Notice of meeting

Corporate Policy and Resources Committee

Date: Monday, 19 January 2026

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)	J. Button	S.C. Mooney
C. Bateson (Vice-Chair)	D.C. Clarke	L. E. Nichols
M.M. Attewell	S.M. Doran	J.A. Turner
J.R. Boughtflower	M. Gibson	H.R.D. Williams
M. Buck	M.J. Lee	

Substitute Members: Councillors   M. Bing Dong, S.N. Beatty, H.S. Boparai, R.V. Geach, K. Howkins, S.A. Dunn and K.E. Rutherford

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.

Spelthorne Borough Council, Council Offices, Knowle Green

Staines-upon-Thames TW18 1XB

www.spelthorne.gov.uk customer.services@spelthorne.gov.uk Telephone 01784 451499

Agenda

1. **Apologies and Substitutes**

    To receive apologies for absence and notification of substitutions.

2. **Minutes**

    To confirm the minutes of the meeting held on 11 November and 01 December 2025 as a correct record.

    Minutes to follow

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.

    At the time of publication of this agenda no questions were received.

5. **Tennis Court and Football Pitch Improvement Works**

    Committee is asked to:

    1. Agree to the tennis court and football pitch improvement works within the Council's parks and open spaces,

    2. Authorise the Group Head Community Wellbeing and Housing in consultation with the Chair of Corporate Policy and Resources Committee to select the chosen suppliers and award the contracts not exceeding the community infrastructure levy funding set out in this report,

    3. Authorise the Group Head Corporate Governance to enter contracts with the chosen supplier; and

    4. Recommend to Council a supplementary capital estimate of £260,000 for the gross cost of the capital works.

6. **Social Value Strategy**

    Committee is asked to:

1. Agree the Social Value Strategy for the Regeneration site disposals and recommend to Full Council for approval.

2. Note that by adopting the Strategy the relevant housing and regeneration sites will be marketed to include a requirement for third parties to provide social value provision within their offers, which may reduce the highest financial value being achieved.

7. **Debt Write-Offs** **43 - 50**

Committee is asked to:

Approve the Sundry Debt write-off set out amounting to £10,9133.44 in total which relates to irrecoverable debts relating to:

a. Hire costs for Staines Community Centre (£3,763.44) and
b. A homelessness prevention loan (£7,150).

8. **Governance Assurance Risk Management) Framework and Policy** **51 - 74**

The Committee is asked to:

a. Approve the new Governance Assurance Policy and Framework (as outlined in Appendix A), which focuses on the Council's governance and control arrangements to ensure effective management of risks; and

b. Authorise the Deputy Chief Executive, in conjunction with the Chair of the Audit Committee to make any adjustments to the Policy and Framework to ensure that it is updated to reflect any future changes in the Council's governance arrangements.

9. **Determination of Council tax base for Council tax setting**

Committee is asked to recommend to Council that:

a. The existing Council Tax Reduction Scheme is retained for 2026/27,

b. In accordance with the Local Authorities (Calculation of Tax Base) (England) Regulations 2012 the Council Tax Base for 2026/27 calculated as Band D equivalents, is determined at 41,276.13, an increase of 1.62%; and

c. The estimated Council Tax surplus for 2025/26 is £6.478m, of which £0.614m relates to Spelthorne Borough Council (£5.515m of the surplus is a one-off and is due to an adjustment to the 2024/25 bad debt provision).

The report is to follow

10. **Forward Plan**   **75 - 80**

To consider the Forward Plan for committee business.

11. **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 01 December 2025.

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**	**4/12/25**
Commissioner engagement (if report focused on issues of concern to Commissioners such as Finance, Assets etc)	**Yes**	**5/12/25**
Relevant Group Head review	**Yes**	**3/12/25**
MAT+ review (to have been circulated **at least 5 working days before Stage 2**)	**Yes**	**5/12/25**
This item is on the Forward Plan for the relevant committee	**Yes**	**4/12/25**
	Reviewed by	
Finance comments (circulate to Finance)	**SF**	**5/12/25**
Risk comments (circulate to Lee O'Neil)	**LO**	**5/12/25**
Legal comments (circulate to Legal team)	**JC**	**5/12/25**
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	12/12/25
S151 Officer commentary – at least **5 working days before MAT**	TC	5/12/25
Confirm final report cleared by MAT		

Corporate Policy & Resources Committee

19 January 2026

Title	Tennis Court and Football Pitch Improvement works
Purpose of the report	To make a Decision
Report Author	Mary Holdaway Leisure Development Manager
Ward(s) Affected	All Wards
Exempt	No
Exemption Reason	Not applicable
Corporate Priority	Community Resilience Environment Services
Recommendations	**Committee is asked to:** • **Agree to the tennis court and football pitch improvement works within the Council's parks and open spaces.** • **Authorise the Group Head Community Wellbeing & Housing in consultation with the Chair of Corporate Policy & Resources Committee to select the chosen suppliers and award the contracts not exceeding the community infrastructure levy funding set out in this report** • **Authorise the Group Head of Corporate Governance to enter contracts with the chosen supplier** • **To recommend to Council a supplementary capital estimate of £260,000 for the gross cost of the capital works**
Reason for Recommendation	Community Infrastructure Levy funding has been secured to improve tennis courts and surrounding fencing; as well as improvements to football pitches across the Borough.

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

What is the situation	Why we want to do something
• Tennis courts and football pitches in the Borough need improvements • Community Infrastructure Levy (CIL) funding has been secured to	• Funding has already been approved and allocated for the services listed in 2.2 below.

implement a programme of improvements to all Council owned courts in advance of Local Government Reorganisation • Procurement has been initiated in accordance with Council Contract Standing Orders. • Following the procurement process we will need to award and enter contracts with chosen suppliers.	• 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 procure 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 the Group Head Community Wellbeing & Housing in consultation with the Chair of Corporate Policy and Resources Committee to select the chosen suppliers and award the contracts. • Authorise the Group Head of Corporate Governance to enter contracts with the chosen supplier	• If approval is given by Committee, the project documents will be updated with timelines. • The procurement process will be evaluated, and the Group Head Community Wellbeing & Housing in consultation with the Chair of Corporate Policy & Resources Committee 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 The Council is committed to helping increase physical activity amongst residents. One way to achieve this is through the provision of good quality leisure facilities. This includes tennis courts and football pitches, within parks and open spaces. The tennis courts are inspected by Neighbourhood Services monthly and are scored on maintenance and cleanliness. The Lawn Tennis Association suggests that tarmacadam tennis courts have a lifespan of 10-15 years, with repainting/recoating every 4-6 years. The condition of the Council owned courts varies between site and the work required reflects this. The courts at Bishop Duppas require the most major work, followed by Ashford Recreation Ground. Currently only Ashford Recreation Ground has weld mesh fencing so it is proposed that all other sites will be upgraded to this more durable type of fencing.

2.2 Leisure & Community Development have secured funding as demonstrated in the table below:

Awarded by	Ward	Services	Cost	Previous Improvement works	Service	Completion Date

Local CIL	Ashford Town	Ashford Recreation Ground	£15,445	Courts Resurfaced 2009 Fence replaced 2015	Resurfacing of tennis courts	Spring 2026
Local CIL	Staines	Lammas Recreation Ground	£29,830	Courts Resurfaced 2011 Cleaned and repainted 2018	Tennis court improvements and replacement of surrounding fencing	Spring 2026
Local CIL	Staines South	Staines Park	£28,861	Courts Resurfaced 2019	Tennis court improvements and replacement of surrounding fencing	Spring 2026
Local CIL	Stanwell North	Stanwell Recreation Ground	£22,965	Courts Resurfaced 2014	Tennis court improvements and replacement of surrounding fencing	Spring 2026
Strategic CIL	Shepperton Town	Bishop Duppas Recreation Ground	£66,180	Cleaned and repainted 2018	Resurfacing of tennis courts and replacement of surrounding fencing	Spring 2026
Strategic CIL	Halliford & Sunbury West	Cedars Recreation Ground	£27,155	Courts Resurfaced 2009 Cleaned and repainted 2018	Tennis court improvements and replacement of surrounding fencing	Spring 2026
Strategic CIL	Various	Football pitch improvements	£68,805		Football pitch improvements	Before Sept 2026
Local and Strategic CIL Combined Total Award			**£259,241**			

2.3   All courts, except those at Fordbridge Park and at Long Lane Recreation Ground have been included in the review. Fordbridge is subject to a long-term lease until 2091 to Spelthorne Community Tennis. They are responsible for the court maintenance and upkeep. The tarmac area at Long Lane Recreation Ground includes a MUGA, tennis court and basketball court and has not been included due to the ongoing Stanwell Place project. There is potential to draw in external funding for this site. The Council is currently undertaking a Playing Pitch and Open Spaces Assessment which is due to present the findings in the summer of 2026.

2.4   Following contract standing orders, authority has been received from Terry Collier, Interim Chief Executive and Karen Sinclair, Group Head Community Wellbeing & Housing to start the procurement process for services as detailed in 2.2 except for the football pitch improvements.

2.5   Football pitch improvements will take place across 4 sites and it is expected that works can be delivered by Neighbourhood Services except for the levelling of a pitch required at Kenyngton Manor Recreation Ground. This will need to be done by an external contractor, and the value of this work is expected to be under the value of £30,000. This amount is covered within the £68,805 CIL funding secured.

2.6   Tennis courts are free of charge for residents to use and are used throughout the year, however the main season is April – October. Due to the nature of the work, some work will need to take place during the tennis season. The programme of works will be agreed through the procurement process and the contractor will be asked to ensure a phased approach to ensure minimal disruption to residents. Improvements to football pitches will take place around current bookings, with some work taking place during season and the majority taking place outside of the season.

3.   **Options appraisal and proposal**

3.1   Option 1 (Preferred)

Committee are asked to agree the follow recommendations:

- Agree to the tennis court and football pitch improvement works within the Council's parks and open spaces.
- Authorise the Group Head Community Wellbeing & Housing in consultation with the Chair of Corporate Policy & Resources Committee to select the chosen suppliers and award the contracts not exceeding the community infrastructure levy funding set out in this report
- Authorise the Group Head of Corporate Governance to enter contracts with the chosen supplier
- To recommend to Council a supplementary capital estimate of £260,000 for the gross cost of the capital works

3.2 Advantages:

-    Offers an opportunity to ensure good quality leisure facilities are provided in our parks and open spaces

-    Supports residents to become more active

- CIL funding has been secured
- Ensures a time efficient process by delegating authority to relevant Group Heads to minimise disruption during the main tennis and football seasons.
- Provides a legacy for Spelthorne, ensuring that facilities are of a high standard prior to local government reorganisation

Disadvantages:

- Officer time required to deliver procurement process and delivery of project

3.2   Option 2:

- Committee to retain authority to select supplier and award and enter the contract.

Advantages:

- Committee would be sighted on all tenders.

Disadvantages:

- This would ultimately delay the award of contract as a further report would need to be presented to a future committee meeting and would delay the commencement and completion date. This would result in courts being taken out of action at a time when there is greater demand to use the courts.

3.3   Option 3:

Do not proceed with the project

If authorisation isn't given, work cannot commence and CIL funding would need to be returned.

