton
SRO Commercial - Group Head – Assets	Coralie Holman
SRO Housing and Regeneration - Group Head – Place, Protection, Prosperity & Group Head Housing	Heather Morgan Karen Sinclair
SRO Governance - Group Head – Corporate Governance & Monitoring Officer and Deputy Chief Executive	Linda Heron Lee O'Neil
SRO Finance – Deputy Chief Executive & Chief Financial Officer	Terry Collier

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Programme Manager	Dan Dredge

No substitutions will be allowed
Officers will be invited to attend to provide updates on actions and matters arising as appropriate.

Meetings
The Improvement & Recovery Board will meet once a month.

Agenda and papers will be circulated at least two working days in advance of the meeting. Minutes and actions will be circulated within five working days after the meeting.

Standard agenda items will include:

- Review minutes, actions and matters arising
- Review and challenge to the progress relating to the Improvement & Recovery Plan and achievement of deliverables, including allocation of resources
- Deep dives into specific areas in IRP
- Review of risks relating to improvement activities
- Agreement of key messages to stakeholders

Review
The Terms of Reference will be reviewed and updated on a six-monthly basis.

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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	**yes**	3/9/2025
Commissioner engagement (if report focused on issues of concern to Commissioners such as Finance, Assets etc)	**yes**	3/9/2025
Relevant Group Head review	**yes**	**12/9/2025**
MAT+ review (to have been circulated **at least 5 working days before Stage 2**)	**yes**	**12/9/2025**
This item is on the Forward Plan for the relevant committee	**yes**	**5/9/2025**
	Reviewed by	
Finance comments	**OO**	**12/9/2025**
Risk comments	**JT**	**12/9/2025**
Legal comments	**LH/JC**	**23/9/2025/26/9/2025**
HR comments (if applicable)	**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**	**JC**	**26/9/2025**
S151 Officer commentary – at least **5 working days before MAT**	**OO**	**12/09/2025**
Confirm final report cleared by MAT	**MAT**	**30/9/2025**

Corporate Policy & Resources

Monday 13 October

Title	*Procurement of goods & services*
Purpose of the report	To make a Key Decision
Report Author	*Jackie Taylor Group Head Neighbourhood Services*
Ward(s) Affected	All Wards
Exempt	No
Exemption Reason	Not applicable
Corporate Priority	Community Resilience Environment Services
Recommendations	**Committee is asked to:** • **Authorise the Group Head Neighbourhood Services to start the procurement process for goods as detailed at 2.2 in this report. These procurements are all fully funded.** • **Authorise the Group Head Neighbourhood Services to select the chosen suppliers and award the contracts.** • **Authorise a direct award for additional Bespoke glass balustrade rails to supplier A who has already installed rails outside of the Eclipse Leisure Centre.** • **Authorise the Group Head Corporate Governance to enter contracts with the chosen suppliers**
Reason for Recommendation	*Several budgets have been made available to purchase items listed in the **table at 2.2.** To enable this to move forward as agreed we need to seek authority to commence the procurement process for all listed in **table 2.2** below and award contracts.*

1. Executive summary of the report

What is the situation	Why we want to do something
• *To carry out members instructions we are seeking authority to purchase goods and services allocated via in year growth bids, CIL, and CPRC.* • *To do this we need to procure, award, and enter contracts with chosen suppliers.*	• *Funding has already been approved and allocated for the items listed at **2.2** below.* • *To fulfil these projects, we are required to follow Council contract standing orders which are formal, legally-binding rules that set out how we as a local authority procures goods, services, and works, ensuring fair, transparent, and*

	value-for-money spending of public funds
This is what we want to do about it	**These are the next steps**
• *Authorise procurement of all fully funded items listed in the **table at 2.2*** • *Authorise the Group Head Neighbourhood Services to award contracts to the chosen suppliers.* • *Authorise a direct award for additional glass balustrade rails to the supplier of the rails already installed on the outside of the Eclipse Leisure Centre.* • *Authorise the Group Head Corporate Governance to enter contracts with the chosen suppliers.*	• *If approval is given by Corporate Policy & Resources Committee, the project documents will be updated with timelines.* • *The procurement process will commence and once evaluated the Group Head Neighbourhood Services will award contracts to each of the suppliers relative to the spend.* • *The Group Head Corporate Governance will then enter contracts with the individual suppliers.*

2. Key issues

2.1 Neighbourhood Services is responsible for several front-line services which includes parks & open spaces and the fleet of commercial vehicles operated by the Council in delivering services such as waste, cleansing, enforcement, and parks. They also assist assets with the maintenance of outside areas for the Councils estate.

2.2 Neighbourhood Services has been allocated several sums of money awarded in 2025/26 to replace vehicles and equipment, and supply additional glass balustrade rails in the locations detailed in the table below: -

Awarded by	**Ward**	**Goods & Services**	**Cost £**	**Procurement pipeline registration**	**Service**	**Completion date**
Local CIL	Riverside & Laleham	Replace play surface	£60,000	TBC	Parks **Greenfield recreation ground**	2025/2026
Local CIL	Staines South	Refurbish play equipment & replace play surface	£175,000	2025027	Parks **Staines Park**	2026
Strategic CIL	Laleham & Shepperton Green	Replace play surface	£70,000	TBC	Parks **Littleton Recreation ground**	2025/2026

Strategic CIL	Halliford & Sunbury West	Refurbish play equipment Replace play surface	£80,000	TBC	Parks **Halliford Recreation ground**	2026
Strategic CIL	Lower Sunbury	Renovate equipment	£30,000	TBC	**Orchard Meadow**	2026
Council Capital growth	Not applicable	Operational vehicles x 7 (electric)	£285,000	2025009	JET & Grounds maintenance	March 2026
Council Capital growth	Not applicable	Operational vehicle x 1	£38,000	2025009	Grounds maintenance	March 2026
Council Capital growth	Council owned sites	New fuel storage tanks x 2	£90,000	2025008	Depot & Nursery sites	March 2026
CPRC Capital growth	Staines	Glass balustrade rails for Eclipse Leisure Centre	£50,000	TBC	Assets	March 2026

3. Options appraisal and proposal

3.1 Option 1 Preferred

Neighbourhood Services officers will work with legal officers and the procurement team all of whom are skilled in managing the entire procurement lifecycle, from initial need to final delivery, achieving strong results and maximizing value. We are asking members to agree to the recommendations below (a,b,c,d) which will ensure that the teams work together for the lifecycle of the procurement process.

a. **authorise the Group Head Neighbourhood Services to commence the procurement process for all the individual items listed at 2.2.**

b. **authorise the Group Head Neighbourhood Services to select the successful suppliers and award contracts following the evaluation of the tenders.**

c. **authorise a direct award to the existing supplier of the glass balustrade rails for additional rails.**

d. **authorise the Group Head Corporate Governance to enter contracts with the successful bidders.**

Option 2

The table at 2.2 identifies where the funding has been allocated, in all cases this has either been determined as part of the planning process or committee

process, allocated because of CIL applications or a direct need as with the Leisure centre fencing. If committee wishes to redirect the funding already allocated by Council or CPRC the funding would go back into the general capital fund and be subject to new growth bids in 2026/27.

4. Risk implications

4.1 A need has been identified to infill part of the walkway that leads in and out of the main doorway of the leisure centre, this is causing damage to soft and hard landscaping and does not give a good first impression. To ensure visitors use the correct access and egress when entering and leaving. To manage this the Council needs to procure additional glass balustrade rails which are a like for like match to the rails that was installed during the leisure centre build stage.

4.2 The estimated cost for these extra works is £50k which has already been agreed within the revised capital programme by CPRC on 8 September 2025. There is a risk that if we do not procure from the same company who installed the existing rails there will be a mismatch and potentially a different quality of materials supplied.

4.3 Due to this issue, we are requesting an exemption from standing orders to do a direct award to Company A. Direct award will bypass a full competitive tendering process, allowing for a quick, streamlined approach as circumstances already explained make a full competition impractical.

4.4 There is a risk that extreme weather may delay the installation of the outdoor play equipment, if this is the case we would aim to start work in Spring 2026.

4.5 There is a risk that supply issues could cause delays in installation, this will be mitigated by issuing awards as soon as possible after the suppliers have been selected.

5. Financial implications

5.1 There are no additional financial implications within this report as all the items listed in the table at 2.2 have already been allocated funding in 2025/26. If there are any potential over spends following the tender process these will be reported back to committee.

6. Legal comments

6.1 6.1 All contracts must comply with the Procurement Act 2023 and the Council’s Contract Order Procedural Rules. The Council has a duty to deliver best value under the Local Government Act 1999.

6.2 Legal Services support will be required to document Corporate implications.

7. S151 Officer comments.

7.1 The procurement process outlined in this report involves fully allocated funding from various sources, including Local CIL, and in year Council Capital Growth approval, for the purchase of goods and services as detailed in section 2.2.

7.2 The funding is already approved, ensuring there is no additional financial burden on the Council's general budget. The financial risk is minimal, with the procurement process structured to ensure value for money and compliance with Council contract standing orders. However, potential delays in the supply chain or extreme weather could affect the timeline for certain projects, but

these risks are actively being managed. The direct award for the glass balustrade rails will expedite the process and mitigate any risk of mismatched materials.

8. Monitoring Officer comments.

8.1 All relevant legal implications have been taken into account..

9. Procurement comments

9.1 The Procurement Team will be consulted to assist with the carrying out of a compliant tender exercise in accordance with the Procurement Act 2023 and the Council's Contract Standing Order Procedural Rules.

9.2 A direct award for the glass balustrade rails as detailed in the risk implications of this report will follow Schedule 5 of the Procurement Act 2023 on the basis that there is only one supplier capable of meeting the requirement.

10. Equality and Diversity

10.1 *Spelthorne Borough Council* is committed to equality of opportunity for all in the delivery of goods and services. Our policies, strategies, procedures, services, and all aspects of what we do incorporate equality objectives.

10.2 We will take equality issues into account at all stages of our procurement process, and we expect organisations that deliver goods or provide services on our behalf to promote equal opportunities within their businesses. We are committed to ensuring that contractors delivering services on our behalf share our equality vision and adopt anti discriminatory practices.

10.3 The promotion of equality in procurement will help us to deliver play facilities that are more accessible and meet the needs of our residents and visitors.

11. Sustainability/Climate Change Implications

11.1 Procurement policies and procedures tackle climate change by integrating sustainability into our buying decisions, this ensures we consider the entire life cycle of good and services to help reduce environmental impacts.

11.2 This includes choosing products that area eco-friendly and incorporating whole life costing that accounts for energy, waste, and carbon costs.

11.3 By engaging with suppliers at an early stage of the procurement process we can help to drive lower carbon footprints across supply chains which will contribute to sustainability aims.

11.4 The change of fuel tanks will enable the Council to reduce its carbon footprint by moving from Diesel to HVO. Switching to Hydrotreated Vegetable Oil (HVO) from diesel significantly reduces carbon emissions and is a "drop-in" fuel requiring no vehicle modifications for most diesel engines, making it a simple and quick way for us to help us meet net-zero targets.

12. Other considerations

12.1 As detailed in **4.1, 4.2** and **4.3** a direct award will be necessary to ensure that we procure additional rails of the same specification for the Eclipse Leisure centre that were installed as part of the initial build.

13. Timetable for implementation

13.1 The timetable for implementation for all vehicles and equipment listed in the table at **2.2** will be dependent on availability of products and equipment. It is

anticipated that the process to purchase and install all items will be complete by the end of 2026.

14. Contact

14.1 *Jackie Taylor Group Head Neighbourhood Services 01784446418*

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

SPELTHORNE BOROUGH COUNCIL

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	**N**	
Commissioner engagement (if report focused on issues of concern to Commissioners such as Finance, Assets etc)	**N**	
Relevant Group Head review	**Y**	**10/09/25**
MAT+ review (to have been circulated **at least 5 working days before Stage 2**)	**Y**	**11/09/25**
This item is on the Forward Plan for the relevant committee	**Y**	
	Reviewed by	
Finance comments	**LH**	**11/09/25**
Risk comments	**LH**	**11/09/25**
Legal comments	**LH**	**11/09/25**
HR comments (if applicable)	**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**	**L Heron**	**11/09/25**
S151 Officer commentary – at least **5 working days before MAT**	**O Owolabi**	**12/09/25**
Confirm final report cleared by MAT		

Corporate Policy and Resources Committee

13 October 2025

Title	Review of Procurement Policy and Procedures
Purpose of the report	To make a decision
Report Author	Linda Heron, Group Head Corporate Governance
Ward(s) Affected	All Wards
Exempt	No
Exemption Reason	N/A
Corporate Priority	This item is not in the current list of Corporate Priorities but still requires a Committee decision.
Recommendations	**Committee is asked to:** 1. Consider the updates and amendments to the Council's Procurement Policies and Procedures; and 2. Approve the updated Procurement Policies and Procedures.
Reason for Recommendation	The Council has a number of Procurement Policies and Procedures. Proposed changes recognise the new Procurement Act 2023 (implemented in February 2025) and changes in practice within the Council. Changes made to each procedure are detailed in this report.

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's Procurement Policies and Procedures are due for review. They also needed to be updated to reflect the introduction of the Procurement Act 2023, and changes	• There is a requirement to review and update the Policies and Procedures regularly, and to reflect and any changes in legislation and practice.

to the Council's Contract Standing Orders.	
This is what we want to do about it	**These are the next steps**
• The Policies and Procedures have been amended and updated. Approval is sought for the new documents to be introduced and communicated to staff.	• Following approval, the updated documents will be published on Spelnet and on to the Council's website.

