



Please reply to:

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Date: 15 May 2026

Notice of meeting

Corporate Policy and Resources Committee

Date: Tuesday, 26 May 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)

C. Bateson (Vice-Chair)

M.M. Attewell

J.R. Boughtflower

M. Buck

J. Button

D.C. Clarke

S.M. Doran

M. Gibson

M.J. Lee

S.C. Mooney

L. E. Nichols

J.A. Turner

H.R.D. Williams

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

Page nos.

1. **Apologies and Substitutes**

To receive apologies for absence and notification of substitutions.

2. **Minutes**

To Follow

To confirm the minutes of the meeting held on 20 April 2026 as a correct record.

3. **Disclosures of Interest**

To receive any disclosures of interest from councillors in accordance with the Council's Code of Conduct for members.

4. **Questions from members of the Public**

The Chair, or their nominee, to answer any questions raised by members of the public in accordance with Standing Order 40.

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

5. **Q4 Corporate KPI Results and Annual Report**

7 - 46

Committee is asked to consider the Corporate Key Performance Indicators data for Quarter 4 2025/26.

6. **Corporate Key Performance Indicators for 2026/27**

To Follow

Committee is asked to consider the proposed revisions to the Corporate Key Performance Indicators for 2026/27.

7. **Procurement of Temporary Agency Staff**

47 - 62

Committee is asked to authorise the Group Head Neighbourhood Services to:

1. Commence a procurement exercise via an appropriate public sector framework for the provision of temporary agency staff;
2. Approve a maximum contract value as detailed within Appendix A;
3. Authorise the Group Head Corporate Governance to enter contracts with the selected supplier.

Appendix A contains exempt information within the meaning of Part 1 of Schedule 12A to the Local Government Act 1972, as amended by the Local Government (Access to Information) Act 1985 and by the Local Government (Access to Information) (Variation) Order 2006 Paragraph 3 – Information relating to the financial or business affairs of

any particular person (including the authority holding that information) and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information because, disclosure to the public would prejudice the financial position of the authority in any lease, contract or other type of negotiation

8. Fuel Purchasing

63 - 76

Committee is asked to authorise the Group Head of Neighbourhood Services to:

1. Commence a procurement exercise via an appropriate public sector framework for the provision of fuel supply;
2. Approve a maximum contract value as detailed within the report;
3. Authorise the Group Head Corporate Governance to enter contracts and all ancillary documentation with the selected supplier.

***Appendix A** contains exempt information within the meaning of Part 1 of Schedule 12A to the Local Government Act 1972, as amended by the Local Government (Access to Information) Act 1985 and by the Local Government (Access to Information) (Variation) Order 2006 Paragraph 3 – Information relating to the financial or business affairs of any particular person (including the authority holding that information) and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information because, disclosure to the public would prejudice the financial position of the authority in any lease, contract or other type of negotiation*

9. General Fund Revenue and Capital Outturn for 2025/26

77 - 122

Committee is asked to acknowledge:

1. The 2025-26 Revenue and Capital Outturn;
2. The appropriations to and from General Fund reserves (Earmarked and Ringfenced) and the final balance at 31.03.26, as set out in paragraph 4.2, table 4.

Appendix D contains exempt information within the meaning of Part 1 of Schedule 12A of the Local Government Act 1972, as amended by the Local Government (Access to Information) Act 1985 and by the Local Government (Access to Information) (Variation) Order 2006 Paragraph 3 – Information relating to the financial or business affairs of any particular person (including the authority holding that information) and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

10. Corporate Health and Safety Policy (2026-2027)

123 - 166

Committee is asked to:

1. Approve the revised Corporate Health and Safety Policy for

- immediate adoption;
2. Authorise the Chief Executive to agree minor variations to the revised Health and Safety Policy.

11. Proposed Council Transitional Plan 2026/27 **167 - 188**

Committee is asked to consider the proposed Council Transitional Plan 2026/27.

12. Forward Plan **189 - 194**

To consider the Forward Plan for committee business.

13. Exclusion of Public & Press (Exempt Business)

To move the exclusion of the Press/Public for the following items, in view of the likely disclosure of exempt information within the meaning of Part 1 of Schedule 12A to the Local Government Act 1972, as amended by the Local Government (Access to Information) Act 1985 and by the Local Government (Access to information) (Variation) Order 2006.

14. Disposal of Council Land at Clay Lane Stanwell **195 - 224**

Committee is asked to consider the options regarding the disposal of land at Clay Lane, Stanwell and make a recommendation to Council.

This report and its appendices contain exempt information within the meaning of Part 1 of Schedule 12A to the Local Government Act 1972, as amended by the Local Government (Access to Information) Act 1985 and by the Local Government (Access to Information) (Variation) Order 2006 Paragraph 3 - Information relating to the financial or business affairs of any particular person (including the authority holding that information) and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information because, disclosure to the public would prejudice the financial position of the authority in any contract, settlement agreement or other type of negotiation with a third party, who could then know the position of the Council.

15. Urgent Actions **225 - 232**

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 20 April 2026.

The attached urgent actions contain exempt information within the meaning of Part 1 of Schedule 12A of the Local Government Act 1972, as amended by the Local Government (Access to Information) Act 1985 and by the Local Government (Access to Information) (Variation) Order 2006 Paragraph 3 – Information relating to the financial or business affairs of any particular person (including the authority holding

that information) and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information because, disclosure to the public and prejudice the financial position of the authority in any contract or other type of negotiation with a prospective purchase who could then know the position of the Council.

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Committee Report Checklist

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

Stage 1

Report checklist – responsibility of report owner

ITEM	Yes / No	Date
Councillor engagement / input from Chair prior to briefing	Yes	23-04-26
Relevant Group Head review	Yes	23-04-26
MAT+ review (to have been circulated at least 5 working days before Stage 2)	Yes	23-04-26
This item is on the Forward Plan for the relevant committee	Yes	23-04-26
	Reviewed by	
Finance comments (circulate to Finance)		
Risk comments (circulate to Lee O’Neil)	LON	24/04/26
Legal comments (circulate to Legal team)	LH	23/04/26
HR comments (if applicable)		

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

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

Stage 2

Report checklist – responsibility of report owner

ITEM	Completed by	Date rec’d
Monitoring Officer commentary – at least 5 working days before MAT	L Heron	23/04/26
S151 Officer commentary – at least 5 working days before MAT	T.Collier	22/4/26
Commissioner engagement	JK	14/5/2026
		No issues
Confirm final report cleared by MAT		

Corporate Policy and Resources Committee

Date of meeting 18 May 2026

Title	<i>Q4 KPI report 25/26</i>
Purpose of the report	To inform and assure
Report Author	<i>Sandy Muirhead, Group Head Commissioning and Transformation</i> Timothy Snook, Sustainability and Resilience Lead
Ward(s) Affected	All Wards
Exempt	No
Exemption Reason	
Corporate Priority	Community Addressing Housing Need Environment Services
Recommendations	Committee is asked to: To consider the Corporate Key Performance Indicators (KPIs) data for Quarter 4 2025/26.
Reason for Recommendation	The Council has a suite of performance indicators which enable services for the Council to monitor performance over a financial year and address any issues if performance is faltering.

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

What is the situation	Why we want to do something
<ul style="list-style-type: none"> Across the Council services have Key Performance Indicators which enable them to benchmark their performance year on year or quarter by quarter, depending on the KPI. The 2025/26 Q3 Corporate KPI performance results have been published to the Council's external website, demonstrating the Council's commitment 	<ul style="list-style-type: none"> To ensure transparency in activities and Performance To identify and take timely action to areas of emerging poor performance To demonstrate the delivery of services

to accountability and continuous improvement.	
This is what we want to do about it	These are the next steps
<ul style="list-style-type: none"> Ensure that KPIs are continued to be reported across the organisation to highlight the services performance and opportunities for improvement. 	<ul style="list-style-type: none"> Continue to monitor corporate KPIs on a quarterly basis, to highlight performance and identify opportunities for improvement in KPIs monitored to ensure they are still appropriate for 26/27 and update as appropriate. Publish Q4 Corporate KPI performance results on the Council Website, once the report has been acknowledged by Committee.

2. Key issues

- 2.1 Key Performance Indicators across services have been monitored in the Council on a quarterly or annual basis (**Appendix A**) resulting in a final Quarterly report. The resulting KPIs are colour coded where appropriate to provide guidance on whether they have been achieved or not.
- 2.2 The Council has established a robust framework of 33 Corporate KPIs for 2025/26, approved by CPRC in March 2025. Of these, 30 KPIs are actively monitored, while 3 (from Human Resources) are used solely for comparison.
- 2.3 The Corporate KPI report includes structured narratives for each KPI, providing valuable context and insight into performance trends. Additionally, background information on selected KPIs helps to explain their relevance and how they contribute to service delivery. This improved format supports more informed decision making and promotes greater transparency and engagement with performance data. Where metrics remain consistent or comparable, references to the previous year's figures are included to provide a more comprehensive view of the Council's performance. In cases where indicators have changed significantly, direct comparison is not possible.
- 2.4 It is important to note that some KPIs are expressed as percentages while others use absolute numbers because they measure different types of performance.
- 2.5 Please refer to the final Q4 report for the full KPIs in **Appendix A**.
- 2.6 **The Q4 performance report highlights:**
- 2.7 Below is a table that provides a breakdown of the overall performance of the actively monitored KPI set according to their RAG score. Please refer to the report in **Appendix A** for further information.

RAG Category	Q3 Count	Q4 Count	Change (Number)	Change (Percentage Points)
Green	25	26	+1	+3.3

Amber	2	2	0	0.0
Red	3	2	-1	-3.3

2.8 Below is a table of all the KPIs that have been RAG scored Red for Q4 2026. Please refer to **Appendix A** for full breakdown behind the KPI results. Dark red is where the service has failed to return KPI data.

Ref.	KPI	RAG
IL1	Maintain the current number in the Older People Actively Living support group	Red
B1	People and skills: number of full-time equivalent Registered Building Inspectors (RBI) resource allocated against number of projects requiring RBIs resource	Red
CS2	Percentage of Council tax collected	Amber
F1	% of undisputed invoices paid within 30 days	Amber

2.9 Below is a table detailing the narrative provided by the Officers responsible for these Red and Amber scored KPI.

Ref.	Narrative
IL1	This is up from last quarter as we have had some new clients join. We have increased above our target, over 5%. Previous quarter data corrected.
B1	3 Inspectors currently on headcount. Staffing Panel has approved recruitment to a fourth Inspector role. Recruitment underway.
CS2	Despite ongoing recovery action on all cases residents are not prioritising in their outgoings. The team continue recovery after year end for non-payments in 25/26.
F1	This is based on 105 invoices paid late out of a total of 2,718 invoices paid.

3. Options appraisal and proposal

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

4. Risk implications

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

4.2 There is a potential risk to changes in legislation which could impact the accuracy or relevance of certain performance statistics. Where feasible, services will assess and adapt the affected KPIs to reflect any legislative changes, ensuring continued relevance and reliability in performance reporting.

4.3 If poor performance is identified through KPI monitoring, services will investigate the underlying causes and implement appropriate mitigation measures. This proactive approach ensures that issues are addressed promptly and that continuous improvement remains a core focus across the organisation.

5. Financial implications

5.1 There are no financial implications. The report covers Corporate KPIs for services and provides performance information.

6. Legal comments

6.1 Section 3 of the Local Government Act 1999 requires the Council 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 (“the Best Value Duty”). KPIs form part of the Council’s wider arrangements for securing compliance with the Best Value Duty, by enabling Members to monitor performance, identify areas for improvement and hold the organisation to account.

6.2 The Council must ensure that its KPIs and performance reporting are robust, fit for purpose and subject to appropriate monitoring and management.

6.3 This report assists the Council in discharging its statutory duty.

6.4 Performance Management is within the remit of Corporate Policy and Resources Committee.

Corporate implications

7. Commissioners’ comments

7.1 No issues.

8. S151 Officer comments

8.1 The S151 Officer confirms that there are no direct financial implications arising from this report, as the resources are in place and funded from budget to monitor the KPIs. Having a robust and thorough range of KPIs can help identify potential issues with financial consequences.

9. Monitoring Officer comments

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

10. Procurement comments

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

11. Equality and Diversity

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

12. Sustainability/Climate Change Implications

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

13. Other considerations

13.1 Not applicable

14. Timetable for implementation

14.1 Corporate KPIs will be reported quarterly to Corporate Policy and Resources Committee,. For 26/27 so there may be some additions and deletions to the corporate KPIs for 26/27 so they are more appropriate and reflect performance more accurately.

15. Contact

15.1 Sandy Muirhead – s.muirhead@spelthorne.gov.uk

15.2 Tim Snook – t.snook@spelthorne.gov.uk

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

Background papers: There are none.

Appendices: Appendix A - CORPORATE KPI Q4 2025_26_REPORT

RAG Score Key

- Green** = Meets 100% of target value
- Amber** = Within 5% of the target value
- Red** = Over 5% of the target value

Governance:

KPI was not provided by service = **Dark Red**

Spelthorne Borough Council
Corporate Key Performance Indicators Report

Quarter 4 2025/26

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

[Click here to view benchmarking performance](#)



Spelthorne Borough Council

Corporate Key Performance Indicators Report

Quarter 4 2025/26

Ref.	Indicator and Corporate Priority	RAG
Environment		
CC1	<u>Reduction to meet Net Zero Scope 1 and 2 emissions by 2030 target. We are also only reporting on gas and electricity consumption.</u>	Green
N1	<u>Recycling rate (NI192)</u>	Green
N2	<u>Average length of time to remove fly tips</u>	Green
Services		
H1	<u>Number of Number of households living in temporary accommodation on the last day of the quarter</u>	Green
H2	<u>Number of homelessness cases prevented in quarter</u>	Green
H3	<u>Average number of days taken to assess new Housing Benefit claims - cumulative year to date</u>	Green
H4	<u>Average number of days taken to assess change in circumstances for Housing Benefit claims - cumulative year to date.</u>	Green
B1	<u>People and skills: number of full-time equivalent Registered Building Inspectors (RBI) resource allocated against number of projects requiring RBIs resource</u>	Red
P1	<u>Quality of Non-Major Development (Apr 22 - Mar 24)</u>	Green
P2	<u>Quality of Major development (Apr 22 - Mar 24)</u>	Green
P3	<u>Percentage of appeals dismissed against the Council's refusal of planning permission</u>	Green
P4	<u>Percentage of decisions on major applications made within 13 weeks</u>	Green
P5	<u>Percentage of decisions on minor applications made within 8 weeks.</u>	Green
P6	<u>Percentage of decisions on other applications made within 8 weeks.</u>	Green
P7	<u>Percentage of planning enforcement investigations commenced within timeframes</u>	Green
F1	<u>% of undisputed invoices paid within 30 days</u>	Amber
N3	<u>% Missed refuse bins reported by 2pm and collected by the end of the next working day</u>	Green
IL2	<u>DFG Applications completed within 6 months</u>	Green
L1	<u>Run community leisure activities in our less advantaged areas, working with community groups to deliver & promote these.</u>	Green

C1 - Communications Performance

Corporate Priority	Community	Year	Qtr.	Actual	RAG
KPI Description	Post 2 social media messages per day.	2025/26	Q1	171%	Green
Target	100%		Q2	100%	Green
Service Area	Communications		Q3	100%	Green
Group Head	Jennifer Medcraff		Q4	348%	Green
Narrative	over achieved target				

C2 - Communications Performance

Corporate Priority	Community	Year	Qtr.	Actual	RAG
KPI Description	Publish Bulletin magazine 3x a year	2025/26	Q1	100%	Green
Target	100%		Q2	100%	Green
Service Area	Communications		Q3	100%	Green
Group Head	Jennifer Medcraff		Q4	100%	Green
Narrative	Published spring, summer and winter				

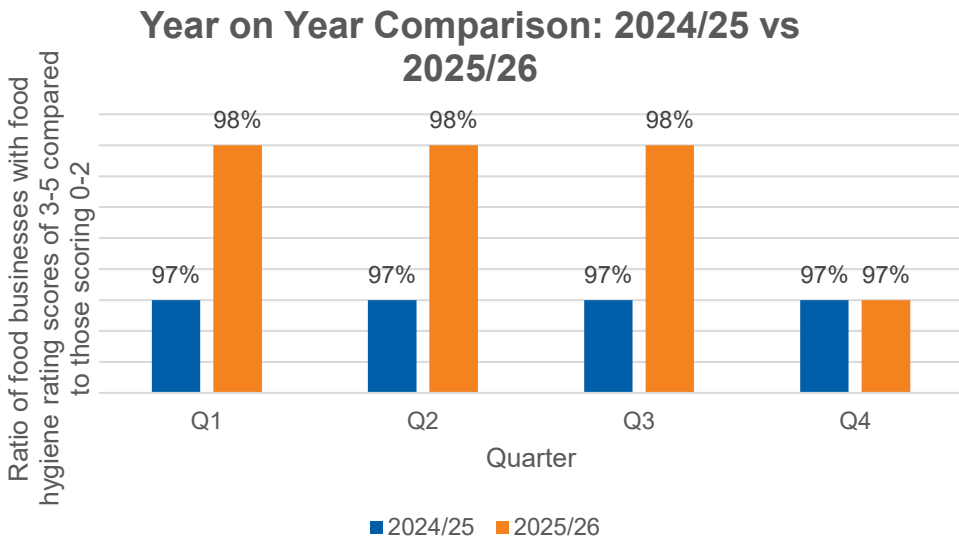
E1 – Economic Development Performance

Corporate Priority	Community, Resilience																					
KPI Description	Number of supported business through direct engagement																					
Target	200 per annum																					
Service Area	Economic Development																					
Group Head	David Anderson																					
Narrative	<p>Target for the year achieved in Q3. However, we still engaged with businesses in Q4.</p> <p>Hosted 4 events for the Business Growth Service with a total of 42 attendees.</p> <p>60 businesses have registered for the Business Growth Service with 20 receiving 121 support.</p> <p>Spelthorne Business Hub opened with 10 businesses signed up.</p> <p>342 Businesses directly engaged in the year against a target of 200.</p>																					
		<table border="1"> <thead> <tr> <th>Year</th> <th>Qtr.</th> <th>Actual</th> <th>RAG</th> </tr> </thead> <tbody> <tr> <td rowspan="4">2025/26</td> <td>Q1</td> <td>120</td> <td>Green</td> </tr> <tr> <td>Q2</td> <td>30</td> <td>Green</td> </tr> <tr> <td>Q3</td> <td>120</td> <td>Green</td> </tr> <tr> <td>Q4</td> <td>72</td> <td>Green</td> </tr> </tbody> </table>				Year	Qtr.	Actual	RAG	2025/26	Q1	120	Green	Q2	30	Green	Q3	120	Green	Q4	72	Green
Year	Qtr.	Actual	RAG																			
2025/26	Q1	120	Green																			
	Q2	30	Green																			
	Q3	120	Green																			
	Q4	72	Green																			

EH1 – Environmental Health Performance

Corporate Priority	Community	<table border="1"> <thead> <tr> <th>Year</th> <th>Qtr.</th> <th>Actual</th> <th>RAG</th> </tr> </thead> <tbody> <tr> <td rowspan="4">2025/26</td> <td>Q1</td> <td>98%</td> <td>Green</td> </tr> <tr> <td>Q2</td> <td>98%</td> <td>Green</td> </tr> <tr> <td>Q3</td> <td>98%</td> <td>Green</td> </tr> <tr> <td>Q4</td> <td>97%</td> <td>Green</td> </tr> </tbody> </table>	Year	Qtr.	Actual	RAG	2025/26	Q1	98%	Green	Q2	98%	Green	Q3	98%	Green	Q4	97%	Green
Year	Qtr.		Actual	RAG															
2025/26	Q1		98%	Green															
	Q2		98%	Green															
	Q3		98%	Green															
	Q4	97%	Green																
KPI Description	% Ratio of food businesses with food hygiene rating scores of 3-5 compared to those scoring 0-2.																		
Target	92% per quarter																		
Service Area	Environmental Health																		
Group Head	David Anderson																		
Narrative	This result is dependent upon food inspections and can fluctuate depending on standards at the time of inspection. This is showing high compliance in food businesses in the borough																		

Background information

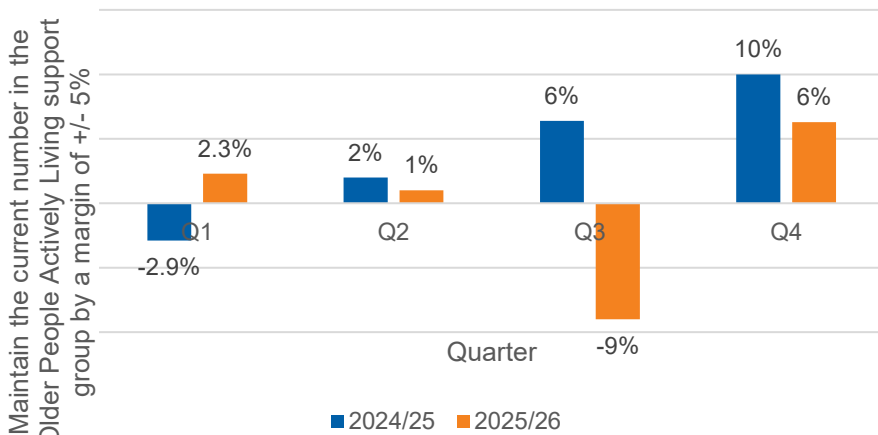


IL1 – Independent Living Performance

Corporate Priority	Community	Year	Qtr.	Actual	RAG
KPI Description	Maintain the current number in the Older People Actively Living support group	2025/26	Q1	+ 2.3%	Green
Target	Margin of +/- 5%		Q2	+ 1 %	Green
Service Area	Independent Living		Q3	- 0.6%	Green
Group Head	Karen Sinclair		Q4	+ 6.3%	Red
Narrative	This is up from last quarter has we have had some new clients join. We have increased above our target, over 5%. Previous quarter data corrected.				