Advantages:

- Saves officer time

Disadvantages:

- Missed opportunity to improve facilities in the borough
- The facilities will deteriorate over time, and it is unknown when improvements are likely to be made, especially with local government reorganisation

4.   Risk implications

4.1   There is a risk that if improvement works are not done on the courts, they may have to be closed due a health & safety risk.

4.2   There is a risk that extreme weather could delay the works. Some works will be required to take place during the tennis season. A phased approach will ensure that residents can be directed to other local facilities to minimise disruption.

4.3 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.

4.4 There is a risk that the bids could come in at a higher price than the CIL funding that has been secured. The procurement process will take place with sufficient time to submit a supplementary CIL application if required.

5. Financial implications

5.1 CIL funding has been secured for the proposed works listed in 2.2. If the bids are higher than the funding secured, then in the first instance, a further application to CIL will be submitted. There are good levels of funds expected for 25/26. The costs of works will be received from suppliers ahead of the CIL funding deadlines for 2026.

5.2 If further funding cannot be secured, an amended programme of works will be presented to Committee to request decisions to be made as to what work can or can't be done from the existing secured funds.

5.3 To recommend to Council a supplementary estimate of £260,000 for the gross cost of the capital works

6. Legal comments

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

6.2 Legal Services are to be instructed to prepare contract documentation.

6.3 Under the Local Government Act 1972 the Council has the necessary powers to commence the proposed procurement exercise and to award the contract. This decision is also within the scope of the general power of competence under the Localism Act 2011.

Corporate implications

7. S151 Officer comments

7.1 The S151 Officer confirms that all financial implications have been taken into account and that the recommendations and are fully funded.

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 Procurement will assist with completing a full and compliant tender process, in line with the contract standing orders. The supplier will be selected via the tender process, based on the quality and cost of the submissions received.

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 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.

12. Other considerations

12.1 *None*

13. Timetable for implementation

Procurement will conclude and contracts will be awarded once authority has been granted to award and enter these. Ideally works would take place outside of the sports main season (prior to spring for tennis and May-August for football) and outside of school holidays, although due to the nature of the works, there may be some disruption during the tennis courts. Work must commence within one year of the CIL offer letter dates.

14. Contact

14.1 Mary Holdaway, Leisure Development Manager (jobshare)– 01784 446261 m.holdaway@spelthorne.gov.uk

14.2 Claire Moore, Leisure Development Manager (jobshare) – 01784 446452 c.moore@spelthorne.gov.uk

14.3 Kamal Mehmood, Strategic Lead Leisure & Community Development, 01784 444208 k.mehmood@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 – Tennis Court Location Maps

Appendix 1: Tennis Court Location Maps

SITES

Site 1 Ashford Recreation Ground, Rosary Gardens, Ashford, TW15 1BX. 6 adult tennis courts, 2 mini tennis courts
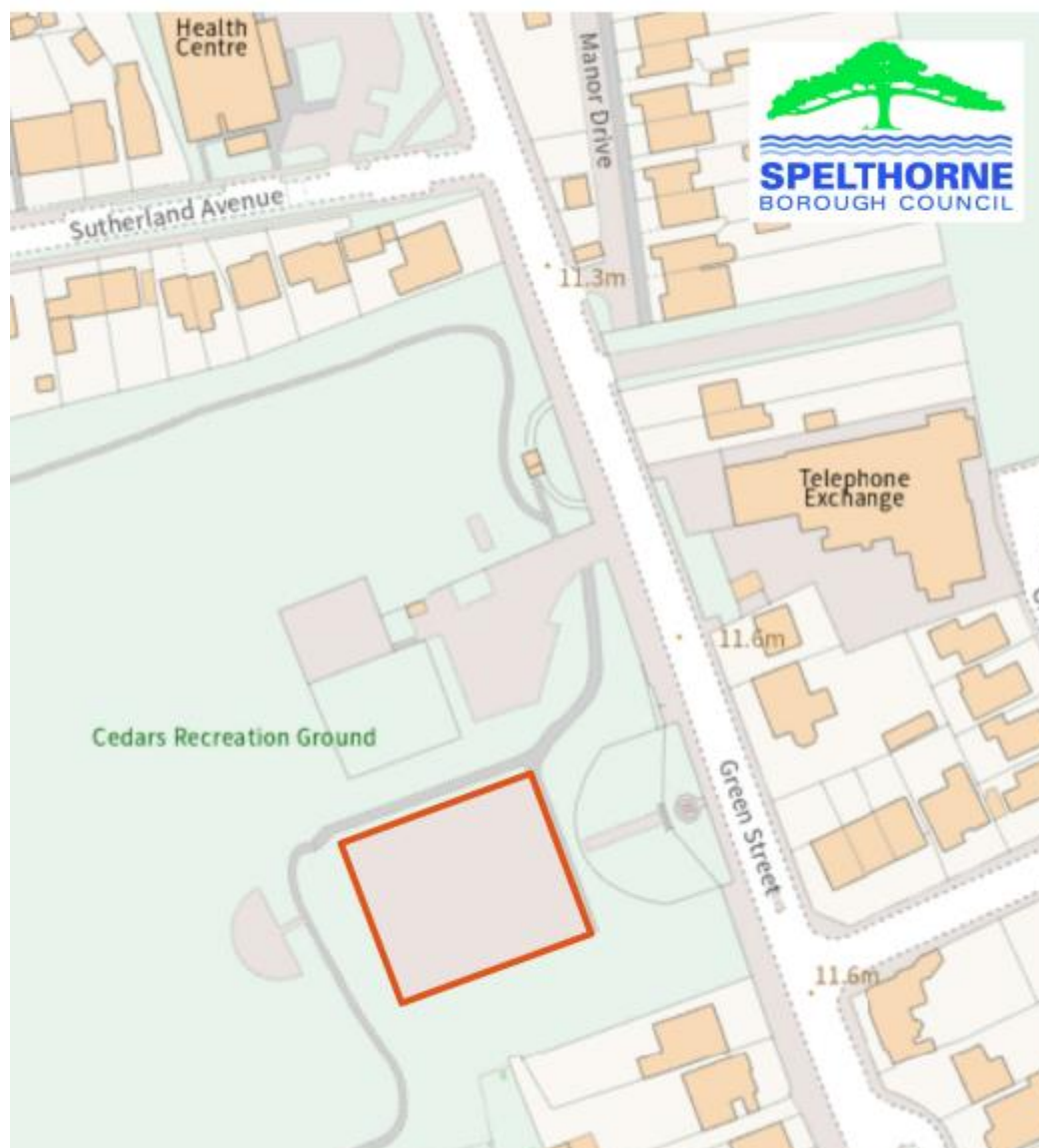

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Site 2 Bishop Duppas Park, Russell Road, Shepperton, TW17 8NR, 3 tennis courts

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Site 3 Cedars Recreation Ground, Green Street, Sunbury-on-Thames, TW16 6QQ, 3 tennis courts
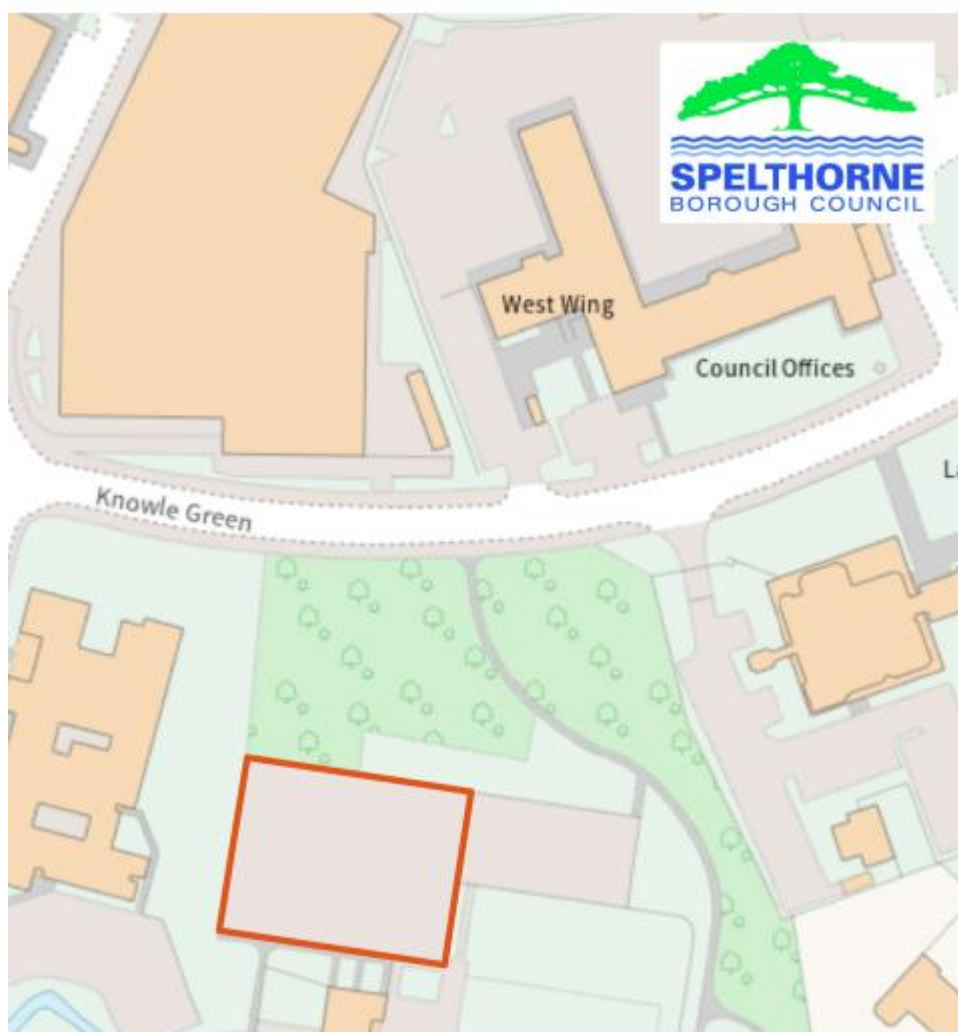

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Site 4 Lammas Recreation Ground, Wraysbury Road, Staines-upon- Thames, TW18 4XZ, 3 tennis courts

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Site 5 Staines Park, Knowle Green, Staines-upon-Thames, TW18 2QJ, No3 tennis courts

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Site 6 Stanwell Recreation Ground, Oaks Road, Stanwell, TW19 7LL, 2 tennis courts

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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 – via BIG report**	**Dec 25**
Relevant Group Head review	**CH**	**22/12**
MAT+ review (to have been circulated **at least 5 working days before Stage 2**)	**Y**	**22/12**
This item is on the Forward Plan for the relevant committee		
	Reviewed by	
Risk comments	**BS**	**22/12**
Legal comments	**LH**	**23/12**
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	23/12/25
S151 Officer commentary – at least **5 working days before MAT**		
Confirm final report cleared by MAT		

Corporate Policy & Resources Committee

19th January 2026

Title	Social Value Strategy for Site Disposals
Purpose of the report	To make a recommendation
Report Author	Bruce Strong, Investment Asset Manager
Ward(s) Affected	All Wards
Exempt	No
Exemption Reason	n/a
Corporate Priority	Community, Addressing Housing Need and Resilience
Recommendations	**Committee is asked to:** 1. Agree the Social Value Strategy for the Regeneration site disposals and recommend to Full Council for approval. 2. Note that by adopting the Strategy the relevant housing and regeneration sites will be marketed to include a requirement for third parties to provide social value provision within their offers, which may reduce the highest financial value being achieved.
Reason for Recommendation	In formally adopting a Social Value Strategy it will ensure a common process in the marketing of sites being disposed of and the analysis of subsequent offers together with aiding in the delivery of affordable housing and other forms of social value.