2. Key issues

2.1 The Council maintains a suite of policies and procedures which set out the strategic intentions for corporate procurement, provide direction to Council officers undertaking procurement activities and deliver assurance to both internal and external stakeholders. Scheduled reviews of these policies and procedures have been overlooked due to staff changes in the Corporate Procurement Team.

2.2 Although these documents remain relevant and effective, they require updating to reflect evolving working practices and recent legislative changes, specifically the implementation of the Procurement Act 2023, which came into force in February 2025.

2.3 Some procedures are no longer required, as their purpose has expired (e.g. the 'Using Spelthorne's Framework Agreements' procedure is no longer valid, as the frameworks (for Construction Contractors and Construction-related Consultancy) have now expired.

2.4 Updating policies demonstrates good governance, ensures compliance with legislation, and provides assurance to stakeholders.

2.5 Policy reviews safeguard the Council against exposure to risk while ensuring decisions are made on the basis of current legislation and accurate guidance.

2.6 A document detailing the changes that have been made to the policies and procedures is included at Appendix A.

3. Options appraisal and proposal

3.1 **Option 1 (Recommended Option):** That the Committee considers the proposed updates and amendments to the Procurement Policy and Procedures and formally approves the revised versions.

3.1.1 Adoption of the revised documents will ensure the Council maintains a complete and current suite of procedures, consistent with prevailing legislation and established practice. The documents also retain familiarity for officers, thereby supporting continuity and ease of application.

3.1.2 If approved, the revised Procurement Policy and Procedures will be published on Spelnet to enable officers to readily reference best practice and established processes, while also providing assurance to internal and external

stakeholders that the Council's procurement arrangements are lawful, transparent, and effective.

3.1.3 Failure to adopt the revised procedures may expose the Council to legal and operational risk, as procurement activities would otherwise be conducted under outdated legislative frameworks.

3.2 **Option 2 (not recommended)** The Committee could decide, after reviewing the documents, to make more amendments to the policies and procedures. This option is not recommended for the following reasons:

3.2.1 the updated processes sufficiently reduce the risk of non-compliance in the Council's procurement activities;

3.2.2 the policies being amended are existing documents (not brand new); and

3.2.3 most of the proposed changes are relatively minor or moderate in nature.

3.3 **Option 3 (not recommended)** The Committee could decide not to accept the proposed amendments and continue with the current policies and procedures. This option is not recommended for the following reasons:

3.3.1 the current policies and procedures do not reflect changes in the legislation;

3.3.2 internal audit of Procurement highlighted that the review of the current policies and procedures was overdue, and consequently a review is one of the actions recorded in the audit report.

4. Risk implications

4.1 The proposed recommendation aims to reduce the risk of non-compliance in procurement activity.

4.2 Absence of up to date and clear rules increases the risk of poor decision making and a lack of accountability.

5. Financial implications

5.1 There are no financial implications immediately arising from this report. However, the policies and procedures recognise new spend thresholds in both Contract Standing orders and the Procurement Act 2023.

6. Legal comments

6.1 The Council has a statutory obligation to make standing orders in relation to the contracts made by or on behalf of the Council (s.135 of the Local Government Act 1972). A clear set of procurement procedures is ancillary to this obligation.

6.2 The proposed amendments to the current policies and procedures align with the provisions of the Procurement Act 2023.

Corporate implications

7. S151 Officer comments

7.1 There are no direct financial implications arising from this report. The updated Procurement Policies and Procedures incorporate revised spend thresholds as outlined in the Procurement Act 2023 and the Council's updated Contract Standing Orders. These changes support improved governance and compliance but do not require additional budgetary provision. All associated activities will be delivered within existing financial resources.

8. Monitoring Officer comments

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

9. Procurement comments

Procurement implications are explained in the body of this report.

10. Equality and Diversity

10.1 The proposed changes to the policies and procedures include stronger social value, including within the scope of the Procurement Act 2023.

11. Sustainability/Climate Change Implications

11.1 The policies and procedures do not directly impact on sustainability or climate change, but the have been strengthened to include a greater emphasis on sustainability in line with the Procurement Act 2023.

12. Other considerations

12.1 None.

13. Timetable for implementation

13.1 The policies have all been updated as of August 2025, and can be published as soon as approved. The review date for these is August 2028.

14. Contact

14.1 Linda Heron, Group Head Corporate Governance

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 Procurement Policies and Procedures amendments Tracker
Appendix B Policies and Procedures (combined document)

Document Title	Previous Review Date	Previous Version	New Document Name	New Version	Next Review Date	Extent of Change	Change Description	Next Review Date
01_Procurement Policy	Oct-22	v 2.0	R 01_Procurement Policy 2025	v 3.0	Aug-28	Light	Little material change to the content. Requires wider discussion in view of Local Government Reorganisation.	Aug-28
02_Developing the Procurement Plan	Oct-22	v 2.0	R 02_Developing the Procurement Plan 2025	v 3.0	Aug-28	Light	Little material change to the content. Requires wider discussion in view of Local Government Reorganisation.	Aug-28
03_Delivering Social Value through Procurement	Oct-22	v 2.0	R 03_Delivering Social Value through Procurement	v 3.0	Aug-28	Significant	Updated to reflect current practice. Removed TOMs as a measure as these are probab ly too onerous. Instread reflects the need for loacl, bespoke and suitable KPIs for each procurement as specified. Updated to reflect the implications of the Procurement Act.	Aug-28
04_Advertising & Reserving Spelthorne Procurement Opportunities	N/A	N/A	N/A	N/A	N/A	Not updated	This Procedure is no longer relevant. The amendments to the Social Value Policy and the provisions of the Procurement Act (Lots, handling of light touch) mean this is no longer relevant	N/A
05_Using SBC's Framework Agreements	N/A	N/A	N/A	N/A	N/A	Not updated	All of SBC's frameworks (for construction contractors and consultants) have now expired.	N/A
06_Managing Contracts	Oct-24	v 3.0	04_Managing Contracts	v 3.0	Aug-28	Medium	Style & content changes, and updated to reflect the requirements of PA23, and changes to other policies referenced.	Aug-28
07_RFQ and Tender Process	Oct-22	v 2.0	R 05_Tender process for 'below-threshold' contracts (including Reserving Contracts) 2025	v 3.0	Aug-28	Significant	Rewritten to reflect the process under PA23 for 'below-threshold' contracts and incorporate the ability under PA23 to reserve contracts. This subsumes Procedure 04 more succinctly. The tender process has been removed and will need to be handled in a seprate procedure as this has also undergone substantial change under PA23.	Aug-28
08_Supplier Due Diligence Checklist	Oct-23	v 1.0	R 06_Supplier Due Diligence Checklist 2025	v 3.0	Aug-28	Significant	Updated to include PA23 provisions including treatment under grounds for mandatory and discretionary debarment and the debarment list.	Aug-28
09_Managing Risk in Procurement Projects	Oct-23	v 0.1	R 07_Managing Risk in Procurement Projects 2025	v 3.0	Aug-28	Medium	Minor changes to the procedure and content. Removed the list of all other procedures.	Aug-28
10_Drafting a Specification	Nov-22	v 0.1	R 08_Drafting a Specification 2025	v 3.0	Aug-28	Medium	Minor changes to the procedure and content. Amendments made to grammar and readability, but otherwise the content is unchanged. Removed the list of all other procedures.	Aug-28
11_Exemption Requests & Exemption Reporting_	Oct-23	v 1.0	R 09_Exemption Requests & Exemption Reporting 2025	v32.0	Aug-28	Medium	Updated for PA23, readability and grammar, and to reflect changes in the CSO thresholds.	Aug-28
Procurement Strategy	Oct-22	v 2.0	R Corp Proc Startegy 2025	v 3.0	Aug-28	Needs to be discussed	This may need further updating and requires wider discussion in view of Local Government Reorganisation.	Aug-28

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Spelthorne Borough Council
Procurement Policies & Procedures

01_Procurement Policy

Version	v 3.0
Author	
Date Drafted	1 August 2025
Date Approved	
Review Date	August 2028

Spelthorne Borough Council
Procurement Policy

This Procurement Policy is designed to support the delivery of Spelthorne Borough Council's Procurement Strategy. The Policy is supported by the Council's Contract Standing Orders (CSOs) and the Procurement Procedures listed at Appendix A.

As a Council, with the support of Corporate Procurement, we will:

- ensure compliance with Contract Standing Orders and all applicable Procurement and related legislation, including, but not limited to the Procurement Act 2023, the Provider Selection Regime 2024 consulting with Corporate Procurement and Legal Services where required[1] and at the earliest opportunity.

- give full consideration to sustainability in all our procurement activities and make procurement decisions based on a balance between economic, social, environmental and human factors, whilst seeking to minimise the environmental impact of our procurement projects and enhance the environment wherever possible. Our supply chains shall, for example, obtain materials from sustainable sources and seek to limit carbon emissions. Where required, we will carry out an Environmental Impact Assessment.

- structure procurements to maximise opportunities for SMEs and local businesses, for example by creating Lots tailored to small enterprises to stimulate the local economy.

- procure works, goods and services at the lowest cost for the required quality to effectively demonstrate value for money for all our residents and the wider community.

- ensure that our procurement and commercial activities are open, transparent and fair, and carried out with the utmost integrity.

- work with local providers to raise awareness of our procurement intentions to support economic development within the Borough and consider include social value in all of our procurements, at an appropriate level.

- explore opportunities to carry out joint procurements with other Local Authorities and other public sector organisation as appropriate, in order to achieve economies of scale and greater value for money.

- demonstrate effective management of our contracts, ensuring that they deliver the contracted performance, benefits and outcomes, and re-tendering in sufficient time to minimise risk and ensure business continuity.

- monitor our major supply chains to ensure their social and ethical responsibilities (including on Modern Slavery) align with the Council's principles.

[1] See CSOs which stipulate when Corporate Procurement must be consulted

- produce an annual Procurement Report, providing details of performance against these Policy intentions.

Appendix A – SBC Procurement Procedures

Policy / Procedure
01_Procurement Policy
02_Developing the Procurement Plan
03_Delivering Social Value through Procurement
04_Managing Contracts
05_Request for Quote and Tender Process
06_Procurement Due Diligence Checklist (Suppliers)
07_Managing Risk in Procurement projects
08_Drafting a Specification of Requirements
09_Exemption Reporting
Contract Standing Orders and Financial Regs
Procurement Strategy
Template: Specification of Requirements
Template: RFQ (small value projects)
Template: Exemption Report

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Spelthorne Borough Council
Procurement Policies & Procedures

02_Developing the Procurement Plan

Version	v 3.0
Author	
Date Drafted	1 August 2025
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Review Date	August 2028

Developing the Procurement Plan

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4.	Procurement Project Savings and Social Value	…….3
5.	References to other SBC Policies	…….3
Appendix A	Budgeting & Planning of Contracts Procurement Projects	…….4
Appendix B	Procurement & Contracts Review Meeting template	…….5
Appendix C	Approval process for new (non-urgent) Procurement projects	…….6

1. Introduction

This procedure outlines the process for developing a plan for procurement activity across the Council. It outlines the importance of securing procurement project budgets; of planning any proposed procurement activities in good time; of involving the Corporate Procurement team (when required) as early as possible for any large, high value, strategic and / or complex procurements; and planning the re-tender of existing contracts in sufficient time to ensure business continuity.

A procurement project is any project which entails the acquisition of goods, works and services from an external third party (supplier).

Procurement projects, depending on their value, require support from Corporate Procurement and / or Legal Services. See below for further details.

2. Purpose

Except where Contract Standing Orders (CSOs) require support from Corporate Procurement and / or Legal Services[1],the responsibility for procuring works, good and services is devolved across the Council. Officers are responsible for ensuring that they carry out a compliant procurement project and achieving value for money, by following the Procurement Policy and various Procurement Procedures, as applicable.

For those projects which require Corporate Procurement support, as much notice as possible needs to be given to ensure adequate time to tender and provide end to end support. r It also allows sufficient time to understand the market, in order to achieve best, whole life value for money.

[1] CSOs state that all projects above £30,000, and those where the opportunity is to be advertised, require support from the Procurement team.

3. Considering and Budgeting for Procurements and Contracts

Council teams need to undertake their financial and budget planning well in advance of the coming financial year, to align with the budget setting process, and ensure that any Growth Bid applications are duly considered.

Appendix A (Budgeting & Planning of Contracts & Procurement Projects) details a proposed timetable and process for this.

Procurement Board will liaise with Group Heads and their Managers in the early autumn to understand:

- arrangements required to renew expiring contracts, if required;
- proposals for the procurement of any new requirements and contracts, including any changes to the specification of requirements;
- exit strategies for expiring major contracts, especially where this may have a financial impact.

This discussion will help teams in the development of their Service Plans and will ensure that they have approved budgets for any continuing contracts and any new planned procurements they wish to undertake in the next financial year.

The Corporate Procurement Team will consult with other Surrey councils (via the Surrey Procurement Group) to explore opportunities for carrying out joint procurements, in order to achieve economies of scale and greater value for money.

Any large unplanned projects (that could reasonably have been foreseen) may risk delay if the Corporate Procurement is unable to provide support within the required timescales, and if further budget approval – in year – needs to be sought.

Appendix B has a draft of the form to be used for the Procurement & Contracts discussion.

Once discussions have taken place with all teams across the Council, the draft Procurement Plan, with all procurement and contract intentions will be prepared and considered by the Procurement Board. This early indication of potential projects will enable the Procurement Team to plan and adequately resource all projects in the most appropriate timescales, allowing contract continuity and market engagement where required.