Background information

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

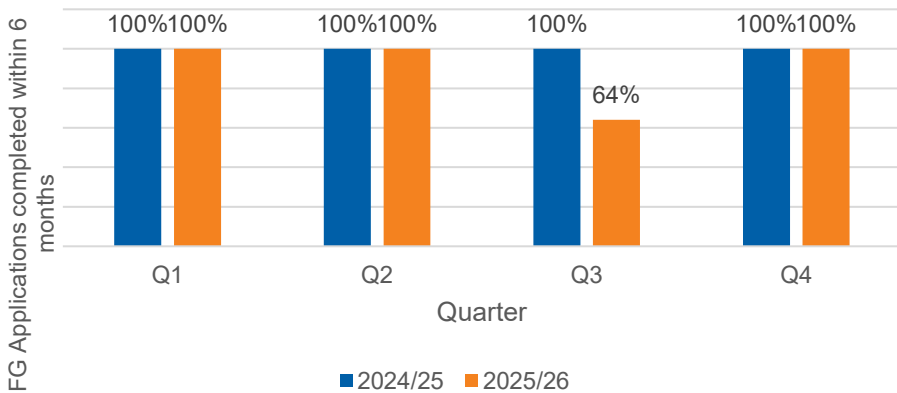


IL2 – Independent Living Performance

Corporate Priority	Community; Services	<table border="1"> <thead> <tr> <th>Year</th> <th>Qtr.</th> <th>Actual</th> <th>RAG</th> </tr> </thead> <tbody> <tr> <td rowspan="4">2025/26</td> <td>Q1</td> <td>100%</td> <td>Green</td> </tr> <tr> <td>Q2</td> <td>100%</td> <td>Green</td> </tr> <tr> <td>Q3</td> <td>64%</td> <td>Amber</td> </tr> <tr> <td>Q4</td> <td>100%</td> <td>Green</td> </tr> </tbody> </table>	Year	Qtr.	Actual	RAG	2025/26	Q1	100%	Green	Q2	100%	Green	Q3	64%	Amber	Q4	100%	Green
Year	Qtr.		Actual	RAG															
2025/26	Q1		100%	Green															
	Q2		100%	Green															
	Q3		64%	Amber															
	Q4		100%	Green															
KPI Description	DFG Applications completed within 6 months																		
Target	95%																		
Service Area	Independent Living																		
Group Head	Karen Sinclair																		
Narrative																			

Background information

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

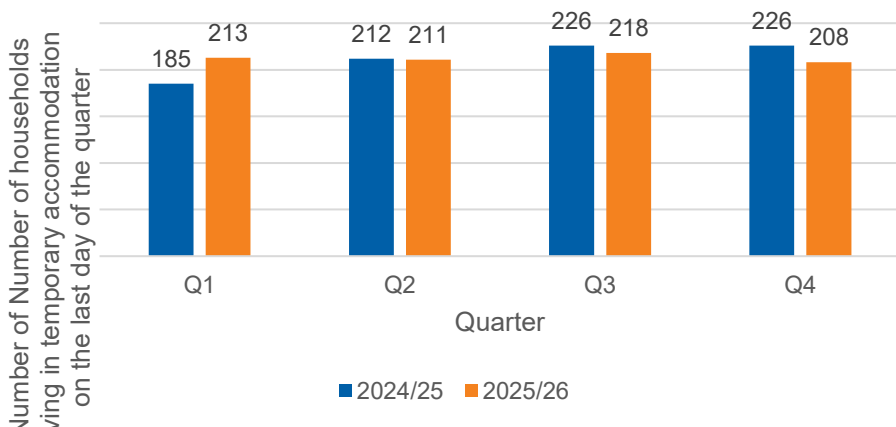


H1 – Housing Options Performance

Corporate Priority	Addressing Housing Need	<table border="1"> <thead> <tr> <th>Year</th> <th>Qtr.</th> <th>Actual</th> <th>RAG</th> </tr> </thead> <tbody> <tr> <td rowspan="4">2025/26</td> <td>Q1</td> <td>213</td> <td>Green</td> </tr> <tr> <td>Q2</td> <td>211</td> <td>Green</td> </tr> <tr> <td>Q3</td> <td>218</td> <td>Green</td> </tr> <tr> <td>Q4</td> <td>208</td> <td>Green</td> </tr> </tbody> </table>				Year	Qtr.	Actual	RAG	2025/26	Q1	213	Green	Q2	211	Green	Q3	218	Green	Q4	208	Green
Year	Qtr.	Actual	RAG																			
2025/26	Q1	213	Green																			
	Q2	211	Green																			
	Q3	218	Green																			
	Q4	208	Green																			
KPI Description	Number of Number of households living in temporary accommodation on the last day of the quarter																					
Target	(no more than) 250																					
Service Area	Housing Options																					
Group Head	Karen Sinclair																					
Narrative	4.5% reduction since Q3.																					

Background information

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

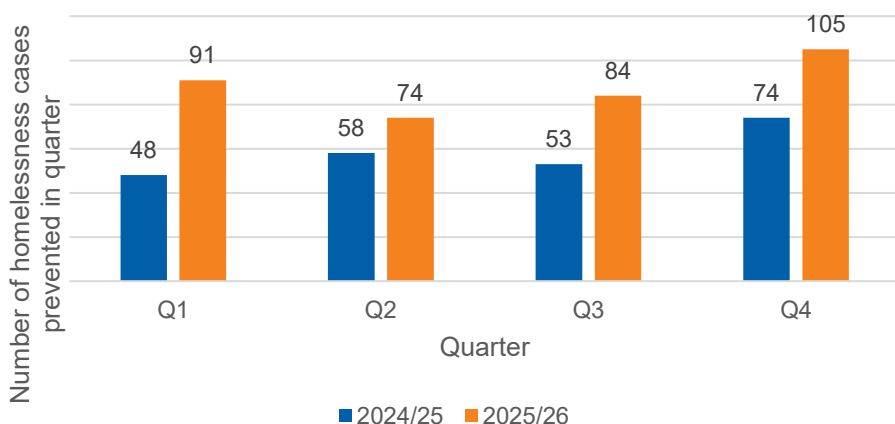


H2 – Housing Options Performance

Corporate Priority	Addressing Housing Need				
KPI Description	Number of homelessness cases prevented in quarter	Year	Qtr.	Actual	RAG
Target	120 per annum	2025/26	Q1	91	Green
Service Area	Housing Options		Q2	74	Green
Group Head	Karen Sinclair		Q3	84	Green
Narrative	63.6% of Prevention cases and 34.3% of Relief cases ended with offer of secure accommodation. Both above national average (56.3% and 33.1% respectively).		Q4	105	Green

Background information

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

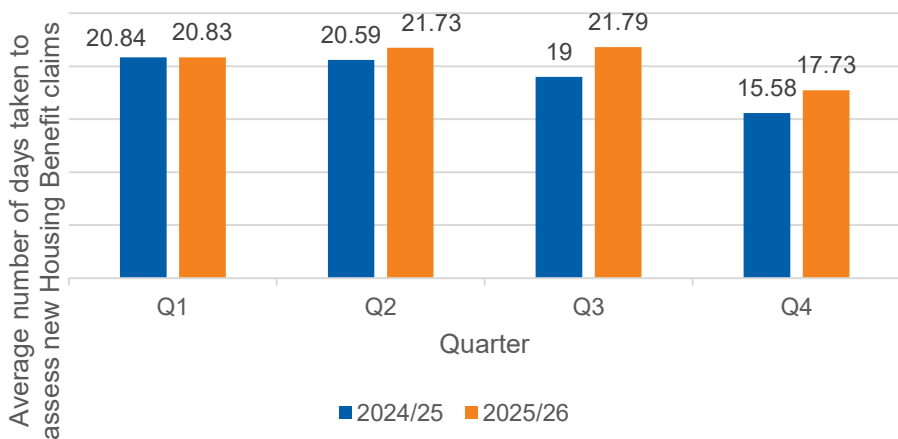


H3 – Housing Benefit Performance

Corporate Priority	Services	<table border="1"> <thead> <tr> <th>Year</th> <th>Qtr.</th> <th>Actual</th> <th>RAG</th> </tr> </thead> <tbody> <tr> <td rowspan="4">2025/26</td> <td>Q1</td> <td>20.83</td> <td>Green</td> </tr> <tr> <td>Q2</td> <td>21.73</td> <td>Green</td> </tr> <tr> <td>Q3</td> <td>21.79</td> <td>Green</td> </tr> <tr> <td>Q4</td> <td>17.73</td> <td>Green</td> </tr> </tbody> </table>	Year	Qtr.	Actual	RAG	2025/26	Q1	20.83	Green	Q2	21.73	Green	Q3	21.79	Green	Q4	17.73	Green
Year	Qtr.		Actual	RAG															
2025/26	Q1		20.83	Green															
	Q2		21.73	Green															
	Q3		21.79	Green															
	Q4		17.73	Green															
KPI Description	Average number of days taken to assess new Housing Benefit claims																		
Target	25 days																		
Service Area	Housing Benefit																		
Group Head	Karen Sinclair																		
Narrative	Improved by 4.06 days from Q3																		

Background information

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

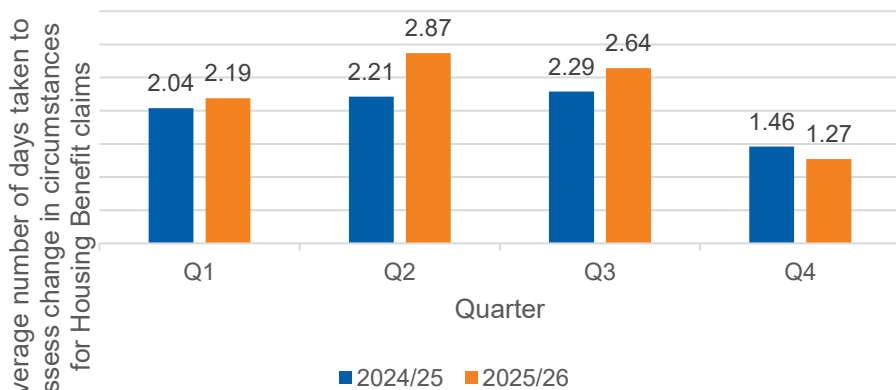


H4 – Housing Benefit Performance

Corporate Priority	Services	<table border="1"> <thead> <tr> <th>Year</th> <th>Qtr.</th> <th>Actual</th> <th>RAG</th> </tr> </thead> <tbody> <tr> <td rowspan="4">2025/26</td> <td>Q1</td> <td>2.19</td> <td>Green</td> </tr> <tr> <td>Q2</td> <td>2.87</td> <td>Green</td> </tr> <tr> <td>Q3</td> <td>2.64</td> <td>Green</td> </tr> <tr> <td>Q4</td> <td>1.27</td> <td>Green</td> </tr> </tbody> </table>	Year	Qtr.	Actual	RAG	2025/26	Q1	2.19	Green	Q2	2.87	Green	Q3	2.64	Green	Q4	1.27	Green
Year	Qtr.		Actual	RAG															
2025/26	Q1		2.19	Green															
	Q2		2.87	Green															
	Q3		2.64	Green															
	Q4		1.27	Green															
KPI Description	Average number of days taken to assess change in circumstances for Housing Benefit claims.																		
Target	7 days																		
Service Area	Housing Benefit																		
Group Head	Karen Sinclair																		
Narrative	This figure has improved for this quarter as it includes the End of Year rebilling figures																		

Background information

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

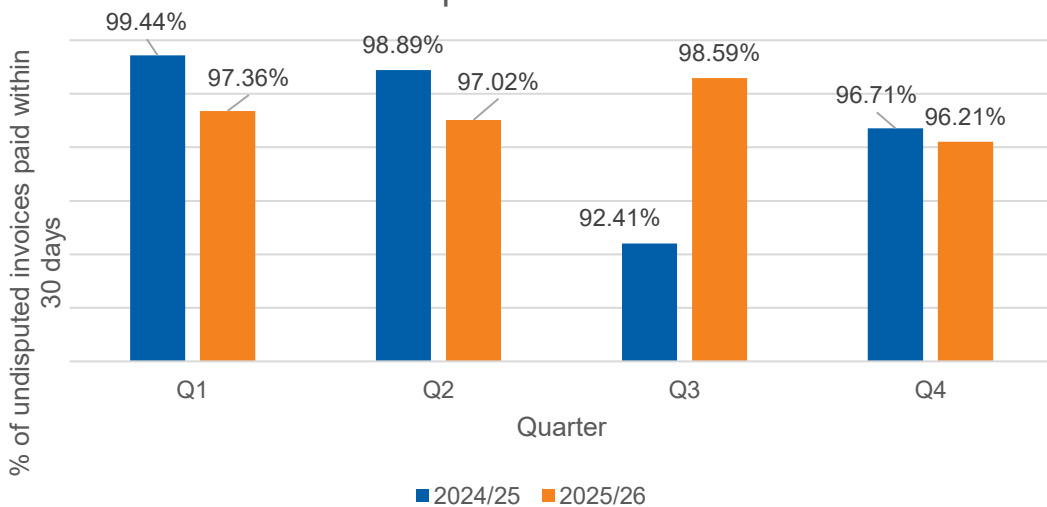


F1 – Finance Performance

Corporate Priority	Services					
KPI Description	% of undisputed invoices paid within 30 days	2025/26	Year	Qtr.	Actual	RAG
Target	100%		Q1		97.36%	Amber
Service Area	Finance (income and payments)		Q2		97.02%	Amber
Group Head	Altin Bozhani		Q3		98.59%	Amber
Narrative	This is based on 105 invoices paid late out of a total of 2718 invoices paid		Q4		96.21%	Amber

Background information

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



I1 – ICT Performance

Corporate Priority	Resilience	Year	Qtr.	Actual	RAG
KPI Description	Helpdesk Calls	2025/26	Q1	61.98%	Green
Target	50% closed within 24 hours		Q2	55.89%	Green
Service Area	ICT		Q3	63.91%	Green
Group Head	Sandy Muirhead		Q4	64.56%	Green
Narrative					

CS1 – Customer Services Performance

Corporate Priority	Resilience	Year	Qtr.	Actual	RAG
KPI Description	Sundry Debt Collection Rates	2025/26	Q1	74.75%	Green
Target	90% cumulative over the year		Q2	63.11%	Green
Service Area	Customer Services		Q3	84.07%	Green
Group Head	Sandy Muirhead		Q4	96.50%	Green
Narrative	The extra resource in sundry debt and recovery has led to improved recovery and payments of sundry debt across the Council.				

Background information

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

Qtr.	2024/25	2025/26
Q1	76.26%	74.75% ↓
Q2	62.78%	63.11% ↑
Q3	92.67%	84.07% ↓
Q4	80.39%	96.50% ↑

↑ = Increase
 ↓ = Decrease
 → = No change

CS2 – Customer Services Performance

Corporate Priority	Resilience	Year	Qtr.	Actual	RAG
KPI Description	Percentage of Council tax collected	2025/26	Q1	29.6%	Green
Target	98.5% cumulative over the year		Q2	57.20%	Green
Service Area	Customer Services		Q3	84.55%	Green
Group Head	Sandy Muirhead		Q4	96.90%	Amber
Narrative	Despite ongoing recovery action on all cases residents are not prioritising in their outgoings. The team continue recovery after year end for non-payments in 25/26.				

Background information

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

Qtr.	2024/25	2025/26
Q1	29.5%	29.60% ↑
Q2	57.7%	57.20% ↓
Q3	85.5%	84.55% ↓
Q4	97.4%	96.90% ↓

↑ = Increase

↓ = Decrease

→ = No change

CS3 – Customer Services Performance

Corporate Priority	Resilience	Year	Qtr.	Actual	RAG
KPI Description	Percentage of NNDR collected	2025/26	Q1	34.42%	Green
Target	98% cumulative over the year		Q2	60.53%	Green
Service Area	Customer Services		Q3	85.41%	Green
Group Head	Sandy Muirhead		Q4	98.54%	Green
Narrative	Business rate payments were successful this year but are concerns regarding business pressures in 26/27				

Background information

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

Qtr.	2024/25	2025/26
Q1	34.1%	29.60% ↓
Q2	58.4%	60.53% ↑
Q3	85.3%	85.41% ↑
Q4	97.9%	98.54% ↑

↑ = Increase

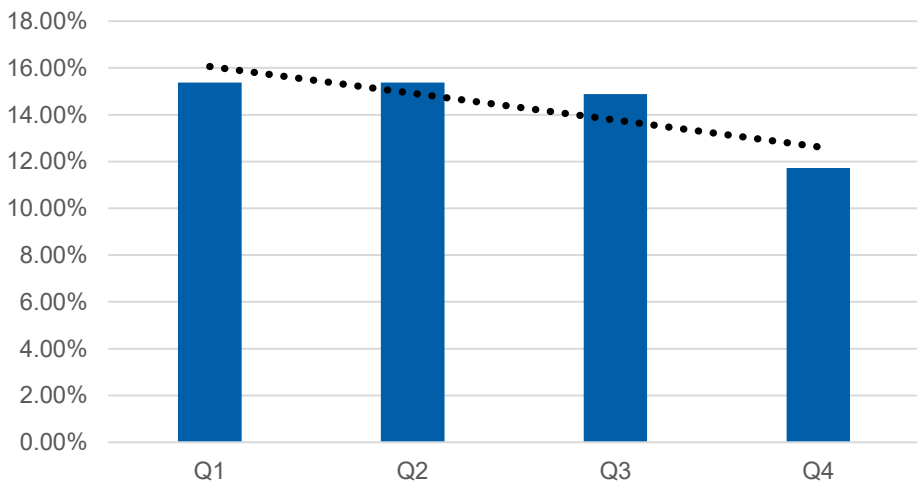
↓ = Decrease

→ = No change

HR1 – Human Resources Performance

Corporate Priority	Resilience	Year	Qtr.	Actual	RAG
KPI Description	Percentage of staff turnover	2025/26	Q1	15.38%	For Info Only
Target	For comparison		Q2	15.38%	For Info Only
Service Area	Human Resources		Q3	14.89%	For Info Only
Group Head	Sandy Muirhead		Q4	11.73%	For Info Only
Narrative	Reduced by 3.06% from last quarter				

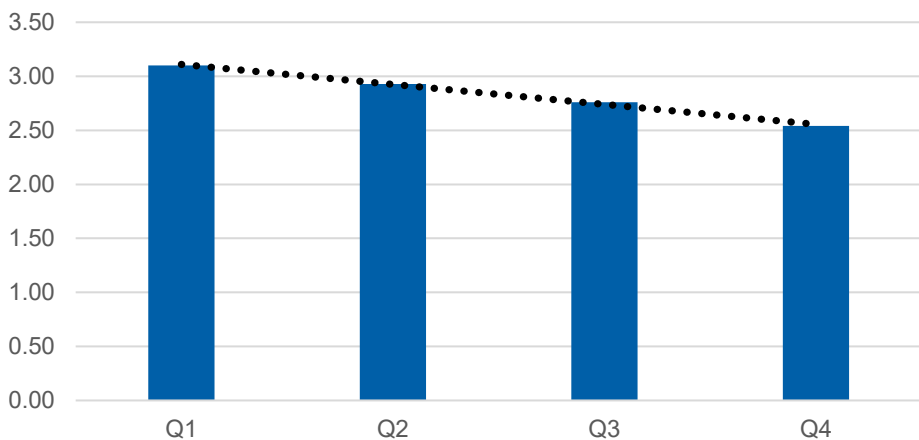
Percentage of Staff Turnover 2025/26



HR2 – Human Resources Performance

Corporate Priority	Resilience	Year	Qtr.	Actual	RAG
KPI Description	Average number of working days lost to staff sickness absence – short term.	2025/26	Q1	3.10 Days	For Info Only
Target	For Comparison		Q2	2.93 Days	For info only
Service Area	Human Resources		Q3	2.76 Days	For info only
Group Head	Sandy Muirhead		Q4	2.54 Days	For info only
Narrative					

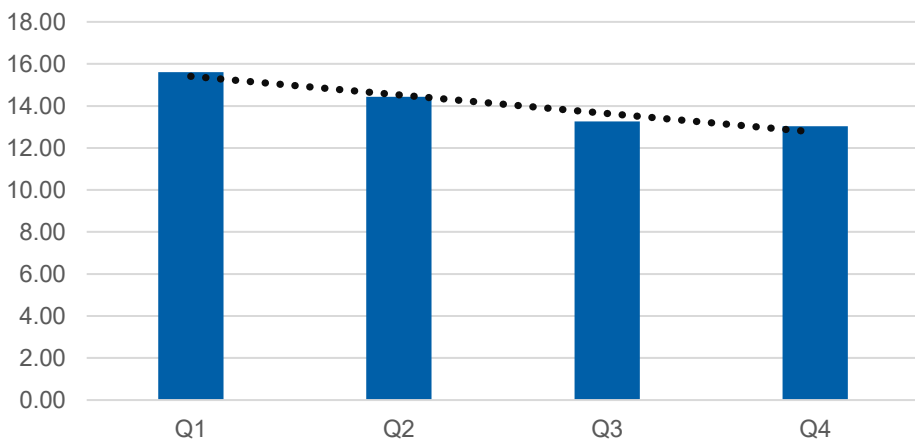
Average number of working days lost to staff sickness absence – short term 2025/26



HR3 – Human Resources Performance

Corporate Priority	Resilience	Year	Qtr.	Actual	RAG
KPI Description	Average number of working days lost to staff sickness absence – Long Term	2025/26	Q1	15.60 days	For Info Only
Target	For comparison		Q2	14.43 days	For info only
Service Area	Human Resources		Q3	13.26 days	For info only
Group Head	Sandy Muirhead		Q4	13.04 days	For info only
Narrative					

Average number of working days lost to staff sickness absence – long term 2025/26



CC1 – Climate Change Performance

Corporate Priority	Environment				
KPI Description	Reduction to meet Net Zero Scope 1 and 2 emissions by 2030 target.				
Target	Reduce emissions by at least 148.84 (tCO ₂ e) each year. Actual figure represents quarterly reduction from FY 24/25.				
Service Area	Climate Change				
Group Head	Sandy Muirhead				
Narrative	Q3: significant decreases on FY 24/25 due to the renewable energy electricity tariff reducing electricity emissions to 0. Gas consumption marginally increased by 0.73% due to an increased heating demand and waiting for decarbonisation initiatives to kick in (BMS at Knowle Green & Hydromx @ Greeno). Fleet emissions decreased by 7.39% because of more EVs and increased efficiencies.				
		Year	Qtr.	Actual	RAG
		2025/26	Q1	89.94 tCO ₂ e	Green
			Q2	118.54 tCO ₂ e	Green
			Q3	102.59 tCO ₂ e	Green
			Q4		

N1 – Neighbourhood Services Performance

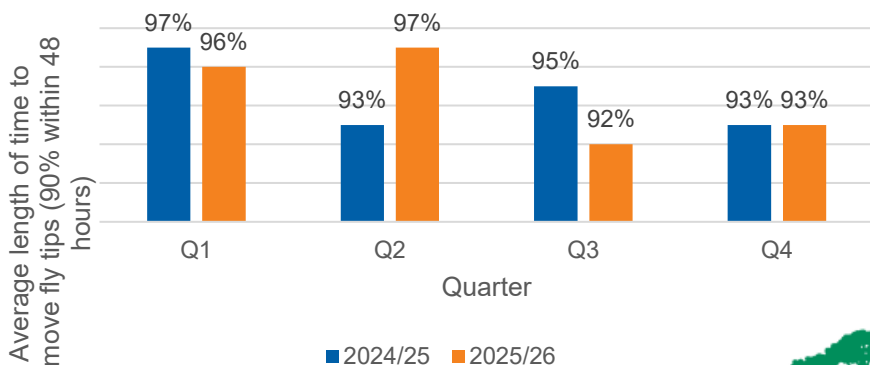
Corporate Priority	Environment	Year	Qtr.	Actual	RAG
KPI Description	Recycling rate - percentage of household waste recycled, reused and composted (N1192)	2025/26	Q1	42.40%	Green
Target	40%		Q2	46.00%	Green
Service Area	Neighbourhood Services		Q3	43.30%	Green
Group Head	Jackie Taylor		Q4		
Narrative	This is the figure for Q3 as this is reported a quarter behind. It is slightly lower than the Q2 value, but the recycling rate does not remain static throughout the year and a dip in Q3 is normally observed.				