1.   Executive summary of the report

What is the situation	Why we want to do something
• A Social Value Strategy has been produced for the Council by the Social Value Partnership, Appendix 1, to be used in the disposal of housing and regeneration sites. • This Strategy has been agreed and recommended for approval by the Business Infrastructure and Growth Committee on the 14th January 2026. See Committee report in Appendix 2.	• A Social Value Strategy will provide the decision-making Committee(s) with agreed criteria against which to appraise offers for future development on Council owned sites, which are not based only on financial consideration. • Without an agreed criterion, it is likely there will not be consistent decision making resulting in delays to the progression of sites for sale and

• By adopting the Strategy, the relevant housing and regeneration sites will be marketed to include a requirement for third parties to provide social value provision within their offers, which may reduce the highest financial value being achieved.	additional financial pressure from holding costs. • Ensure the outcomes from the sale of the sites achieves maximum benefits and aligns with the Corporate Plan 2024-2028 priorities and Best Value requirements.
This is what we want to do about it	These are the next steps
• Apply the Social Value Strategy when bringing sites to the market for sale to be able to evaluate and compare offers which deliver social value initiatives above an agreed baseline.	• If the Committee agree the Social Value Strategy, it will be recommended to Full Council to formally adopt the Social Value Strategy which will form part of the marketing criteria when bringing sites forward for disposal/partnership working.

2. Key issues

2.1 The report to the Business Infrastructure and Growth Committee on the 14th January, Appendix 2, sets out the background, reasoning and benefits of adopting a Social Value Strategy in the disposal of housing and regeneration sites.

2.2 Social Value refers to the positive social, economic and environmental outcomes that result from Council decisions and the additional benefit to society they generate.

2.3 In summary the benefits of adopting such a strategy are as follows:

- It provides a consistent approach to marketing sites, provides guidance to developers when making offers and thereafter standardises the evaluation of offers by officers and the Council.

- Helps in delivering objectives on the sites that support resident and community needs, enhancing economic prosperity whilst understanding the impact on the local environment.

- Provides opportunities to improve the lives and work environment for the Spelthorne community.

- Allows the Council to articulate to residents the broader contribution that an asset or new development will bring to the Borough/immediate area.

- It places an emphasis on delivering those activities that can help solve specific needs and be tracked and measured.

- Helps stakeholders understand the wider social, environmental and economic value a new development will bring to the area and local community.

- Provides an ability to empower Councillors in developing solutions that deliver better outcomes for residents and Best Value.

2.4 The proposed Social Value Strategy, Appendix 1, has been produced following a detailed local needs analysis and review of affordable housing requirements in the Borough by the consultant, The Social Value Portal (SVP). Following this analysis SVP used the recognised Themes, Outcomes, Measures system (TOMS) to review the outputs and which allows social value initiatives to be monetised. This will enable the Council to compare and evaluate offers between those offering the highest price/best financial value and those offers which may be at a lower price but offer additional benefits, whether through social value initiatives or enhanced affordable housing.

2.5 The Committee should note that in implementing the Strategy there will be a trade-off between the likelihood of receiving higher offers which provide less or no social value against offers which accord with the Strategy but are lower even when the benefits of the social value initiatives are included.

2.6 Page 7 of the Strategy shows an example of how the weighting could work between price, quality of the bid and social value offered. The social value element can then also be weighted between their value and how they will be delivered. These weightings will be considered in more detail in the disposal strategy for the sites.

2.7 The Council proposes to monitor delivery of the social value initiatives post site disposal where the mechanism to undertake this will be set out either in the disposal process or at the point of sale.

3. Options appraisal and proposal

3.1 Option 1 – Agree to the proposed Social Value Strategy and recommend to full Council for its use in the disposal of housing and regeneration sites.

This is the recommended option as it gives the Council transparency in being able to set social value requirements per site, regularise the site sale tender process and help the evaluation of subsequent offers more effectively than on just land value (whilst that will remain an important criterion).

3.2 Option 2 – Do not recommend to Council the adoption of the Social Value Strategy in the marketing of Council sites and subsequent assessment of offers. **This is not the recommended option** as it will not give the Council the ability to assess interest in a site from the full range of developers and potentially lose out on the delivery of social value opportunities as their value cannot be quantified.

4. Risk implications

4.1 Having a Social Value Strategy for the disposal of sites will ensure there are an agreed set of parameters allowing the Council to evaluate offers and ensure best value is being delivered in line with the best value inspection and the Implementation and Recovery Plan requirements.

4.2 Without the Council having agreed social value priorities there is no clarity for officers to ensure they are progressing those offers that provide the greatest all round benefits to the Spelthorne, its communities, businesses and residents.

4.3 A mechanism to monitor the delivery of the social value initiatives and confirm their benefit will be required but there are several potential options which will be clarified either in the disposal process or at the point of sale.

4.4 There is likely to be a trade-off between offers which are higher, but offer limited social value initiatives, thereby providing best financial value compared to those offers which provide more social value initiatives and address corporate priorities where these offers are likely to be lower even when the value of the initiatives is included.

5. Financial implications

5.1 The financial implications of adopting the Social Value Strategy for site disposals involve both direct and indirect costs. A key financial consideration is the potential additional cost of £12,000 per year for monitoring the delivery of social value initiatives post-disposal, although this cost may be partially shared with site purchasers. Alternatively, we understand that Runnymede Borough Council have a basic, free level portal that could be utilised. By incorporating social value criteria into the disposal process, the Council may prioritise offers that deliver broader community benefits, potentially foregoing higher financial returns from bidders offering the highest prices but no social value.

5.2 However, the strategy also aims to mitigate long-term holding costs of sites by ensuring consistent and efficient decision-making in the marketing and disposal process, which could reduce delays and financial pressure on the Council. Furthermore, the ability to quantify social value in monetary terms allows for a more balanced comparison of offers, ensuring that the Council not only maximises financial return but also aligns with its corporate priorities, such as addressing housing needs and improving community wellbeing.

6. Legal comments

6.1 Under section 3 of the Local Government Act 1999 local authorities are subject to the Best Value Duty which requires them to "make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness".

6.2 The proposed Social Value Strategy directly supports this statutory requirement by prioritising community wellbeing and overall public benefit. It further supports the Council in enhancing community wellbeing and social impact.

6.3 It also strengthens accountability by introducing transparent evaluation of social outcomes alongside financial receipts.

Corporate implications

7. S151 Officer comments

The S151 Officer is supportive of having a clear Social Value Strategy and criteria for informing decisions on making disposals of housing and regeneration sites. As commented above this helps shorten the time taken to make decisions and this will help reduce the length of time holding costs on these sites are being incurred. An appropriate balance needs to be achieved

between achieving social value and generating capital receipts which contribute towards the Council's debt reduction strategy.

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 paper relates to the adoption of a social value policy on site disposals and therefore is not related to procurement.

10. Equality and Diversity

10.1 Bringing social value initiatives into consideration in the sale of sites could help equality and diversity issues within the borough.

11. Sustainability/Climate Change Implications

11.1 Requirements relating to the sustainability and climate change of any development will be a developer responsibility, however the disposal of Council held sites will reduce the Council's carbon footprint by removing the Scope 3 emissions currently associated with holding a vacant site.

Scope 3 emissions are the indirect greenhouse gas emissions that occur because of the Council's activities but are generated from sources it does not directly own or control, such as those from purchased goods and services, waste management, and outsourced operations all of which add to the Council's footprint while the assets remain vacant or underutilised. By progressing with the disposals, the Council will no longer incur these holding-related Scope 3 emissions, thereby improving its sustainability position and aligning with its climate change objectives to minimise indirect carbon impacts across the property portfolio.

12. Other considerations

12.1 Should the Social Value Strategy be adopted by Council a recommendation will be brought to the relevant Committee to procure a consultant to advise on the best strategy/approach to market the housing and regeneration sites. This initial piece of work will provide guidance on the best route to market the sites and how the social value strategy criteria can be implemented. To ensure the selected consultant has accountability for their proposals it is considered prudent to include a second stage piece of work, which would see the same consultancy practice hold responsibility for identifying a partner or purchaser for site delivery via marketing or procurement routes to ensure best value is achieved.

13.   Timetable for implementation

13.1   Immediately if the recommendations are approved by Council.

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.

Appendices:
Appendix 1 – Social Value Strategy BIG Report
Appendix 2 – Business Infrastructure & Growth Committee Report 14 January 2026

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Social Value Strategy to Support Asset Disposal

Spelthorne Borough Council

January 2026

Executive Summary

This document sets out a strategy for considering social value initiatives when transacting or partnering on the disposal of an asset or assets to achieve better outcomes.

These outcomes are aimed to:

Maximise affordable housing numbers

Embed wider social value commitments in disposal agreements

A social value strategy is a mechanism for identifying how social, economic and environmental value can be generated and maximised throughout the lifecycle of a development, including during construction and in use, in order to create and sustain greater benefits for the local community. It allows local needs and priorities to be considered and met in a structured and efficient way.

What is Social Value?

Social value is a term used to describe the additional social, environmental and economic benefits that an organisation and its supply chain can make to society, by contributing to the well-being and resilience of individuals, communities and society in general.

It is defined in the Public Services (Social Value) Act 2012, which is described as an 'An Act to require public authorities to have regard to economic, social and environmental well-being in connection with public services contracts; and for connected purposes.'

Why Spelthorne Needs a Social Value Strategy

- It provides a consistent approach to marketing sites and the evaluation of offers.

- Helps in delivering objectives on the sites that support resident and community needs, enhancing economic prosperity whilst understanding the impact on the local environment.

- Provides opportunities to improve the life and work environment for the Spelthorne community.

- Allows the Council to articulate to residents the broader contribution that an asset or new development will bring to the Borough/immediate area.

- It places an emphasis on delivering those activities that can help solve specific needs and be tracked and measured.

- Helps stakeholders understand the wider social, environmental and economic value a new development will bring to the area and local community.

- Provides an ability to empower Councillors in developing solutions that deliver better outcomes

How the Council will measure Social Value

The Framework that sets the standard

The Council has adopted the Social Value TOM System™ to measure its social value. This has been provided by Social Value Portal and has been developed with the National Social Value Taskforce and is the result of extensive consultation across local authorities and public sector organisations. As the leading social value measurement solution, it is the most widely used across both public and private sectors.

Real Estate and Social Value

Within Real Estate, the TOM System allows an organisation to measure the benefits of a specific development or asset that both reflect the needs of the immediate neighbourhood and will make a difference in improving its economic, social and environmental wellbeing.

Themes, Outcomes & Measures

The TOM System is built around four key Themes and supported by a number of Outcomes and specific Measures depending on the individual scenario.