Appendix C details the process for the drafting of project requirements, the approval process, and the methods by which the Authority will develop and approve its procurement plan for the coming financial year.

The process detailed at section 3 assumes that Council services engage positively with Corporate Procurement and share their budgets and intentions in a timely and co-operative manner.

4. Procurement Project Savings and Social Value

The early agreement of project and contract budgets and the Procurement project plan provides much greater opportunities for market management, which in turn will give greater opportunities

for achieving procurement efficiencies and cashable savings. As a general rule, new procurement projects should aim to achieve a 10% saving against the agreed budget.

Early project planning also provides improved opportunities for the achievement of social value benefits. In larger tenders, social value must be weighted as a minimum of 10% of the total evaluation score and should aim to achieve £1 of social value for every £100 of project cost.

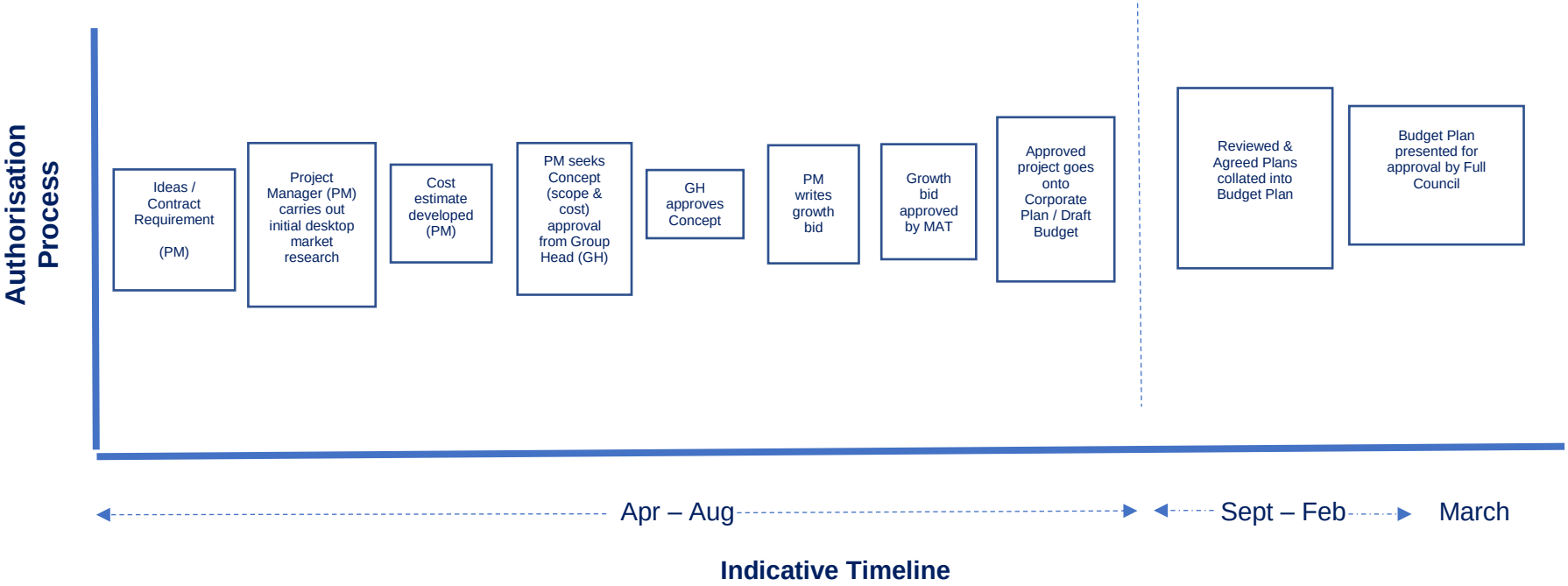
Appendix A – Budgeting and Planning of Contracts and Procurement Projects

Timing	Activity	Responsibility	
August / September	Procurement team contracts Council Teams asking them to review their current contracts and consider any new requirements that they may need with a view to procuring within the next financial year. Some support may be required from the Procurement Team to undertake some initial market sounding to inform cost and procurement approach to be taken.	Group Heads and Team Managers	
August / September	Set up meeting to discuss requirements	Procurement team	
September / October	Joint meeting between Procurement and Council Teams	Group Heads, Team Managers and Procurement Teams	
October	Draft Procurement Plan for following year is put together, and provided to MAT for information and sign off (NB this is not budgetary approval)	Procurement Team	
November - February	Teams put together their budgets, including any requests for anticipated procurement and contracts (Growth Bids)	Group Heads and Team Managers	
November - February	MAT and peer review of requests for budget / Growth Bids	MAT+	
February / March	Team budgets agreed, including the scope and cost of any planned procurements and contracts	MAT, Full Council	
March	Procurement Plan finalised based on agreed project budgets	Procurement Teams	

Appendix B - Procurement & Contracts Review Meeting Template

Procurement & Contracts Review Meeting							
Team				Group Head			
Meeting attendees				Managers			
Details of Existing Contracts							
Contract Name	Supplier	Contract Start Date	Contract End Date	Options for Extension	Are extensions to be used?	Annual Value	Total Contract Value
Details of new Requirements							
Requirement	Estimated Cost	Requirement start date	Growth Bid agreed?	Project Manager	Contract Duration	Annual Contract Value	Total Contract Value
Details of Contract Extensions and / or Variations							

Appendix C - Approval Process for new (non-urgent)[2] Procurement Projects



[2] Projects which are planned and can wait for the new financial year planning cycle

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Spelthorne Borough Council
Procurement Policies & Procedures

03_Delivering Social Value through Procurement

Version	v 3.0
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4.	Specifying Social Value outcomes from your Procurement project	……2
5.	Tracking Social Value benefits	……2
6.	References to other SBC Policies	……3
Appendix A	Examples of suitable Social Value KPIs	

1. Introduction

The Public Services (Social Value) Act 2012 came into force on 31 January 2013. It requires public authorities to 'have regard to economic, social and environmental well-being in connection with public service contracts'.

There are key provisions in the Procurement Act 2023 (PA23) for the consideration of social value. For example, PA23 includes a legal duty for all public authorities to have regard to maximising public benefit; the change to the evaluation of the Most Advantageous Tender (MAT) (previously Most Economically Advantageous Tender (MEAT)) now allows a stronger focus on social value; there is a transparency obligation to publish KPIs for larger contracts, often including social value.

The National Procurement Policy Statement (NPPS) and Procurement Policy Notice PPN 002/Social Value Model provide further guidance.

2. Purpose

This Procedure is designed to help Spelthorne Borough Council (SBC) procuring officers identify the opportunities for delivering social value – either through the way we procure; how we specify our requirements; or how we engage with the provider market - in order to maximise the social value benefits delivered for our community.

3. What is Social Value in Procurement?

Social value through Procurement is regarded as the wider, additional social, economic and environmental benefit which can be secured through the procurement or commissioning of works, goods and services.

Under UK law (starting with the **Public Services (Social Value) Act 2012** and strengthened by the **Procurement Act 2023**), public bodies are expected to consider how their purchasing decisions can:

- **Support local communities** (e.g. jobs for residents, apprenticeships, volunteering, community investment).
- **Grow the local economy** (e.g. opportunities for small businesses, voluntary groups, and social enterprises).
- **Protect the environment** (e.g. carbon reduction, waste minimisation, biodiversity).
- **Promote fairness and inclusion** (e.g. paying the Living Wage, tackling inequality, ethical supply chains).

As a public sector organisation with a large influenceable spend across a wide range of markets, SBC is well-positioned to secure social value benefits through the procurement of its contracts, delivering positive enhancements to the wider Spelthorne community.

Before starting the procurement process, officers should consider the social value which the procurement might offer.

4. Specifying Social Value outcomes from your Procurement project

When procuring your new contract for works, goods or services, officers should include social value aspects into the key evaluation criteria. And for contracts which fall under the PA23, social value **must** account for a minimum of 10%[1] of the award criteria. So, for example, the award criteria may be structured as follows:

Technical / Quality Criteria	50%
Price	40%
Social Value	10%

Appendix A provides examples of the Social Value considerations which officers could consider including.

Officers should include suitable KPIs in their tenders. These should be relevant to the size, value and scope of the contract. Appendix A lists some suitable examples.

If you are not clear how to include subject-related, proportionate benefits into your contract requirements, contact the Procurement Team at Procurement@Spelthorne.gov.uk.

[1] The only permissible exception to this minimum 10% of the overall score rule is where pre-market engagement demonstrates that the approach would significantly reduce competition due to a lack of market maturity in delivering social value.

5. Tracking Social Value benefits

It is critical to check that the social value requirements specified in your tender are delivered through the contract and project, and officers with responsibility for the management or administration of any such contracts should track accordingly.

Tender documentation should clearly state that it is the supplier's responsibility to monitor, measure and report the performance of the contract against all KPIs, including those for social value. Officers responsible for the management of the contract shall monitor the contract and supplier performance on a frequency to be determined according to the contract length, but no less frequently than every six months, and preferably quarterly.

Contact Procurement@spelthorne.gov.uk for any further information

Appendix A – Examples of suitable Social Value KPIs

1. Jobs & Skills

- Number of local residents employed through the contract (FTE and part-time).
- Number of apprenticeships created (split by age group: under 25, over 25).
- Number of work experience placements offered to local schools, colleges, or universities.
- Percentage of contract workforce recruited from within the borough.
- Number of training hours delivered to upskill staff or community members.
-

2. **Growth in the Local Economy**

- £ value of spend with local SMEs / VCSEs (Voluntary, Community & Social Enterprises).
- % of supply chain spend retained within the local borough.
- Number of new business start-ups supported through the contract.
-

3. Social & Community Wellbeing

- Number of volunteering hours contributed by suppliers and staff to local community projects.
- £ value of in-kind support or donations provided to local charities or community initiatives.
- Number of community events sponsored or delivered (e.g. job fairs, health and wellbeing sessions).
- Number of beneficiaries supported through social value programmes (e.g. disadvantaged groups, youth, long-term unemployed).

4. Environmental Sustainability

- Tonnes of CO_2 emissions reduced through contract delivery.
- % of waste diverted from landfill / recycled.
- Number of green initiatives supported (tree planting, biodiversity projects, renewable energy use).
- Reduction in business travel / switch to sustainable transport options.
-

5. Innovation & Ethical Practices

- Number of innovative solutions implemented to improve service delivery or sustainability.
- Evidence of ethical procurement practices (e.g. Living Wage, modern slavery audits).
- Supplier adoption of recognised sustainability standards (e.g. ISO 14001, B Corp, Fairtrade).

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Spelthorne Borough Council
Procurement Policies & Procedures

04_Managing Contracts

AUTHOR:

DATE: August 2025

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Managing Contracts

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Appendix A Contract Management Action Checklist

1. Introduction

Contract Management is an end-to-end process of managing the requirements of procured works, goods and services. Activities involved in Contract Management are referred to as either ‘upstream’ or ‘downstream’ – i.e. those leading up to the award of the contract and those which are required once the contract is active.

The activities carried out before the award of a contract (upstream activities) are often more critical to ensuring successful delivery than those undertaken after award (downstream activities). However, both stages play an essential role in achieving your project objectives.

2. Purpose

This is a high-level procedure intended to provide officers with an introduction and basic understanding of how to manage their contracts with selected providers.

Officers undertaking more complex procurements or who are responsible for the management of complex, high value or strategic projects will need further support from both the Procurement Team and Legal Services. This is particularly important since the introduction of the Procurement Act 2023 (PA23), as the legislation places significant importance on the management of contracts with a whole life value of £5m and over.
This Procedure provides an outline approach to Contract Management, including a checklist of some of the key activities required to ensure your contract is executed successfully.

3. Why Contract Management is important

Council officers are required to ensure that contracts for works, goods and services are procured compliantly. They need to achieve the best value for money possible for the Council. A contract needs to work for both contracting parties for it to be delivered successfully. Getting right the balance of risk held by each party is critical to ensure strong contract performance and the continuity of supply from the supplier, and to building strong working relationships.

A contract may commit the parties to working together for a lengthy period of time and it is therefore important to develop a collaborative open and honest relationship based on trust and mutual understanding.

Once a contract has commenced, it is critical that an effective management regime is in place to ensure that the intended outputs and outcomes are met.

Monitoring performance against the contract Key Performance Indicators and other specified requirements is key to ensuring the contract's success. A successful contract will perform to cost (and budget), and against the specified quality deliverables and timeframes. PA23 has specific contract management requirements, summarised below:

Area	**What PA23 Requires**	**Which Contracts**
Performance Monitoring	Set & publish ≥3 KPIs; report annually and at end of contract	Contracts £5m and above
Poor Performance	Issue notices; possible supplier exclusion or contract termination	Contracts £5m and above
Implied Terms & Transparency	Include implied terms; publish payment compliance & large payment details	All contracts
Modifications	Publish contract change notices; consider standstill periods	All contracts
Termination Rights	Terminate on breach or exclusion; supplier must be notified and given right to respond	All contracts

This is a high level indication of requirements; refer to Procurement or Legal Services for further advice.

4. Contract Management Approach

This procedure recommends a step-by-step approach to contract management which will require you to:

- Demonstrate a clear understanding of the need for the contract (e.g. identifies a solution to a problem)
- Gain the appropriate approvals to proceed with a project which will end in a contract with a supplier
- Consult with stakeholders and put in place the right resources to deliver your project on time, in full and to budget.

Note that this procedure does not apply to contracts of employment.