N2 – Neighbourhood Services Performance

Corporate Priority	Environment	Year	Qtr.	Actual	RAG
KPI Description	Average length of time to remove fly tips	2025/26	Q1	96%	Green
Target	90% within 48 hours		Q2	97%	Green
Service Area	Neighbourhood Services		Q3	92%	Green
Group Head	Jackie Taylor		Q4	93%	Green
Narrative					

Background information

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

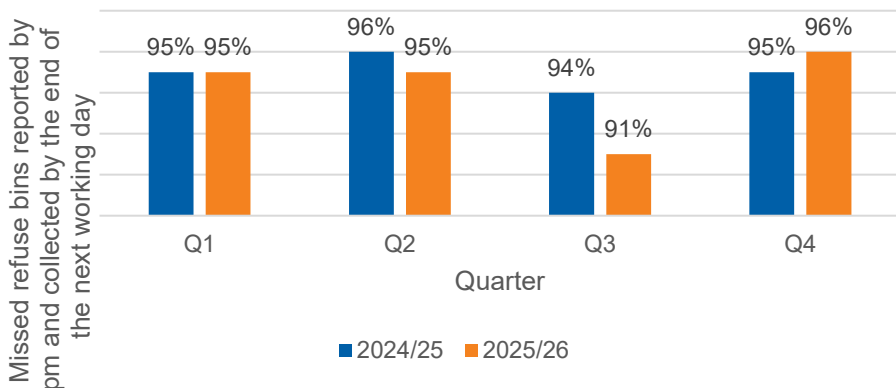


N3 – Neighbourhood Services Performance

Corporate Priority	Environment					
KPI Description	% Missed refuse bins reported by 2pm and collected by the end of the next working day	2025/26	Year	Qtr.	Actual	RAG
Target	95% reported by 2pm and collected next working day		Q1	95%	Green	
Service Area	Neighbourhood Services		Q2	96%	Green	
Group Head	Jackie Taylor		Q3	91%	Amber	
Narrative			Q4	96%	Green	

Background information

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



L1 – Leisure and Community Development Performance

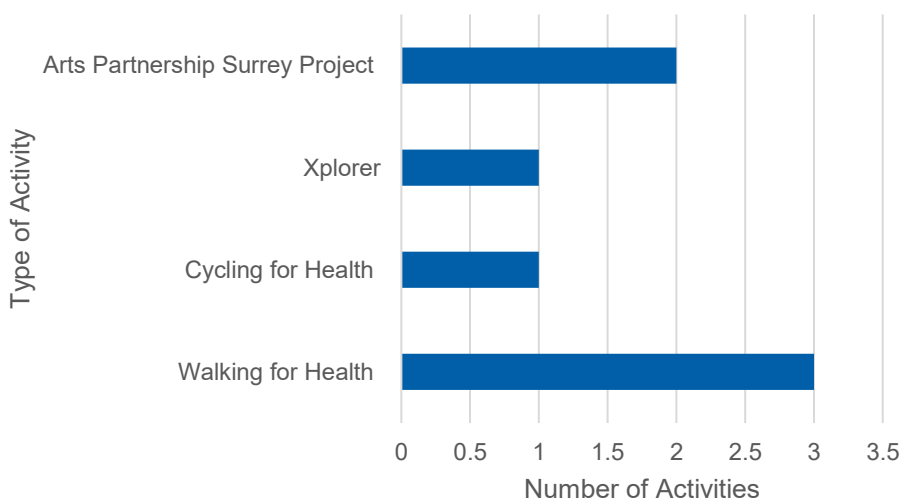
Corporate Priority	Community; Services	<table border="1"> <thead> <tr> <th>Year</th> <th>Qtr.</th> <th>Actual</th> <th>RAG</th> </tr> </thead> <tbody> <tr> <td rowspan="4">2025/26</td> <td>Q1</td> <td>28</td> <td>Green</td> </tr> <tr> <td>Q2</td> <td>5</td> <td>Green</td> </tr> <tr> <td>Q3</td> <td>23</td> <td>Green</td> </tr> <tr> <td>Q4</td> <td>7</td> <td>Green</td> </tr> </tbody> </table>	Year	Qtr.	Actual	RAG	2025/26	Q1	28	Green	Q2	5	Green	Q3	23	Green	Q4	7	Green
Year	Qtr.		Actual	RAG															
2025/26	Q1		28	Green															
	Q2		5	Green															
	Q3		23	Green															
	Q4	7	Green																
KPI Description	Run community leisure activities in our less advantaged areas, working with community groups to deliver & promote these.																		
Target	At least 50 Community Leisure Activities delivered in target communities over the year																		
Service Area	Leisure and Community Development																		
Group Head	Karen Sinclair																		
Narrative	Walking for Health x 3 Cycling for Health x 1 Xplorer x 1 Surrey Community Games School assemblies x 2 Total for 2025/26 : 63																		

Background information

Q4 Information

As this chart shows, several varied Community Leisure activities were delivered in Q4.

Community leisure activities delivered in target communities



B1 – Building Control Performance

Corporate Priority	Services				
KPI Description	People and skills: number of full-time equivalent Registered Building Inspectors (RBI) resource allocated against number of projects requiring RBIs resource	Year	Qtr.	Actual	RAG
Target	4 FTE	2025/26	Q1	2 FTE	RED
Service Area	Building Control		Q2	1.6 FTE	RED
Group Head	David Anderson		Q3	1.6 FTE	RED
Narrative	3 Inspectors currently on Headcount. Staffing Panel has approved recruitment to a fourth Inspector role. Recruitment underway.		Q4	3 FTE	RED

P1 – Development Management Performance

Corporate Priority	Services				
KPI Description	Quality of Non-Major Development (Apr 23 - Mar 25)	Year	Reporting Period	Actual	RAG
Target	10% or less	2025/26	Apr 23 – Mar 25	2.4%	Green
Service Area	Development Management				
Group Head	David Anderson				
Narrative	Number of non-major applications determined: 1229 Number of non-major appeals allowed: 30 New figures will be released in March 2026				

P2 – Development Management Performance

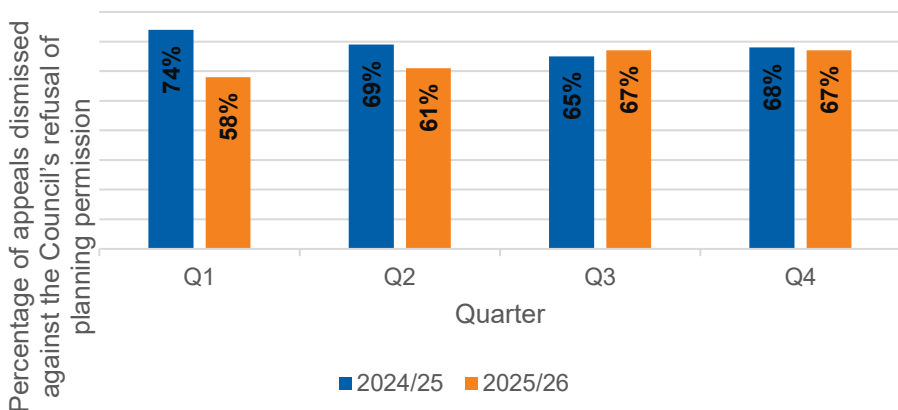
Corporate Priority	Services				
KPI Description	Quality of Major development (Apr 22 - Mar 24)	Year	Reporting Period	Actual	RAG
Target	10% or less	2025/26	Apr 23 – Mar 25	8.1%	Green
Service Area	Development Management				
Group Head	David Anderson				
Narrative	Number of major applications determined: 37 Number of major appeals allowed: 3 New figures will be released in March 2026				

P3 – Development Management Performance

Corporate Priority	Services	Year	Qtr.	Actual	RAG
KPI Description	Percentage of appeals dismissed against the Council's refusal of planning permission	2025/26	Q1	58%	Amber
Target	60%		Q2	61%	Green
Service Area	Development Management		Q3	67%	Green
Group Head	David Anderson		Q4	67%	Green
Narrative	For the period 1 Apr 2025 to 31 Mar 2026 Total no of appeal decisions – 42 Total no of appeals dismissed – 28 Percentage of appeals dismissed – 67%				

Background information

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

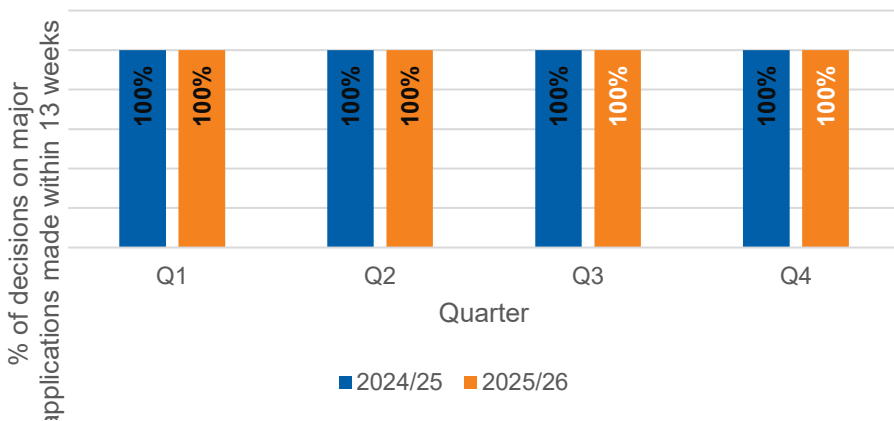


P4 – Development Management Performance

Corporate Priority	Services	Year	Qtr.	Actual	RAG
KPI Description	Percentage of decisions on major applications made within 13 weeks	2025/26	Q1	100%	Green
Target	60%		Q2	100%	Green
Service Area	Development Management		Q3	100%	Green
Group Head	David Anderson		Q4	100%	Green
Narrative	For the period Jan 2026 to Mar 2026 No of major applications determined – 4 No determined on target – 4 Percentage determined on target – 100%				

Background information

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



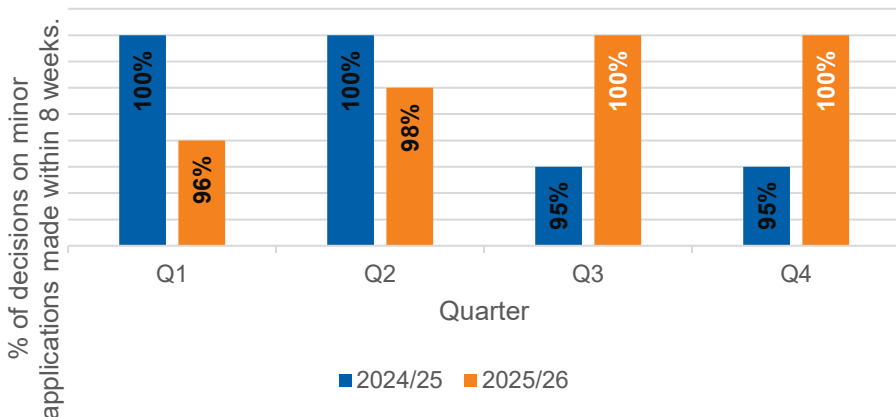
Major applications – any application that involves residential development of ten or more dwellings or on a site greater than 0.5 ha; floorspace greater than 1,000 sqm.

P5 – Development Management Performance

Corporate Priority	Services	Year	Qtr.	Actual	RAG
KPI Description	Percentage of decisions on minor applications made within 8 weeks.	2025/26	Q1	96%	Green
Target	70%		Q2	98%	Green
Service Area	Development Management		Q3	100%	Green
Group Head	David Anderson		Q4	100%	Green
Narrative	For the period Jan 2026 to Mar 2026 No of minor applications determined - 37 No determined on target – 37 Percentage determined on target – 100%				

Background information

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



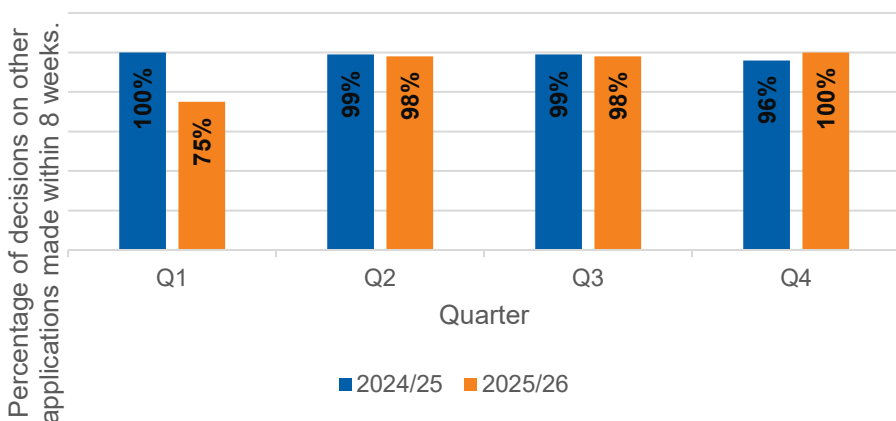
Minor applications – residential development between one and nine dwellings; floorspace less than 1,000 sqm.

P6 – Development Management Performance

Corporate Priority	Services	<table border="1"> <thead> <tr> <th>Year</th> <th>Qtr.</th> <th>Actual</th> <th>RAG</th> </tr> </thead> <tbody> <tr> <td rowspan="4">2025/26</td> <td>Q1</td> <td>75%</td> <td>Green</td> </tr> <tr> <td>Q2</td> <td>98%</td> <td>Green</td> </tr> <tr> <td>Q3</td> <td>98%</td> <td>Green</td> </tr> <tr> <td>Q4</td> <td>100%</td> <td>Green</td> </tr> </tbody> </table>	Year	Qtr.	Actual	RAG	2025/26	Q1	75%	Green	Q2	98%	Green	Q3	98%	Green	Q4	100%	Green
Year	Qtr.		Actual	RAG															
2025/26	Q1		75%	Green															
	Q2		98%	Green															
	Q3		98%	Green															
	Q4		100%	Green															
KPI Description	Percentage of decisions on other applications made within 8 weeks.																		
Why is this indicator important?	TBC																		
Target	70%																		
Service Area	Development Management																		
Group Head	David Anderson																		
Narrative	<p>For the period Jan 2026 to Mar 2026</p> <p>No of other applications determined – 98 No determined on target – 98 Percentage determined on target – 100%</p>																		

Background information

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



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

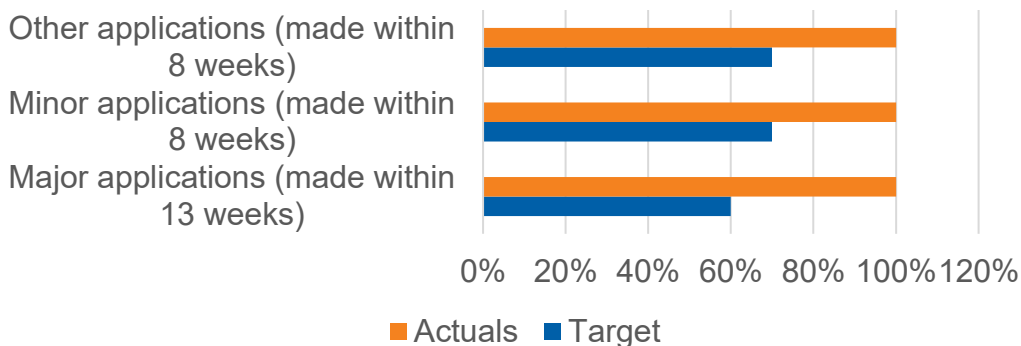
P7 – Development Management Performance

Corporate Priority	Services	<table border="1"> <thead> <tr> <th>Year</th> <th>Qtr.</th> <th>Actual</th> <th>RAG</th> </tr> </thead> <tbody> <tr> <td rowspan="4">2025/26</td> <td>Q1</td> <td>97%</td> <td>Green</td> </tr> <tr> <td>Q2</td> <td>98%</td> <td>Green</td> </tr> <tr> <td>Q3</td> <td>95%</td> <td>Green</td> </tr> <tr> <td>Q4</td> <td>95%</td> <td>Green</td> </tr> </tbody> </table>	Year	Qtr.	Actual	RAG	2025/26	Q1	97%	Green	Q2	98%	Green	Q3	95%	Green	Q4	95%	Green
Year	Qtr.		Actual	RAG															
2025/26	Q1		97%	Green															
	Q2		98%	Green															
	Q3		95%	Green															
	Q4		95%	Green															
KPI Description	Percentage of planning enforcement investigations commenced within timeframes																		
Why is this indicator important?	TBC																		
Target	95%																		
Service Area	Development Management																		
Group Head	David Anderson																		
Narrative	<p>For the period 1 Apr 2025 to 31 Mar 2026</p> <p>Percentage of planning enforcement investigations commenced within timeframes- 95%</p>																		

Background information

The chart below shows that the targets for Q4 have been exceeded for all types of planning applications.

% of decisions on applications made within statutory timescales



Benchmarking Performance: Statistically Near Neighbours

Benchmarking information will be included in the 2025/26 annual report because it relies on complete, validated data from all local authorities for the full financial year. Publishing at year-end ensures accuracy, consistency, and fairness in comparisons, as partial or quarterly figures can be misleading due to seasonal variations. The annual reporting cycle also allows time for quality assurance and standardisation, providing a reliable basis for performance evaluation and strategic planning.

A1 – Assets Performance

Corporate Priority	Resilience	<table border="1"> <thead> <tr> <th>Year</th> <th>Qtr.</th> <th>Actual</th> <th>RAG</th> </tr> </thead> <tbody> <tr> <td rowspan="4">2025/26</td> <td>Q1</td> <td>94%</td> <td>Green</td> </tr> <tr> <td>Q2</td> <td>100%</td> <td>Green</td> </tr> <tr> <td>Q3</td> <td>100%</td> <td>Green</td> </tr> <tr> <td>Q4</td> <td>100%</td> <td>Green</td> </tr> </tbody> </table>	Year	Qtr.	Actual	RAG	2025/26	Q1	94%	Green	Q2	100%	Green	Q3	100%	Green	Q4	100%	Green
Year	Qtr.		Actual	RAG															
2025/26	Q1		94%	Green															
	Q2		100%	Green															
	Q3		100%	Green															
	Q4		100%	Green															
KPI Description	Rent Collection																		
Target	80% collection within 14 days of quarter day; 90% by quarter end																		
Service Area	Assets (Investments)																		
Group Head	Coralie Holman																		
Narrative	100% collection by quarter end relating to commercial assets portfolio																		

A2 – Assets Performance

Corporate Priority	Resilience	<table border="1"> <thead> <tr> <th>Year</th> <th>Qtr.</th> <th>Actual</th> <th>RAG</th> </tr> </thead> <tbody> <tr> <td rowspan="4">2025/26</td> <td>Q1</td> <td>100.0%</td> <td>Green</td> </tr> <tr> <td>Q2</td> <td>95.0%</td> <td>Green</td> </tr> <tr> <td>Q3</td> <td>98.2%</td> <td>Green</td> </tr> <tr> <td>Q4</td> <td>102%</td> <td>Green</td> </tr> </tbody> </table>	Year	Qtr.	Actual	RAG	2025/26	Q1	100.0%	Green	Q2	95.0%	Green	Q3	98.2%	Green	Q4	102%	Green
Year	Qtr.		Actual	RAG															
2025/26	Q1		100.0%	Green															
	Q2		95.0%	Green															
	Q3		98.2%	Green															
	Q4		102%	Green															
KPI Description	Accurate Budget setting and monitoring for income and expenditure across the portfolio, every financial year.																		
Target	Budget remains within a +/- 5% tolerance																		
Service Area	Assets (Overarching Assets)																		
Group Head	Coralie Holman																		
Narrative	2% over budget due to unbudgeted agency staff and higher than expected service contracts																		

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Committee Report Checklist

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

Stage 1

Report checklist – responsibility of report owner

ITEM	Yes / No	Date
Councillor engagement / input from Chair prior to briefing	yes	21/4/26
Relevant Group Head review	yes	14/4/26
MAT+ review (to have been circulated at least 5 working days before Stage 2)	yes	14/4/26
This item is on the Forward Plan for the relevant committee	yes	14/4/26
	Reviewed by	
Finance comments (circulate to Finance)	A.Sood	14Apr.26
Risk comments (circulate to Lee O’Neil)	LO	27/04/26
Legal comments (circulate to Legal team)	LH	19/04/26
HR comments (if applicable)	A.Tooth	17.4.26

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

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

Stage 2

Report checklist – responsibility of report owner

ITEM	Completed by	Date rec’d
Monitoring Officer commentary – at least 5 working days before MAT	L Heron	19/04/26
S151 Officer commentary – at least 5 working days before MAT	T.Collier	17/4/26
Commissioner engagement		
	Delete as applicable:	No issues 08/05/26
Confirm final report cleared by MAT	MAT	28/04/26

Corporate Policy and Resources Committee

Monday 18 May 2026

Title	<i>Procurement - Temporary Agency Staff</i>
Purpose of the report	To make a decision
Report Author	<i>Jackie Taylor Group Head Neighbourhood Services</i>
Ward(s) Affected	All Wards
Exempt	No - Report Yes – exempt Appendix A
Exemption Reason	Appendix A contains exempt information within the meaning of Part 1 of Schedule 12A to the Local Government Act 1972, as amended by the Local Government (Access to Information) Act 1985 and by the Local Government (Access to Information) (Variation) Order 2006 Paragraph 3 – Information relating to the financial or business affairs of any particular person (including the authority holding that information) and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information because, disclosure to the public would prejudice the financial position of the authority in any lease, contract or other type of negotiation with the tenant or developer, who could then know the position of the Council
Corporate Priority	Community Resilience Environment Services
Recommendations	Committee is asked to: <ul style="list-style-type: none"> • Authorise the Group Head Neighbourhood Services to; <ul style="list-style-type: none"> ○ To commence a procurement exercise via an appropriate public sector framework for the provision of temporary agency staff, for an initial period of two (2) years with an option to extend for a further one (1) year, where permitted by the framework agreement ○ Approve a maximum contract value as detailed within (Exempt) Appendix A, in accordance with the appropriate level of delegation as set out in the Spelthorne Borough Council Constitution ○ Authorise the Group Head Corporate Governance to enter contracts with the selected supplier.