To understand the level of benefit offered, a unit value is applied to each Measure and this unit value or spend is then translated into the additional value achieved by the Council. The value is then translated into a 'proxy' value, which is then monetised.

The Themes centre around promoting jobs & skills, supporting regional growth, empowering communities, and protecting the environment.

Four Key Themes:

- Work
- Economy
- Community
- Planet

How proxy values will be applied

A social value proxy is a generalised value expressed in monetary terms. It defines the magnitude of the social value per unit for the respective activities. The proxy value is a construct of multiple "value blocks", capturing the expected value generation attributable to a specific intervention, and adjustment factors. It is important to stress that the proxy value does not aim to capture all possible elements of social value – only those that can be supported by data sources that are robust enough to support a general valuation and combined in the value blocks.
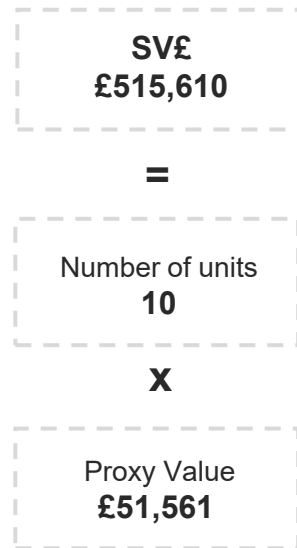
Calculating Social Value SV£

SV£

=

Number of units

X

Proxy value

Powered by robust data sources
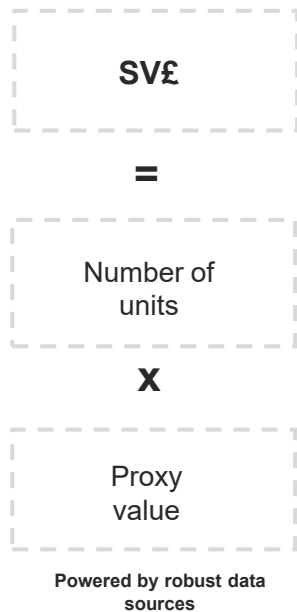
Example

Employing 10 long-term unemployed on a contract

SV£
£515,610

=

Number of units
10

X

Proxy Value
£51,561

- Prior to marketing a site or sites the expectations on the delivery of the relevant social value initiatives will be agreed with Councillors and the bid proforma issued to interested developers will reflect this, standardising the social value requirements and enabling their evaluation.
- In Appendix 1 there is a table per work Theme (Work, Community, Economy & Planet), which goes into more detail on the social value initiatives, their outcome and measure where the developers would provide the details of their bid and produce a proxy value.

Affordable Housing Social Proxy Value

Considering the evident need for additional affordable housing in Spelthorne, and in addition to social value initiatives, an affordable housing element has been included in the strategy. This is based off nine bespoke housing Measures created for the Council to capture the value of provision beyond policy requirements for the following tenures:

1. **Affordable rent dwellings**
2. **Social rent dwellings**
3. **First Homes for purchase**

These Measures were developed following the methodological principles of the Social Value TOM System to allow for comparability with other Measures, as set out to the right. In essence, they were designed to capture the added value derived from reducing barriers to accessing high-quality, tenure-blind dwellings of various sizes (1-bed, 2-bed, 3-bed, and 4-bed) for people in Spelthorne who are at risk of social exclusion.

Benefit to the Individual

| **Cost of Living Reductions** | The primary value block is the difference of market and discounted rates, in consideration of Spelthorne's 3-month moving average ask rent by dwelling size as of October 2025[1] and the Spelthorne guidance on affordable and social rent setting[2] and First Homes pricing[3]. |

+

Benefit to the Council

| **Temporary Accommodation Costs Foregone** | This value block was estimated using the 2024 figure[4] for gross spend from Spelthorne Local Authority on temporary accommodation per household, adjusted by the MHCLG's bedroom weights[5] to account for the higher temporary accommodation cost of larger households. |

+

Benefit to the NHS

| **Reduced Demand on Healthcare Services** | For the social rent Measures, this value block was estimated using a 2024 CEBR study[6] that estimated the per household annual cost saving to the NHS from reduction in health service demand attributable to vulnerable households overcoming the barriers to transitioning into safe and stable housing through social housing. |

Thresholds & Weightings for Embedding Social Value in Asset Disposals

Prior to the disposal of a site(s) the Council will set out the social value thresholds and weightings to be applied.

This can be split into 3 key decisions:

1 The minimum **threshold** (site value) for including social value in the tender e.g. contract value above £X

2 The minimum **social value weighting** to be applied across tenders.

3 The **quantitative and qualitative social value sub-weightings (%)** to be applied across tenders e.g. 60/40 qual/quant split.

Example Weightings for Public Works Procurement Approach

Total – 100%

Price	%	Bidders submit their pricing proposal (costs) for delivering the contract.
Quality	%	Bidders provide a method statement to demonstrate how they will deliver the contract requirements.
Social Value	%	Bidders make social value commitments using the TOM System and provide supporting qualitative evidence to demonstrate how these will be delivered.

Total – 100%

Quant.	%	Quantitative assessment of the bidder's social value commitments (Themes/Outcomes/Measures)
Qual.	%	Qualitative assessment to demonstrate how social value commitments will be delivered

Appendix 1
Spelthorne Social
Value Measure Set

Work Measure Alignment

The following **Work-related Measures** have been selected based on needs identified in the Local Needs Analysis Report, and Council objectives identified in the Spelthorne Council Corporate Plan (2024-28). The purpose of this list is to provide rationale for which Measures should be considered in the redevelopment of the assets. The measure set should be used to establish social value commitments through the decided legal route for asset disposal and then reported and measured against in the long-term delivery of the sites.

Outcome	NT	Measure	Unit	Proxy	Justification
Creating local employment opportunities	NT1	Local people employed or retained	no. people FTE	£46,270	• High unemployment rate. • High claimant count. • Council objective: 'Building a skilled local workforce'.
	NT3	Long-term unemployed people recruited	no. people FTE	£51,561	
Providing skills and experience for good work	NT10	Employment of new apprentices	no. weeks	£309.73	• Small construction apprenticeship pipeline. • Lower RQF attainment. • Council objective: 'Building a skilled local workforce'.
	NT11	Personalised support to help unemployed people into work	no. hrs (total session duration)*no. attendees	£110.99	
Developing skills and experience for future work	NT8	Support for students at local educational institutions	no. staff volunteering hours	£17.48	• High unemployment rate. • Lower RQF attainment. • Council objective: 'Building a skilled local workforce'.

Economy Measure Alignment

The following **Economy-related Measures** have been selected based on needs identified in the Local Needs Analysis Report, and Council objectives identified in the Spelthorne Council Corporate Plan (2024-28). The purpose of this list is to provide rationale for which Measures should be considered in the redevelopment of the assets. The measure set should be used to establish social value commitments through the decided legal route for asset disposal and then reported and measured against in the long-term delivery of the sites.

Outcome	NT	Measure	Unit	Proxy	Justification
Building diverse and sustainable supply chains	NT18	Spend with local companies in the supply chain	£	£1.07	• High construction employees/low businesses. • High number of micro-sized businesses.
	NT19	Spend with local SMEs in the supply chain	£	£1.07	
Promoting wellbeing and diversity in the workplace	NT20	Multidimensional wellbeing programme access for staff	no. employees provided access	£137.50	• High percentage with long-term health conditions in employment. • Gap between employment rate and rate for those with long-term health conditions.
	NT39	Support for mental health awareness campaigns for staff	£ invested inc. time, materials, equipment etc	£1.00	
Promoting fair work	NT106	Contributions to programmes which promote gender equity	£ invested	£1.00	• Residents are earning lower than workers in the area. • Disparity in average pay for full-time males vs females.
	NT107	Accredited Living Wage employer	Y/N	Non-financial	
	NT42	Contractors in the supply chain that are Real Living Wage employers	%	Non-financial	

Community Measure Alignment

The following **Community-related Measures** have been selected based on needs identified in the Local Needs Analysis Report, and Council objectives identified in the Spelthorne Council Corporate Plan (2024-28). The purpose of this list is to provide rationale for which Measures should be considered in the redevelopment of the assets. The measure set should be used to establish social value commitments through the decided legal route for asset disposal and then reported and measured against in the long-term delivery of the sites.

Outcome	NT	Measure	Unit	Proxy	Justification
Building resilient communities	NT24	Support for community initiatives to reduce crime	£ invested inc. time, materials, equipment etc	£1.00	• High all-crime rate. • Violence, sexual offences & anti-social behaviour most common-occurring crimes. • Council seeking to develop more preventive offerings and extend partnerships.
	NT28	Support for local community projects through donations	£ invested	£1.00	
	NT29	Support for local community projects through volunteering	no. staff volunteering hours	£17.48	
Building community wellbeing	NT25	Support for initiatives to tackle homelessness	£ invested inc. time, materials, equipment etc	£1.00	• High physically inactive adult population. • High alcohol-related admission episodes. • Rising number in temporary accommodation. • Council seeking to reduce health inequalities
	NT26	Support for community health or wellbeing interventions	£ invested inc. time, materials, equipment etc	£1.00	

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Planet Measure Alignment

The following **Planet-related Measures** have been selected based on needs identified in the Local Needs Analysis Report, and Council objectives identified in the Spelthorne Council Corporate Plan (2024-28). The purpose of this list is to provide rationale for which Measures should be considered in the redevelopment of the assets. The measure set should be used to establish social value commitments through the decided legal route for asset disposal and then reported and measured against in the long-term delivery of the sites.

Outcome	NT	Measure	Unit	Proxy	Justification
Restoring our climate and improving air quality through decarbonisation	NT83	Commitment to measure and disclose scope 1, 2 and selected scope 3 emissions	Y/N	Non-financial	• High to severe Outdoor Living Environment deprivation. • Council goal of Net Zero by 2030.
	NT44a	Commitment to achieve net zero emissions by 2030	Y/N	Non-financial	
	NT31	Reductions in scope 1 & 2 CO_2e emissions through decarbonisation	tCO_2e	£252.11	
	NT111	Reductions in upfront carbon emissions in construction (stages A1-5)	tCO_2e	£252.11	
	NT112	Reductions in embodied CO_2e	tCO_2e	£252.11	
Restoring our climate and improving air quality through energy	NT82	Reductions in CO_2e through energy efficiency measures on site	tCO_2e	£252.11	• Renewable generation mainly sourced through Photovoltaics. • Council seeking to increase renewable energy use.
Restoring our climate and improving air quality through transport	NT32	Reductions in car miles from a green transport programme	miles saved	£0.07	• Poor minimum journey times for sustainable travel methods. • Council seeking to expand sustainable infrastructure.

Planet Measure Alignment

The following **Planet-related Measures** have been selected based on needs identified in the Local Needs Analysis Report, and Council objectives identified in the Spelthorne Council Corporate Plan (2024-28). The purpose of this list is to provide rationale for which Measures should be considered in the redevelopment of the assets. The measure set should be used to establish social value commitments through the decided legal route for asset disposal and then reported and measured against in the long-term delivery of the sites.