When starting a project that will result in a contract, you will need to take the following **UPSTREAM** actions:

1. If your project exceeds, or is likely to exceed, £30,000 you must **request support** from the **Procurement Team** in accordance with Contract Standing Orders Any project over £5,000 will require a contract and therefore also needs support from **Legal Services.**
2. Draft a **Business Case** which clearly outlines the justification for your project. If a project budget has not yet been approved, a **Growth Bid** will also be required. You may need support from Finance in this regard.
3. Building on the information provided in your Business Case, draft an **Outline Specification** of your requirements. This document provides a high-level detail of the information that you will provide to the market when procuring your contract.
4. Draft a contract **Timetable,** ensuring you allow the market sufficient time to respond to your opportunity. Procurement will help with this if the value requires a full procurement which complies with the Procurement Act 2023.
5. **Engage with the Market / Soft Market Testing** If you have not already done this to enable you to write a full Business Case, you may now want to consider sharing your requirements with providers. The information provided as feedback may further develop your Specification to allow much better project outcomes. **Note that under PA23, the process and requirements for Market Engagement are more stringent than under previous procurement legislation, therefore consult with the Procurement team before commencing.**
6. Develop **Final Specification (please refer to procedure** 10_Drafting a Specification of Requirements) This document <u>must</u> detail everything that you need the contract to deliver. If a requirement is not included in the Final Specification, bidders will not include it in their proposal, and as such may not be included in their proposed Contract Price. **To avoid costly contract variations once your contract is underway, ensure that the Final Specification is as complete as possible.**

The Final Specification must be signed off by the Budget Holder and then shared with the Procurement team.

The Final Specification is a key document that will inform all other documents in the Tender Pack. For example:

- Tender Questions will be based on the Specification, designed to fully test the capability of bidders to deliver the specified requirements;
- Key Performance Indicators, used to measure the success and monitor the performance of your contract, will be designed around the Specification;
- the form of contract to be used will be determined by the Specification;
- your requirements for reporting and for meeting to review the performance will be detailed in your Specification: and
- the exit arrangements for when the contract ends will also be included.

Procurement will support the Tender process for projects over £30,000. Please refer to procedure 07_Request for Quote and Tender Process for more information.

Once the contract is awarded, the following **DOWNSTREAM** activities need to be carried out. These are activities more typically understood to be Contract Management activities, but are no more or less important to the successful delivery of the contract than the upstream activities:
Also see above for the specific requirements of PA23 for larger contracts.

1. A **contract commencement (kick-off) meeting** should be held. As a minimum, the authorised personnel named in the contract will attend. Depending on the size, value or complexity of the project, senior representatives from both parties may also wish to, or should, attend the kick-off meeting.

   The kick-off meeting will determine the **Terms of Reference** and set the **Agenda** for Contract Review meetings. Building a strong **Supplier Relationship** will be critical to the contract performance.

   As a minimum, the Agenda should include:
   - a review of **Key Performance Indicators, Service Levels** and any **other performance measures;**

- project **roles and responsibilities**; - the project **Risk& Issues Register** (where applicable); - **Actions** both from the previous meeting(s) and to be carried out in the next period; - **Payments** and **contract spend against budget.**
2. Referring to the contract mobilisation and commencement arrangements detailed in the Tender Pack, you will need to work with the Supplier to **mobilise the new contract.** If this is a re-tendered contract, and the goods or services have been provided by a different, incumbent provider, this will need a careful handover, planned and executed in accordance with both the previous contract arrangements and the new contract.
3. **Contract review meetings** must be set up in accordance with the frequency set out in the Specification / Contract. In the case of IT contracts, contract review meetings must specifically consider risk mitigation with regards to cyber security. Suppliers must be required to provide details of any cyber security risks associated with the delivery of the contract, and advise of any changes in the operational arrangements for data storage, processing and management.
4. **Contract Performance reporting** needs to be established in accordance with the requirements - format, scope and frequency - set out in the Specification / Contract. Officers are required to track contract performance against the benefits assumed in the business case and as specified in the contract, but it should be the responsibility of the Supplier to manage the agreed reporting schedule, ensuring reports are provided without the need for prompting from the Council's contract officer. Where required under PA23, contract performance shall also be published.
5. Management of a Supplier's performance against the service levels specified in the contract is critical to ensure the **delivery of the full value for money** from the contract.

	Officers need to be able to **recognise the early warning signs of supplier poor performance**, which can include: - requests for upfront payment, or improved payment terms; - delays to project timelines without prior agreement; - failure to achieve KPI service levels, or implement adequate improvement measures; - changes in key personnel; - Supplier's sub-contractors expressing concern about the Supplier direct to the Council; - customer complaints about the quality of service etc. The Procurement team can support Contract Management & Supplier relationship meetings where required.
6.	Officers need to allow **sufficient time to re-tender** a new contract well in advance of the end of a current contract, if a new contract is needed. The larger and more complex the contract the longer the re-tendering process will be. Officers will need to factor in the time required for the internal approvals process and any statutory timeframes required under PA23 (see procedure 07_Request for Quote and Tender Process and refer to the Procurement Team for support).
7.	The contract will stipulate the **exit arrangements** which the Supplier is required to make. These may include, where relevant: • formal notification of contract termination; • managing the exit timetable; • returning assets (e.g. IT hardware; furniture) provided by the Council for the execution of the contract; • arrangements for staff under TUPE; • working with the new supplier to transition the contract; • records management and data security; • vacating Council premises, where relevant; • concluding the financial arrangements – payments and or credits due, etc.

5. Summary

The most successful contract management focuses on upstream activities which carefully consider the purpose of the contract and how it will be delivered, and embeds these requirements into the contract

Effective contract management requires the development of strong supplier relationships, which in turn requires a commitment of time and resources from the contract monitoring officer or contract manager. Under PA23, pre-market engagement with suppliers requires new and careful consideration.

Support from both the Procurement Team and Legal Services must be sought for higher value, more complex projects.

Appendix A – Contract Management Action Checklist

Upstream Activities

ACTION	WHEN TO DO	STATUS	WHO
Legal Services to be advised that a contract will be required (over £5k)	When Business Case approved		Project Officer
Procurement team support is requested and in place (contracts with a value of £30k or over	When Business Case approved		Project Officer
Set up project team resources, including project sponsor, project lead, and support from procurement, finance, legal, HR, communications support as required	When Business Case approved		Project Officer
Develop a project timetable (with input from the Procurement team) and sourcing strategy	When Procurement engaged		Project Officer with Procurement
Internal approval for sourcing strategy (e.g. from MAT, Committee, Full Council as required)	When draft sourcing strategy has been developed		Project Officer with Procurement
Draft Outline Specification	When project starts		Project Officer
Carry out market engagement or soft market testing, with consideration of the requirements under PA23	If required, once the Outline Spec is drafted		Project Officer with Procurement

Draft Final Specification	After market engagement		Project Officer
Develop Tender documents	Based on Final Spec		Procurement with Project Officer
Draft Contract (using Final Spec)	Based on Final Spec		Legal Services
Tender process & period			

Downstream Activities

ACTION	WHEN TO DO	STATUS	WHO
After end of Tender process, and following full internal approval of recommendations to award contract			
Contract kick off meeting	Once the Supplier has been advised of the decision to award the contract (and any standstill periods have expired)		Contract officer / manager
Contract mobilisation	Period specified in the contract		Contract officer / manager
Contract commencement date	As specified in the contract		Contract officer / manager
Contract signature	As soon after award as possible		Contract officer / manager with Legal Services
Contract review meetings	Frequency specified in the contract		Contract officer / manager (with support if required)
Performance reporting (noting new requirements for high value contracts under PA23).	Frequency specified in the contract		Supplier (external) / Contract Officer (internal)
Plan new contract (re-) tender	Depending on size, value and complexity, well in advance of the expiry of the current contract		Contract officer / manager with Procurement and Legal Services

Exit Actions	As appropriate for the end of the contract		Contract officer / manager

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Spelthorne Borough Council
Procurement Policies & Procedures

05_ Tender Process for 'below-threshold' contracts (including Reserving Contracts)

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Author	
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05_ Tender Process for 'below-threshold' contracts (including Reserving Contracts)

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1. Introduction

The Contract Standing Orders (CSOs), the Council's Financial Regulations applicable to the procurement of works, goods and services, specify the procurement processes to be followed for specific procurement values.

Whilst lower value procurements may be carried out by just obtaining a price in advance with a Request for Quote (RFQ), larger value, more complex and strategic procurements require a full procurement tender process, compliant with the Procurement Act 2023 (PA23) where the procurements thresholds apply.

Projects classed as key decisions and those subject to PA23 must be entered on to the Forward Plan in advance.

2. Purpose

Under PA23, specific arrangements also apply to 'below threshold' procurements (in addition to the stricter requirements of above the threshold).

A contract is defined as "below-threshold" if its estimated value is **below the financial thresholds** set out in the regulations. For local authorities in particular, this means most **smaller-value contracts** for goods, services, or works fall into this category. Management of below threshold contracts is considered further in section 4.

This procedure provides guidance to officers on the most appropriate procurement processes to be used. It provides templates to be used (where applicable).

3. Procurement Value thresholds

SBC Contract Standing Orders specify the following processes:

Value	Process
Up to £5k	Obtain a price in advance for the goods or services. (**Must be** sourced from a local provider unless this is not possible, and in such circumstances an exemption must be completed). See Reserving Contracts
£5k - £30k	Obtain a minimum of three written quotes in advance. Keep these on record.
Above £30k and up to threshold at which PA23 applies[1]	A full tender exercise must be undertaken, with support from Corporate Procurement.

Procurements with whole life contract value PA23 threshold or above	A fully compliant procurement must be undertaken. Corporate Procurement must be consulted and will support the process.

You must always ensure that you have an approved budget before proceeding to obtain quotes or tendering your requirement.

Details provided below refer to the process for sourcing your requirement from third parties / external suppliers.

4. Managing the tender process for 'below threshold' contracts

The general principles of PA23 still apply. Even for below-threshold contracts, authorities must act in line with the PA23 core objectives:

- Delivering value for money
- Maximising public benefit (social, economic, environmental)
- Sharing information to allow fair competition
- Acting with integrity

This means transparency and fairness are still expected, even if the process is simplified. A full tender notice is not required for most below-threshold procurements, but a "below-threshold transparency notice" must be published before awarding a contract, except where an exemption applies.

Publication is only required if the supplier is not already known; so, if a direct award is being made under an exemption, no notice is needed.

5. Reserving Contracts

Under PA23, as in PCR2015, authorities have **discretion** to "reserve" below-threshold contracts for:

- Suppliers located in a particular area (e.g. within the local authority boundary)
- SMEs and Voluntary, Community & Social Enterprises (VCSEs)

This can be particularly advantageous where SBC may wish to stimulate economic development within the Borough.

6. Considerations in Reserving a Contract

Officers should always consider the following when reserving a contract for specified sectors of the market. That:

- value for money is achieved
- the sector or market has been researched sufficiently to predict a good outcome
- risks are identified and mitigating actions in place, for example to prevent fraud

- an approved budget is available
- an appropriate form of contract is used
- suitable performance measures are in place to measure the outcome
- thorough supplier due diligence is carried out
- that the outcome of such a procurement is published on Find a Tender.

7. Direct Awards & Flexibility

PA23 allows direct award of below-threshold contracts without competition in many cases, particularly where there is a limited market or urgent need. However, if there is reasonable market interest, a proportionate competitive process should still be run.

8. Exemptions

Certain low-value contracts (e.g. for utilities or concessions) may be entirely exempt from the Act's requirements.

9. Obtaining a Quote

A template below threshold procurements is at Appendix A. This can be used for those procurements, which do not need to be supported by Corporate Procurement, i.e. those below £30k. You should also advise Corporate Procurement when undertaking below threshold procurements, as there may be a need to publish a 'below threshold transparency notice'

It is important to issue as much information as possible to the market in respect of your requirement. Wherever possible, and especially where certain specific criteria must be met, you should include a detailed Specification of Requirements. For example, include details of any technical, performance or quality requirements, or key dates which must be met. Environmental and / or Social Sustainability requirements should always be given the level of consideration appropriate to the project.

The template can be used for any project with a value up to £30k. Requests must be sent to a minimum of three suitable providers, and ideally a minimum of three quotes received. In some circumstances, where few providers exist in the market, there may be fewer than three returns. In such circumstances, providing that value for money can be demonstrated, a compliant quote may be accepted.

Note that you will need to contact Legal Services for support in developing a contract for any procurements valued at £5k or above.

QUOTE FOR BELOW THRESHOLD PROCUREMENT

[NAME OF REQUIREMENT]

1. BACKGROUND

[Insert high level details here of the Council and why the project team is now requesting quotes].

2. SPECIFICATION

Enter here the details of your requirement, as below:

- Services / goods description
- Works description (consult with FM/Assets/Procurement if a Works project)
- Timescales – when is this need and for how long
- Required standards of performance – KPIs, specific technical requirements, etc.

3. INSTRUCTIONS FOR RETURNING YOUR COMPLETED RESPONSE

[insert your email address if the project is under £40k, otherwise this will need to go through Corporate Procurement]
Return your response no later than [DATE].
Responses must include:

- Responses to all Method Statement Questions;
- Additional technical information / Methods of Work etc.
- Pricing

4. QUESTIONS TO BE COMPLETED BY SUPPLIER

QUESTION	WEIGHTING (%)	SUPPLIER RESPONSE

Scoring matrix

0	Response fails to meet requirements / no proposal to the requirement is given
1	Response significantly fails to meet the requirements, or contains significant shortcomings
2	Response falls short of achieving expected standard in a number of identifiable respects
3	Proposal meets the most requirements but is lacking or inconsistent in others
4	Requirement is fully met in all respects
5	Requirement is fully met and exceeded in some or all of the major requirements

5. PRICING SCHEDULE (amend as required)

Description	Price (A)	Quantity (B)	Total Price A*B)
TOTAL PRICE			

Price quoted is available for ….. days

Discounts:

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Spelthorne Borough Council
Procurement Policies & Procedures

06_Supplier Due Diligence Checklist

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Author	
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Supplier Due Diligence Checklist

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1. Introduction

The Council procures works, goods and services from a wide range of suppliers, and relies on the supplier to be financially solvent for the duration of the contract, to comply with its legal and commercial obligations as a trading company and to be a reputable organisation with which the Council is happy to be associated.