Reason for Recommendation	<p>Committee approval is required to enable the Council to procure temporary agency staff through an existing compliant framework, in line with the Council’s Contract Standing Orders.</p> <p>This approach ensures a compliant, efficient, and cost-effective route to market while maintaining service continuity and operational efficiency.</p>
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1. Executive summary of the report (expand detail in Key Issues section below)

What is the situation	Why we want to do something
<ul style="list-style-type: none"> Employing temporary staff is a routine operational requirement for Neighbourhood Services (NS) to ensure services are delivered efficiently and meet residents’ expectations. Neighbourhood Services (NS) does not currently have a formal contract in place with an employment agency for the supply of temporary agency staff. 	<ul style="list-style-type: none"> The ongoing and high-value nature of this expenditure requires compliance with the Council’s Contract Standing Orders. Without a formal contract, there is a risk of non-compliance, lack of cost control, and inconsistency in service provision.
This is what we want to do about it	These are the next steps
<ul style="list-style-type: none"> Access an existing approved procurement framework to appoint supplier(s) for the provision of temporary agency staff in a compliant and efficient manner. 	<ul style="list-style-type: none"> Develop a detailed service specification and call-off requirements aligned to the selected framework. Identify and access an appropriate approved procurement framework that provides temporary agency staffing solutions. Undertake a framework call-off process (direct award or mini-competition, as required), evaluate supplier responses, and appoint the successful supplier(s).

2. Key issues

- 2.1** The services delivered by Neighbourhood Services involve working outdoors in all weather conditions, performing regular manual handling, and managing a range of operational risks. These factors can negatively affect employee attendance, creating challenges for workforce planning and service continuity daily, and highlighting the critical importance of robust health, safety, and staffing arrangements.
- 2.2** Managing staff absences particularly in operational areas such as waste collection, presents significant challenges. Unplanned absences can disrupt scheduled collections, reduce service efficiency, and place additional pressure on remaining staff, increasing the risk of fatigue and potential safety incidents.

- 2.3 The physical nature of the work, combined with the need to maintain strict service schedules, makes it difficult to quickly reallocate resources. As a result, the Council is often reliant on temporary or agency staff to maintain service continuity at an increased operational cost.
- 2.4 While the Council remains committed to supporting the health, wellbeing, and recovery of its employees, these challenges are compounded by employee-focused policies, sick pay arrangements (in line with the National Joint Council for Local Government Services' pay and conditions), and the requirement to follow formal processes for managing short and long-term absence in compliance with policy and equality legislation.
- 2.5 Essential procedures, including supportive return to work planning, performance management and, where appropriate, disciplinary processes, can extend decision-making timelines and complicate workforce planning. This places additional pressure on service delivery and management capacity and can increase reliance on higher cost temporary staffing solutions.
- 2.6 The delivery of Neighbourhood Services is significantly dependent on the use of temporary agency staff to support operational requirements. While this approach provides flexibility and aligns with the Council's objective of prioritising employment opportunities for residents, it also presents several key challenges.
- 2.7 These challenges arise from the need to source staff at short notice to meet immediate and short-term operational demands. This includes ensuring that agency staff can become fully operational quickly, while also being appropriately trained and compliant with health and safety requirements prior to undertaking any work-related activities.
- 2.8 Essential front-line services, including waste collection, street cleansing, and grounds maintenance, are heavily reliant on the availability of temporary workers. Any disruption in agency supply could therefore have a direct and adverse impact on service continuity and overall performance.
- 2.9 While prioritising local employment is a positive objective, it can restrict the available labour pool. This may impact the speed and efficiency of recruitment processes, particularly for roles requiring immediate deployment.
- 2.10 The use of agency staff to cover absence in the provision of statutory services provides valuable flexibility within the recruitment process. It enables individuals to assess the suitability of roles prior to committing to permanent employment, while also allowing the Council to evaluate candidates effectively before making long-term appointments.
- 2.11 The critical nature of statutory operational services requires agency staff to be available from 5:00am on weekday mornings to ensure the timely delivery of essential front-line services. The costs associated with maintaining this level of agency support are detailed in **Appendix A** (exempt).
- 2.12 The level of expenditure associated with the use of agency staff is significant and reflects the operational reliance on temporary labour to maintain essential front-line services. This ongoing spend is carefully monitored to ensure value for money, particularly in the context of wider budget pressures facing the Council. Regular review of agency usage, including benchmarking costs and assessing opportunities to reduce reliance through permanent recruitment, remains a key priority.

2.13 Procurement and engagement of agency staff must comply with Spelthorne Borough Council Contract Standing Orders. This includes the use of approved frameworks or contracts, adherence to procurement thresholds, and ensuring appropriate governance, transparency, and auditability in all purchasing decisions.

3. Options appraisal and proposal

3.1 Option 1 (preferred)

3.2 The preferred option is to procure temporary agency staff through an existing compliant procurement framework.

3.3 This approach enables the Council to access pre-approved suppliers who have already undergone a compliant procurement process, ensuring value for money and reducing the time and resources required compared to a full tender exercise.

<i>Pros</i>	<i>Cons</i>
Ensures compliance with Contract Standing Orders and procurement regulations	Limited to suppliers available within the selected framework
Faster route to market compared to open tender	Less flexibility than fully bespoke procurement
Access to pre-vetted suppliers with established capability	
Enables improved cost control and benchmarking	
Provides contractual certainty and performance management	

Option 1 is recommended as it provides a robust, compliant, and transparent approach to managing significant expenditure, while ensuring continuity of critical frontline services. It also reduces risk and strengthens supplier accountability.

In procuring contracts for the supply of agency workers, the Council should ensure that the service specification includes provisions requiring suppliers to demonstrate how they will support the recruitment of a workforce capable of meeting the operational requirements of the contract.

3.4 Option 2 Continue with current ad hoc arrangements (not recommended)

Continue with current ad hoc arrangements whereby we contact all available agencies to engage available agency staff to cover planned, reactive, and ongoing staff absence.

This option maintains flexibility in sourcing agency staff and minimises immediate procurement workload. However, this approach carries on-going pressure and risk due to non-compliance with Contract Standing Orders and limits the Council's ability to demonstrate that best value is being achieved and weakens supplier accountability.

Reason not preferred:

This approach does not provide sufficient governance or assurance over value for money and exposes the Council to financial risks.

3.5 Option 3 In-house provision (not recommended)

An alternative option could be the creation of an in-house staffing agency, removing the reliance on external employment agencies. This approach would provide greater control over staffing and service delivery, while also offering potential long-term cost savings. However, it is not well suited to short-term or fluctuating staffing demands and would require significant upfront investment, as well as ongoing management and resources. Furthermore, implementation is not currently feasible due to the ongoing Local Government Reorganisation (LGR) in Surrey.

Reason not preferred:

This option is not preferred because it lacks the necessary flexibility to meet the operational demands of the services, particularly in relation to short-notice or variable staffing requirements and is not feasible in context of LGR.

3.6 Proposal

It is recommended that:

(a) Approval is granted to procure temporary agency staff via an existing compliant procurement framework in accordance with the Council's Contract Standing Orders.

(b) Authority is delegated to the Group Head of Neighbourhood Services to identify and access the most appropriate framework for this purpose.

(c) Authority is granted to award call-off contracts to the selected supplier(s) through the framework, in line with the Council's governance requirements.

(d) The Council includes within its call-off specification requirements for suppliers to support the engagement of local labour where possible, in line with its community and employment objectives.

4. Risk implications

4.1 The key risks associated with the proposed approach, along with mitigation measures, are outlined below:

Risk Type	Risk Description	Mitigation
Strategic Risk	Failure to procure effectively could impact service delivery.	Robust procurement processes and clear specifications to ensure suitable suppliers are appointed.
Operational Risk	No availability of agency staff could disrupt services.	Contractual requirements for supplier responsiveness and contingency arrangements.

Financial Risk	Overspending or failure to achieve value for money.	Competitive tendering, clear pricing structures, and ongoing contract monitoring.
Legal / Compliance Risk	Non-compliance with Contract Standing Orders or procurement legislation.	All procurement activity undertaken in line with governance requirements and supported by the Procurement team.
Reputational Risk	Service failure or perceived poor value for money. Failure to prioritise the use of residents for agency staffing needs.	Transparent processes, strong contract management, and performance monitoring. Requirements will be set out within the tender documentation to encourage and support the use of residents where possible.

5. Financial implications

- 5.1** Based on current workforce pressures and service requirements, agency staffing is expected to remain necessary during 2026/27.
- 5.2** Accordingly, provision is proposed for agency staffing expenditure of approximately £645,000 in 2026/27, subject to service demand and the outcome of the proposed procurement exercise.
- 5.3** Based on the proposed annual expenditure, the estimated total contract value over the full potential term of the arrangement would be approximately £1,935,000. This is based on an initial term of two (2) years, with the option, at the sole discretion of the Council, to extend for a further period of up to one (1) year, subject to satisfactory performance and continued service need.
- 5.4** Regulating expenditure on agency staff through formal procurement processes will ensure the Council achieves value for money in the purchase of such services. Existing budget availability for areas of spend are detailed in exempt **Appendix A**, and it is anticipated that expenditure will remain within current approved budget allocations for all services areas.
- 5.5** The spend for temporary workers during 2025/26 detailed within exempt **Appendix A** has been carefully managed and has not created an overspend on the collective budgets within Neighbourhood Services.
- 5.6** The proposed procurement of temporary agency staff is considered appropriate and necessary despite the current intervention context, including the requirements of Local Government Act 1999 Section 24 and the presence of Commissioners, as it addresses an existing governance risk rather than creating a new one.
- 5.7** Neighbourhood Services relies on temporary staff to maintain essential frontline service delivery, and the absence of a formal contract presents risks

of non-compliance with Contract Standing Orders, limited cost control, and inconsistent service provision.

- 5.8** Accessing an approved framework and undertaking a compliant call-off process will ensure transparency, value for money, and proper oversight of expenditure. This approach aligns with the expectations of Commissioners by strengthening governance, regularising existing spend, and ensuring continued service delivery during a period of financial challenge and Local Government Reorganisation.
- 5.9** Under IR35 legislation, the provider or agency is responsible for ensuring that all tax and National Insurance obligations relating to short-term agency workers are met.

6. Legal comments

- 6.1** The proposed approach of procuring via an existing framework is compliant with procurement legislation, provided the framework has been established in accordance with the Public Contracts Regulations or the Procurement Act 2023 and is used in line with its terms. Call-off contracts must adhere to the framework rules, including any mini-competition or direct award provisions. All contracts must comply with the Council's Contract Standing Orders and all applicable rules and regulations. Legal Services will support the process to ensure compliance.
- 6.2** Contracts and procurement are within the remit of the Corporate Policy and Resources Committee (part 3(b) of the Constitution).
- 6.3** The Council has statutory powers to enter the proposed contract for the supply of agency staff pursuant to the general power of competence under section 1 of the Localism Act 2011 and the provisions of the Local Government (Contracts) Act 1997.

Corporate implications

7. Commissioners' comments

- 7.1** Commissioners raise no objection to this report proceeding to committee.

8. S151 Officer comments

- 8.1** The S151 Officer confirms that all financial implications have been taken into account and that the recommendations are fully funded from within the 2026/27 budget.

9. Monitoring Officer comments

- 9.1** The Monitoring Officer confirms that all relevant legal implications have been taken into account.

10. Procurement comments

- 10.1** In accordance with the Council's Contract Standing Orders, approval from the relevant service Committee and the Procurement Board is required where the value of the proposed contract exceeds £100,000.00 prior to the commencement of the procurement.
- 10.2** Assistance from the Procurement Team will be required in relation to this project.

11. Equality and Diversity

11.1 Equality and diversity are key considerations in managing Neighbourhood Services. All recruitment and deployment practices, including the use of agency staff, are designed to ensure fair treatment and inclusivity, supporting a diverse workforce while reducing the risk of discrimination.

12. Sustainability/Climate Change Implications

12.1 Recruiting local staff for Neighbourhood Services supports sustainability by reducing travel-related emissions and promoting community resilience. Operational practices, including waste collection, street cleansing and grounds maintenance, are planned to minimise environmental impact while ensuring continuity of essential services in a changing climate.

13. Other considerations

Local Government Reorganisation

13.1 Accessing an approved framework and undertaking a compliant call-off process will ensure transparency, value for money, and proper oversight of expenditure. This approach ensures compliance with the expectations of Commissioners, complying with the spirit of statutory directions issued under Section 24 of the Local Government Reorganisation framework, by strengthening governance, regularising existing spend, and ensuring continued service delivery during a period of financial challenge and Local Government Reorganisation. Whilst Spelthorne is not bound formally by the application of the S24 regime, we would undertake to keep the Executive of the Shadow West Surrey Council informed of the proposed procurement.

14. Timetable for implementation

14.1 We have already engaged with the procurement team to identify the most effective and compliant approach for this procurement exercise. Subject to approval of this report, the procurement process will be start with the objective of securing suitable providers and/or an approved frameworks that ensures the contract can commence as soon as the necessary documents are signed.

Activity	Timescale
CP&R Committee approval	19 May 2026
Finalise procurement documents (specification, ITT, evaluation criteria)	May-June
Issue tender / access framework	June-July
Tender period (supplier responses)	July
Evaluation of bids	August
Moderation and approval of preferred supplier	August
Standstill period (if applicable)	August-September
Contract award	September

Activity	Timescale
Mobilisation and contract finalisation	September-October
Contract commencement	October 2026

15. Contact

15.1 Jackie Taylor Group Head Neighbourhood Services

Background papers: There are none.

Appendices: (Exempt) Appendix A

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

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Committee Report Checklist

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

Stage 1

Report checklist – responsibility of report owner

ITEM	Yes / No	Date
Councillor engagement / input from Chair prior to briefing	Yes	21/4/26
Relevant Group Head review	Yes	17/4/26
MAT+ review (to have been circulated at least 5 working days before Stage 2)	Yes	17/4/26
This item is on the Forward Plan for the relevant committee	Yes	17/4/26
	Reviewed by	
Finance comments (circulate to Finance)	A.Sood	17Apr.26
Risk comments (circulate to Lee O’Neil)	LO	27/04/26
Legal comments (circulate to Legal team)	LH	19/04/26
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 rec’d
Monitoring Officer commentary – at least 5 working days before MAT	L Heron	19/04/26
S151 Officer commentary – at least 5 working days before MAT	T.Collier	17/4/26
Commissioner engagement		
	Delete as applicable:	No issues 8/5/26
Confirm final report cleared by MAT	MAT	28/4/26

Corporate Policy and Resources

Monday 18 May 2026

Title	<i>Fuel Purchasing</i>
Purpose of the report	To make a decision
Report Author	<i>Jackie Taylor Group Head Neighbourhood Services</i>
Ward(s) Affected	All Wards
Exempt	No - Main report. Yes - (Exempt) Appendix A
Exemption Reason	Exempt Appendix A contains exempt information within the meaning of Part 1 of Schedule 12A to the Local Government Act 1972, as amended by the Local Government (Access to Information) Act 1985 and by the Local Government (Access to Information) (Variation) Order 2006 Paragraph 3 – Information relating to the financial or business affairs of any particular person (including the authority holding that information) and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information because, disclosure to the public would prejudice the financial position of the authority in any lease, contract or other type of negotiation with the tenant or developer, who could then know the position of the Council
Corporate Priority	Community Resilience Environment Services
Recommendations	Committee is asked to: 1. Authorise the Group Head of Neighbourhood Services to: 1.1 Commence a procurement exercise via an appropriate public sector framework for the provision of fuel supply, for an initial period of two (2) years with an option to extend for a further one (1) year, where permitted by the framework agreement. 1.2 Approve a maximum contract value as detailed within 6.9 of this report , in accordance with the appropriate level of delegation as set out in the Spelthorne Borough Council Constitution. 1.3 Authorise the Group Head Corporate Governance to enter contracts and all ancillary documentation with the selected supplier.

<p>Reason for Recommendation</p>	<p>Committee approval is required to enable the Council to procure fuel through an existing compliant framework, in line with the Council's Contract Standing Orders.</p> <p>This approach ensures a compliant, efficient, and cost-effective route to market while maintaining service continuity and operational efficiency.</p>
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2. Executive summary of the report

What is the situation	Why we want to do something
<ul style="list-style-type: none"> Neighbourhood Services (NS) does not currently have a formal contract in place for the procurement of fuel for its operational fleet. 	<ul style="list-style-type: none"> The ongoing and high-value nature of this expenditure requires compliance with the Council's Contract Standing Orders. Without a formal contract, there is a risk of non-compliance, lack of cost control, and inconsistency in service provision.
This is what we want to do about it	These are the next steps
<ul style="list-style-type: none"> Undertake a formal procurement exercise for the supply of fuel for the Council's operational fleet, using a framework agreement for a period of 2+1 years. 	<ul style="list-style-type: none"> Develop a detailed service specification outlining requirements, volumes, and service expectations. Prepare and issue tender documentation in line with Council procurement procedures. Conduct a compliant procurement process, including evaluation of submissions and appointment of successful supplier.

3. Key issues

- 3.1 The Council operates a fleet of both large and small vehicles used in delivery of its services such as waste, street cleaning, grounds maintenance, community transport, and enforcement. In total the Council operates seventy-two vehicles.
- 3.2 The Council maintains two fuel storage facilities located at its key operational sites. These facilities can store large volumes of fuel, including diesel and Hydrotreated Vegetable Oil (HVO).
- 3.3 The delivery of frontline services is dependent on a consistent supply of fuel, which is stored within these bulk tanks. Fuel is typically ordered on a fortnightly basis and delivered by tanker to both Council sites. Currently, purchases are made on a spot basis, with prices obtained from three suppliers at the time of order to ensure value for money. The annual expenditure on fuel is set out in **(Exempt) Appendix A**.

- 3.4 Given the Council’s existing storage capacity and operational requirements, the direct purchase and storage of fuel represent the most economically advantageous and operationally effective approach. This model supports service continuity, enhances resilience, and aligns with procurement best practice and relevant legislative obligations.
- 3.5 In 2025, the Council approved a capital growth bid for the replacement of fuel tanks at the operational sites, as the current infrastructure had reached the end of its serviceable life. The new tanks have been procured and are scheduled for installation during 2026.
- 3.6 This investment will enable a transition from conventional diesel to Hydrotreated Vegetable Oil (HVO), providing the capacity and flexibility required to support a more sustainable and resilient fuel supply.
- 3.7 HVO can deliver lifecycle greenhouse gas emissions savings of up to 80–90% compared to standard diesel, depending on feedstock and supply chain certification. The transition will therefore make a significant contribution towards the Council’s carbon reduction targets while maintaining operational performance across the fleet.

4. Options appraisal and proposal

4.1 Option 1 – Open Tender (Fixed or Indexed Pricing)

Award a contract (e.g., 2–4 years) to a single supplier through a competitive tender, with pricing either fixed or indexed to market benchmarks. This option provides stability and resilience but may not always achieve the lowest possible price.

Advantages	Disadvantages
Greater price certainty and budget predictability	Risk of being tied to an uncompetitive supplier over time
Improved supply security through contractual obligations	Reduced flexibility if market prices fall
Potential for added value services (e.g., tank monitoring, emergency supply)	

4.2 Option 2 – Continue Spot Purchasing (Current Approach)

Fuel is procured on a fortnightly basis via quotes from three suppliers, selecting the lowest price at the time of order. While this approach ensures compliance with value-for-money principles, it lacks long-term cost certainty and resilience.

Advantages	Disadvantages
Flexibility to respond to market price fluctuations	Exposure to fuel price volatility and market spikes
No long-term contractual commitment	Limited ability to secure long-term value or discounts
Encourages competition between suppliers at each purchase	Reduced supply security during periods of market disruption
Simple and low administrative burden	Non-compliant with Procurement Regulations and the Council’s Contract Standing Orders.

- 4.3 **Option 3 –(preferred) Framework Agreement (Call-Off Contract)** Access an existing public sector framework for a period of 2+1 years and call off fuel supply as needed. This option is a low-risk, compliant option that balances efficiency with value, though potentially less tailored.
- 4.4 A **framework agreement** gives the Council access to pre-approved suppliers and tailored call-off contracts.
- 4.5 A **call-off contract** is a specific purchase made under a framework agreement, allowing the Council to buy goods or services from pre-approved suppliers without running a full procurement process each time.

Advantages	Disadvantages
Fully compliant with Procurement regulations.	Less control over supplier selection and pricing structure.
Reduced procurement time and complexity.	Framework terms may not fully align with Council needs.
Pre-vetted suppliers ensure quality and reliability.	
Potential for aggregated buying power and better pricing.	

- 4.6 In the context of the forthcoming Local Government Reorganisation (LGR) in Surrey, the use of a framework agreement for the procurement of fuel represents the most appropriate and proportionate approach.
- 4.7 LGR introduces a period of uncertainty regarding the future structure, scale, and operational requirements of the Council and the future West Surrey unitary authority. Entering a long-term single supplier contract at this stage would create unnecessary risk, including potential contractual inflexibility, complications in contract transfer, and misalignment with future service delivery models.
- 4.8 A framework agreement provides the necessary flexibility to adapt to changing requirements during and after the transition. It enables the Council to access a range of pre-approved suppliers and undertake call-off contracts of appropriate duration.
- 4.9 This approach also ensures continuity of supply for critical frontline services, while maintaining compliance with procurement regulations and reducing administrative burden during a period of organisational change.
- 4.10 Importantly, it preserves the ability for the West Surrey unitary authority to aggregate demand and achieve greater economies of scale, rather than being constrained by legacy contractual arrangements.
- 4.11 Accordingly, the framework option is considered the lowest risk, most flexible, and strategically aligned approach, ensuring value for money while supporting both current operations and future transition under LGR.

5. Risk implications

- 5.1 The proposed use of a framework agreement for fuel procurement presents several risks; however, these are considered manageable and are

outweighed by the benefits, particularly in the context of Local Government Reorganisation (LGR).