Outcome	NT	Measure	Unit	Proxy	Justification
Promoting environmentally sustainable procurement	NT35	Procurement contracts that include sustainable procurement commitments	%	Non-financial	• Sustainable development principles are fundamental in the Council's Corporate Plan.
Protecting and restoring biodiversity and ecosystems	NT119	Support for green spaces, biodiversity or ecosystems	£ invested inc. time, materials, equipment etc	£1.00	• Council seeking to enhance parks and greenspaces. • Council goal for biodiversity net gain. • Council developing wildflower meadows.
Transitioning to a regenerative economy	NT71	Spend within local circular economy partnerships	£	£1.00	• Rising household waste. • Council seeking to expand circular economy initiatives.
Managing waste sustainably	NT72	Hard-to-recycle waste diverted from landfill/incineration	tonnes	£102.10	• Rising household waste. • Council seeking to expand circular economy initiatives.

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🏠 Affordable Housing Measure Alignment

The following **Affordable Housing-related Measures** have been created based on needs identified in the Local Needs Analysis Report, and Council objectives identified in the Spelthorne Council Corporate Plan (2024-28). These bespoke Measures are not included in the Social Value TOM System and thus do now have NT references. However, they have been developed using the same principles allowing for comparability with the other Measures in the Spelthorne Measure set. The Measure set should be used to establish social value commitments through the decided legal route for asset disposal and then reported and measured against in the long-term delivery of the sites.

Outcome	NT	Measure	Unit	Proxy	Justification
Removing barriers to safe and quality rental housing	n/a	Provision of a new 1-bed affordable rent dwelling	No. of dwellings per year	£7,894	• Housing affordability is under significant pressure, with median house prices at 12.66 times median workplace-based earnings in Spelthorne (ONS, 2022). • The 2019 Strategic Housing Market Assessment update identifies a need for 459 affordable homes per year in Spelthorne. • Affordable housing serves those unable to meet their needs through the private market and was a major issue raised in the 2018 Local Plan consultation.
	n/a	Provision of a new 2-bed affordable rent dwelling	No. of dwellings per year	£9,331	
	n/a	Provision of a new 3-bed affordable rent dwelling	No. of dwellings per year	£10,696	
	n/a	Provision of a new 4-bed+ affordable rent dwelling	No. of dwellings per year	£12,589	
	n/a	Provision of a new 1-bed social rent dwelling	No. of dwellings per year	£14,560	
	n/a	Provision of a new 2-bed social rent dwelling	No. of dwellings per year	£17,365	
	n/a	Provision of a new 3-bed social rent dwelling	No. of dwellings per year	£19,990	
	n/a	Provision of a new 4-bed+ social rent dwelling	No. of dwellings per year	£23,935	
Removing barriers to safe and quality home ownership	n/a	Provision of a new First Home ownership dwelling	No. of dwellings	£122,251	

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)		
Relevant Group Head review	**Y**	
MAT+ review (to have been circulated **at least 5 working days before Stage 2**)		**20.11.25**
This item is on the Forward Plan for the relevant committee	**Y**	
	Reviewed by	
Risk comments		
Legal comments	**LH**	**21/08/25**
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**	J Clare as DMO	26/11/25
S151 Officer commentary – at least **5 working days before MAT**	T.Collier	20/11/25
Confirm final report cleared by MAT		

Corporate Policy and Resources Committee

Date of meeting Monday 19 January 2025

Title	*Write-off report*
Purpose of the report	To make a Decision
Report Author	Sandy Muirhead Group Head Commissioning and Transformation Terry Collier Deputy Chief Executive and Section 151 Officer
Ward(s) Affected	All Wards Staines
Exempt	No
Exemption Reason	N/A
Corporate Priority	Community Services
Recommendations	**Committee is asked to:** Approve the Sundry Debt write-off set out amounting to £10,913.44 in total which relates to irrecoverable relating to a) hire costs for Staines community centre (£3,763.44) and b) a homelessness prevention loan (£7,150)
Reason for Recommendation	To meet the requirements of the Council's Financial Regulations and best practice by CIPFA we need to formally write-off the debts over £3000

1. Executive summary of the report

What is the situation	Why we want to do something
• From time to time there can be a few sundry debts which are irrecoverable despite best efforts to recover them. Currently, two such debts above officers' delegated levels have been identified.	• To meet the requirements of the Council's Financial Regulations and best practice by the Chartered Institute of Public Finance and Accountancy (CIPFA) we need to formally write-off debts that are irrecoverable.
This is what we want to do about it	These are the next steps
• To formally write-off the debts as required.	• To write-off these debts but continue with our recovery procedures to

		minimise ultimate write-offs as far as possible

2. Key issues

2.1 Recovery and write-off procedures for non-payment are set out in the Council's Financial Regulations. The write-off requests included in this report are for an amount above the delegated limit contained in the Council's Financial Regulations.

2.2 The Council has clear recovery and write-off procedures for non-payment as outlined in the Corporate Debt Policy and financial regulations but in certain cases; despite pursuing the debt, it becomes irrecoverable for various reasons. Appendix A provides details of the two cases being requested for write off.

2.3 In first case being requested for write-off within this report a church group, who booked Staines community centre back in 2018, never paid the hire charge despite chasing at the time. No matter how much the debt has been chased in the past, the church organiser has have always given the" run around" and never paid. At the time the group were stopped from any further bookings until payment was made, which never happened, so they never went back to the centre after 2018. As they didn't make payment for a number of invoices (see Appendix A), the church group have left a debt of £3763.44 on the account. As it is bordering on the 7 years where we can no longer collect, it is appropriate to write-off the debt.

2.4 The second case relates to a payment to Mr D who was provided with a Homeless Prevention Loan as he was due to be repossessed for mortgage arrears. A loan of £7,500 was granted in 2022 and an agreement made that Mr D would pay the loan back at the rate of £50 per month (£350 was paid). Then Mr D moved address and left no forwarding address. Therefore, tracing was undertaken by the bailiffs. As a result of finding an address and action from the enforcement agents in early September 2025 it was found that Mr D is now 72 years old, and has very poor health, plus he does not have the income to pay the debt. Therefore, the service has requested the debt of £7,150 is written off.

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2.5 Since the updating of the Corporate Debt Policy in March 2025 the Recovery Team for sundry debts has been strengthened and they are working with services to both clear any aged debt and put in place processes which minimise future debt build up and are ensuring any service debt is managed in a timely manner. This latest debt write-off is the result of the work with individual services to clear down debt and ensure procedures are in place to minimise any future debt build up residing in services.

3. Options appraisal and proposal

3.1 No further action can be taken to recover these debts, and it is good accounting practice in such cases to write them off and as such, no other options are available. It is therefore proposed that the debt amount of £10,913.44 is written off.

4. Risk implications

4.1 As we are reaching the 7-year deadline for debt recovery in the case of the church group the debt is irrecoverable, so there are no longer any direct risks to this write-off.

4.2 For the case relating to the Homelessness prevention loan such situations are carefully assessed to ensure the loan can be repaid but there is always a risk of default.

4.3 However, through the work of the corporate debt recovery team with individual services the Council is mitigating the risks of time dependent write-offs in the future. Also, in working with services we are ensuring procedures are in place to prevent build-up of debt and to deal with any recovery in a timely manner while there is the opportunity to recover that debt. This includes potential court procedures.

5. Financial implications

5.1 The proposed write-off is covered by the sundry bad debt provision of £1,187,602.70 made in accordance with the CIPFA accounting code of practice

5.2 The debt incurred is broken down per invoice in the table below with the total proposed write-off being £10,913.44

5.3 A balance needs to be achieved between not incurring expenditure chasing debts which are not going to be recovered and ensuring that the Council is seen to be robustly pursuing debtors. The Council has a Corporate Debt Policy and process in place as approved at Corporate Policy and Resources Committee on 24 March 2025.

6. Legal comments

6.1 No legal implications arising directly from this report.

Corporate implications

7. S151 Officer comments

7.1 The S151 Officer to confirm that all financial implications have been taken into account and as has been commented can be covered by the existing bad debt provision.

8. Monitoring Officer comments

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

9. Procurement comments

There are no procurement requirements in this report

10. Equality and Diversity

10.1 In seeking to recover debt we need to ensure we have an equitable approach to all, and this is ensured though our recovery policy Equality and Diversity provisions.

11. Sustainability/Climate Change Implications

11.1 Ensuring we maximise wherever possible debt assists our financial sustainability which contributes to the Council also achieving its social and environmental goals

12. Other considerations

12.1 In recovering debt procedures, the Council always takes account of personal circumstances where appropriate including, if necessary, payment plans.

13. Timetable for implementation

13.1 The agreed write-off should be actioned as soon as practicable.

14. Contact

14.1 Sandy Muirhead Group Head Commissioning and Transformation

Terry Collier Deputy Chief Executive and Section 151 Officer

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 Write off Debts

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Appendix 1 Write off cases

Type of Debt (reference no.)	Name and address	Amount £	Year	Comments

Type of Debt (reference no.)	Name and address	Amount £	Year	Comments
Sales Ledger Customer Code: 051139	Mr D Ashford	7,150	2022	Homeless Prevention Loan due to impending mortgage repossession
Summary	Mr D was provided with a Homeless Prevention Loan as he was due to be repossessed for mortgage arrears. A loan of £7,500 was granted and an agreement made that Mr D would pay the loan back at the rate of £50 per month. Payments were forthcoming and a total of £350 was paid off the loan, with the last payment being made on 21st July 2022. It was then discovered that Mr D had moved address and the forwarding address was unknown. As a result of recent action by LWE (London Warrant Enforcement) on behalf of SBC, Mr D's address has been found, and he was contacted by LWE. Mr D is now 72 years old and has had major heart surgery, following a heart attack, and continues to be a very unwell man. He is no longer able to work due to his poor health. With the help of his son Mr D has been paying off a Council Tax debt with SBC which is now cleared. Mr D is very unhappy that SBC are chasing this further debt and feels stressed and unable to pay. His son is unable to help him further. Mr D has a limited income of State Pension and a small occupational pension. He receives Council Tax support from SBC. He has a high level of debt with other entities and is paying those debts off at a rate of £1 per month on each debt. Can consideration please be given to writing this debt off, given Mr D's age, poor health and much reduced income.			
Total Sundry Debt	**£7,150.00**			

Type of Debt (reference no.)	Name and address	Amount £	Year 2018	Comments
Sales Ledger Customer Code: 036914	Church Group Staines	INV290196 - £669.20 INV290678 - £283.14 INV293506 - £720.00 INV293767 - £925 INV294486 - £777.40 INV295767 - £388.70 Total: **£3,763.44**	June July August Sept Oct Nov	The church group did not make payment for a number of invoices, and have a large debt left on the account.
Summary	A church group rented Staines Community Centre on a Sunday morning and were very poor at paying. At the time the officers involved chased for payment including into 2019. Key officers involved in the bookings have now left and we are unable to ascertain as to why bookings were not ended sooner. Officers have then been back at other points in the following few years to try and collect the debt but with no success. As the case is now bordering on 7 years since the debt occurred it no longer becomes collectable after 7 years.			
Total Sundry Debt	**£3,763.44**			

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	24/12/25
Commissioner engagement (if report focused on issues of concern to Commissioners such as Finance, Assets etc)	Y	18/12/25
Relevant Group Head review	Y	18/12/25
MAT+ review (to have been circulated **at least 5 working days before Stage 2**)	Y	18/12/25
This item is on the Forward Plan for the relevant committee	Y	
	Reviewed by	
Finance comments	Y	24/12/25
Risk comments	LO	12/12/25
Legal comments	LH	08/01/26
HR comments (if applicable)		

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

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

Stage 2
Report checklist – responsibility of report owner

ITEM	Completed by	Date
Monitoring Officer commentary – at least **5 working days before MAT**	L Heron	08/01/26
S151 Officer commentary – at least **5 working days before MAT**	TC	06/01/26
Confirm final report cleared by MAT	Y	06/01/26

Corporate Policy and Resources Committee

19 January 2026

Title	Governance Assurance (Risk Management) Framework and Policy
Purpose of the report	To make a decision
Report Author	Lee O'Neil, Deputy Chief Executive
Ward(s) Affected	All Wards
Exempt	No
Exemption Reason	
Corporate Priority	Community Addressing Housing Need Resilience Environment Services
Recommendations	**Committee is asked to:** a. Approve the new Governance Assurance Policy and Framework (as outlined in **Appendix A**), which focuses on the Council's governance and control arrangements to ensure effective management of risks. b. Authorise the Deputy Chief Executive, in conjunction with the Chair of the Audit Committee to make any adjustments to the Policy and Framework to ensure that it is updated to reflect any future changes in the Council's governance arrangements.
Reason for Recommendation	To ensure that the Council has effective systems and processes for ensuring that risk is managed effectively and that the Council has a positive risk management culture.