To ensure that suppliers can deliver the contract to the standard and quality required, and throughout the whole life of the contract, it is important to carry out effective supplier due diligence not only as part of the tender process, but during the contract term.

2. Purpose

This procedure provides guidance to officers who manage, or who are about to embark on managing, a contractual relationship with supplier(s), to provide assurance of supplier reliability.

The procedure details when due diligence needs to be carried out, and the scope of the due diligence check to be undertaken. A due diligence checklist is at Appendix A.

3. When to carry out Due Diligence

The financial health of a supplier should be checked at a number of stages:

- At tender stage, when the supplier submits their corporate information as part of their tender
- Prior to finalising the contract if this is a significant amount of time (6 months or more) after the tender submission

- At appropriate intervals during the contract, but a minimum of every six months is suggested if the supplier is providing a higher value (over the PCR threshold), complex or strategic contract.

4. Scope of the Due Diligence Check

The Supplier Information Questionnaire (SIQ), used as the basis for shortlisting suppliers during a formal, above threshold procurement process, provides a good template for conducting supplier due diligence both during the tender process and - in short form - during the life of the contract.

The SIQ covers the following key areas to consider:

- **Supplier Information**: such as trading name; company number; registration address; trading status (e.g. limited company), etc.
- **Grounds for Mandatory Exclusion**: Involvement in fraud, corruption, terrorist events, money laundering, modern slavery, etc. (also see below)
- **Grounds for Discretionary Exclusion**: breach of social, environmental or labour laws, significant underperformance of a public contract, etc. (also see below)
- **Evidence of Economic or Financial Standing:** two years' audited accounts, or other financial documents which demonstrate financial standing, etc.
- **Confirmation of suitable levels of Insurance:** as appropriate for the value and risk associated with the contract.
-

NOTE: Under the Procurement Act 2023 there is provision to exclude suppliers from bidding on public contracts because of certain disqualifying behaviours. This is referred to as debarment.

The Cabinet Office has created a central debarment list Cabinet Office, which records suppliers (or connected/associated persons) who are barred from participating in public procurement for a period of up to five years.

Mandatory exclusions: If a supplier meets certain serious criteria—like cartel activity, criminal convictions, or other misconduct—they *must* be placed on the debarment list if the issue is ongoing or likely to recur
Discretionary exclusions: In other cases, the supplier *may* be debarred—but contracting authorities may still allow them to bid, provided they have good reasons to do so.

Corporate Procurement will check the Debarment list to verify whether suppliers must or could be exclude.

The SIQ will be used during the tender process. A short form of the SIQ will be used during the contract life to periodically check the supplier's status, including the debarment status. This can be found at Appendix A: Due Diligence Checklist.

Officers responsible for the management or administration of a contract are advised to conduct checks in accordance with the guidelines below:

Contract characteristics	Example	Frequency
High value, complex potentially high risk	Construction contract; Meals on Wheels	Start of contract; every 6 months thereafter
Medium value, lower risk	Cleaning contract; maintenance contracts	Annually
Low value, low risk	Stationery	Start of contract, not required thereafter

DUE DILIGENCE CHECKLIST

Supplier Information

Please complete the following in full:	
Contact name	
Supplier full trading name	
Registered office address	
Trading status (e.g. limited company, sole trader etc).	
Company registration number	
Registered VAT number	
Are you a Small, Medium or Micro Enterprise (SME)?	Yes ☐ No ☐
Name of immediate parent company, if applicable	
Role in organisation	
Telephone number	
Email address	
Signature (electronic is acceptable)	
Date	

Grounds for Mandatory Exclusion (also check Debarment list)

Please answer the following questions in full. Please indicate if, within the past five years you or your organisation have been convicted anywhere in the world of any of the offences within the summary below:	
Participation in a criminal organisation	Yes ☐ If yes, please provide details No ☐
Corruption	Yes ☐ If yes, please provide details No ☐
Fraud	Yes ☐ If yes, please provide details No ☐
Terrorist offences or offences linked to terrorist activities	Yes ☐ If yes, please provide details No ☐
Money laundering or terrorist financing	Yes ☐ If yes, please provide details No ☐
Appear on the UK Sanctions List	Yes ☐ If yes, please provide details No ☐
Child labour, Modern Slavery and / or other forms of trafficking in human beings	Yes ☐ If yes, please provide details No ☐

Grounds for Discretionary Exclusion (also check Debarment list)

Please indicate if, within the past three years, anywhere in the world any of the following situations have applied to you or your organisation:	
Breach of environmental obligations	Yes ☐ If yes, please provide details No ☐
Breach of social obligations (e.g. not delivered full social value as tendered within a contract)	Yes ☐ If yes, please provide details No ☐
Breach of labour law obligations	Yes ☐ If yes, please provide details No ☐
Breach of cyber security	Yes ☐ If yes, please provide details No ☐
Bankrupt or the subject of insolvency or winding-up proceedings, the organisation's assets being administered by a liquidator or by the court, has an arrangement with creditors, where business activities are suspended or similar?	Yes ☐ If yes, please provide details No ☐
Guilty of grave professional misconduct?	Yes ☐ If yes, please provide details No ☐
Entered into agreements with other economic operators aimed at distorting competition?	Yes ☐ If yes, please provide details No ☐
Shown significant or persistent deficiencies in the performance of a substantive requirement under a prior public or other contract, including a concession contract, which led to early termination of that prior contract, damages or other comparable sanctions?	Yes ☐ If yes, please provide details No ☐

Economic & Financial Standing

Are you able to provide a copy of your audited accounts for the last two years, if requested, or a minimum of one of the following:	
(a) A statement of the turnover, Profit and Loss Account/Income Statement, Balance Sheet/Statement of Financial Position and Statement of Cash Flow for the most recent year of trading for this organisation; (b) A statement of the cash flow forecast for the current year and a bank letter outlining the current cash and credit position. (c) Alternative means of demonstrating financial status if any of the above are not available (e.g. forecast of turnover for the current year and a statement of funding provided by the owners and/or the bank	Yes ☐ No ☐
Note: Advice must be sought from the Finance Team to assess any financial documents provided by the Supplier.	

Insurance

Please confirm the levels of insurance cover you have, as below:
Employer's (Compulsory) Liability Insurance = £ Public Liability Insurance = £ Professional Indemnity Insurance = £ Product Liability Insurance = £TBC *It is a legal requirement that all companies hold Employer's (Compulsory) Liability Insurance of £5 million as a minimum (not applicable to Sole Traders)

Spelthorne Borough Council
Procurement Policies & Procedures

07_Managing Risk in Procurement Projects

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7.	Summary	……4
8.	References to other SBC Policies	……4

1. Introduction: What is Risk Management?

A 'Risk' is the chance of something happening that will have an impact on the delivery of objectives. Risks can have a positive or negative impact.

Risk Management is the process of identifying and anticipating individual risk events and overall risk and putting in place effective measures for preventing and / or managing them.

Risk is measured in terms of the potential impact of an event and the likelihood of it happening. Whilst the comprehensive management of risk is critical across an organisation, this procedure focuses on the risks associated with a Procurement project.

2. Purpose

The purpose of this procedure is to ensure that officers undertaking a procurement project carefully and fully consider the specific procurement risks associated with the project, and to provide guidance and support where required from the Corporate Procurement team.

3. Procurement Risks

Procurement of works, goods and services exposes the organisation to risk. Procurement in SBC is devolved across the organisation – that is, unless required to do so by the Contract Standing Orders[1], officers are not required to seek support from Corporate Procurement. This Procedure is therefore designed to provide guidance for smaller projects undertaken without

[1] CSOs stipulate that Procurement must be consulted where the project value will exceed £30k.

Corporate Procurement support, as well as for larger projects which may have greater risk associated with them.

The Procurement policies and procedures developed by Corporate Procurement have been developed to support the management of risk.

Some of the consequences of not managing procurement risk effectively include the following:

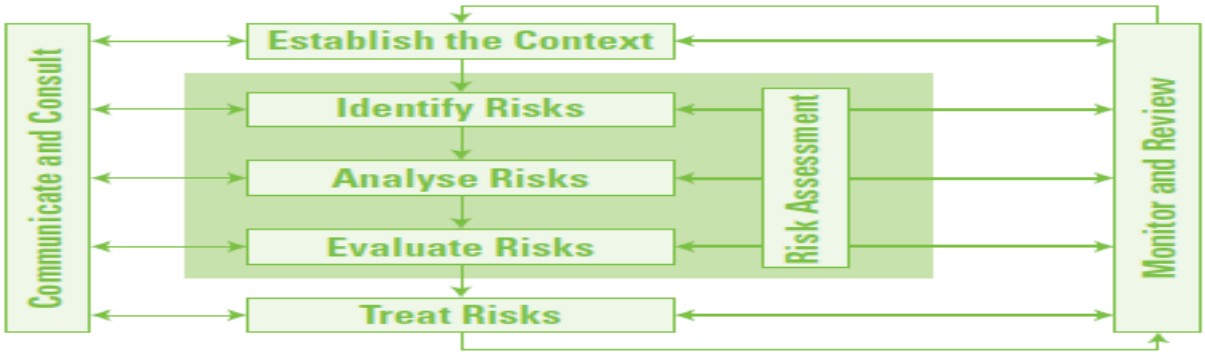
Type of risk	Consequence
• Delays in project delivery	leading to cost increases, or gaps in contract provision
• Disruption to the supply of essential goods and services	leading to cost increase and impacting service provided to the community
• Risk of challenge from the supply market	leading to reputational damage, project delays, etc.
• Damage to our relationship with strategic suppliers	leading to less collaboration and a reluctance from suppliers to 'go the extra mile'
• Failure in corporate governance controls	leading to poor audit recommendations

The key benefits of effective procurement risk management can be summarised as:

- Enabling better procurement decisions which achieve the required financial outcomes (managing cost);
- Improved delivery of the intended project outcomes (managing cost, time and quality);
- Improved supplier relationships, social value and supply chain sustainability (managing added value, and community benefits).

4. Risk Management Process

The diagram below shows the steps required for the management of all risks and has an effective application for procurement projects. It also demonstrates the requirement for the continuous review of risk throughout the life of the project, not just at the start.



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The form at Appendix A will help to work through the process above. Details are provided below about each step:

Context – In considering the context for the management of Procurement risks, think about SBC's corporate priorities and how this project will contribute to their delivery, or prevent the priorities being delivered. Think also about any internal and external stakeholder requirements, such as, for example value for money (financial); environmental impact (sustainability); and improved services for the community (social value);

Identifying Procurement Risks – simple, low value procurements will not require the same degree of formal risk identification that is required for larger, strategic or complex procurement projects. However, due consideration must be given to the skills required and the specialist capability available, the supply market, and the procurement process and any factors for consideration such as time, governance and cost management. For larger projects, Corporate Procurement will need to provide support, and in some cases, resources may need to be brought in, e.g. where there is insufficient technical capability to write a specification.

There are some broad risk categories which should always be considered at this stage:

- Internal governance – what approval process is required before you proceed with the project and what are the risks of non-compliance? Have all requirements been met?
- Legal – what regulations apply to the procurement of the project? For example, consider procurement law; TUPE etc. What kind of contract may be required and what risks are associated?
- Relationship or Social – how will your project affect the immediate local and wider communities? Is there an incumbent provider who needs to be managed carefully during the procurement process?
- Environmental – what are the environmental risks associated with the project? Is an Environmental Impact Assessment needed?
- Political / Reputational risks – for example, what damage might be done to the Council's reputation if the project fails, or does the success of the project imply that there may be some political fallout; for example, procuring a parking charging system, which will need careful management.
- Economic – is there any investment required and what is the payback period? What are the implications of failing to complete the project within budget?

Assessing Risk – requires the project team to Analyse and Evaluate the risks which have been identified. The Analysis considers the likelihood of the risk occurring, the impact the risk would have, and the effectiveness of any mitigation measures in place (controls;(refer to the Spelthorne Risk Evaluation Methodology).

The risk Analysis should be a quantitative assessment, supplemented by any necessary narrative to describe the score. For Procurement projects, risks are generally associated with cost, quality, acceptability of supply, and time. Once the Analysis has been carried out, the Evaluation process will then consider, prioritise and develop actions for managing the risks to an agreed acceptable level.

Treatment of Procurement Risks – the Procurement project team will need to consider whether the risks can be:

- avoided;
- transferred or shared;
- reduced by appropriate actions and processes.

A risk may be avoided altogether by finding an alternative way of doing things. For example, if there is insufficient time to procure a high value project without failing to comply with Procurement regulations (risks = challenge by disgruntled suppliers for not offering the opportunity; failure when internally audited, etc.)

Transferring risks to a supplier will inevitably incur costs; sharing those risks will reduce the cost. The amount of risk that is to be transferred can depend on several factors: skills of officers to do the work in-house; budget available; how well the risk can be identified, etc. Some risks cannot be completely transferred.

Please refer to Procurement for further support. A fundamental principle of risk transfer is that it should be allocated to the party in the best position to control it.