Risk	Implication	Mitigation	Risk Level
Market Price Volatility	Fuel prices fluctuate, meaning the Council may not always achieve the lowest possible price compared to spot purchasing.	Use frameworks with indexed pricing; undertake mini competition to secure competitive rates.	Medium
Reduced Control Over Terms	Pre-defined framework terms may limit the ability to negotiate fully bespoke contractual arrangements.	Select a framework aligned to Council needs; refine requirements within call-off contracts and apply robust contract management.	Low
Supplier Performance	Risk of poor supplier performance impacting fuel delivery and frontline services.	Use frameworks with multiple suppliers; ability to re-tender if required.	Low–Medium
Dependency on Framework Structure	Limited influence over how the framework is designed, managed, or refreshed.	Use established and reputable public sector frameworks; review suitability periodically.	Low
LGR Transition Risk	Procurement decisions may not align with future unitary authority requirements, leading to inefficiencies.	Let short, flexible call-off contracts with no guaranteed volumes to avoid long-term commitments; retain ability to re-procure post-LGR.	Low
HVO Supply and Cost Risk	HVO may be more expensive and subject to supply variability as the market develops.	Access suppliers through the framework; phase transition in line with market conditions and infrastructure readiness.	Medium

6. Financial implications

- 6.1 The procurement of fuel represents a significant area of operational expenditure for the Council. The proposed use of a framework agreement is expected to deliver value for money by leveraging wider public sector buying power and enabling mini-competition, thereby securing competitive pricing. The use of indexed pricing will also provide greater budget predictability compared to spot purchasing, while reducing the need for repeated procurement exercises and associated officer workload, an important consideration during the Local Government Reorganisation (LGR) transition.
- 6.2 Framework agreements avoid the need for long-term financial commitments, allowing flexibility to align with the emerging West Surrey Unitary Authority. They also support scheduled fuel deliveries without requiring significant upfront payments, thereby assisting with effective cash flow management.

- 6.3 In addition, frameworks provide the flexibility to support a phased transition to Hydrotreated Vegetable Oil (HVO), enabling access to competitive pricing while managing potential cost pressures. This approach supports both the Council's environmental objectives and the operational resilience of the fleet.
- 6.4 In the context of LGR, the presence of Commissioners, and the application of Section 24 powers, it is essential that the Council demonstrates strong governance, transparency, and compliance across all areas of expenditure. Putting the procurement through a framework protects West Surrey by ensuring the spend is purchased in a compliant manner.
- 6.5 Neighbourhood Services (NS) currently operates without a formal contract for the procurement of fuel for its operational fleet, despite the ongoing and high-value nature of this spend. This presents risks of non-compliance with the Council's Contract Standing Orders, reduced cost control, and potential inconsistency in service provision.
- 6.6 To mitigate these risks, NS propose to undertake a formal procurement exercise for the supply of fuel via an appropriate framework agreement for an initial period of two years, with the option to extend for a further one year (2+1).
- 6.7 Fuel expenditure and budget provision are set out below AT 6.9. It should be noted that global market conditions, including geopolitical instability and supply chain pressures, continue to drive volatility in fuel prices.
- 6.8 This creates a significant financial risk to the Council, particularly in the absence of a structured procurement route. Establishing a formal arrangement will mitigate this risk by enabling improved price management and budget predictability.
- 6.9 **Fuel Spend and Usage**
- Fuel Spend (2025/26): £228,193
 - Budget (2025/2026): £369,400
 - Budget for fuel spend 2026/27: £369,400.
 - The proposed maximum contract value is £1,108,200.
- 6.10 The next steps will include the development of a detailed service specification outlining requirements, anticipated volumes, and service expectations, followed by the preparation and issue of tender documentation in accordance with Council procurement procedures.
- 6.11 A fully compliant procurement process will then be undertaken, including the evaluation of submissions and the appointment of a suitable supplier, ensuring improved governance, value for money, and consistent service delivery.

7. Legal comments

- 7.1 The Council has appropriate statutory powers to enter the proposed contract pursuant to the general power of competence under section 1 of the Localism Act 2011 and the provisions of the Local Government (Contracts) Act 1997.
- 7.2 The Council is subject to the best value duty under section 3 of the Local Government Act 1999 which requires continuous improvement in the delivery

of the Council's functions, having regard to economy, efficiency, and effectiveness. The proposed contract must be in line with this obligation.

7.3 Contracts and procurement fall within the remit of the Corporate Policy and Resources Committee (part 3(b) of the Constitution).

7.4 The proposed contract(s) must comply with the Council's Contract Standing Orders and all other applicable rules and regulations. Legal Services will assist in the preparation, negotiation, and the formal completion of the necessary documentation.

Corporate implications

8. Commissioners' comments

8.1 Commissioners raise no objection to this report proceeding to committee.

9. S151 Officer comments.

9.1 The S151 Officer confirms that all financial implications have been taken into account and that the recommendations are fully funded from within the 2026-27 Budget.

10. Monitoring Officer comments.

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

11. Procurement comments

11.1 The proposed route offers a compliant route to market with access to a number of pre-approved suppliers. The request is subject to Procurement Board approval.

12. Equality and Diversity

12.1 The proposed procurement of fuel through a framework agreement has been considered in the context of the Council's duties under the Equality Act 2010 and its broader equality and diversity commitments.

12.2 The framework approach is neutral in relation to protected characteristics, and no groups are adversely affected by the method of procurement. The process focuses on value for money, operational resilience, and compliance with legislation rather than personal characteristics of suppliers or staff.

12.3 By enabling the Council to maintain consistent service delivery, the procurement approach indirectly supports equality of access to services for all residents, including vulnerable groups who rely on Council services such as community transport, waste collection, and enforcement.

12.4 Suppliers engaged through the framework are expected to comply with all relevant equality and diversity legislation and adopt fair employment practices. The Council will continue to monitor supplier performance to ensure compliance with these requirements.

12.5 No adverse equality impacts have been identified as part of this procurement exercise, and the framework approach is fully aligned with the Council's commitment to promote equality, diversity, and inclusion in its operations.

13. Sustainability/Climate Change Implications

- 13.1 The Council is committed to reducing carbon emissions and supporting the transition to a more sustainable fleet. The proposed framework agreement aligns with these objectives by enabling the phased adoption of Hydrotreated Vegetable Oil (HVO), a low-carbon alternative to traditional diesel.
- 13.2 The new fuel storage tanks, scheduled for installation in 2026 at the Council's operational depots, will support this transition, allowing the Council to store and safely manage HVO for its fleet.
- 13.3 Using a framework agreement supports sustainability in the following ways:
- Reduced emissions: Facilitates access to HVO, contributing to lower carbon output from Council vehicles.
 - Operational efficiency: Reliable fuel supply reduces the need for emergency deliveries, lowering transport emissions.
 - Supplier standards: Framework suppliers are pre-qualified against environmental and regulatory standards, ensuring responsible sourcing and distribution.
- 13.4 The phased approach to adopting HVO enables careful monitoring of environmental performance and cost, ensuring the Council meets its climate commitments without compromising service delivery.
- 13.5 Overall, the framework option strengthens the Council's ability to deliver sustainable services, reduces the carbon footprint of its operations, and contributes positively to the Council's climate change and environmental objectives.

14. Other considerations

Local Government reorganisation

- 14.1 The proposed approach (a contract of 2+1 years) is aligned with the approved extension principles for procurement within the context of Surrey Local Government Reorganisation as approved by the Surrey LGR Implementation Board. In the context of LGR, the presence of Commissioners, and the context of Section 24 regime, it is essential that the Council demonstrates strong governance, transparency, and compliance across all areas of expenditure.
- 14.2 Whilst Spelthorne is not formally bound by the Section 24 regime, given the value of the proposed contract we will be obliged to inform West Surrey shadow council of the proposed procurement.

15. Timetable for implementation

- 15.1 If committee approval is granted to proceed with the proposal (**Option 3 Framework Agreement**), work will commence to identify suitable frameworks and undertake mini competitions as required. This will ensure ongoing value for money while maintaining alignment with the Council's operational needs and supporting the planned transition to Hydrotreated Vegetable Oil (HVO).

16. Contact

- 16.1 Jackie Taylor Group Head Neighbourhood Services
j.taylor@spelthorne.gov.uk

Background papers: There are none.

Appendices: (Exempt) Appendix A

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

Document is Restricted

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Committee Report Checklist

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

Stage 1

Report checklist – responsibility of report owner

ITEM	Yes / No	Date
Councillor engagement / input from Chair prior to briefing	Yes	05/05/26
Relevant Group Head review	N/A	
MAT+ review (to have been circulated at least 5 working days before Stage 2)	Yes	24/04/26
This item is on the Forward Plan for the relevant committee		
	Reviewed by	
Finance comments (circulate to Finance)	AB	30/04/26
Risk comments (circulate to Lee O’Neil)	LO	28/04/26
Legal comments (circulate to Legal team)	LH	24/04/26
HR comments (if applicable)		

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

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

Stage 2

Report checklist – responsibility of report owner

ITEM	Completed by	Date rec’d
Monitoring Officer commentary – at least 5 working days before MAT	L Heron	24/04/26
S151 Officer commentary – at least 5 working days before MAT	T.Collier	23/4/26
Commissioner engagement	P.Robinson	30/04/26
	Delete as applicable:	No issues Comments in S. 7
Confirm final report cleared by MAT	Yes	28/04/26

Corporate Policy and Resources Committee

26th May 2026

Title	General Fund Revenue and Capital Outturn for 2025/26
Purpose of the report	To inform and assure
Report Author	Altin Bozhani, Deputy Chief Finance Officer
Ward(s) Affected	All Wards
Exempt	No
Exemption Reason	N/A
Corporate Priority	Resilience
Recommendations	Committee is asked to acknowledge: <ol style="list-style-type: none"> 1. the 2025-26 Revenue and Capital Outturn. 2. the appropriations to and from General Fund reserves (Earmarked and Ringfenced) and the final balance at 31.03.26, as set out in paragraph 4.2, table 4.
Reason for Recommendation	The Committee needs to be informed of the Council's General Fund revenue and capital budget outturn positions and consider any action required as appropriate.

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

What is the situation	Why we want to do something
<p>This report sets out the Council's revenue and capital outturn for the 2025/26 financial year which are compared to projections made in quarter 3. The revenue budget overspent by £10.7m; an improvement compared to quarter 3 (£13.7m) of £3m (paragraph 2.2, Table 1) against a net Budget Requirement of £20.8m for 2025/26.</p> <p>Reserve balances at 31.03.26 are also £5.9m higher than anticipated in the restated MTFP approved in February 2026 (£31.7m). This is due to the improved revenue outturn of £3.0m, £1.5m less use of the Business Rates Equalisation reserve, £0.9m less use of CIL and £0.5m for in year pre-approved earmarked reserves. This is set out in section 4. Projected Movement in Reserves.</p> <p>The main areas contributing to the movement since quarter 3 are:</p>	<p>Ensuring the financial stability of the Council and that of West Surrey Council.</p> <p>Help the Council to understand any impact on the approved balanced budget for 2026/27.</p> <p>Enabling councillors to be made aware of emerging issues on a timely basis to facilitate corrective action to be taken if required.</p>

- Net Expenditure on Direct Services has reduced by £1.1m.
- Increased Investment and Regeneration Properties net income (£0.573m).
- Net increases of:
 - Minimum Revenue Provision (MRP) (£0.2m).
 - Loan Interest Payable (£0.8m).
- Offset by favourable movements in:
 - Interest Earnings (£0.6m).
 - Contributions from reserves (£0.4m).

The overspend (£10.7m) requires the use of a large proportion of the Council's remaining useable reserves. The Council's projected closing balance for available General Fund revenue reserves is £37.6m (paragraph 4.2, Table 4) at 31.03.26.

The Council's vacancy and corporate savings programme continues to perform well, achieving £1.2m of savings for the year, against a target of £1.1m, largely through post deletions and efficiency measures. These are expected to deliver ongoing benefits into 2026/27 and beyond. Please see a summary in section 2.6 and Appendix C for full details.

The 2025-26 Capital Programme full year spend is £5.8m and slippage of project costs to future years totalling £3.3m. A summary of the Capital Programme is provided in section 7 and full details in Appendix F and G.

This is what we want to do about it	These are the next steps
<ul style="list-style-type: none"> • Use the outturn to inform 2025/26 draft Statement of Accounts and 2026/27 budget monitoring. • Identify measures to continue to review and validate savings and the growth of the approved 2026/27 budget and ensure any variances are reflected in medium term financial planning. • Focus on opportunities to deliver additional 2026/27 in-year savings in order to lessen the extent to which reserves are required to close the Budget gap at the year end 	<ul style="list-style-type: none"> • Use the updated projected use of reserves to feed into updated Reserves Strategy and revised 2026/27 Budget figures.

2. Key issues

- 2.1. This report provides the Committee with the Revenue and Capital Outturn for 2025/26, based on expenditure incurred up to the end of March 2026. It reflects the impact of the adoption of a compliant MRP policy and the discount from debt re-financing approved by Full Council on 17 November 2025. Please see Appendix H for a Local Government Finance Glossary.

The 2025/26 revenue budget overspent by £10.7m, this represents an improvement of £3.0m compared to the deficit projected at quarter 3 (£13.7m), please see Appendix B for full details.

General Fund Revenue Budget Outturn – Overview

- 2.2. The 2025/26 outturn is summarised in Table 1 below.

Appendix B gives a more detailed explanation of variances in the table below.

Table 1: 2025-26 Outturn Position per Service Area

Variance by Service Area Summary	2025-26 Revised Budget	2025-26 Outturn	Outturn Variance - Over/ (Under)	Variance Movement Since Qtr3- Increase/ (Decrease)
	£'000	£'000	£'000	£'000
Gross Expenditure	64,483	59,305	(5,179)	(194)
Less Housing Benefit grant	(21,759)	(14,548)	7,211	1,151
Less Specific fees and charges income	(16,494)	(20,206)	(3,712)	(2,086)
Net Expenditure - broken down as below	26,229	24,551	(1,679)	(1,128)
Assets Management	2,001	2,468	468	55
Commissioning & Transformation	3,837	3,570	(267)	(270)
Community & Wellbeing	5,358	5,159	(200)	(887)
Finance & Corporate Services	5,752	5,740	(13)	538
Legal and Elections	1,912	1,724	(188)	(49)
Neighbourhood Services	3,457	2,679	(777)	(187)
Place, Protection & Prosperity	3,912	3,210	(702)	(330)
Net Expenditure at Service Level	26,229	24,551	(1,679)	(1,128)
Investment & Regeneration	(45,581)	(47,109)	(1,528)	(573)
Corporate Items				
Minimum Revenue Provision *	13,025	59,627	46,602	209
Loan Interest Payable *	25,535	28,054	2,520	856
Loan Discount *	0	(34,261)	(34,261)	0
Interest Earnings	(2,222)	(2,784)	(562)	(604)
Contributions to/from Reserves Prior to closing the Budget Gap	158	(232)	(390)	(1,747)
Corporate Items Total	36,496	50,405	13,909	(1,285)
Budget Requirement	17,143	27,846	10,703	(2,986)
External Grants	(2,053)	(2,054)	1	(1)
National Non-Domestic Rates	(4,917)	(4,917)	0	(7)
Net Budget Requirement	10,173	20,875	10,702	(2,994)
Collection Fund Surplus/(deficit)	(877)	(877)	0	0
Income from Council Tax	(9,296)	(9,296)	0	0
Net Position - Over/ (Under) budget	0	10,702	10,702	(2,994)
Reserve Contribution		(10,702)	(10,702)	
Net Position after use of reserves - Over/ (Under) budget		0	0	

Note: Majority of the overall variance of £14.861m relative to the Revised 2025/26 Budget is accounted for by the items in the table with Asterisk that are set out in the next table overleaf:

Area	Over/ (Under) £'000
Minimum Revenue Provision	46,602
Loan Discount	(34,261)
Loan Interest Payable	2,520
Net Total	14,861

The majority of above impacts arose following the application of a compliant MRP policy and the completion of loan refinancing in November 2025.

The material forecast outturn variances are:

- **Service Budgets, £1.679m net underspend**

- Underspends - £2.147m**

- *Neighbourhood Services*, underspend of £0.777m primarily attributable to Waste Recycling (£395k) because of higher-than-expected grant from the packaging Extended Producer Responsibility (pEPR) scheme; The rest is due to increased income primarily attributable to implementing the latest fees and charges policy (Parking, £141k), Ground Maintenance additional income (£236k) and Other (£5k).
 - *Place, Protection & Prosperity*, underspend of £0.702m primarily attributable to efficiencies in consultant's costs and legal in Planning Policy/Development Control (£0.407m); £0.097m because of increased income from HMO licence; £0.163m because of because of increased government grant funding in Environment Health Admin and underspend budget in Environmental Protection Act and Other £0.035m.
 - *Legal and Elections*, underspend of £0.188m primarily attributable to staffing vacancies.
 - *Community & Wellbeing*, underspend of £0.200m primarily attributable to implementation of fee increases.
 - *Commissioning & Transformation*, underspend of £0.267m primarily attributable to reimbursement from collection fund budget.
 - *Finance and Corporate Resources*, underspend of £0.013m primarily attributable to using capital receipts to fund Improvement Recovery Programme costs.

- Offset by Overspends - £0.468m**

- *Assets Management*, overspend of £0.468m primarily attributable to unbudgeted void costs associated with holding Thameside House (£0.329m). However, the Council has accepted an offer to dispose of this asset which is anticipated to be completed in 2026/27. The rest is primarily attributable to staffing cost pressures.

- **Non-Direct Service Budgets, £12.381m net overspend**

- Corporate Items, net overspend of £13.909m**

- Overspends -£49.122m**

- *Minimum Revenue Position (MRP)*, overspend of £46.602m primarily attributable to the change in MRP Policy approved by full Council in

November 2025 to comply with the Statutory Direction to set MRP in line with Statutory Guidance.

- *Loan Interest Payable costs*, overspend of £2.520m, primarily attributable to the decision to restructure c.£900m of the loan debt portfolio approved by full Council in November 2025 to achieve a £343m discount on loans outstanding.

Offset by Underspends- £35.213m

- *Loan discount*, net credit of £34.261m arising from amortising loan re-financing discount equally over 10 years, in accordance with accounting regulations.
- *Interest earnings*, net favourable variance of £0.562m primarily attributable to the same reasons as for the Loan Interest Payable (above).
- *Contributions to/from Reserves Prior to closing the Budget Gap*, net contribution to revenue of £0.390m primarily attributable to use of earmarked reserves to offset planned revenue budget pressures.

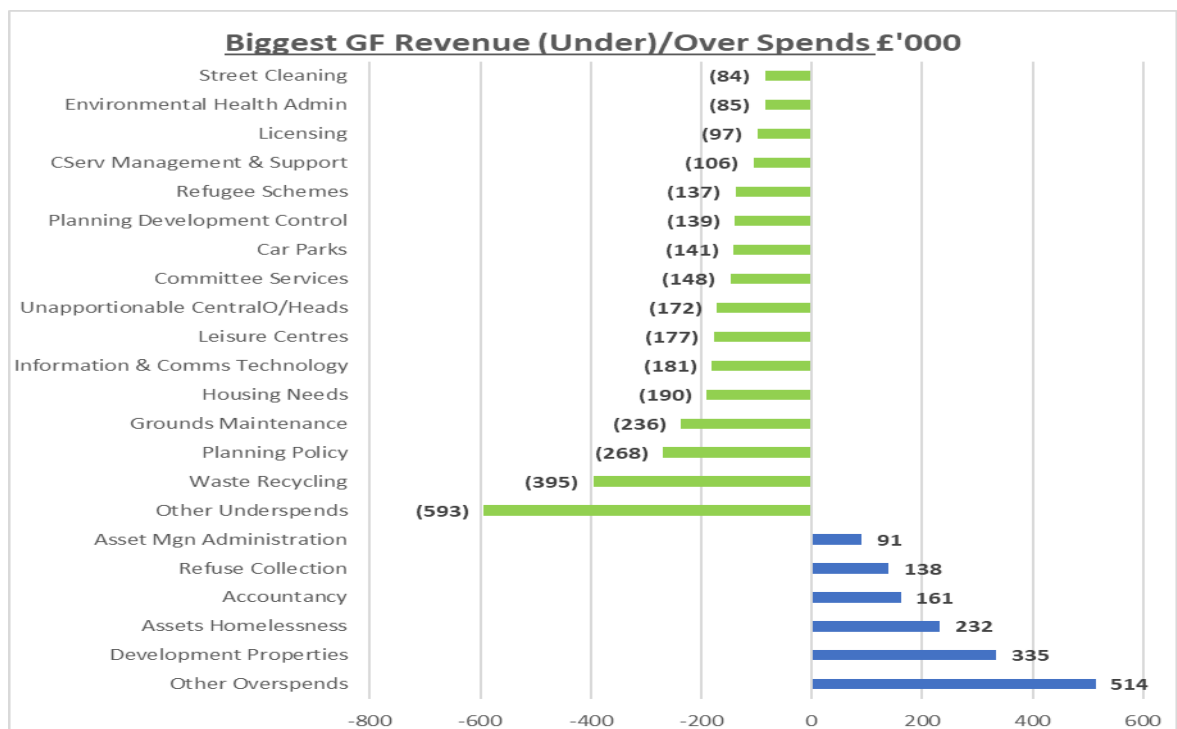
Further offset by:

Investment & Regeneration, underspend of £1.528m

- Primarily attributable to lower the budgeted landlord costs. Please see table 3 in section 3 for a summary.

2.3. Chart 1 below shows the individual service budget variances that contribute to the overall service budget variance of £1.679m

Chart 1: Biggest General Fund Direct Revenue Direct Service (Under)/Overspends



2.4. Details of budget variance and quarterly movements are shown in Appendix B.

- 2.5. After taking into account the impact of these changes the projected net overspend is £10.7m (see Table 1 above), this compares to a quarter 3 projection of £13.696m. This will be funded from reserves.
- 2.6. The approved budget for 2026/27 included £1.207m in savings. Finance completed a validation of savings achievement in March 2026 with the results shown in Table 2 below.

Table 2: Savings validation

Savings Validation (Staffing - Vacant Posts)	Staffing Allocated savings	Non Staffing Allocated Savings	Total Allocated and Achieved
	£'000	£'000	£'000
Community & Wellbeing	380	29	408
Commissioning & Transformation	143	20	163
Assets	85	-	85
Neighbourhood Services	302	48	349
Place, Protection & Prosperity	98	46	143
Finance & Corporate Services	23	7	30
Legal & Elections	123	-	123
Total Staffing	1,153	149	1,301
<i>Adjustment for funding;</i>			
RESERVES	(94)	-	(94)
Grand Total	1,059	149	1,207

- 2.7. The General Fund forecast shown in Table 1 includes the savings achieved, as set out in Table 2. Appendix C provides further details and shows the savings status project by project for each directorate and savings found.
- 2.8. The updated earmarked reserves position shows an adequate level of reserves but requires close monitoring to ensure that it aligns with the Medium-Term Financial Strategy (MTFS) and provides a reasonable level of reserves to West Surrey Council in 2027/28. Section 4 below shows the reserve movement.
- 2.9. Looking ahead, the Council will continue to maintain strict financial discipline to:
- limit reliance on the use of earmarked reserves,
 - managing the investment property portfolio, and
 - delivering the asset rationalisation programme
 - to put West Surrey in the strongest financial position possible.
- 2.10. Appendix A shows Variances by **Committee Area**.
- 2.11. The overall budget requirement has risen from £17.1m to £27.8m, largely due to the technical adjustments described above. The corresponding movement is balanced through an additional contribution from reserves of **£10.7m**.