1. Executive summary of the report

What is the situation	Why we want to do something
• As part of ongoing improvements to the Council's Risk Management arrangements, the authority is moving to a governance	• Improvements are needed to the way the Council manages risk to address recommendations in External/Internal Audits and to deliver the relevant outcomes

assurance based Risk Management Policy and Framework.	required as part of the Council's Improvement and Recovery Plan.
This is what we want to do about it	These are the next steps
• Implement a Policy and Framework based on a governance assurance approach to ensure that the Council is managing risk more effectively and embed a positive risk management culture throughout the organisation.	• The Committee is asked to approve the new Policy and Framework outlined in **Appendix A.** Any necessary changes to processes and governance arrangements, including adapting all the authority's risk registers, will then be implemented as outlined in the report.

2. Key issues

2.1 In response to recommendations made in the Best Value Inspection and Grant Thornton's External Audit of this authority, the Council has been making a range of improvements to the way it manages risk, moving to a governance assurance-based risk management Policy and Framework.

2.2 This approach focuses on the effectiveness of the Council's governance and control arrangements, ensuring that this authority can deliver its objectives and corporate and service responsibilities in a more positive way, and that stakeholders receive sufficient assurance that appropriate arrangements are in place. This will also ensure that the Council delivers the required outcomes specified in the authority's Improvement and Recovery Plan.

2.3 The new Governance Assurance Framework and Policy outlined in **Appendix A** specifies how the Council will capture and manage its key areas of assurance (risks) under this new approach; outlining the assessment process, roles and responsibilities, how and where this will be reported and the training resources required.

2.4 One of the outcomes of this change in approach will be to place a greater responsibility on the various service Committees of the Council to scrutinise the detailed risk / governance assurance registers of the respective departments and services under their remit.

2.5 In contrast, the Audit Committee's key role in relation to risk management will be to consider the effectiveness of the Council's arrangements for risk, governance and internal control. This will include overseeing the relevant policies and strategies and crucially being assured that:

(a) Key risk / governance areas are owned and managed appropriately, and

(b) That this authority's governance arrangements for managing risk are effective, implemented and being monitored (with departments and services held accountable for delivering their governance responsibilities).

2.6 The Corporate Risk Register (which is being adapted to the new approach and will in future be called the 'Governance Assurance Register') will continue to be reported to the Corporate Policy and Resources Committee on a regular basis under the new arrangements.

3. Options appraisal and proposal

3.1 **Option 1 (Recommended)** – The Committee is asked to:

(a) Approve the new Governance Assurance Framework and Policy (as outlined in **Appendix A**), which focuses on the Council's governance and control arrangements to ensure effective management of risks.

(b) Authorise the Deputy Chief Executive, in conjunction with the Chair of the Audit Committee to make any subsequent adjustments to the Framework and Policy to ensure that it is updated to reflect any future changes in the Council's governance arrangements.

3.2 **Option 2** – The Committee could suggest amendments to the Framework and Policy.

3.3 **Option 3** – The Committee could suggest an alternative approach.

4. Risk implications

4.1 The new Governance Assurance Policy and Framework are designed to ensure that the Council has all the necessary governance arrangements in place to manage corporate, strategic and operational risks effectively, and through training and monitoring will ensure that there is an effective risk management culture embedded within the organisation.

5. Financial implications

5.1 The development and implementation of the new Governance Assurance Framework and Policy and the associated revision of the Corporate Risk Register can be delivered within existing resources. Any minor costs relating to staff training, development of supporting documentation, and updates to reporting systems are expected to be met from current service budgets. Over time, strengthening the Council's risk management and assurance arrangements is expected to support more effective financial planning and help mitigate the likelihood of unanticipated financial pressures arising from unmanaged or insufficiently controlled risks.

6. Legal comments

6.1 In accordance with the Accounts and Audit Regulations 2015, Regulation 3 the Council is required to have sound system of internal control to ensure effective exercise of its functions, financial and operational management, and arrangements for the management of risk.

6.2 The proposed Risk Management Framework and Policy assist the Council in discharging this statutory duty.

6.3 Approval of the proposed framework and policy is a matter for Corporate Policy and Resources Committee as risk management is within this Committee's terms of reference (part 3(b) of the Constitution).

Corporate implications

7. S151 Officer comments

7.1   Having an appropriate Corporate Risk Management Framework supports ensuring that the Council governance arrangements is able to effectively gain assurance on arrangements for managing risks including financial risks. Additional budget had been made available to cover the cost of bringing in the consultant to assist officers to develop the new proposed approach to risk management. The proposed approach is consistent with recommendations within the Governance theme of the approved Improvement and Recovery Plan.

8.   Monitoring Officer comments

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

9.   Procurement comments

There are no procurement implications arising directly from this report.

10.   Equality and Diversity

10.1   The Council's risk registers (including the new Governance Assurance Register) will incorporate any governance arrangements required to ensure effective management of any risks faced by the Council in meeting its duties and responsibilities relating to Equality, Diversity and Inclusion.

11.   Sustainability/Climate Change Implications

11.1   The Council's risk registers (including the new Governance Assurance Register) will incorporate any governance arrangements required to ensure effective management of any risks faced by the Council in meeting its zero-carbon targets and wider environmental responsibilities.

12.   Other considerations

12.1   Initial training for key officers was provided in September 2025 to introduce them to the new governance assurance approach to risk management, with further training planned for both officers and members to embed an understanding of their responsibilities for implementing and maintaining the necessary arrangements specified in the Governance Assurance Policy and Framework.

12.2   The Audit Committee has received updates on progress with this work and given the opportunity to understand and input into the way some of the Council's key risks would be presented within a new Governance Assurance Register.

12.3   In view of the wide-ranging changes which need to be implemented in adopting this new approach to managing risks, it will inevitably take some time to fully integrate the new processes across all Committees.

13.   Timetable for implementation

13.1   If the Committee approves the proposed Governance Assurance Policy and Framework, work will commence immediately on incorporating this new approach into the Council's wider governance arrangements. The approach will be applied across all services to ensure a consistent and comprehensive

assurance capture of corporate risks. This is likely to take two or three committee cycles to fully work up.

13.2   In parallel, officers will follow up with the Chairs of the relevant service Committees to incorporate into their Forward Plans a planned approach for incorporating scrutiny of service operational risk arrangements.

13.3   Training on the new arrangements will be provided for the Chairs/Vice Chairs of relevant committees and subsequently for all Councillors. This is likely to be scheduled for the end of February/early March 2026 with dates to be confirmed.

14.   Contact

14.1   Lee O'Neil – Deputy Chief Executive (l.o'neil@spelthorne.gov.uk)

14.2   Rob Winter – ARGC Ltd. (robwinter.argc@gmail.com)

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 – Proposed Governance Assurance Policy and Framework
Appendix B – Illustrative example of change in approach from previous Corporate Risk Register information vs. new Corporate Assurance Register information (TO FOLLOW)

Spelthorne Borough Council – Governance Assurance / Risk Management Policy and Framework

Policy Statement

Spelthorne Borough Council recognises that it has a responsibility to have effective governance in place and manage the risks it faces in order to:

- Ensure that statutory obligations and policy objectives are met
- Prioritise areas for improvement in service provision and encourage meeting or exceeding customer and stakeholder expectations
- Safeguard its employees, clients and service users, Members, and all other stakeholders to whom the Council has a duty of care
- Protect its property and assets including buildings, equipment, vehicles, information and all other resources
- Identify and manage potential liabilities
- Maintain effective control of public funds and the efficient deployment and use of resources to achieve value for money
- Preserve and promote the reputation of the Council
- Support the quality of the environment
- Engage effectively with its partner organisations and wider community
- Learn from previous threats, opportunities, successes, and failures to inform the continuous improvement in governance and the management of risks

Risk management is an integral part of the Council's corporate governance arrangements and has been built into the management processes as part of the Authority's overall framework to deliver continuous improvement. All Members and Officers have a responsibility and a role to play in good governance and managing risk.

The Council is adopting an approach to risk management that focusses on having and maintaining assurances about the effectiveness of our governance arrangements. This provides a greater emphasis on ensuring and being assured that all aspects of the Council's governance are in place, effective and complied with. Whilst always identifying risks that threaten the achievement of our objectives, our 'governance assurance' approach will highlight the responsibilities and accountabilities for our governance and compliance.

The Council will seek to achieve effective governance assurance and risk management by:

- Implementing this Framework which compliments the other governance processes of the Council
- Equipping all employees and Elected Members with the skills required to identify and assess risks, understand the governance needed to deal with them and to communicate this appropriately and effectively
- Acknowledging that risk management and the need for effective governance are shared across partner organisations
- Annually reviewing the effectiveness of our governance arrangements and reporting the results in the Annual Governance Statement
- Having a robust Audit Committee that reviews the effectiveness of the Council's broader governance arrangements
- Keeping the Council's governance assurance / risk management approach under continual review to ensure it remains in line with good practice

Signed:

Councillor Joanne Sexton   Terry Collier
Leader of the Council   Interim Chief Executive
Date: Date:

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Governance Assurance / Risk Management Framework 2025 - 2026

1. Introduction

Spelthorne Borough Council recognises the importance of the effective identification, evaluation, and management of all key strategic and operational risks. Risk management is at the heart of good management practice and is a key part of the Council's corporate governance arrangements.

Our risk management arrangements need to be proactive and permissive to enable and facilitate effective decision-making and day-to-day management and to ensure we are acting in the right way at the right to deliver services to the public.

By implementing effective management of our risks, we will be in a stronger position to
deliver:

- Improved strategic management – greater ability to deliver against objectives and targets within finite resources
- Improved operational management – reduction in interruptions to service delivery and/or in managerial time spent dealing with the consequences of a risk event having occurred
- Improved financial management – informed decision making and reduction in losses or claims against the Council
- Improved customer services and outcomes – minimal service disruption, increased levels of satisfaction and optimal service delivery.