5. Procurement Risk Management lifecycle

Procurement Risk Management is a key part of the Procurement project initiation and should be carried out throughout all stages of the procurement, led by the project manager or their designated responsible person.

6. Support from Corporate Procurement

For larger projects, Corporate Procurement should be an active participant in the management of risk. Corporate Procurement will provide support in identifying process, commercial and legal (procurement) risks and provide an overview which also benefits from the wider, ‘helicopter’ view of the Corporate Procurement Plan.

7. Summary

This procedure proposes a full consideration of the risks associated with carrying out a procurement project. It proposes a systematic approach to the identification of procurement and / or commercial risk, and assessing and managing these to an acceptable level to achieve the procurement project objectives.

Appendix A – Working through the Risk management process

Establish the Context	• How does the objective of this project contribute to the wider objectives of a) your Group and b) SBC as a whole? • Are project team members all aware of the objectives, and fully on board to help deliver? • Is there a Project sponsor?
Identify Risks	• Have you identified the project risks in a Risk Register?
Analyse Risks	• Do you know what kind of risk these are – e.g. financial, reputational, strategic, etc.?
Evaluate Risks	• Have you worked through the risks to understand the likelihood and impact?
Treat Risks	• What measures have you put in place to mitigate the risks (to reduce the likelihood and / or impact)?
Monitor and review	• Have you put in place a process for regularly reviewing and discussing risks with the project team? • Do you need to report on the risk management process at a Committee?

Spelthorne Borough Council
Procurement Policies & Procedures

08_Drafting a Specification

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2.	Purpose	
3	Types of Specification	
4..	Specification template	
5.	Content of the Specification	
6.	Summary	
7.	Reference to other SBC Policies	

1. Introduction: What is a Specification?

A Specification is a set of documented requirements which, in the sense of a procurement project, will be issued to the supply market to ensure that the procured goods, services or works are fit for purpose, and offer the required quality at the most reasonable cost. A Specification may also include technical or qualitative standards, depending on the object of the Specification.

2. Purpose

The purpose of this procedure is to ensure that officers undertaking a procurement project fully consider their requirements and include these in their project Specification. This will ensure that the required outputs and outcomes are delivered. The Specification will be referenced in all other tender documents and will be used to drive performance and develop key performance indicators by which the contractor's contract delivery will be measured. It will generally be included as part of the contract documentation.

3. Types of Specification

In terms of describing the requirements to be achieved from a procurement process, there are generally three types of Specification: input Specification; output (or standards) Specification; and outcome Specification, as described below:

INPUT SPECIFICATION: An input Specification includes very clear inputs, ideas or descriptions proposed as a requirement for the goods, works or services.

An example of this would be a grounds maintenance contract which specifies that the contractor will cut the grass every week of the year.

Advantages of an input Specification such as this are that it is easy to monitor performance, and check that the requirement is being fulfilled. An obvious disadvantage in

this case is that it is an over-specification for many times of the year, e.g. in winter when the grass will not need cutting at all, but the contractor may be in breach of the contract by not fulfilling the requirement. Almost certainly, the cost of this contract would be overstated.

Input specifications are most appropriate where there is a requirement for repeated and consistent standards over the whole length of the contract, and where that standard can be specified to its lowest need (e.g. fortnightly, instead of weekly) to prevent over-costing.

OUTPUT SPECIFICATION: An output Specification describes a standard that must be achieved at all times, or at a certain percentage of times. An example of an output specification, in the grounds maintenance contract as above, would be to state that the grass must at all times have a neat and uniform cut of grass, consistent with the purpose for which the grass will be used, and that the edges will be trimmed and borders edged. The Specification may include a reference to an estimated number of cuts, per season, whilst noting that it is the contractor's responsibility to achieve the standard expected, rather than fulfil the number of cuts.

OUTCOME SPECIFICATION: Outcome Specifications describe what the contract must *achieve*. These are used less frequently, as it can be difficult to attribute the achievements to the contract actions alone; other factors may contribute to the outcome. As an example, the Council may wish to achieve healthier communities and believes that better maintained open spaces may encourage residents to spend time relaxing and exercising outdoors. A step towards the better open space may be that the grass is well cut. Whilst the grounds maintenance contractor has no influence over the *outcome* (healthier communities), they can ensure that the open space is well maintained (by keeping the grass neat and uniform).

Input and Output specifications are more typically used.

4. Specification template

The Specification template at Appendix A should be used for all projects over £40k, where Corporate Procurement support is required. The template may also be used for lower value projects and can be adapted in a shorter version if this seems excessive for a lower value need.

5. Content of the Specification

The more detailed the content that can be provided within the Specification, the clearer the requirement will be to the market, and the greater the opportunity for fulfilling the requirement.

However, officers should avoid over specifying the need, which would inevitably result in higher costs associated with the contract delivery.

The Specification should identify those aspects of the contract which are essential, those which are desirable, and those which, in some cases, must not be included. For example, in an IT contract, it may be essential that data is stored in the UK and mainland Europe, desirable that it is only within the UK, and / or must not be stored outside of the EU to meet the requirements of GDPR.

Officers should be clear to specify not only the quality of the requirement, but the length of time the contract will be required, the personnel who will be required (and for the duration of the contract), the skills and capabilities that the provider will be expected to have. Social value which the contract must deliver and any technical or quality standards (e.g. ISO accreditation) that you will need the contractor to demonstrate should also be included.

If in doubt, seek help from Corporate Procurement. **Summary**

This Procedure provides guidance on developing a Specification of requirements prior to tendering. The Procedure acknowledges that the Specification is a key document used to inform the market of the need, drive the performance of the contractor, and is included as part of the contract document.

It is important to use the right type of specification – input, output or outcome – to achieve the best value contract possible.

It is important to highlight any critical aspects of your requirement which must be included as well as those which must not.

Specification of Requirements

[INSERT NAME OF PROJECT HERE]

This template is to be used for drafting a Specification of Requirements for the procurement of goods and / or services.

CONTENTS

1. **INTRODUCTION**
2. **BACKGROUND TO THE PROJECT**
3. **SCOPE OF THE CONTRACT**
4. **DETAILED REQUIREMENTS**
5. **ENVIRONMENT & SUSTAINABILITY**
6. **CONTRACT MANAGEMENT & REVIEW**
7. **GENERAL DATA PROTECTION, EQUALITY IMPACT ASSESSMENT AND PRIVACY IMPACT ASSESSMENT**

Appendix 1 – Changes that can occur during the lifetime of a contract.

1. Introduction

[This section should provide an overview of the Authority and the procuring Department, its function and remit]

2. Background

[This section provides background information in respect of the requirements. Details of the business objectives to be delivered by the goods or services should be included]

3. Scope of the Contract

[Cover broad details of what is included and what is excluded. This will enable full pricing and resource planning by the tenderer. The more detailed this is, the less the risk of the tenderer guessing, or pricing for unknowns]

4. Detailed Requirements

[Include in this section the detailed requirements that the tenderer is required to meet: delivery location for the goods or services; timescales (when required); quantity; quality expected; technical specification; resources and reporting structures; business continuity plans; etc)

Consider whether the Specification will define outcomes, outputs or inputs]

4.1 Mandatory Requirements

[Some requirements may be mandatory – i.e. essential to the contract - and this section should clearly detail any such requirements.

Please seek advice from Corporate Procurement to ensure that you do not discriminate against some sectors of the market who cannot meet these requirements]

4 .2 Functional Requirements

[These requirements define the task or desired result by focusing on <u>what</u> is to be achieved, rather than by describing the way it is to be achieved.

This requires tenderers to use their skills to develop smart, creative solutions.

Specifying requirements in terms of outputs or functions gives potential tenderers the opportunity to propose innovative, creative solutions (evaluation model which will set out the criteria by which all tender responses will be assessed.

The outputs should also be clearly linked to the payment schedule]

4.3 Performance Requirements

[These requirements detail the performance required of the solution by setting out details of inputs and outputs. Include KPIs here.

Example performance measures are:

- standards – compliance with/performance to the relevant European Standards (or equivalent)
- throughput – the volume of inputs that can be handled within a specified time;
- accuracy – the number of outputs that are error free (usually expressed as a percentage);
- availability – the time the solution available as a percentage of the time it is supposed to be able to be used.

4.4 Exit Strategy

[Consideration should be given to whether an exit strategy is required for when the contract comes to an end and a new contractor is appointed. This will be particularly relevant if data is held by the contractor]

5. Environment & Sustainability

5.1 Environmental

[Consider the impact that this may have on the environment. What measures do you need to take / does the supplier need to take to minimise environmental impact? Do you need to include specific environmental standards such as FSC ® timber? Does the supplier have an environmental policy in place? How will any materials be disposed of? Can any materials be upcycled?]

5.2 Economic

[What economic factors have been taken into consideration? Have you considered the best use of resources to achieve the desired outcomes? Is the opportunity likely to be attractive to local and small and medium enterprises, and if not can it be enhanced to include such providers?]

5.3 Social

[Have you considered what Social Value might be delivered through this requirement? How will it be measured, and how does it meet our corporate policies?]

6. Contract Management and Review

[Contract Management arrangements should be outlined. The supplier may need to resource this and will need to cover the cost of this. Detail the type and frequency of contract information the bidder will be expected to provide.]

7. General Data Protection Regulation (GDPR), and Privacy Impact Assessments (PIA)

[You will need to provide details to bidders of the type of obligations they may face under the above. Discuss with the GDPR team if unclear].

8. Contract Period

[Include details of the contract main term, and any desired extension periods. The contract period should be designed to achieve the maximum return on investment.

Optional extensions for recurring contracts can be included where there are uncertainties in funding and consider the contract performance before extending.

Discuss with Corporate Procurement if uncertain]

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Spelthorne Borough Council
Procurement Policies & Procedures

09_Exemption Requests & Exemption Reporting

Version	v 3.0
Author	
Date Drafted	1 August 2025
Date Approved	
Review Date	August 2028

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1. Introduction & Background

The Contract Standing Orders (CSOs), the Council's Financial Regulations applicable to the procurement of works, goods and services, specify the procurement processes to be followed for specific procurement values.

Whilst these should be adhered to as a standard, there may be cause for an Exemption Request to be raised if the requestor is unable to follow the procurement process that has been set out in the CSOs.

2. Purpose

This Procedure provides guidance for officers wishing to follow an exemption route, and when an Exemption Request needs to be raised. It details the information needed to be included, and provides templates to be used as appropriate for the value of the exemption being sought.

3. Procedure

SBC Contract Standing Orders specify the following processes, and with respect to the Procurement Act 2023 (PA23):

Value	Process
Up to £5k	Obtain a price in advance for the goods or services. (**Must be** sourced from a local provider unless this is not possible, and in such circumstances an exemption must be completed).
£5k - £30k (incl. VAT)	Obtain a minimum of three written quotes in advance. Keep these on record
Above £30k (incl. VAT) and up to threshold at which PA23 applies[1]	A full tender exercise must be undertaken, with support from Corporate Procurement.
Procurements with contract value at PA23 threshold or above	A fully compliant public contracts procurement must be undertaken. Corporate Procurement must be consulted and will undertake the process.

Note that any proposed expenditure over the value of the PA23 threshold, or indeed approaching this value if there is a possibility that the whole life contract may exceed the threshold, cannot be waived, and must follow the appropriate compliant procurement process.

If for a validated reason these procedures cannot be followed, an Exemption Request must be completed, with approval and sign off gained, in line with the CSOs Approval to Award Contract as follows:

Value	Approval to Award Contract
Up to £5k	No further approval required
£5k - £30k (incl. VAT)	Group Head
Above £30k and up to threshold at which the PA23 applies[2]	Deputy Chief Exec or Service Committee (where the requirement is strategic / critical)

Note that if the value is at or above the PA23 threshold, an exemption cannot be given. The Regulations must be adhered to.

[1] Check with Corporate Procurement the thresholds that apply within the life of this Procedure.

[2]

Officers must always ensure that there is an approved budget before proceeding to obtain an Exemption approval

There are 2 template forms available of the Exemption Request, one for spend between £5,000 and £30,000 and one for spend between £30,000 – PA23.

Details are provided below for the information that needs to be included in each section of the Exemption Request form. When the form is completed, it must be sent to Procurement to review and approve before it is sent to the relevant person/s for sign off.

- **PURPOSE** – This section needs to be updated with the proposed contract spend for the whole life value of the contract. Whole life value refers to the total spend of your project. For example, this might be a one-off payment of £50k, or may be an annual spend of £15k per annum of 4 years (=£60k), etc.

- **WAIVER REQUIREMENT** – This section needs to cover details of what the requirement is and why the relevant appropriate procurement route cannot be followed. The requirement details should include:
  - Services / goods / works description
  - Background of the requirement, why it is necessary what work was done to try and meet the CSOs and/or why the CSOs could not be followed
  - Timescales: when is this needed and for how long
  - Breakdown of costs and the durations they cover

- **SUPPLIER DETAILS** – All information in this section needs to be completed

- **COSTS** – All chargeable costs for the requirement need to be included here, stated as total annual cost and total contract commitment (whole life); both to be stated excl. VAT.

- **REASON FOR REQUEST TO WAIVE CONTRACT STANDING ORDERS** – Select the most appropriate reason from the list and include as much information as possible as to why the exemption request has been raised.

- **VALUE FOR MONEY TEST** – Value for money should take into consideration the cost, quality and benefits that the provider offers to meet the Council's requirements.

  - **How has value for money been tested? (e.g. last cost paid, other supplier costings obtained, etc.)** This section should include details of any previous costs as a comparison and any variations noted and explained. Any market sounding or quotes for the requirement should be provided. Include any merits of the selected supplier.