Commissioners' Expenses

- 2.12. In May 2025, the Secretary of State for Housing, Communities and Local Government issued Directions under sections 15(5) and 15(6) of the Local Government Act 1999 ("the Act") in relation to the Council. These Directions followed concerns about the Council's performance, prompting the appointment of Commissioners with expertise in leadership, decision-making, governance, finance, regeneration, property management, procurement, and commercial investments.
- 2.13. The Directions stipulate that the Council is responsible for covering the Commissioners' reasonable expenses and such fees as the Secretary of State determines in their [appointment letters](https://www.gov.uk/government/publications/spelthorne-borough-council-commissioner-appointment-letters) <https://www.gov.uk/government/publications/spelthorne-borough-council-commissioner-appointment-letters>.
- 2.14. In setting these fees, the Secretary of State has been mindful of the need to ensure value for money for local taxpayers. As set out in the [Explanatory Memorandum to the Statutory Directions](#), in light of the scale and nature of the intervention, the Secretary of State has set the daily fees at £1,200 for the Lead Commissioner and £1,100 for the other three Commissioners which is consistent with other interventions. Commissioners are each able to claim up to 150 days pa. For the period 8 May 2025 – 31 March 2026 this would equate to 136 days, but they have worked an average of 84 days each in the 2025-26 financial year, 336.5 days for the Commissioner team as a whole.
- 2.15. The actual full cost to the Council for the financial year 2025/26 is £445k for the year. Commissioners' expenses are published on the Council's website.

3. Commercial/Investment Assets

Table 3 - Commercial/Investment Assets

Investment & Regeneration				
Assets	2025-26 Revised Budget	2025-26 Outturn	Outturn Variance - Over/ (Under)	Variance Movement Since Qtr3- Increase/ (Decrease)
	£'000	£'000	£'000	£'000
Rental Income	(44,400)	(42,975)	1,425	(420)
Regeneration Property Income	(4,023)	(4,560)	(537)	(244)
less: Landlord costs	7,224	4,739	(2,485)	22
Net Rental Income receivable	(41,199)	(42,796)	(1,597)	(642)
Sinking Funds - contribution to reserve	1,003	1,071	69	69
Set Asides for specific revenue purposes	670	670	0	0
Net Costs before reserve usage	(39,527)	(41,055)	(1,528)	(573)
Sinking Funds - release from reserve	(6,054)	(6,054)	0	0
Net Costs	(45,581)	(47,109)	(1,528)	(573)

- 3.1. Table 3 above outlines the income and costs relating to investment properties, with an estimated net (including landlord costs) rental income of £42.8m and £47.1m after including the budgeted use of reserves. This is £1.5m more than

assumed in the revenue budget. There has been an improvement of £0.573m since quarter 3 primarily attributable to improvement in rental income.

- 3.2. The budget variance is primarily due to lower-than-expected landlord costs offset by lower rental income because of vacancies, delays in lease renewals, and rent-free periods offered as incentives. Detailed breakdowns are provided within Appendix D, Commercial/Investment Assets Analysis.
- 3.3. The table below is a summary of the Appendix D, which is broken down into Investment and Regeneration Assets, and reconciles with Net Rental Income Receivable in Table 3 above.

Assets	2025-26 Revised Budget	2025-26 Outturn	Outturn Variance - Over/ (Under)
Net Rental Income receivable	£'000	£'000	£'000
Investment Properties	(38,777)	(39,998)	(1,221)
Regeneration Properties	(2,422)	(2,798)	(376)
Net Rental Income receivable	(41,199)	(42,796)	(1,597)

- 3.4. The revenue budget included a net £5.0m contribution from the sinking fund which was applied to the account.

4. Projected Movement in Reserves

- 4.1. Table 4 overleaf shows the overall balance of reserves and movement from the MTFS approved in February 2026.
- 4.2. As shown in Table 4, £18.1m of reserves were used in 2025/26, £7.4m of these were budgeted with the remaining £10.7m relating to the revenue overspend (Table 5, overleaf). This leaves an estimated balance of £37.6m in available General Fund reserves as at 31 March 2026. Table 6, overleaf, provides an analysis of projected reserve levels over the MTFS period, reflecting an improvement of £1.5m attributable to improved 2025-26 Outturn position. Appendix E provides full detailed breakdown of all available reserves.
- 4.3. The £5.9m improvement of reserve balances attributable to:
 - £3.0m due to improved outturn position.
 - £0.5m due less use of in year pre-approved use of earmarked reserves.
 - £1.5m less use of business rates equalisation reserve than anticipated, following a review of the business rates outturn element of the Collection Fund by an independent expert and comparative benchmarking of the provision for appeals, reducing the provision and increasing the amount of resources retained.
 - £0.9m lower use of CIL reserve, part of ringfenced pot.

Full details of reserve movements are shown in Appendix E

Table 4 Total actual Balances in General Fund Reserves as at 31 March 2026 and movement since Quarter 3/MTFS.

MTFS - Movement in General Fund Reserves Summary to 2025-26 Outturn				2025- 26 Outturn	
	Earmarked Reserves	Ringfenced Reserves/ General Fund	Restated MTFS balances	Outturn Total Reserves	Movement in Balances since MTFS Increase/ (Decrease)
	£'000	£'000	£'000	£'000	£'000
Opening Balances					
Earmarked Reserves	40,862		40,862	40,862	0
Ringfenced Reserves		11,319	11,319	11,319	0
General Fund Reserves *		3,508	3,508	3,508	0
Total Opening Balances	40,862	14,827	55,689	55,689	0
Projected use of reserves – 2025/26					
Earmarked Reserves	(19,141)		(19,141)	(15,685)	3,456
Ringfenced Reserves		(4,871)	(4,871)	(2,451)	2,420
General Fund Reserves *		0	0	0	
Total Use	(19,141)	(4,871)	(24,012)	(18,136)	5,876
Outturn Reserve Balances at 31.03.26	21,721	9,956	31,677	37,552	5,876

*A technical adjustment of £0.557m was made to the opening MTFS reserve balance.

- 4.4. The level of earmarked reserves has decreased from £40.9m as of 31 March 2025 to £25.2m at 31 March 2026. This is £3.5m improvement since quarter 3 and the MTFS, as set out in Table 5 below.

Table 5 – Movement in Earmarked Reserves

	MTFS (Feb 2026)		Outturn		Movement Since MTFS Increase / (Decrease)
	£'000	£'000	£'000	£'000	
Movement in Earmarked Reserves Summary	£'000	£'000	£'000	£'000	£'000
Useable Earmarked Reserves Opening Balance		40,862		40,862	0
2025/26 Approved Usage	(5,452)		(4,983)		469
Qtr3/Outturn Projected/Actual Outturn at 31st December 2025	(13,689)		(10,702)		2,987
Projected/Actual use of reserves - 2025/26		(19,141)		(15,685)	3,456
Projected/Actual Earmarked Reserves at 31st March 2026		21,721		25,177	3,456

Table 6 Revised Projected General Fund Reserves over MTFS period 2026/27 – 2028/29

	Earmarked Reserves Use	Earmarked Reserves Balance	Total Reserve Balance	MTFS balances	Movement Since MTFS Increase/ (Decrease)
Based on 2025-26 Outturn	£000	£000	£000	£000	£000
Balance at 31.03.26		25,176	37,552	31,677	5,876
In year contributions					
In year use 2026/27	(7,822)				
To close 2026/27 deficit	(8,798)				
Balance at 31.03.27		8,557	22,059	20,563	1,496
In year contributions					
In year use 2027-28	(514)				
To close 2027/28 deficit	(3,642)				
Balance at 31.03.28		4,401	18,789	17,292	1,496
In year contributions					
To close 2028/29 deficit	(514)				
Deficit 2028/29	(3,422)				
Balance at 31.03.29		466	15,738	14,242	1,496

- 4.5. Please note that the reduction in the favourable movement of reserves compared to MTFS, between 31 March 2026 and 31 March 2027 is primarily attributable to a £5m increase in MRP. This increase arises from the anticipated capital receipts from the sale of the Summit Centre not materialising as originally expected, as the sale has now slipped into 2026/27.

5. Flexible Use of Capital Receipts and Overall Reserve balance

- 5.1. The Council has the flexibility to apply capital receipts to fund transformation projects as enabled by the Secretary of State's Direction and outlined in the Government's Statutory Guidance on the flexible use of capital receipts. The period of flexibility was extended from 31 March 2025 to 31 March 2030 and for revenue expenditure to qualify to be funded for usable capital receipts, it must have been incurred between 1 April 2022 and 31 March 2030.
- 5.2. Table 7 below shows the overall reserve balances, including the movement in capital receipts. The closing reserve balance as at 31.03.26 is £39.6m. Please note the full balance of capital receipts has been used to fund relevant Capital Project (please see Appendix G) and Debt Reduction.

Table 7 Overall Usable Reserve balance

Reserve Description	Opening Balances	In year Additions	In year use	Reserve Balances at 31.03.26
	£'000	£'000	£'000	£'000
Earmarked Reserves	40,862		(15,685)	25,176
Ringfenced Reserves	11,319		(2,451)	8,868
General Fund Reserves	3,508		0	3,508
Total General Fund Reserves	55,689	0	(18,136)	37,552
Usable Capital Receipts	2,681	6,720		9,400
<i>Capital Projects</i>			(2,519)	(2,519)
<i>Debt Reduction</i>			(6,882)	(6,882)
Usable Capital Receipts Total	2,681	6,720	(9,400)	0
Unapplied Capital Grants	1,777	2,716	(2,384)	2,108
Capital Receipts and Grant Total	4,458	9,436	(11,785)	2,108
Total usable Reserves	60,146	9,436	(29,921)	39,661

Please note the above table is a summary of table 4 above, amended to include the Capital Receipts balances.

- 5.3. The Capital Projects line in Table 7 above covers use of capital receipts as a means to fund one-off and ongoing project costs which enable the process of transformation and the resulting benefit realisation. In applying this funding, several measures have been applied to ensure that the qualifying funding criteria are met. These include a robust approval process that is applied whenever the use of capital receipts is considered and to ensure that this funding source is only applied to qualifying expenditure.
- 5.4. The Medium-Term Financial Strategy anticipated £22m of receipts from disposing of two assets (3 Roundwood Avenue, Stockley Park and the commercial asset in Sunbury). Whilst 3 Roundwood Avenue was sold before 31 March 2026, the sale of the Summit Centre has slipped into 2026/27. This reduced anticipated capital receipts by c.£15m in 2025/26. Consequently, the CFR at 31 March 2026 is c.£15m higher than anticipated.
- 3.1 The reduction in capital receipts in 2025/26 has no impact in 2025/26 but means that MRP for 2026/27 will be c.£5m higher than budgeted and therefore a correspondingly greater use of reserves than anticipated will be required in 2026/27. The reduction in capital receipts in 2025/26 has no impact on external borrowing, because the £6.8m of capital receipts applied to reduce debt in 2025/26 (see Table 7 above) exceeded the loan principal due in 2025/26 – external borrowing remained unchanged at 31 March 2026 at £712m following the debt restructuring in November 2025. The 2026-27 impact will be offset by planned asset sales.
- 5.5. A full breakdown of capital receipts allocated per project is shown in Appendix G.

6. Outstanding Debt Receivable

- 6.1. There has been a significant reduction in outstanding debt receivable, from £8.2m at the start of the financial year to £2.0m at outturn. This reduction is primarily attributable to the effectiveness of the recovery process implemented during the year.
- 6.2. The total debt is made of:

- Bed & Breakfast (£0.512m), Rent Guarantee Scheme (£0.121m), totaling £0.633m (Table 9 overleaf).
 - Other Debtors (£1.407m), remaining balance in table 8 below.
- 6.3. Table 8 below sets out the debt receivable position as at 31 March 2026, together with the bad debt provision methodology, calculated provision amounts and the resulting provision balance. It is important to note that the reduced level of outstanding debt has had a positive impact on the level of bad debt provision required, which is now lower than the current provision balance held.
- 6.4. The remaining balance of £0.152m will be used to cover other debt materializing due to the current socio-economic factors but not currently part of the overall debt position shown in Table 8.
- 6.5. As a result, there has been no adverse impact on the revenue outturn position reported. An impact would only have arisen if the required provision had exceeded the existing bad debt provision balance.
- 6.6. The calculated bad debt provision equates to 43% of the final debt balance (as shown in Table 8), representing a prudent approach to mitigating potential non-recovery risk. This reflects the ongoing challenges in debt recovery arising from cost-of-living pressures and increased operating costs for businesses.
- 6.7. The level of bad debt may fluctuate during the year, as it is influenced by a range of socio-economic factors, which are particularly pronounced in the current UK economic and market conditions.

Table 8 Debt Position and Provision Balance as at 31st March 2026

Receivable debt balance as of 31st March 2026	Debt for 1 to 30 Days	Debt for 31 to 60 Days	Debt for 61 to 90 Days	Debt for 91 to 120 Days	Debt for 121 to 150 Days	Debt for 151 to 180 Days	Debt for 181 to 210 Days	Debt for 211 to 240 Days	Debt for 241 to 365 Days	Debt for Over 365 Days	Debt Balance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Debit Balance	534	189	95	45	311	20	81	18	291	456	2,040
Final Debt Balance	534	189	95	45	311	20	81	18	291	456	2,040
Bad Debt Provision Calculations											
Amount	0	0	0	0	130	20	81	18	208	420	877
% Against Final Debt Position					42%	100%	100%	100%	71%	92%	Total
Current Provision balance											1,029
Remaining Balance											152
Used to offset other debt coming through											(152)
Final balance											0

- 6.8. Table 9 overleaf shows the aged balance of debt for clients in Bed and Breakfast and Rent Guaranteed Scheme as of 31st March 2026 that are also included in table 8 above.

Table 9 Bed and Breakfast and Rent Guaranteed Scheme aged debt profile as at 31st March 2026.

Bed and Breakfast (B&B)/Rent Guaranteed Scheme(RGS) as of 31st March 2026	Debt for 1 to 30 Days	Debt for 31 to 60 Days	Debt for 61 to 90 Days	Debt for 91 to 120 Days	Debt for 121 to 150 Days	Debt for 151 to 180 Days	Debt for 181 to 210 Days	Debt for 211 to 240 Days	Debt for 241 to 365 Days	Debt for Over 365 Days	Debt Balance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
B&B	68	47	24	24	20	12	8	12	41	257	512
RGS	41	8	5	5	4	3	4	2	8	40	121
	110	55	29	29	24	15	12	13	49	297	633

6.9. Figures in table 9 are included in the overall figures in table 8, on the previous page (Debt Balance), and counts for c31% of that total.

7. Improvement and Recovery Programme (IRP) – Funded by base budget

- 7.1. As required by the Secretary of State’s Statutory Direction issued in May 2025, the Council has established an IRP. This plan was intended to provide the organisation with a clear direction for its improvement journey and a single framework for ensuring that all the Directions were addressed.
- 7.2. The original plan was approved by Council on 23 October 2025, and the supporting report formed the initial progress report to Commissioners with a commitment to provide a further update six months later.
- 7.3. Authority was delegated to the Corporate Policy and Resources Committee (CPRC) to approve any changes to the IRP as part of regular reporting arrangements. A revised version of the Improvement and Recovery Plan (IRP) was agreed by CPRC on 17 February 2026 to reflect the transition from recovery into sustained improvement and the focus on ensuring a successful transition to the new West Surrey Council.
- 7.4. Table 10 below shows the actual spend in 2025-26 and planned spend in 2026-27.
- 7.5. IRP Budget list shown in Table 10 below will be implemented in the finance ledger, Centros, and monitored along the revenue and capital (with Corporate Policy and Resources Committee receiving quarterly reports).
- 7.6. There will be no intervention beyond the end of 2026/2027 as West Surrey Council will then have responsibility.

Table 10: IRP Breakdown within implementation Time Frame

Area	Requirement	Supplier	Desired output	Funding Source	25/26 £'000	26/27 £'
					£'000	£'000
Governance	Governance Support to MO	South East Employers	Governance support for IRP (80% IRP)	Base Revenue Budget	8	
Governance Total					8	
Programme	Programme management bridging support	Newtrality	Ongoing governance	Base Revenue Budget	27	109
		South East Employers	Stand up governance arrangements, review IRP (80% IRP)	Base Revenue Budget	55	5
Programme Total					82	114
Grand Total					90	114

8. Capital Budget Outturn – Overview

- 8.1. The 2025-26 Outturn shows the capital programme total spend is £5.8m, £3.3m lower than quarter 3 forecast. The lower spend is due to several projects transferring to 2026-27 because of slippages on the implementation start or completion of project.
- 8.2. A summary of this position is shown in the table below and set out in more detail in Appendix F

Table 11 Summary of Capital Budget and Spend to 31/03/2026

Committee	Outturn 2025-26	Managers Projected Outturn at December 2025 (QTR3)	Slipped to future years (where applicable)	COMMENTS
	£000	£'000	£000	
Corporate Policy and Resources	559	1,288	731	Various projects have slippages to 2026-27. Please see Appendix F for full detailed.
Community, Welbeing and Housing (Disabled Facilities Grant Annual Programme)	4,913	6,803	1,864	Various projects have slippages to 2026-27. Please see Appendix F for full detailed.
Business Infrastructure - Growth	124	322	200	Various projects have slippages to 2026-27. Please see Appendix F for full detailed.
Environment & Sustainability	215	732	522	Various projects have slippages to 2026-27. Please see Appendix F for full detailed.
GRAND TOTAL	5,811	9,145	3,318	

- 8.3. The projects with the biggest slippage into future years are:

- **Sunbury Leisure Centre Decarbonisation Project (£0.651m)**

The slipped budget to cover replacing of aged boilers with new modern boilers to be in place by the end of May 2027. It will cover kit and installation.

- **Implementing the Improvement and Recovery Plan (IRP) (£0.635m)**

A review of the Transformation Plan established through the Improvement and Recovery Board identified that several assumptions made at the time the budget was set did not materialise. As a result, only £0.181 m was utilised to meet transformation-related expenditure. The remaining balance is therefore available for use in 2026-27.

- **Spelthorne Leisure Centre Phase 2 (£0.559m)**

Delays with construction project mainly due faulty attenuation tank under the ground of the new car park. It is anticipated the work will complete by July 2026.

- **Acquisitions for Temporary & Resettlement Accommodation (£0.425m).**

Local Authority Housing Fund (LAHF) have agreed that we can purchase the last two properties in 2026 /27 as we only managed to acquire 2 of the 4 remaining.

- **Sandhills Meadow Bridge Contribution (£0.200m)**

The slipped amount covers our contributing to works progressed by resident association to replace the aged bridge with the new bridge. There have been delays from Environmental Agency approving the project.

- **Disabled Facilities Grants and Top UP Mandatory (DFG)-2026-27 (0.187m)**

Spend is funded from a ring-fenced government grant (DFG) which can be carried forward into future years. Actual expenditure is demand-led and therefore subject to fluctuation. The slipped funding has been fully earmarked to meet forecast demand in 2026-27.

- **Electric Vans for Joint Enforcement Team (£0.176m)**

The slippage is due to delays in the procurement process. This project and the one below are part of the same procurement project. The vehicles are likely to be delivered in the next two weeks.

- **Replacement of Electric Van for Ground Maintenance (£0.105m)**

The slippage is due to delays in the procurement process. This project and the one above are part of the same procurement project. The vehicles are likely to be delivered in the next two weeks.

- **Other (£0.380m)**

Neighbourhood Services accounts for £0.241m of slippage on several projects; Commissioning and Transformation counts for £0.097m and Other (£0.042m). All slippages are attributable to several projects with slipped amount under £0.100m, because of work not completed or not started at all.

- 8.4. Detailed project spend monitoring and funding source is provided in Appendixes F/ G.

9. Options appraisal and proposal

- 9.1. This report is “to acknowledge” only. The 2025/26 General Fund Outturn will inform the 2026/27 planned mitigations to reduce expenditure and improve cashable efficiency savings. Officers will work to identify further offsetting savings to seek to reduce the extent of the draw down of reserves. Any 2026/27 forecast overspend not mitigated by additional savings/income will be offset by funding from reserves.

10. Risk and assurance implications

- 10.1. The final outturn position remains subject to audit, and there is a risk that the external audit process may identify adjustments not reflected in the draft figures. These could include material accruals, provisions, asset-related adjustments or classification changes arising from the review of year-end assumptions and accounting treatments. Any such adjustments could impact the reported net outturn and, consequently, the level of usable reserves at year end. While processes are in place to ensure estimates are prudent and in accordance with proper accounting practice, the final position cannot be confirmed until the audit is concluded.
- 10.2. The revenue budget for 2026/27 has been set against a backdrop of ongoing economic uncertainty, including inflationary pressures, labour and contract cost volatility, and continued demand growth in key statutory services. There remains a risk that adverse economic conditions could place additional pressure on service budgets, either through reduced income, increased demand-led expenditure or higher than anticipated cost inflation. Should these pressures materialise, the Council may need to draw on reserves to maintain financial balance, potentially resulting in greater reserve usage than currently assumed in the medium-term projections.
- 10.3. Savings and budget mitigations incorporated into the 2026-27 budget may be subject to delivery risk, particularly where they rely on behavioural change, service transformation or external dependencies. Delays in implementation or under-delivery would reduce the effectiveness of planned controls and could result in a higher call on reserves than currently anticipated.
- 10.4. The Council's reserves projections assume the delivery of planned capital receipts and other income-generating activity within the forecast period. There is a risk that receipts may be delayed or under-achieved due to market conditions, changes in asset values, or slippage in delivery timetables. Any shortfall or deferral in receipts would reduce the cash resources available to support the revenue spend and capital programme and could limit the capacity to replenish or maintain reserve balances at the level currently projected at the end of 2026/27.
- 10.5. The improved 2025-26 outturn position is linked to an action within the Assurance Register relating to the development of a robust and updated Medium-Term Financial Strategy (MTFS). This improvement has informed revised projections for 2026-27 and future years, reflecting both one-off and

ongoing pressures and opportunities, and their consequential impact on reserve balances.