At the heart of effective risk management is having continual assurances regarding the existence and effectiveness of the Council's governance framework. This framework covers all the Council's enabling and controlling strategies, policies, and procedures to ensure we utilise our resources and deliver services in the most effective, efficient, and economical way.

This document outlines how the Council will obtain assurances around its governance framework and therefore how we will manage the threats and challenges (risks) and opportunities we face.

The Governance Assurance (Risk Management) Policy adopts a positive and enabling approach to focus on how we will deliver, perform, achieve, and succeed. It sets out:

- What we mean by governance assurance?
- Why we need a governance assurance framework – why is it important?
- An overview of the governance assurance process

- Delivery of the strategy
- An outline of the roles and responsibilities for members, senior officers, and staff

2. Definitions of Governance and Risk – what do we mean by governance assurance / risk management?

As we all know risk is the chance, possibility or concern of loss, damage, injury, or inability to achieve objectives caused by an unwanted or uncertain action or event. Risk is an inevitable part of everyday business and cannot be eliminated – but it can be managed. Risk management as a process sits within the Council's wider framework of governance.

So, what do we mean by governance. Simply put it is:

"The policies, procedures, practices and importantly the culture, that governs how an organisation ensures it does the right things, in the right way and at the right time, to deliver the services required or expected."

Achieving assurance around the effectiveness of our governance will comprise a planned and systematic approach to articulating the aspects of governance we are relying on to discharge our responsibilities. It will look at the significant areas of council activity that require a continual focus, any concern about things in the future that we need to prepare for and be assured our arrangements will meet that future requirement, and be able to analyse and reflect when things don't go as planned to identify why something occurred so we learn and constantly improve our governance arrangements.

3. Why is having effective governance important?

Effective and efficient governance is critical to the success of any organisation and when this does not exist it can lead to significant operational and strategic failures. Ineffective governance is cited as a fundamental cause of failure in a wide variety of organisations in both the public and private sectors. Governance issues that arise may have been because the necessary governance was not in place, or that it was not effective or complied with. Ineffective governance could be a systemic corporate issue or one relating to a specific service.

Spelthorne Council recognises the importance of ensuring we have a robust framework of governance and a continual process that ensures it is in place, effective and being complied with. This manages risk.

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As the definition above states, the governance framework enables and controls how we ensure our strategic and service delivery objectives are achieved, and our responsibilities discharged.

Risks increase when organisations fail to identify when an element of the governance framework is not effective or being complied with. The governance assurance approach the Council is adopting aims to create an environment, culture and supporting processes that ensure there is an awareness of what good governance is and what everyone's responsibilities are within it.

Good governance:

- Facilitates effective decision-making at every level
- Supports appropriate risk taking (given we cannot avoid risk)
- Improves general awareness of governance, controls, and assurance
- Protects reputation and assets - supports organisational resilience
- Embraces opportunities – e.g. new technologies and ways of working
- Challenges potential recklessness
- Improves accountability and compliance
- Provides confidence and assurance, internally and externally (external funding / partnerships)
- Encourages political engagement and support

The Council recognises that it has a responsibility to manage risks effectively to control its assets and liabilities, protect its employees and community against potential
losses, minimise uncertainty in achieving its goals and objectives and maximise the opportunities to achieve our vision.

4. The Governance Assurance Process

4.1 Governance Assurance Approach

The governance assurance approach focusses on ensuring we have the right governance arrangements in place and that they are effective and complied with such that we can be assured we deliver our services effectively, efficiently, and economically.

We have a range of significant objectives to meet or deliver, and we need to be assured we have the necessary governance in place to achieve them.

As this is a new approach it will be important to ensure it is quickly embedded into business as usual, where governance issues are discussed, any actions identified, and the assurances updated.

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The approach is intended to be simple and straightforward, reducing the subjectivity of traditional risk management.

The means by which we assess the effectiveness of our governance arrangements will be simple utilising templates which are straightforward to complete and easy to access and maintain. The process has a simpler 'RAG' (red / amber / green) rating and a greater emphasis on the actions to improve our governance and therefore address any risks. The process is designed to be "self-service" for Managers and their teams, enabling a continual and proactive approach to maintain a focus on the governance arrangements needed to ensure we do the right things, in the right way and at the right time, to deliver the services required or expected.

The approach introduces the concept of 'areas of continual focus', 'concerns', and 'issues'. The term 'risk' is therefore used generically to cover these three concepts.

4.2 Analysis – Identification, Description and Assessment of Governance

Traditional risk methodologies focus on the avoidance of negatives where risks are described with phrases like, "failure to…", or 'inadequate', or 'inability', or loss'.

The governance assurance approach has an emphasis on being more positive, enabling and ensuring. It requires 'assurance owners' to demonstrate that the governance arrangements they need to use are in place, effective and being complied with and therefore satisfied and confident that they can discharge their responsibilities effectively, efficiently and economically, i.e. do the right things, in the right way, at the right time.

The key aspects of the governance assurance approach are to consider how we will obtain and maintain assurances regarding the governance arrangement needed relating to the following:

Areas of focus – those areas of council activity, responsibility or a major strategy that are of a long-term nature or even 'forever' that require continual assurance. Although these long-term matters can be subject to untoward events, they are fundamentally aspects of the Council's responsibilities that need continual assurance. Such matters include, for example:

- delivering the medium-term financial plan
- maintaining effective budgetary control
- resisting cyber-attacks,
- maintaining resilience (organisational and emergency)
- minimising health and safety incidents
- maintaining effective collaborations / contracts

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- meeting legislative requirements

Areas of focus can also be at a service level where it is necessary to maintain assurances that operational responsibilities are being met, for example ensuring maintenance schedules are maintained, mandatory training is undertaken, or contracts are being managed.

Concerns – something in the future that we need to ensure we can deal with, respond to or prevent. The focus for such matters is to ensure we have the necessary governance arrangements in place that will enable us to deal with future matter. An example of such a matter could be the achievement of a specific objective, or the need to meet future requirements e.g. new legislation or maintaining/meeting specific service levels.

Issues – something that has not gone to plan or an unforeseen event. Such matters are likely to require an immediate and/or specific response. Examples could be dealing with a significant complaint, enforcement action against the Council or a failure of a contractor. In such instances the focus will be to identify and understand what elements of the Council's governance arrangements did not work or were not complied with that resulted in an issue arising. It may be of course that such a matter was outside the Council's control, but a response is needed.

Ultimately, in any of the three situations above, the focus is to ensure that the Council's governance arrangements are in place, effective and complied with that enables a positive outcome.

A narrative assessment of the assurance needed helps to identify the main issues. For an **area of focus** (the longer-term aspects of service delivery), considerations include:

- What assurances do we need regarding the project / initiative / objective / duty / responsibility that ensures its successful delivery?
- Are all the arrangements in place to provide the right oversight and timely information that would enable the necessary interventions and influence?

For a **concern** (the forward look), considerations include:

- What is giving us a concern and why?
- Do we know when the concern may arise?
- What do we need to ensure we have in place that means we can address the concern?

For an **issue** (the response to something that has already happened), considerations include:

- Understanding what has gone wrong?
- What was the cause?
- What has not been complied with?
- Is there a missing or ineffective control or is it a matter of non-compliance?
- Could this have been prevented, minimised with improved controls etc?

4.3 Assurance (Risk) Evaluation

The assurance we need in a particular area requires evaluation to determine the relative severity or seriousness of the area of focus, concern, or issue. This in turn aids management to assess the relative prioritisation of any the assurance actions necessary.

The revised approach has a more simplistic and intuitive assessment process:

- Being clear if it is an area of focus that requires continual oversight, a concern about something in the future or an issue, where something has not gone as planned.
- An assessment of how urgently we need to act to be assured – High priority (action required within 1-3 months), Medium priority (action required within 3-6 months) or Low priority (monitoring or up to a 12-month timeframe)

4.4 Assurance (Risk) Management, Actions and Governance Domains

For each area of assurance, managers need understand and identify the actions needed to provide the necessary assurance.

- For **areas of focus** (strategic or operational), the actions are likely to focus on obtaining assurances to enable the appropriate oversight and influence.
- For a **concern**, the actions are likely to revolve around getting assurances about the necessary arrangements in place to enable the future matter to be dealt with effectively and therefore avoiding any potential issues.
- For an **issue**, actions will be largely corrective based on a "diagnosis" of what went wrong, to enable a focus on specific, owned and tracked actions to respond.

Each action includes a description of what is to be done, why, what is the actions intended outcome, by whom (the Action Owner) and by when (completion or review dates). The urgency of the assurance action needed is provided by a simple red/amber/green assessment (as above). A simplistic progress update (red/amber/green) is also included to provide further assurance that the actions are on track to be implemented / reviewed as planned. Any action that is of a duration exceeding 6-months will require a specific review.

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Each action will be linked to a governance domain, the framework of policies and procedures that ensure the Council does the right thing, in the right way at the right time to deliver our services and discharge our responsibilities. The governance domains also provide a simple accountability/compliance framework which identifies the underpinning infrastructure of governance and control used across the Council (and indeed all organisations) to manage its finances, people, assets, information, partnerships, performance, contracts, projects, legislative responsibilities, decision making, conduct and resilience.

Linking the assurance actions to a governance domain explicitly recognises that everything that happens in the Council is achieved through these broad themes or domains, and that the management, effectiveness, and compliance with these domains is a key aspect of good governance within the Council. Every manager and ultimately every employee has a responsibility to comply with and ensure good governance in their work and service area of the Council.

Each governance domain has a strategic level owner the "Domain Lead" (someone accountable for the Council-wide management of that area) e.g. the Director of Finance - is responsible for financial management and has oversight and responsibility for regulation and compliance requirements in that area.

Analysis of assurance actions by governance domain will be shared with the Domain Leads and will form an intrinsic part of the Council's annual review of governance, in order that trends and areas requiring corporate input or support can be identified.

4.5 Assurance and Review

The Management Team (MAT) will receive quarterly assurance reports to enable strategic oversight [format to be determined].

The relevant service / policy committees will consider the areas of focus, concerns and issues within their remit and will have the opportunity to drill into specific matters with individual senior managers invited to attend to discuss the assurance areas in their services.

The Audit Committee will receive regular updates on the overall management of the assurance process, again having the opportunity to invite senior managers to demonstrate how they are assessing and obtaining the necessary assurances that the governance arrangements needed are in place and effective.

Services will have their own assurance registers. These will be kept under continual review as part of existing management arrangements. Group Heads will review the service assurance registers on at least a quarterly basis.

Internal Audit will undertake periodic reviews to provide independent assurance to the MAT and Audit Committee of the effectiveness and compliance with the governance assurance process.

5 Delivery of the Framework

It is essential that there is a good understanding of the Council's governance and a strong commitment from both Members and Officers to embed and maintain the new governance assurance approach. The roles and responsibilities to support the delivery of the framework are outlined in **Appendix 1**.

Guidance materials to support managers with the governance assurance process will be available and include step by step user guides/notes to support the completion of the assurance templates.

Governance Assurance Roles and Responsibilities

In order to ensure that the Council's governance assurance arrangements are implemented and delivered successfully, it is important that everyone within the Council understands their roles and responsibilities.