  - **What measures will be implemented to ensure that a waiver of this type will not be requested again?** Provide details here of the steps that will be taken to avoid an Exemption Request in the future.

The completed form then needs to be sent to Corporate Procurement for comment before it is sent for appropriate approval. When the form is signed by all relevant parties, the final signed version needs to be sent to Corporate Procurement for their records.

Corporate Procurement will report all Exemptions to the Procurement Board.

Request for an Exemption of Contract Standing Orders for Procurement

1. PURPOSE

This form must be used to request authority to waive Contract Standing Orders for the procurement of works, goods and services and/or where a single tender procurement is proposed. The Financial Regulations state the following processes to be followed against the proposed spend of **£……:**

(Spend between £5,000 and £30,000 (incl. VAT) requires a **minimum of three written quotes to be obtained and retained on file*)***

2. WAIVER REQUIREMENT

Requestor Name:
Department:

In accordance with SBC's CSO's, I request a waiver of the requirement to carry out a competitive tender for the services as below:

[INSERT DETAILS]

3. SUPPLIER DETAILS

Supplier Contact details
Contact:
Supplier Name:
Supplier Address:

T:
E:
Web:

Bank details:
Sort Code:
Account Number:

4. COSTS

Total annual cost (excluding VAT):	**£**
Total contract commitment (excluding VAT):	**£**

5. REASON FOR REQUEST TO WAIVE CONTRACT STANDING ORDERS
(Provide as much information as possible)

Reason for Waiver
Urgent requirement / not planned
Compatible with existing equipment
Only available from single supplier
No other equipment meets specification requirement
Other (please detail)

6. VALUE FOR MONEY TEST

How has value for money been tested? (e.g. last cost paid, other supplier costings obtained, etc.)

What measures will be implemented to ensure that a waiver of this type will not be requested again?

6. GROUP HEAD SIGNOFF

I hereby confirm that I support this Exemption and to the proposed steps to prevent further need for further Exemptions of the same nature.

Group Head:			
Signed:		**Date:**	

7. APPROVAL OF WAIVER

This waiver has been approved by the Chief Finance Officer

CFO / DCEX approval:			
Signed:		**Date:**	

This Exemption Request will be logged in the Exemption Register and given a reference number. The Exemption Register will be reviewed on a quarterly basis by the Chief Accountant.

8: SUBMISSION OF APPROVED EXEMPTION REQUEST

A signed copy of this authorisation **must be logged with Procurement.**

Appendix B – Exemption Request Template £30,000 Incl. VAT – PA23 threshold

SPELTHORNE
MEANS BUSINESS

Request for an Exemption of Contract Standing Orders for Procurement

2. PURPOSE

This form must be used to request authority to waive Contract Standing Orders for the procurement of works, goods and services and/or where a single tender procurement is proposed. The Financial Regulations state the following processes to be followed against the proposed spend of **£……:**

(Spend between £30,000 (incl. VAT) - PA23 threshold requires a tender with a min of tenderers invited)

2. WAIVER REQUIREMENT

Requestor Name:
Department:

In accordance with SBC's CSO's, I request a waiver of the requirement to carry out a competitive tender for the services as below:

[INSERT DETAILS]

3. SUPPLIER DETAILS

Supplier Contact details
Contact:
Supplier Name:
Supplier Address:

T:
E:
Web:

Bank details:
Sort Code:
Account Number:

4. COSTS

Total annual cost (excluding VAT):	**£**
Total contract commitment (excluding VAT):	**£**

5. REASON FOR REQUEST TO WAIVE CONTRACT STANDING ORDERS (Provide as much information as possible)

Reason for Waiver
Urgent requirement / not planned
Compatible with existing equipment
Only available from single supplier
No other equipment meets specification requirement
Other (please detail)

6. VALUE FOR MONEY TEST

How has value for money been tested? (e.g. last cost paid, other supplier costings obtained, etc.)

What measures will be implemented to ensure that a waiver of this type will not be requested again?

6. GROUP HEAD SIGNOFF

I hereby confirm that I support this Exemption and to the proposed steps to prevent further need for further Exemptions of the same nature.

Group Head:			
Signed:		**Date:**	

7. APPROVAL OF WAIVER

This waiver has been approved by the Chief Finance Officer

CFO / DCEX approval:			
Signed:		**Date:**	

This Exemption Request will be logged in the Exemption Register and given a reference number. The Exemption Register will be reviewed on a quarterly basis by the Chief Accountant.

8: SUBMISSION OF APPROVED EXEMPTION REQUEST

A signed copy of this authorisation **must be logged with Corporate Procurement.**

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SPELTHORNE BOROUGH COUNCIL

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	**N**	
Commissioner engagement (if report focused on issues of concern to Commissioners such as Finance, Assets etc)	**Y**	
Relevant Group Head review	**Y**	
MAT+ review (to have been circulated **at least 5 working days before Stage 2**)	**Y**	
This item is on the Forward Plan for the relevant committee		
	Reviewed by	
Finance comments	**O. Owolabi**	**29/09/25**
Risk comments	**LH**	**29/09/25**
Legal comments	**LH**	**29/09/25**
HR comments (if applicable)	**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**	**L. Heron**	**29/09/25**
S151 Officer commentary – at least **5 working days before MAT**	**T. Collier**	**24/9/25**
Confirm final report cleared by MAT		

Corporate Policy and Resources Committee

13 October 2025

Title	Procurement support from Runnymede Borough Council
Purpose of the report	To make a decision
Report Author	Linda Heron, Group Head Corporate Governance
Ward(s) Affected	All Wards
Exempt	No
Exemption Reason	N/A
Corporate Priority	Services
Recommendations	**Committee is asked to:** 1. Agree in principle to enter into a relevant agreement to support Phase 1 of the proposal set out in Appendix A; 2. Delegate authority to the Group Head Corporate Governance and S151 officer, in consultation with the Chair and Vice Chair of the Corporate Policy and Resources Committee, to finalise the details of the proposal; and 3. Delegate authority to the Group Head Corporate Governance to enter into the agreement and all ancillary documentation relating to Phase 1 of the proposal set out in Appendix A.
Reason for Recommendation	To support procurement function within the Council and to address recommendations in the internal and external reviews.

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 requires to improve its procurement function	• The Council must consider and implement ways of improving its procurement function
This is what we want to do about it	**These are the next steps**

• Progress the proposed joint working arrangement with Runnymede Borough Council	• Consider the proposal from Runnymede Borough Council • Agree proposals in relation to Phase 1

2. Key issues

2.1 The Council's permanent Corporate Procurement Manager resigned in June 2025, and for operational expediency a decision was made not to fill the role but seek external support. Consequently, the Council approached Runnymede Borough Council ("RBC"). An initial meeting was held to understand the background and discuss possible opportunities for support from RBC in the delivery of our procurement function. Initially the scope was limited to the assistance with building procurement knowledge within the Council and with the provision of training for staff to develop a devolved model of procurement.

2.2 Following this meeting and further conversations, RBC have put forward a 2-phase proposal, where Phase 1 envisages alignment of policies and processes, including the actions required to deliver a devolved model. Phase 2 envisages move to RBC providing an overall lead on a full service delivery model from April 2026.

2.3 Progressing to Phase 2 would require further approval which would be agreed by both parties. Based on the current timetable, preparation for this phase would take place between January and March 2026.

2.4 In all scenarios following Local Government Reorganisation (LGR), the Council and RBC will be in the same unitary authority. Therefore, it would be prudent to take this opportunity to align processes at this early stage.

2.5 The procurement team at the Council is 3 FTE and currently carries one vacancy (Corporate Procurement Manager). The majority of staff at the Council rely on the Procurement Team for operational support with procurement projects and activities. The Procurement Team does not have sufficient capacity to meet the demand due to the volume of requests.

2.6 The current model is not sustainable, and decisive steps must be taken to move to a devolved model, where the Procurement Team would be providing templates, tools, and support for staff to undertake their own procurement activities up to a certain limit, focussing on higher value and more complex procurement projects. To achieve a functioning and safe devolved model of procurement a series of comprehensive and detailed training exercises will be required.

2.7 RBC Head of Procurement has delivered a significant body of work on updating contract standing orders, reviewing the contracts register, delivering staff training, improving internal documentation, simplifying processes and

undertaking spend analysis; currently a social value tool is being trialled with wider rollout to follow shortly.

2.8 As such, RBC are well placed to replicate similar work at the Council to build a devolved model of procurement. The groundwork, such as training materials and templates, have already been produced at RBC and should be relatively straightforward to roll out. The success of this exercise will be directly dependent on the support and buy-in from staff at the Council.

3. Options appraisal and proposal

3.1 Option 1 (recommended) – agree recommendations in this report.

3.1.1 Public sector procurement roles are traditionally hard to recruit, due to scarcity of experienced staff with the relevant skills, knowledge, or qualifications, making collaboration an attractive option. By sharing RBC resources, the Council will secure the necessary support to upskill staff across all departments during Phase 1.

3.1.2 In addition to the wider benefit of improving the resilience of the procurement function, this will also address action points in the internal and external reports and the Commercial theme of the emerging Improvement and Recovery Plan.

3.1.3 This option will also deliver alignment of processes ahead of Local Government Reorganisation, in particular it is anticipated that Spelthorne and RBC will end up in the same unitary combination regardless of which option is approved by Ministers.

3.2 Option 2 – the Committee may choose to propose their own recommendations.

Changes to the RBC proposal will require further discussions with RBC and another report to inform the Committee of the outcome; this will inevitably take time and as such reduce the available time for implementation and realisation of benefits before the LGR takes place.

3.3 Option 3 – the Committee may choose to reject the recommendations in the report and require alternative proposals.

Please see comments in para 3.2 above.

3.4 Option 4 – the Committee may choose to reject the recommendations in the report and not require alternative proposal, i.e. leave matters as they are now.

This option is not recommended as the Council must pro-actively address the action points and the recommendations in the various internal and external reports to improve the Council's procurement function.

4. Risk implications

4.1 Internal processes and procedures

Inevitably the two Authorities will have different procurement procedures, financial systems, contract management processes and constitutional arrangements. This can cause inefficiencies and may require additional input.

Mitigation: the proposal envisages review and streamlining of policies and procedures, regular check-in meetings to monitor progress and escalation procedure to resolve issues and concerns.

4.2 **Capacity**: RBC may face internal staffing challenges which may impact on the delivery of Phase 1.

Mitigation: monitor progress via regular check-in meetings, use the agreed escalation procedure to resolve issues and concerns.

4.3 **Change management**: The Council's staff and stakeholders may be reluctant to adopt the new processes.

Mitigation: early engagement, clear and effective communication, monitor and adapt as necessary.

4.4 **Cultural differences**: Potential clash of organisational cultures may impact collaboration and trust.

Mitigation: explore differences to build alignment, monitor and adapt as necessary.

4.5 **Loss or reduction of influence**: The Council may perceive a loss of control over one of its internal services through the diminished ability to shape procurement services.

Mitigation: develop Memorandum of Understanding / SLA which clearly addresses these points and accommodate priorities of each Authority, review, monitor performance and report as appropriate.

4.6 **Phase 2 agreement**: Authorities may not be able to agree a mutually acceptable operational scope of Phase 2; the project will end and the changes delivered during Phase 1 may not be effectively embedded due to limited support and resources.

Mitigation: consider early suitable exit arrangements and the required internal support and processes to ensure successful bedding in of the changes delivered in Phase 1.

5. Financial implications

5.1 Cost of changing e-tendering provider– currently there is no allocated budget, however it is likely that this aspect would be aligned with the transition toward a single procurement function under a new unitary.

5.2 Daily rate (£550 x 60 days over 6 months = £33,000) – current vacancy budget is not sufficient to cover this cost and the operational support from NHS Commercial Solutions that is required to sustain the Council's procurement activities. The savings for the vacant post would cover £25,000 of the cost.

6. Legal comments

6.1 The Council's procurement activities must comply with the relevant legislation and the Council's Constitution.

6.2 The Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012 and section 101(5) of the Local Government Act 1972 give powers to the Council to enter into joint arrangements with another local authority for the discharge of any of its functions.

6.3 Legal Services will assist in preparing and negotiating the form of the agreement for Phase 1 of the proposed arrangement with RBC.

Corporate implications

7. S151 Officer comments

7.1 The S151 Officer is supportive of addressing Procurement capacity within the Council which aligns with External Auditor and Best Value recommendations. The suggested approach is pragmatic and potentially aligns with the transition towards a new unitary. The vacancy saving covers 76% of the cost of the proposed arrangement, the balance of the cost could be treated as an unavoidable Improvement and Recovery Plan related expenditure.

8. Monitoring Officer comments

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

9. Procurement comments

9.1 The improvement required for the Council's procurement activities is documented in several external reviews. The proposed arrangement with RBC seeks to provide confidence that the necessary improvement can be achieved whilst delivering operational support to the Council's service departments. The current staffing levels are not in a position to support both workstreams without impact to one or both workstreams.

9.2 It is anticipated that the arrangement with RBC will run until LGR in April 2027; extrapolating the proposed figure of £33,000 per 6 months, the estimated value of the contract would stand at £99,000. This figure is below the threshold in the Procurement Act 2023 and therefore the provisions of the 2023 Act would not apply.