11. Legal comments

- 11.1. Section 28 of the Local Government Act 2003 requires the Council to monitor their income and expenditure against the approved budget throughout the financial year and to take such remedial action as it considers necessary to deal with any projected overspends or variances.
- 11.2. This report provides a high-level summary of the Council's financial performance for the year, setting out the overall revenue and capital position at year end and highlighting key variances from budget. Financial information contained in this report will inform the preparation of the Council's Statement of Accounts which must be published in accordance with the Accounts and Audit Regulations 2015 (as amended).
- 11.3. Consideration of this report enables the members to satisfy themselves that appropriate financial controls and monitoring arrangements are in place and that the Council's statutory and fiduciary duties have been complied with.

Corporate implications

12. Commissioners' comments

- 12.1. The report sets out the financial position for the year and indicates the material impact historical under provision for MRP has had on reserves and will do going forward. This shows the importance of disposing assets to repay debt and reducing costs to mitigate this impact in future years.

13. S151 Officer comments

- 13.1. The S151 Officer confirms that all financial implications have been taken into account, although the figures will now be subject to scrutiny by external audit which could result in some revisions to figures being required. Whilst the Revenue Outturn is £3m better than that projected at the time the MTFS was last revised, and helps improve projected balances the Council faces significant risks including risk of not achieving anticipated capital receipts generation target in 2026/27, and the Council by not achieving target capital receipts outturn for 2025/26 is facing a higher MRP charge in 2026/27.

14. Monitoring Officer comments

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

15. Procurement comments

- 15.1. There are no procurement implications arising directly from this report.

16. Equality and Diversity

- 16.1. The report's proposals do not directly impact equality and diversity issues but in any spending decision the Council undertakes there should be due regard to equality, diversity and inclusion issues. If there are impacts an equality impact assessment should be undertaken and mitigation measures identified and put in place.

17. Sustainability/Climate Change Implications

17.1. The implications of this report have little to no impacts on the Council's position on sustainability and climate change actions. The Council continues to strive towards its climate change targets.

18. Other considerations/LGR considerations

18.1. The outturn position on reserves provides the starting point for refreshing the projected reserves anticipated to be passed across to West Surrey in April 2027. The lower usage of reserves in 2025/26 helps improve the medium-term financial projection.

19. Timetable for implementation

19.1. The outturn figures are being fed into the draft Statement of Accounts which will be published by the national target date of 30th June 2026. The accounts will then be subject to external audit in the autumn.

19.2. Contact: *Altin Bozhani, Deputy Chief Finance Officer,*
a.bozhani@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: (These are unpublished papers upon which you have relied in preparing this report). If none state, there are none.

Appendices:

Appendix A - Summary of General Fund Outturn Revenue Budget 2025-26-
Committee Structure

Appendix B - General Fund Revenue 2025-2026 Outturn Budget Monitoring-
Variance analysing by Service Area

Appendix C - General Fund Revenue 2025-2026 Outturn Budget Monitoring-
Savings validation

Appendix D - General Fund Revenue 2025-2026 Outturn Budget Monitoring-
Commercial/Investment Assets Analysis

Appendix E – Detailed General Fund Reserve Movement to 2025-2026 Outturn

Appendix F - General Fund Capital 2025-2026 Outturn Budget Monitoring

Appendix G - General Fund Capital 2025-2026 Outturn Budget Monitoring Detailed
funding source per project

Appendix H- Glossary

**Appendix A - Summary of General Fund Outturn Revenue Budget 2025-26-
Committee Structure**

Variance by Committee Structure	2025-26 Revised Budget	2025-26 Outturn	Outturn Variance Over/ (Under)	Variance Movement Since Qtr3- Increase/ (Decrease)
	£'000	£'000	£'000	£'000
Gross Expenditure	64,483	59,305	(5,179)	(194)
Less Housing Benefit grant	(21,759)	(14,548)	7,211	1,151
Less Specific fees and charges income	(16,494)	(20,206)	(3,712)	(2,086)
Net Expenditure - broken down as below	26,229	24,551	(1,679)	(1,128)
Corporate Policy & Resources	11,384	10,924	(459)	255
Community Wellbeing & Housing	5,873	5,581	(291)	(907)
Business Infrastructure & Growth	2,328	2,706	377	104
Environment & Sustainability	6,644	5,339	(1,305)	(580)
Net Expenditure at Service Level	26,229	24,551	(1,679)	(1,128)
Investment & Regeneration	(45,581)	(47,109)	(1,528)	(573)
Corporate Items				
Minimum Revenue Provision	13,025	59,627	46,602	209
Loan Interest Payable	25,535	28,054	2,520	856
Loan Discount	0	(34,261)	(34,261)	0
Interest Earnings	(2,222)	(2,784)	(562)	(604)
Contributions to/from Reserves Prior to closing the Budget Gap	158	(232)	(390)	(1,747)
Corporate Items Total	36,496	50,405	13,909	(1,285)
Budget Requirement	17,143	27,846	10,703	(2,986)
External Grants	(2,053)	(2,054)	(1)	(1)
National Non-Domestic Rates	(4,917)	(4,917)	0	(7)
Net Budget Requirement	10,173	20,875	10,702	(2,994)
Collection Fund Surplus/(deficit)	(877)	(877)	0	0
Income from Council Tax	(9,296)	(9,296)	0	0
Net Position - Over/ (Under) budget	0	10,702	10,702	(2,994)
Reserve Contribution		(10,702)	(10,702)	
Net Position after use of reserves - Over/ (Under) budget		0	0	0

**Appendix B - General Fund Revenue 2025-2026 Outturn Budget Monitoring
Report – Variance analysing by Service Area**

Assets Service

The key variations within the Assets Service are set out below.

SERVICE AREA SUMMARY	2025-26 Revised Budget	2025-26 Outturn	Outturn Variance - Over/ (Under)	Variance Movement Since Qtr3- Increase/ (Decrease)	Variance/Movement Narrative
Assets	£'000	£'000	£'000	£'000	
Asset Mgn Administration	273	364	91	70	Budget overspend is primarily attributable to : Staffing Budget (£84k) because of vacant posts being covered by additional overtime payments and agency staff, as these posts have been offered as savings for 2026–27. There were short-term requirements for additional resources to assist with IRP workstreams; Income (£15k) because of under recovery against budget in relation to recharge of staff costs to KGE and third-sector letting and tenancy fees; Other (£2k) . Offset by use of Capital Receipts to cover Improvement Recovery Programme spend (£10k). The increase since Qtr3 is attributable to the same reasons.
Development Properties	67	402	335	(68)	The budget overspend is primarily attributable to unbudgeted void costs associated with holding Thameside House (£329k) , which was expected to be disposed of. Weekly inspections were undertaken at Hanover House due to the previous presence of squatters, along with security and the rental of steel shutters at Ashford Victory Place due to anti-social behaviour and vandalism. The majority of the overspend at Oast House (£25k) relates to additional vacant council tax costs for No. 34 Kingston Road and ongoing pest control services. The decrease since Qtr3 is due to lower spend on consultancy services (£47k) , Security Services (£6k) and Other (£15k).
Facilities Management	699	683	(16)	3	The underspend is primarily attributable to: Staffing (£42k) because a role being vacant for four months, as well as another vacant post that will be deleted from April 2026; Offset by: lower income (£17k) because of recharge of utility costs will be passed on to KGE in respect of the West Wing, however due to work required to clarify the exact amount to be recharged, this has not been possible during the current financial year; Other (£9k) overspend forecasted due to increased utilities bills, including electricity and gas.

Appendix B - General Fund Revenue 2025-2026 Outturn Budget Monitoring Report – Variance analysing by Service Area

Assets Service-Continued

The key variations within the Assets Service are set out below.

SERVICE AREA SUMMARY	2025-26 Revised Budget	2025-26 Outturn	Outturn Variance - Over/ (Under)	Variance Movement Since Qtr3- Increase/ (Decrease)	Variance/Movement Narrative
Assets	£'000	£'000	£'000	£'000	
General Property Expenses	(81)	(77)	4	28	There is an overspend of £73k primarily attributable to: unbudgeted ongoing legal costs arising from an adverse possession claim submitted by a resident. There has been an overspend associated with measures taken to protect asset boundaries in order to avoid further adverse possession claims. Additionally we commenced a new valuation contract where there is a higher initial costs with the first year of the agreement. Offset by rent increases from rent reviews (£69k) . The increase since Qtr3 is mostly due to cost of valuers.
Parks Properties Project	3	8	5	(3)	
Planned Maintenance Programme	1,413	1,443	29	5	The overspend is primarily attributable to: Staffing (£24k) because of additional overtime and agency staff costs to cover a vacant role, staff sickness, and resources allocated to address ongoing leisure centre construction issues. Other (£5k) .
Residential Properties	0	20	20	20	Unbudgeted Expenditure relating to properties acquired through Local Authority Housing Fund programme, which has been funded through revenue grants reserve (£15.7k) - remainder relates to works at Ashford Cemetery Lodge.
Staines Town Centre Management	(373)	(373)	0	0	
Grand Total	2,001	2,468	468	55	

Appendix B - General Fund Revenue 2025-2026 Outturn Budget Monitoring Report – Variance analysing by Service Area

Commissioning & Transformation Service

The key variations within the Commissioning & Transformation Service are set out below.

SERVICE AREA SUMMARY	2025-26 Revised Budget	2025-26 Outturn	Outturn Variance - Over/ (Under)	Variance Movement Since Qtr3- Increase/ (Decrease)	Variance/Movement Narrative
Commissioning & Transformation	£'000	£'000	£'000	£'000	
CServ Management & Support	1,236	1,131	(106)	(113)	The budget underspend is primarily attributable to : Collection Fund legal cost reimburse (£191k) ; Staffing (£34k) because of a vacant post, partially covered by additional overtime payments. Offset by : Transaction charges (£113k) covering all card payments across the Council, higher against the budget due to increase in credit card costs; Other (£6k) . Increase since Qtr3 is [primarily attributable to legal cost reimbursement as explained above.
Emergency Planning	76	75	(1)	(1)	
Energy Initiatives	10	7	(4)	(4)	
HR	454	475	21	5	Budget overspend is primarily attributable to : Staffing (£11k) because of additional overtime and temporary staff payments; Other (£10k) mainly because of higher software costs.
Information & Comms Technology	1,234	1,054	(181)	(103)	The budget underspend is primarily attributable to : Staffing (£71k) mainly due to a vacant post; Savings (£102k) achieved mainly against Microsoft & VDI licensing costs ; Other (£8k) . Decrease since Qtr3 is primarily attributable to Savings explained above.
Payroll	80	105	25	(5)	Budget overspend is primarily attributable to additional casual staff & overtime payments required to provide training to new members of the payroll team.
Project Management	721	707	(14)	(41)	The budget underspend is primarily attributable to : Staffing (£57k) mainly due to a vacant post; Offset by : Additional (£43k) interim IRP Consultant working on Programme Management. Decrease since Qtr3 is primarily attributable to costs on interim IRP Consultant.
Water Courses & Land Drainage	26	17	(9)	(9)	
Grand Total	3,837	3,570	(267)	(270)	

Appendix B - General Fund Revenue 2025-2026 Outturn Budget Monitoring Report – Variance analysing by Service Area

Community & Wellbeing Service

The key variations within the Community & Wellbeing Service are set out below.

SERVICE AREA SUMMARY	2025-26 Revised Budget	2025-26 Outturn	Outturn Variance - Over/ (Under) £'000	Variance Movement Since Qtr3- Increase/ (Decrease) £'000	Variance/Movement Narrative
Community & Wellbeing	£'000	£'000	£'000	£'000	
Arts Development	29	27	(1)	(3)	
Assets Homelessness	(60)	172	232	25	The budget overspend is primarily attributable to : Staffing (£163k) arising of increased costs due to use of agency staff and overtime to cover staff vacancies, sickness and staffing structure. Accommodation costs (£86k) because of 2 long term voids due to maintenance and poor management of the repairs by Metropolitan Thames Valley Housing. This has impacted the income. Voids were also not completed to an acceptable standard, so this caused further delays, and further negative impact on the income; Offset by : Other (£17k). Increase since Qtr3 is primarily attributable to staffing costs as explained above.
Community Care Administration	380	361	(19)	(118)	The budget underspend is primarily attributable to : Staffing (£90k) because of salaries offset against DFG grant; Offset by : lower income (£55k) because of no longer receiving the £95k income from NWS Alliance Prevention and should not have been budgeted in FY25. Due to receive £30k funding from SCC for Wellbeing Officer. Other (£16k). The decrease against Qtr3 is primarily attributable to offsetting salaries against Disabilities Facilities Grant (DFG) in line with grant conditions (£111k) and the rest use of reserves (£7k).
Community Centres	547	533	(14)	6	The budget underspend is primarily attributable to : Increase in income (£112k) from the sale of food across the day centres. This is generated by £1 increase in food price and slight increase in footfall. Offset by : Food cost increase, increased spend on essential equipment replacement in year, totalling £88k; Staffing (£10k) because of use of casual workers to cover long term absences, sick leave or incidents of being short staff, example drivers for Opal and the centres are difficult to recruit due to specific skill set needed so need to use agency whilst recruiting.
Community Development	39	40	1	1	
General Grants	239	238	(1)	(1)	
Home Improvement Agency	(21)	1	22	66	The budget overspend and increase since QTR3 are primarily attributable to : Changes in the methodology to recover salaries from the DFG grant, in line with the grant specifications.
Homelessness	1,360	1,389	29	34	The budget overspend is primarily attributable to: Staffing (£38k) because more resources have been directed at the Rough Sleeper Initiative. Offset by Other (£9k).
Housing Benefits Admin	395	400	4	9	
Housing Benefits Payments	113	123	10	(244)	The decrease since Qtr3 is primarily attributable to : Reduction in expected housing benefit spending attributable to the transfer of working age claimants to Universal Credit.

Appendix B - General Fund Revenue 2025-2026 Outturn Budget Monitoring Report – Variance analysing by Service Area

Community & Wellbeing Service- Continued

The key variations within the Community & Wellbeing Service are set out below.

SERVICE AREA SUMMARY	2025-26 Revised Budget	2025-26 Outturn	Outturn Variance - Over/ (Under)	Variance Movement Since Qtr3- Increase/ (Decrease)	Variance/Movement Narrative
Community & Wellbeing - Continued	£'000	£'000	£'000	£'000	
Housing Needs	1,736	1,546	(190)	(141)	The budget underspend is primarily attributable to: Staffing (£83k) because through out the year there has been some vacancies and some budgeted posts here have actuals going to other areas in Housing. This has been corrected in the draft 26/27 budget; Grant funding (£53k) which has not been used in full ; Other (£54k) because of £15k invoice for Best Value consultancy, £12k over on training, £11k underspend on computer software as the project work is still ongoing and not complete and £16k of capital receipt funding for IRP costs; . Decrease since Qtr3 is mainly attributable to the same reasons.
Leisure Administration	379	366	(13)	7	The budget underspend is primarily attributable to Staffing (£6k) because of a vacant post filled from January 26; Efficiencies (£7k) in other areas.
Leisure Centres	64	(113)	(177)	(229)	Budget underspend is primarily attributable to : Premises Costs (£227k) because of lower than budget for Energy costs (£125k) , General Repairs (£85K), Electricity Costs (£17k). Offset by : higher costs in Legal and Court (£40k); Consultants fees £10k. The decrease since Qtr3 is primarily attributable to Premises cost explained above.
Meals On Wheels	120	80	(40)	(31)	Budget underspend is primarily attributable to : Increase in revenue (£58k) from the meals service due to £1 price increase. Offset by : Staffing (£11k) because of overtime and use of casual workers to cover frontline service; Other (£7k) . The decrease from Qtr3 is primarily attributable to increase in fees.
Museum	(5)	(3)	2	(0)	
Opal High Needs	55	108	53	(24)	The budget overspend is primarily attributable to : Staffing (£30k) because of one FTE omitted from FY25 budget; Lower income (£23k) from charges as budget was optimistic. The decrease from Qtr3 is primarily attributable to increase in fees income from sale of meals.
Refugee Schemes	128	(10)	(137)	(177)	The budget underspend is primarily attributable to net impact (£172k) of grant received versus costs incurred for providing services to Afghan Relocation Scheme/Homes for Ukraine/Longford Village and Local Authority Housing Fund (LAHF) property overspend. Offset by : Staffing (£35k) supporting the refugee schemes. The decrease since Qtr3 is mainly attributable to the same reasons as above , and use of reserves.
Resource Centre	14	11	(2)	(3)	
Social Prescribing	(135)	(67)	68	(36)	The budget overspend is primarily attributable to : Reduction (£116k) in the Grant funding for Social Prescribing. Offset by : Staffing (£29k) because of vacant posts; Other (£19k) . The decrease since Qtr3 is primarily attributable to Income from Surrey CC to cover Independent Living Supervisor and GDPR. This reimbursement had not been budgeted for previously.
Sports and Active Lifestyle	13	5	(8)	(10)	
Step-Down Accommodation	0	(1)	(1)	(1)	
Sunbury Golf Club	(50)	(63)	(14)	(14)	The budget underspend and movement since Qtr3 are primarily attributable to profit share received higher than budgeted.
Youth Projects	19	17	(2)	(2)	
Grand Total	5,358	5,159	(200)	(887)	

Appendix B - General Fund Revenue 2025-2026 Outturn Budget Monitoring Report – Variance analysing by Service Area

Finance & Corporate Services

The key variations within the Finance & Corporate Service are set out below.

SERVICE AREA SUMMARY	2025-26 Revised Budget	2025-26 Outturn	Outturn Variance Over/ (Under)	Variance Movement Since Qtr3 Increase/ (Decrease)	Variance/Movement Narrative
Finance & Corporate Services	£'000	£'000	£'000	£'000	
Accountancy	1,048	1,209	161	24	The budget overspend is primarily attributable to : Additional payments of £216k for Consultants for Best Value related work; £41k because of higher software charges due to increased maintenance fee for the financial system and additional fixed asset register software, implemented to address external audit recommendations. Offset by: Staffing(£81k) because of vacant posts (£61k) , partially covered by agency staff and consultants. Also, Redundancy costs of £20k has been moved to 24/25. Other (£15k). The increase since Qtr3 is due to revised forecast on temporary staffing costs. These staff are covering critical tasks that will help the authority to meet the audit deadlines and deliver a sound financial function.
Chief Executive	245	302	57	39	The budget overspend is primarily attributable to : Staffing costs . The increase since Qtr3 is attributable to similar reasons
Corporate Management	1,202	1,163	(39)	539	The budget underspend is primarily attributable to : £100k attributable to lower Local Government reorganisation costs; £121k capital receipt contribution covering IRP work; Audit backlog Government Grant of £67k ; £64k relating to Truck Cartel claim reimbursement, £28k relating to Redmond Review and Other(£7k) . Offset by : Increased Forecast (£395k) on Commissioners' cost for Best Value related work, partially offset by lower costs relating to staff market supplements (£47k). The forecast increase is due to recognising the correct number of working days spent in Spelthorne. The increase since Qtr3 is primarily attributable to : External Audit fees (£163k) , partially offset by Audit Backlog Grant (£67k) ; Consultant Fees (£148k) ; Temporary Staff (£44k) ; £696k because of lower than anticipated use capital receipt contribution ; Offset by : Lower Cost of Reorganisation budget and Other (£445k).
Corporate Publicity	443	417	(25)	19	The budget underspend is primarily attributable to : Software costs are lower by £27k against the budget, partially off-set by higher marketing costs due to more campaign related work . The increase since Qtr3 is primarily attributable to : actual cost on marketing being higher (£11k) than previously forecasted; Borough Newspaper and Other (£8k)
Corporate Savings	0	(7)	(7)	(3)	
Democratic Rep & Management	424	425	2	(7)	
Deputy Chief Executives	320	327	7	3	
Insurance	368	368	(1)	(0)	
MaT Secretariat & Support	109	112	3	0	
Unapportionable CentralO/Heads	1,596	1,424	(172)	(77)	The budget underspend is primarily attributable to : Superannuation payments to Surrey County Council (SCC) are lower (£112k) based on number of staff in the posts; Further underspend (£74k) is due to a number of other areas. Offset by Other (£14k). The increase since Qtr3 is primarily attributable to : lower Superannuation payments to SCC.
Grand Total	5,752	5,740	(13)	539	

Appendix B - General Fund Revenue 2025-2026 Outturn Budget Monitoring Report – Variance analysing by Service Area

Legal and Elections

The key variations within the Legal and Elections Service are set out below.

SERVICE AREA SUMMARY	2025-26 Revised Budget	2025-26 Outturn	Outturn Variance Over/ (Under)	Variance Movement Since Qtr3 Increase/ (Decrease)	Variance/Movement Narrative
Legal and Elections	£'000	£'000	£'000	£'000	
Audit	253	282	28	0	The budget overspend is primarily attributable to : Counter Fraud Service contract costs are higher by £21k and remainder (£7k) relates to higher internal audit services contract costs.
Committee Services	339	192	(148)	(15)	The budget underspend is primarily attributable to : Savings from three vacant posts , covering committee services, Member support , reporting , and the collation and publication of reports, including supporting MAT/+. Remaining staff are operating at full capacity.
Corporate Governance	335	322	(13)	(11)	The budget underspend is primarily attributable to : Savings achieved from a vacant post (24k) , partially covered by agency staff. This has been further offset by additional IRP governance support (£9k). The decrease since Qtr3 is primarily due to reduced agency staff costs.
Elections	11	36	25	0	The budget overspend is primarily attributable to : Higher cost because of 2 by-elections
Electoral Registration	295	283	(12)	2	The budget underspend is primarily attributable to: Staffing (£29k) because of a vacant post and underspent against Temporary staff budget due to changes in Canvassers payments, payment per round rather than per household. Offset by : Mainly Printing & Postage costs are higher (£17k).
Legal	679	610	(69)	(26)	The budget underspend and the decrease since Qtr3 are primarily attributable to: Savings from four vacant posts, partially covered by agency staff. Those post cover Property, Planning and Generalist Lawyers roles.
Grand Total	1,912	1,724	(188)	(49)	

Appendix B - General Fund Revenue 2025-2026 Outturn Budget Monitoring Report – Variance analysing by Service Area

Neighbourhood Services

The key variations within the Neighbourhood Services are set out below.