The table below summarise the roles and responsibilities of various groups and individuals across the Council in relation to the delivery, support, and assurance necessary to establish and embed an effective governance assurance process.

The following groups and/or individuals will assist in the delivery of effective governance assurance:

Group or Individual	Roles and Responsibilities
Council	• Ensure that an effective framework of governance and governance assurance is in place.
Elected members (individually and collectively)	• Understand the importance of good governance and its benefits, which includes attending relevant training. • Contribute to the identification of assurance needs. • Consider the assurance (risk) requirements / implications contained within reports as part of the Council's decision-making process. • Promote and demonstrate the behaviours, values and culture that supports good governance. • Ensure open and frank conversations about governance assurances (risks), ensuring appropriate reporting and escalation as required.
Corporate Policy & Resources Committee and Service Committees	• Review the assurance registers relevant to the Committee's remit and hold management to account for the identification and implementation of assurance actions.
Audit Committee	• Provide independent and objective assurances to the Council on the adequacy and effectiveness of the governance framework and assurance process.
Chief Executive	• Devise, implement and maintain an effective framework of governance and assurance.
Management Team (MAT)	• Ensure the Council manages its governance assurances effectively through the Governance Assurance Policy • Actively consider and manage the key strategic areas of focus, major concerns, and issues. • Keep the Governance Assurance Framework and Policy under regular review. • Promote and demonstrate the behaviours, values and culture that supports good governance and accountability.

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Group or Individual	Roles and Responsibilities
	• Encourage open and frank conversations about governance (risks), and ensure appropriate reporting and escalation of risks as required
Group Heads	• Responsible for the effective and robust management of governance and assurance within their areas of responsibility. • Review service Assurance Registers regularly, at least quarterly or more frequently if required, and hold assurance action owners to account for the implementation / provision of the necessary assurance. • Escalate matters to the Management Team as appropriate.
Service Managers / Project Managers	• Manage compliance with the Council's governance framework in their service area or project for which they are responsible. • Maintain service assurance registers and keep them under continual review. • Escalate matters to the Group Head or Management Team as appropriate.
Boards / Steering Groups	• Manage compliance with the Council's governance framework as appropriate for the remit of the Board or Steering Group. • Maintain an assurance register and keep it under continual review. • Escalate risks to the relevant Group Head/member of Management Team as appropriate.
All Employees	• Maintain an understanding of the Council's governance framework and its importance. • Identify any aspects of the Council's services that require intervention, change or escalation and raise these with their line manager.

The governance assurance framework is supported by:

Group or Individual	Roles and Responsibilities
Deputy Chief Executive	• Responsible for the effective delivery and maintenance of the governance assurance framework. • Responsible for ensuring that governance assurance resources are appropriate. • Commission independent assurance and an annual opinion on the adequacy and effectiveness of the Council's governance framework.
Internal Audit	• Advise senior management of good governance practice. • Undertake periodic independent reviews of the Council's governance arrangements including the governance assurance process.

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Group or Individual	Roles and Responsibilities
	• Advise and support the Audit Committee to fulfil its responsibilities for the oversight of the governance assurance process.

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Framework of Governance

The following table shows the governance domains of the Council.

Domain	Description / *Purpose*
Financial Management	The framework of policies, procedures, guidance, and training in place that are complied with, that ensures our financial resources are managed in an efficient and effective way. *This is not about how much money the Council has, what it spends that money on, or if that may change or reduce, it is about the effectiveness of the financial management framework to deal with and respond to changes in whatever resources the Council has as a whole or allocates to particular services or functions.*
Workforce / HR Management	The framework of policies, procedures, guidance, and training that ensures the Council can manage its human resources in an efficient and effective way. *This is about ensuring the Council understands its human assets, their quality, their control, their development, deployment, and wellbeing.*
Information Systems Management	The framework of policies, procedures, guidance, and training that ensures the Council has a suite of information systems and technology that is managed, controlled, accessed, and utilised appropriately to enable the efficient and effective delivery of services and functions. *This is about the quality, suitability, and resilience of IT/IS such that the Council achieves its objectives whilst protecting the integrity and accuracy of its data.*
Information Governance / Security	The framework of policies, procedures, guidance, and training that ensures the Council maintains its information assets to ensure compliance with prevailing data protection laws but also supports and enables the Council to deliver its objectives in an efficient way. This also includes the arrangements to maintain effective levels of cyber security and resilience.
Procurement, Commissioning and Contract Management	The framework of policies, procedures, guidance, and training that ensures the Council procures, commissions, and manages its contracts in ways that are compliant with legislation, delivers value for money, demonstrates transparency and sustainability,

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Domain	Description / *Purpose*
	and therefore supports the effective delivery of services and functions. *This is not about what is procured or commissioned but that there is due and consistent regard to deliver value for money, good contract governance, stakeholder accountability, and equity in how the Council secures goods and services to deliver its objectives.*
Partnership / Relationship / Collaboration Governance	The framework of policies, procedures, guidance, and training that ensures the collaborative arrangements in place are effectively governed and managed to support the Council to deliver its objectives. *This is different to contract management to reflect the wider partnership / collaborative arrangements in place with other organisations that we use or use us to deliver services jointly or on our behalf.*
Performance Management / Data Quality	The framework of policies, procedures, guidance, and training that ensures the Council manages its performance at all levels through quality, timely, accurate and reliable data such that performance and accountability is capable of effective measurement and management to drive continuous individual and strategic improvement. *This is not about actual performance; this is about having the confidence to be able to rely on the data and systems in place that identify performance to enable management to make decisions reliably and consistently.*
Asset Management (non-IT assets)	The framework of policies, procedures, guidance, and training that ensures the Council can manage and utilise its physical assets to best effect and demonstrate value for money to support the delivery of services. *This is not about what assets the Council has as such but rather it knows what they are, where they are, can manage them in a way that ensures they are fit for purpose, kept useable and efficient and are disposed of and renewed at the optimum time.*
Ethical Standards and Conduct	The framework of policies, procedures, guidance, and training that ensures its employees and members, and those working with and for the Council discharge their responsibilities with the highest ethical standards meeting in all aspects of public expectations for conduct and integrity.

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Domain	Description / *Purpose*
	This also extends to the arrangements for dealing with non-compliance and ensuring stakeholder accountability, transparency, and confidence.
Project and Programme Management	The framework of policies, procedures, guidance, and training that ensures the effective and efficient management and delivery of the Council's projects and programmes, and that they are reviewed for lessons learned. *This is about ensuring good governance, accountability and benefits realisation from change, development and transformational projects and programmes.*
Health and Safety	The framework of policies, procedures, guidance, and training that ensures the Council discharges its legislative and good practice responsibilities for the health, safety and welfare of its employees, users/customers, and wider stakeholders.
Business Continuity / Emergency Resilience	The framework of policies, procedures, guidance, and training that ensures the Council understands its business continuity and emergency resilience arrangements and that employees, partners, and other organisations understand their respective roles should an incident arise and that services are restored as quickly and efficiently as possible.
Safeguarding	The framework of policies, procedures, guidance, and training that ensures the Council's responsibilities for the safeguarding of children and adults are discharged as effectively and efficiently as possible. *This extends to ensuring all partner organisations, related parties and contractors meet their responsibilities within the Council's frameworks.*
Legislative Compliance (Operational)	The framework of policies, procedures, guidance, and training that ensures the Council understands and meets its legislative responsibilities in the delivery of services. *This is beyond those legislative frameworks within other domain areas and relates to specific statutory roles the Council has for service delivery and discharging public services.*
Equality, Diversity, and Inclusion	The framework of policies, procedures, guidance, and training that ensures the Council has due regard for diversity, equality, and inclusion in how it delivers its services, manages its employees, and supports the wider community, meeting legislative and good practice standards in doing so.

Domain	Description / *Purpose*
Decision-Making Arrangements	The framework of policies, procedures, guidance, and training that ensures the Council makes sound decisions in a transparent and accountable manner, meeting the requirements of legislation and internal governance arrangements. *This is not about the actual decisions made but relates to the way they are made, scrutinised and reported.*
Board Governance	The framework of terms of reference, operating guidelines and protocols that ensures a Board and any supporting groups operate effectively and efficiently, where all participants understand their individual and collective duties and responsibilities and there is clear evidence of challenge, support and action arising from meetings.
Governance / Risk Management	The governance assurance framework that ensures the Council has regard to the areas of focus, concerns and any issues that require action assurance.
Compliance with audit and inspection	Procedures exist and are followed to ensure the timely response to audit or inspection recommendations and that agreed actions are implemented within the agreed timeframes.

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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, and identifies those which are **Key Decisions**.

Please direct any enquiries about this Plan to CommitteeServices@pelthorne.gov.uk.

Spelthorne Borough Council

Service Committees Forward Plan and Key Decisions for 1 November 2025 to 20 April 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 01 12 2025	Sunbury Leisure Centre Works	Key Decision	Public	Coralie Holman, Group Head - Assets
Members' briefing pack 14 01 2026	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 19 01 2026	Debt Write-Offs	Non-Key Decision	Public	Terry Collier, Deputy Chief Executive, Sandy Muirhead, Group Head - Commissioning and Transformation
Corporate Policy and Resources Committee 19 01 2026	Determination of Council tax base for Council tax setting	Key Decision	Public	Ola Owolabi, Interim Chief Accountant
Corporate Policy and Resources Committee 19 01 2026	Budget, Fees and Charges (CP&R)	Non-Key Decision	Public	Ola Owolabi, Interim Chief Accountant
Corporate Policy and Resources Committee 19 01 2026	Service Plans	Non-Key Decision	Public	Linda Heron, Group Head - Corporate Governance, Monitoring Officer, 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 19 01 2026	Tennis Court and Football Pitch Improvement Works	Key Decision	Public	Mary Holdaway, Leisure Development Manager
Corporate Policy and Resources Committee 09 02 2026	Leisure Centre Rate Relief Application	Non-Key Decision	Public	Sandy Muirhead, Group Head - Commissioning and Transformation
Corporate Policy and Resources Committee 09 02 2026	Improvement and Recovery Plan Resourcing	Key Decision	Public	Daniel Mouawad, Chief Executive
Corporate Policy and Resources Committee 09 02 2026	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 09 02 2026	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 09 02 2026	Update on Solar Canopy Project	Non-Key Decision	Public	Timothy Snook, Sustainability & Resilience Lead
Corporate Policy and Resources Committee 09 02 2026	Q2 Corporate KPI Results	Key Decision	Public	Sacha Bailey, Projects Officer, Sandy Muirhead, Group Head - Commissioning and Transformation

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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

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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	Q3 Capital Monitoring Report	Key Decision	Public	Altin Bozhani, Interim Deputy Chief Finance Officer
Corporate Policy and Resources Committee 09 02 2026	Q3 Revenue Monitoring Report	Key Decision	Public	Altin Bozhani, Interim Deputy Chief Finance 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 09 02 2026	Disposal of 3 Roundwood Avenue	Key Decision	Private	Katherine McIlroy, Asset Manager
Corporate Policy and Resources Committee 20 04 2026	Asset Investment Strategy	Key Decision	Public	Sian Bowen, Principal Asset Manager

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