10. Equality and Diversity

10.1 No implications arising directly from this report.

11. Sustainability/Climate Change Implications

11.1 No implications arising directly from this report.

12. Other considerations

12.1 All relevant consideration are set out in this report and / or Appendix A.

13. Timetable for implementation

13.1 Please see Appendix A.

14. Contact

14.1 Linda Heron, Group Head Corporate Governance

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: Proposal from Runnymede Borough Council

Outline proposal for the provision of Procurement support from Runnymede Borough Council to Spelthorne Borough Council

Outline proposal for discussion / agreement
Date: 26th August 2025

Purpose:
To provide an outline scope of proposed working arrangements for the provision of Procurement Support from Runnymede Borough Council (RBC) to Spelthorne Borough Council (SBC), setting out a phased approach to integration of Procurement services, high level objectives of the proposal, and the key responsibilities of each party.

Background:
SBC contacted RBC in early June 2025 to explore joint working opportunities following the resignation of SBC's corporate procurement manager. An initial meeting was held to share information and discuss possible support on 3rd July (Attendees: Linda Heron, Group Head Corporate Governance and Monitoring Officer (SBC), Amanda Fahey, Assistant Chief Executive and s151 Officer (RBC) and Amy Gibson, Head of Procurement (RBC)).

Based on the conclusions arrived at during the meeting, a draft outline proposal was shared 8th July, to which comments were received 11th July. RBC staff commenced drafting of a fuller proposal during which time requirements were clarified that the end product of the collaboration would be to see RBC delivering the procurement function for SBC.

A further meeting was held (same attendees as above) to discuss the approach. A phased approach was considered which would allow for all the building blocks to be put in place to enable RBC to take on the procurement service for SBC. This would involve much of what was in the original proposal but with a move to full service provision once the prerequisites were in place, such as aligning contract standing orders (CSOs), upskilling buying managers to ensure decentralisation of procurement up to certain financial limits, standardisation of templates and procedures and provision of technical support to SBC's current procurement team.

In all scenarios, Spelthorne and Runnymede would lie within the same unitary under Local Government Reorganisation (LGR) so it makes sense to align to a single service.
Consultancy advice previously received by RBC when looking at the potential for a shared procurement service elsewhere in Surrey, which was not progressed, was that it is essential for success to lay this groundwork first, aligning process and policies before amalgamation.

The Proposal:
Phase 1:
1. **Review of policies / intranet pages / proformas / toolkit**
   - Alignment of CSOs to RBC's which were revised in May 2025.
   - RBC are in the process of introducing a Procurement Toolkit and updating all templates. These should be adopted across both authorities, with as little variation as possible.

- Review Procurement Strategy and associated policies and align to RBC.

2. **Training/Upskilling of staff to fully employ decentralised procurement model up to agreed financial limits and enable buying managers to run their own procurement exercises**
    - Training on e-tendering system, including user guides
    - Training on Procurement Act changes, Contract Standing Orders and processes.
    - Rollout of Procurement Toolkit and standard templates including Request for Quote template
    - Training in Contract Management

3. **Procurement Team**
    - RBC to provide technical support to SBC team for procurement issues.
    - RBC to support a review of the Contracts Register – essential both for internal processes and in preparation for LGR.
    - RBC / SBC staff to ensure opportunities for joint procurement are identified and progressed
    - Support spend analysis to identify where spend is not on contract or not included in the Contracts Register. Determine frequency of review for contracts register / spend analysis
    - SBC team to provide details of staff to be trained, assist in creation of documents and provide feedback on policies and templates.

4. **BAU/Project support**
    - RBC's Head of Procurement to provide support for higher value/more complex procurement projects.

<u>Assumptions during Phase1:</u>

- Spelthorne to retain day-to-day line management of the existing SBC Procurement team (2 members of staff).
- SBC Procurement team will assist with tasks listed above.
- RBC's Head of Procurement to provide technical and professional oversight for the SBC team
- Likely that SBC will continue to need additional external support for procurement exercise until wider staff are upskilled.
- SBC to carry out any required reporting to Management or Members for approval of proposal, alignment of CSOs and policies, etc
- SBC to draft the agreement / contract / memorandum of understanding (whichever is deemed the most appropriate route) to give effect to the proposal, for review by RBC.
- RBC's Head of Procurement to work on site at SBC as deemed necessary by RBC, to meet the team, build relationships and deliver training.
- Ideally, to facilitate the full service provision in phase 2, SBC would move to In-Tend the e-tendering system used by RBC. This is essential to align processes and guidance notes. In the short term, guidance may have to be prepared on the basis of using the system currently in use at SBC, which will be reliant on SBC procurement team assisting with the preparation of these guidance notes.

- During phase 1, RBC's Head of Procurement will work flexibly within an allotted number of days purchased by SBC, to deliver the task set out. The maximum number of days to be spent on SBC work in any one week will by 3 but will vary between 2 and 3 depending on the needs of the SBC team and the stage in the project. During the training roll out for example it makes more sense to spend more days delivering these in a shorter period and ensuring the competent upskilling of individuals across the organisation.
- Regular check-in meetings to be held between RBC's Head of Procurement and SBC's Group Head of Corporate Governance to ensure timely progress is made
- Any escalation of issues / concerns to be dealt with by a meeting with RBC's Assistant Chief Executive and s151 Officer

Phase 2:
Transition to full service delivery, by a single team led by RBC, using consistent policy and processes
Clear gateways will be agreed before progression to Phase 2. These should include:

- the successful transition to a more decentralised model
- Completion of alignment of all CSOs, Procurement Policies and guidance notes
- use of single e-tendering system (In-Tend)

The objective is to move towards a fully aligned, single service to be delivered by RBC in 2026/27.

Quick wins

- Adopt RBC's CSOs which have been recently simplified and reviewed to ensure consistent with the Procurement Act 2023
- Commence naming each other in current procurement exercises where appropriate to avoid duplication of effort

Financial Implications

- There is likely to be a cost to SBC in changing e-tendering systems
- During Phase 1 SBC will pay a proportion of costs to cover the work to be undertaken by RBC's Head of Procurement. This will be done by fixing a day rate and pulling down days over 6-month period. The Head of Procurement will maintain a record to be shared with SBC's Group Head of Corporate Governance on a regular basis so that SBC can monitor spend and assess how quickly the planned hours are being utilised. The day rate is likely to be in the region of £550 per day. Suggested total maximum days to be 60 over the first 6-month period (to be reviewed at least monthly), with ability to vary actual number of days in any week depending on requirements up to a maximum of 3 in any one week, providing an initial call off sum of £33,000 (to be invoiced based on actual call off, quarterly in arrears)
- Costs associated with operational equipment provided by SBC (e.g. IT equipment) to be funded wholly by SBC
- Cost of arrangements for full service in 2026/27 to be determined within the context of LGR

Other Implications

Each party shall ensure that it has appropriate insurances relating to public liability, employee liability and professional indemnity to cover any liabilities arising under this proposal.

Timescales

Phase 1: Sept 25 to Mar 26
Preparation for Phase 2: Jan 26 – Mar 26
Full service delivery: to be in place from 1st April 26

Phase 1: indicative plan

Month 1:

- Meet team and understand current processes
- CSOs - review and suggest amendments
- Review updates provided by NHS support - if required.
- Prepare training course content, book dates and sent to relevant member of staff.
- Contracts register and light touch spend analysis - review against spend to identify any potential missing contracts - with support from SBC team.

Month 2:

- Introduce new templates such as Request for Quote etc.
- Hold training sessions - introduction/refresher on procurement and e-tendering system for officers.
- Suggest higher level training for Senior Leadership if required.
- More in depth spend analysis to look at off contract register spending.
- Work on Contracts register for LGR preparations - look at extension options and termination provisions - SBC team to assist.

Month 3:

- Further training sessions - introduction/refresher on procurement and e-tendering system for officers.
- Contracts register updates - follow up with Contract Managers on re-procurement/extension options.
- Spend analysis - continue work on contract spend and previous financial years data.
- Updates to intranet documents/details
- Preparation for Contract Management Training sessions
- Progress Review and commence preparation for next stage

Month 4:

- Continue work on contracts register – LGR implications, ensure all contracts are captured etc.
- Hold Contract Management training sessions
- BAU/Project Support

Month 5:

- Spend analysis update
- BAU/Project Support

Ongoing:

- Provide technical and professional oversight to SBC Procurement Team

Month 6:
Continued support to embed change and review gateways and preparation for full service delivery for commencement April 26.

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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 1 November

Spelthorne Borough Council

Service Committees Forward Plan and Key Decisions for 1 November 2025 to 28 February 2026

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 13 10 2025 Council 23 10 2025	Draft Improvement and Recovery Plan	Non-Key Decision	Public	Daniel Mouawad, Chief Executive
Corporate Policy and Resources Committee 13 10 2025	Neighbourhood Services Procurement	Key Decision	Public	Jackie Taylor, Group Head - Neighbourhood Services
Corporate Policy and Resources Committee 13 10 2025	Procurement Policies and Procedures	Non-Key Decision	Public	Linda Heron, Group Head - Corporate Governance, Monitoring Officer
Corporate Policy and Resources Committee 13 10 2025 Council 23 10 2025	Proposal to Terminate Waterfront Development Lease	Non-Key Decision	Part public/part private	Linda Heron, Group Head - Corporate Governance, Monitoring Officer, Coralie Holman, Group Head - Assets
Corporate Policy and Resources Committee 13 10 2025	Procurement support from Runnymede Borough Council	Key Decision	Public	Linda Heron, Group Head - Corporate Governance, Monitoring Officer

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 13 10 2025	Q1 Corporate KPI Results	Key Decision	Public	Sacha Bailey, Projects Officer, Sandy Muirhead, Group Head - Commissioning and Transformation
Members' briefing pack 15 10 2025	Report-It Data	Non-Key Decision	Public	Dan Dredge, Control and Systems Manager, Sandy Muirhead, Group Head - Commissioning and Transformation
Corporate Policy and Resources Committee 01 12 2025	Ashford Cemetery Lodge	Key Decision	Public	Sian Bowen, Principal Asset Manager
Corporate Policy and Resources Committee 01 12 2025	Improvement and Recovery Plan Resourcing	Key Decision	Public	Daniel Mouawad, Chief Executive
Corporate Policy and Resources Committee 01 12 2025	Affordable Housing Delivery with Commuted Sum	Non-Key Decision	Public	Karen Sinclair, Group Head - Community Wellbeing, Stephen Mortimer-Cleevely, Strategic Lead, Independent Living
Corporate Policy and Resources Committee 01 12 2025	Debt Write-Offs	Non-Key Decision	Public	Terry Collier, Deputy Chief Executive, Sandy Muirhead, Group Head - Commissioning and Transformation
Corporate Policy and Resources Committee 01 12 2025	Eclipse Leisure Centre Additional Spend	Non-Key Decision	Public	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 01 12 2025	2024-25 Treasury Management Outturn	Non-Key Decision	Public	Ola Owolabi, Interim Chief Accountant
Corporate Policy and Resources Committee 01 12 2025	Commercial Annual Investment Report 2024/25	Key Decision	Private	Katherine McIlroy, Asset Manager
Corporate Policy and Resources Committee 01 12 2025	Budget Report	Non-Key Decision	Public	Ola Owolabi, Interim Chief Accountant
Corporate Policy and Resources Committee 01 12 2025	Fees and Charges	Non-Key Decision	Public	Ola Owolabi, Interim Chief Accountant
Corporate Policy and Resources Committee 01 12 2025	Leisure Centre Rate Relief Application	Non-Key Decision	Public	Sandy Muirhead, Group Head - Commissioning and Transformation
Corporate Policy and Resources Committee 01 12 2025	Clay Lane	Key Decision	Private	
Corporate Policy and Resources Committee 01 12 2025	Q2 Capital Monitoring Report	Non-Key Decision	Public	Ola Owolabi, Interim Chief Accountant

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 01 12 2025	Q2 Revenue Monitoring Report	Non-Key Decision	Public	Ola Owolabi, Interim Chief Accountant
Corporate Policy and Resources Committee 01 12 2025	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 01 12 2025	Revised Revenue Outturn	Key Decision	Public	Ola Owolabi, Interim Chief Accountant
Corporate Policy and Resources Committee 01 12 2025	Service Plans	Non-Key Decision	Public	Linda Heron, Group Head - Corporate Governance, Monitoring Officer, Coralie Holman, Group Head - Assets
Corporate Policy and Resources Committee 01 12 2025	Update on Solar Canopy Project	Non-Key Decision	Public	Timothy Snook, Sustainability Officer
Community Wellbeing and Housing Committee 13 01 2026 Council 26 02 2026	Annual Grant Awards 2026/27	Non-Key Decision	Part public/part private	Lisa Stonehouse, Community Development Manager

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 09 02 2026 Council 26 02 2026	Capital Strategy 2026-2027	Non-Key Decision	Public	Ola Owolabi, Interim Chief Accountant
Corporate Policy and Resources Committee 09 02 2026 Council 26 02 2026	Detailed Revenue Budget 2026/27	Non-Key Decision	Public	Ola Owolabi, Interim Chief Accountant
Corporate Policy and Resources Committee 09 02 2026 Council 26 02 2026	Estimated Capital Programme	Non-Key Decision	Public	Ola Owolabi, Interim Chief Accountant
Corporate Policy and Resources Committee 09 02 2026	Fees & Charges	Non-Key Decision	Public	Ola Owolabi, Interim Chief Accountant
Corporate Policy and Resources Committee 09 02 2026 Council 26 02 2026	Pay Policy 2026/27	Non-Key Decision	Public	Debbie O'Sullivan, HR Manager

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 09 02 2026 Council 26 02 2026	Treasury Management Strategy 2026/27	Non-Key Decision	Public	Ola Owolabi, Interim Chief Accountant
Corporate Policy and Resources Committee	KGE Business Plan 2025-2028	Non-Key Decision	Public	Coralie Holman, Group Head - Assets

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