SERVICE AREA SUMMARY	2025-26 Revised Budget	2025-26 Outturn	Outturn Variance - Over/ (Under)	Variance Movement Since Qtr3- Increase/ (Decrease)	Variance/Movement Narrative
	£'000	£'000	£'000	£'000	
Neighbourhood Services					
Spelthorne Accessible Transport	162	150	(12)	(1)	The budget underspend is primarily attributable to : Temporary staff budget
Abandoned Vehicles	4	8	4	4	
Allotments	(22)	(17)	5	3	
Bus Station	24	4	(19)	(20)	The budget underspend is primarily attributable to : No Business rates are charged to particular premise.
Car Parks	(484)	(625)	(141)	(120)	The budget underspend is primarily attributable to : £158k because of Car Parking Fees & charges increased income due to higher fees are implemented as a result of the parking order revision; Staffing (£23k) saving achieved due to vacant posts, partially covered by Agency staff; Offset by : Electricity and Other charges are higher by £40k . The decrease from Qtr3 is primarily attributable to : Lower Business rates payment (£99k); Rents Income Increase (£30k) ; Offset by: Other (£9k) .
Cemeteries	(411)	(403)	8	52	The increase since Qtr3 is primarily attributable to : Lower revenue Income from Staines (London Rd) Cemetery (£29k) , Ashford Cemetery (£13k), Stanwell and Sunbury Cemetery (£6k). Ther rest (£4k) is due to other areas. Could also be attributed to the cost of living crisis.
Community Safety	325	319	(6)	(1)	
Depot	121	131	10	5	
Environmental Enhancements	14	2	(11)	1	The budget underspend is primarily attributable to : Additional Countryside Stewardship Grant funding of £66k from DEFRA and £10k from The Tree Council. Offset by : overspends in other areas (£65k).
Grounds Maintenance	1,832	1,596	(236)	(116)	The budget underspend is primarily attributable to : Contract income (£335k) to manage highway verges and weeds maintenance within Spelthorne on behalf of Surrey County Council; Savings achieved mainly against Operational Equipment main(£32k) , Operational Equipment Purchase (£11k) , and remainder (£19k) against external contract. Offset by : Staffing (£161k) higher due to contract work undertaken on behalf of Surrey County Council, linked with the above comment about increased income. Decrease since Qtr3 is primary attributable to the same areas mentioned above.
Neighbourhood Serv Mgt Support	1,337	1,281	(55)	(17)	The budget underspend is primarily attributable to : Additional income of £30k from Heathrow Airport Ltd for Site Patrols and data capturing for Stanwell Taxi exclusion zone, £11k higher income against Bus Shelters Advert Revenue, (£30k) from recharges for services provided to SDS Ltd and Other (£15k). Offset by : Staffing (£31k) , because of agency cost being higher than permanent budget for the role occupying. The decrease since Qtr3 is primarily attributable to lower insurance excess charges (£10k) and Other (£7k).
Parks Strategy	(12)	(0)	12	23	The budget overspend and movement since Qtr3 are primarily attributable to : Higher electricity costs
Public Conveniences	0	0	0	0	
Public Halls	(22)	(18)	4	5	

Appendix B - General Fund Revenue 2025-2026 Outturn Budget Monitoring Report – Variance analysing by Service Area

Neighbourhood Services- Continued

The key variations within the Neighbourhood Services are set out below.

SERVICE AREA SUMMARY	2025-26 Revised Budget	2025-26 Outturn	Outturn Variance - Over/ (Under)	Variance Movement Since Qtr3- Increase/ (Decrease)	Variance/Movement Narrative
Neighbourhood Services- Continued	£'000	£'000	£'000	£'000	
Refuse Collection	984	1,122	138	18	<p>The budget overspend is primarily attributable to : Staffing(£106k) from vacant posts and long term sickness covered by agency staff with higher costs; Lower sale of waste bins (£100k) due to cost of living crisis and textile services income is expected to be lower by £16k due to less tonnage collected and lower resale value, partially off-set by additional food waste grant income of £17k from DEFRA. Further offset by Underspent mainly against Vehicle fuel costs (£59k) and £8k against Computer Software costs.</p> <p>The increase since Qtr3 is primarily attributable to Staffing costs as explained above.</p>
Staines Market	(61)	(59)	2	2	
Street Cleaning	842	757	(84)	(34)	<p>The budget underspend is primarily attributable to : Underspent mainly against Vehicle Fuel costs (£51k) and £20k against Operational Equipment's and materials' costs; Staffing (£13k) savings achieved from a vacant posts, partially covered by agency staff.</p> <p>Decrease since Qtr3 is primarily attributable to : lower costs on Commercial Vehicle Fuel.</p>
Waste Recycling	(1,174)	(1,568)	(395)	9	<p>The budget underspend is primarily attributable to :Packaging Extended Producer Responsibility (pEPR) grant allocation of £599k higher than expected, partially off-set by lower income (£92k) due to change of recycling financial mechanism.</p> <p>Offset by : Additional Recycling payments (£112k) paid/expected to be paid to Surrey Heath BC due to change of recycling financial mechanism.</p>
Grand Total	3,457	2,679	(777)	(187)	

Appendix B - General Fund Revenue 2025-2026 Outturn Budget Monitoring Report – Variance analysing by Service Area

Place, Protection & Prosperity

The key variations within the Place, Protection & Prosperity Services are set out below.

SERVICE AREA SUMMARY	2025-26 Revised Budget	2025-26 Outturn	Outturn Variance Over/ (Under)	Variance Movement Since Qtr3 Increase/ (Decrease)	Variance/Movement Narrative
Place, Protection & Prosperity	£'000	£'000	£'000	£'000	
Building Control	21	(10)	(31)	10	The budget underspend is primarily attributable to the following factors: •Staffing (£60k): Savings arising from one vacant post between August 2025 and January 2026, together with the discontinuation of Standby Allowances from October 2025. •Elmbridge BC services (£54k): Planned use of Elmbridge Borough Council services was largely curtailed, with a significant proportion of the work instead undertaken by Spelthorne Borough Council. These savings have been partially offset by a reduction in income (£82k) , resulting from staff shortages and a shift by some customers to the private sector. From Quarter 2 onwards, there was an improvement in the forecast for Site Inspections and GAR Regularisation applications following the closure of a private inspection company. However, this recovery has been tempered by seasonal demand reduction and the recent impact of the global economic climate and mortgage interest rates. The increase since Quarter 3 is primarily attributable to higher staffing costs driven by increased work demand.
Economic Development	230	215	(14)	(1)	The budget underspend is primarily attributable to £10k arising from the Inward Investment and Key Account Management budgets being used to subsidise Marketing activity, resulting in an overall net underspend, together with £4k of additional income from Staines Business Improvement District income.
Environmental Health Admin	1,506	1,422	(85)	(85)	The budget underspend and the decrease since Quarter 3 are primarily attributable to £105k in Government grant funding received after the Quarter 3 forecast. This includes the Remediation Enforcement Grant, Air Quality New Burdens Grant, Renters' Rights Grant, and Awaab's Law Grant . This has been partially offset by £20k in legal costs associated with the hearing of an Amusement Establishment Licence in Ashford.
Environmental Protection Act	145	67	(78)	(99)	The budget underspend and the decrease since Quarter 3 are primarily attributable to £50k of unspent budget allocated to computer software, together with an underspend of £46k in Pollution Control Monitoring . These savings have been partially offset by increased costs of £18k for the Out of Hours Call Service . Demand for the Out of Hours Call Service has risen due to an increase in noise complaints across the borough. Costs have increased significantly since the budget was set, and a new contract arrangement has yet to be determined.
Food Safety	1	(3)	(4)	(3)	
Incubator	19	(4)	(23)	24	The budget underspend is primarily attributable to the closure of the Summit Centre , which has resulted in a reduction in operating costs of £40k . This saving has been partially offset by a £17k reduction in income from office rental and desk hire arising from the closure. The increase since Quarter 3 is primarily attributable to higher building works costs associated with the relocation of the new Incubator site at Knowle Green.
Jobs and Skills Hub	120	117	(3)	66	The increase since Quarter 3 is primarily attributable to providing for unpaid electricity costs covering the period 1 August 2024 to 31 March 2026. The supplier has yet to finalise the contract or issue the associated invoices.

Appendix B - General Fund Revenue 2025-2026 Outturn Budget Monitoring Report – Variance analysing by Service Area

Place, Protection & Prosperity-Continued

The key variations within the Place, Protection & Prosperity Services are set out below.

SERVICE AREA SUMMARY	2025-26 Revised Budget	2025-26 Outturn	Outturn Variance - Over/ (Under)	Variance Movement Since Qtr3- Increase/ (Decrease)	Variance/Movement Narrative
Place, Protection & Prosperity	£'000	£'000	£'000	£'000	
Land Charges	(28)	(1)	27	11	The budget overspend is primarily attributable to a £33k loss of fee income , which is following a downward trend. This reflects the wider economic environment, including recent budget decisions and global economic pressures leading to increased interest rate uncertainty and a consequent slowdown in the housing market. This has been partially offset by £6k under "Other" . The increase since Quarter 3 is primarily attributable to search fee income being lower than forecast.
Licensing	95	(3)	(97)	(16)	The budget underspend is primarily attributable to a significant increase in HMO licence renewals following the introduction of Article 4. This has been partially offset by a slight decrease in premises licence income and the use of agency staff to cover a vacant post, resulting in a net favourable variance of £102k . This is further offset by other minor variances of £5k. The decrease since Quarter 3 is primarily attributable to the continued increase in HMO licence renewals associated with Article 4.
Planning Development Control	888	749	(139)	(40)	The budget underspend is primarily attributable to lower than budgeted consultant fees and legal and court costs (£219k), reflecting a reduced volume of developer appeals compared with assumptions. The forecast was revised downwards after Quarter 3 to reflect this trend . This underspend has been partially offset by lower pre application income, with overall income revised down by £56k following completion of the Quarter 3 review , due to weaker demand than previously anticipated. The decrease since Quarter 3 is primarily attributable to lower consultancy fees.
Planning Policy	960	691	(268)	(186)	The budget underspend and decrease since Qtr3 are primarily attributable to: lower consultancy costs.
Public Health	5	3	(2)	(7)	
Rodent & Pest Control	17	20	4	6	
Shared Prosperity Fund	0	(9)	(9)	(9)	
Spellthorne Business Awards	0	0	0	2	
Taxi Licensing	(67)	(46)	21	(2)	The budget overspend is primarily attributable to lower Taxi Fee income across the board lower(£19k) ; Other minor variances (£2k) have also contributed. Licence Renewals are seasonal in nature which has impacted income levels. The position has been further affected by other minor variances (£2k).
Grand Total	3,912	3,210	(702)	(330)	

Appendix C - General Fund Revenue 2025-2026 Outturn Budget Monitoring Report - Savings validation

Service	Deleted Posts		Amount £'000
Planning Dev Control	Planning Development Restructure	Vacancy Saving	3
Economic Development*	Assistant Economic Development Officer	Vacancy Saving	43
Economic Development*	Economic Development Officer	Vacancy Saving	51
Corporate Publicity	Community Engagement Officer (Part-time)	Vacancy Saving	23
Legal Services	Senior Solicitor	Vacancy Saving	61
Refuse Collection	Refuse Collection Driver	Vacancy Saving	36
Refuse Collection	Refuse Collection Operative	Vacancy Saving	31
Refuse Collection	Refuse Collection Operative	Vacancy Saving	31
Grounds Maintenance	Grounds Maintenance Operative	Vacancy Saving	32
Grounds Maintenance	Park Patrol Operative	Vacancy Saving	31
Grounds Maintenance	Grounds Maintenance Operative	Vacancy Saving	32
Housing Benefit	Assessment Officer	Vacancy Saving	20
Housing Benefit	Assessment Officer	Vacancy Saving	33
Housing Benefit	Systems Administrator	Vacancy Saving	20
Housing Needs	Fraud Investigator	Vacancy Saving	8
Community Care Admin	Senior Occupational Therapist	Vacancy Saving	65
Community Care Admin	Support Worker	Vacancy Saving	35
Social Proscribing	Social Proscribing Link Officer	Vacancy Saving	44
Social Proscribing	Senior Borough Discharge Officer	Vacancy Saving	55
Social Proscribing	Borough Discharge Support Officer	Vacancy Saving	50
Social Proscribing	Hoarding & Decluttering Development Officer	Vacancy Saving	49
ICT Services	Corporate Document Management Officer	Vacancy Saving	60
Customer Services	Senior CS & Revenues Officer	Vacancy Saving	45
Customer Services	Customer Services & Revenue Officer	Vacancy Saving	38
Asset Management	Investment Asset Manager	Vacancy Saving	85
Spelride	Support Worker/ Driver	Vacancy Saving	16
Street Cleansing	Street Sweeper	Vacancy Saving	31
Neighbourhood Services	Neighbourhood Services Team Leader	Vacancy Saving	63
Electoral Services	Electoral Services Assistant	Vacancy Saving	15
Committee Services	Committee Services Support Officer	Vacancy Saving	46
			1,153
Economic Development*	Post x 2 funded by reserve	Vacancy Saving	(94)
Total Vacancy Savings			1,059

Appendix C - General Fund Revenue 2025-2026 Outturn Budget Monitoring Report – Savings validation (Continued)

Service	Other Corporate Savings		Amount £'000
Service	Other Corporate Savings		Amount £
Leisure	Postage Savings 4507	Cashable Savings	1
Leisure	Other Expenses 4979	Cashable Savings	5
Leisure	Operational Equipment 4001	Cashable Savings	1
Leisure	Other Expenses 4979	Cashable Savings	2
Leisure	Museum Budget 4894	Cashable Savings	4
Leisure	Skate Park Maintenance 2032	Cashable Savings	2
Leisure	Operational Equipment 4001	Cashable Savings	3
Leisure	Performers Fees 4441	Cashable Savings	1
Leisure	Playscheme Vouchers 4961	Cashable Savings	3
Leisure	Other Expenses 4979	Cashable Savings	3
Emergency Planning	Reduction in Resilience Services contract costs	Cashable Savings	20
Fordbridge DC	Duplicate budget for 25/26 - should have been removed as is also included within OPAL - 4108 (High Needs Group Food)	Cashable Savings	0
Fordbridge DC	Duplicate budget for 25/26 - should have been removed as is also included within OPAL - 4429 (High Needs Group Activities)	Cashable Savings	2
Greeno DC	Duplicate budget for 25/26 - should have been removed as is also included within OPAL - 4108 (High Needs Group Food)	Cashable Savings	1
Greeno DC	Duplicate budget for 25/26 - should have been removed as is also included within OPAL - 4429 (High Needs Group Activities)	Cashable Savings	2
Greeno DC	Duplicate budget for 25/26 - should have been removed as is also included within OPAL - 4954 (High Needs Misc)	Cashable Savings	0
Neighbourhood Services	Reduction in Playground Improvement/ Repairs Budget	Cashable Savings	20
Neighbourhood Services	Allotment Rents - removal of budget	Cashable Savings	2
Neighbourhood Services	Bus Station- Hard Surfaces - removal of budget	Cashable Savings	2
Neighbourhood Services	Depot Grounds Maint. - removal of budget	Cashable Savings	2
Neighbourhood Services	Grounds Maint. - Internal Print - removal of budget	Cashable Savings	1
Neighbourhood Services	Neighbourhood Service Management Uniforms - removal of budget	Cashable Savings	1
Neighbourhood Services	Neighbourhood Service Management Internal print - reduction of budget	Cashable Savings	13
Neighbourhood Services	Neighbourhood Service Management Books & Publications - removal of budget	Cashable Savings	2
Neighbourhood Services	Neighbourhood Service Management Books & Publications Post envelopes - reduction of budget	Cashable Savings	3
Neighbourhood Services	Refuse Collection - operational equip. purchase- removal of budget	Cashable Savings	2
Planning Policy	Planning Policy Restructure - Increase in use of CIL admin and reserves to fund staffing structure.	Cashable Savings	45
Environmental Health	Evotix contract for H&S ended; RIAMs & Uniform contracts total £17k+ potential uplift due to HMOs of £6.6K for Uniform.	Cashable Savings	1
Corporate Publicity	Website contract with Goss ended and new website about to go live so net saving of £6,600 per year based on contract with the new supplier	Cashable Savings	7
Committee Services	Level Zero Expansion Connector for Modern.Gov contract ended with Goss-savings of £588 per year	Cashable Savings	1
Total Other Corporate Savings			149
Total Corporate Savings			1,208

Appendix E – Detailed General Fund Reserve Movement to 2025-2026 Outturn

MTFS - Detailed Movement in General Fund Reserves Summary to 2025-26 Outturn	Earmarked Reserves	Ringfenced Reserves/ General Fund	Restated MTFS balances	2025- 26 Outturn	
				Outturn Total Reserves	Movement in Individual Balances since MTFS Increase/ (Decrease)
	£'000	£'000	£'000	£'000	£'000
	a)	b)	c=a+b	d)	e=d-c
Developer Contributions (CIL) Reserves		8,319			
Business Rates (element to cover future deficits, Bronzefield and Building Control		3,000	11,319	11,319	0
General Fund Reserve		3,508	3,508	3,508	0
Available Earmarked Reserves	40,862		40,862	40,862	0
Available Earmarked Reserves	40,862	14,827	55,689	55,689	0
2025/26 Approved Usage Earmarked	(5,452)		(5,452)	(4,983)	469
Q3 Projected Outturn at 31st December 2025	(13,689)		(13,689)	(10,702)	2,987
2025/26 Approved Usage CIL		(1,871)	(1,871)	(963)	908
2025/26 Approved Usage Business Rates		(3,000)	(3,000)	(1,488)	1,512
Projected use of reserves – 2025/26	(19,141)	(4,871)	(24,012)	(18,136)	5,876
Outturn Reserve Balances at 31.03.26	21,721	9,956	31,677	37,552	5,876
<i>Of which</i>					
<i>Earmarked</i>			21,721	25,176	3,456
<i>CIL</i>			6,448	7,356	908
<i>Business Rates</i>			0	1,512	1,512
<i>General Fund Reserve</i>			3,508	3,508	0
Outturn Reserve Balances at 31.03.26			31,677	37,552	5,876

Appendix F - General Fund Capital 2025-2026 Outturn Budget Monitoring

Portfolio / Project Manager	Cost Centre	Project	QTR3 Revised Budget 2025/26	Outturn 2025-26	Variance to QTR3 Revised Budget	Managers Projected Outturn at December 2025 (QTR3)	Outturn vs Qtr3	Slipped to future years (where applicable)
			£'000	£'000	£'000	£'000	£'000	£'000
			a)	b)	c=b-a	d)	e=b-d	d=e
Community Wellbeing & Housing		DFG Annual Programme						
Karen Sinclair	40203	Disabled Facilities Grants and Top UP Mandatory (DFG)-2026-27	1,413	1,428	15	1,615	(187)	187
Karen Sinclair	40204	Disabled Facilities Discretionary	60	54	(6)	60	(6)	6
Karen Sinclair	41020	Football pitch upgrades		1	1	0	1	0
		Cost of Disabled Facilities Grants	1,473	1,529	56	1,675	(146)	193
		Housing Investment Programme						
Stephen Mortimer-Cleevely	42074	Acquisitions for Temporary & Resettlement Accommodation	1,200	775	(425)	1,200	(425)	425
		Cost of LAHF	1,200	775	(425)	1,200	(425)	425
Coralie Holman	41033	Sunbury Leisure Centre Mechanical and Electrical Plant		46	46	0	46	0
Coralie Holman	43604	Sunbury Leisure Centre Decarbonisation Project	995	443	(552)	1,141	(698)	651
		Cost of Decarbonisation Project	995	490	(505)	1,141	(651)	651
		Other Investment Programme						
Coralie Holman	41029	Spelthorne Leisure Centre Phase 2	2,641	2,082	(559)	2,641	(559)	559
Coralie Holman	41024	Spelthorne Leisure Centre Development		(25)	(25)	0	(25)	0
Coralie Holman	41023	Eclipse Leisure Centre Balustrade/External Walkways	50	15	(35)	50	(35)	35
Coralie Holman	43507	Eclipse Car Park EV Charges Installation	96	96	0	96	0	0
		Cost of Other	2,787	2,167	(620)	2,787	(620)	595
		Community Wellbeing & Housing Total	6,455	4,913	(1,542)	6,803	(1,889)	1,864
Environment & Sustainability		Neighbourhood Services						
Jackie Taylor	41302	Car Park Management System update in Elmsleigh Surface Car Park & MSCP	122	159	37	154	5	0
Jackie Taylor	41308	PCN/Permits/Season Tickets system	50	0	(50)	50	(50)	50
Jackie Taylor	41509	Electric Vans for Joint Enforcement Team	180	4	(176)	180	(176)	176
Jackie Taylor	41515	Replacement of Electric Van for Ground Maintenance	105	0	(105)	105	(105)	105
Jackie Taylor	41516	Replacement of Recovery & Service Vehicle	38	4	(34)	38	(34)	34
Jackie Taylor	41518	HVO/Diesel Tanks Replacement for Depot & Nursery	90	0	(90)	90	(90)	90
Jackie Taylor	41620	Wheelie Bins - Annual Programme	55	33	(22)	55	(22)	22
Jackie Taylor	41635	Garden Waste Bins Purchases	60	15	(45)	60	(45)	45
		Neighbourhood Services Total	700	215	(485)	732	(517)	522
		Environment & Sustainability Total	700	215	(485)	732	(517)	522
Business Infrastructure - Growth		Assets						
Coralie Holman	41032	Elmsleigh Centre Lifts Replacement	122	124	2	122	2	0
Coralie Holman	42076	Sandhills Meadow Bridge Contribution	200	0	(200)	200	(200)	200
Coralie Holman	42004	Demolishing of Kingston Road		1	1	0	1	0
		Business Infrastructure Total	322	124	(198)	322	(198)	200
		Assets Total	322	124	(198)	322	(198)	200

Appendix F - General Fund Capital 2025-2026 Outturn Budget Monitoring- Continued

Capital - Continued								
Portfolio / Project Manager	Cost Centre	Description	QTR3 Revised Budget 2025/26	Outturn 2025-26	Variance to QTR3 Revised Budget	Managers Projected Outturn at December 2025 (QTR3)	Outturn vs Qtr3	Slipped to future years (where applicable)
			£'000	£'000	£'000	£'000	£'000	£'000
			a)	b)	c=b-a	d)	e=b-d	d=e
Commissioning and Transformation								
Alistair Corkish	43610	General Hardware - Annual Programme	442	266	(176)	300	(34)	34
Alistair Corkish	43611	Mobiles	4	7	3	4	3	0
Alistair Corkish	43615	Members' tablets replacement	7	7	0	7	0	0
Sandy Muirhead	43512	Electronic Data Management System (EDMS) Project	10	0	(10)	10	(10)	10
Sandy Muirhead	43625	Integration of document viewer in the Customer Portal	20	0	(20)	20	(20)	20
Sandy Muirhead	43637	Council website upgrade	37	37	0	37	0	0
Sandy Muirhead	43638	Capita Application Programme Interfaces (API) Webcapture Integration	70	37	(33)	70	(33)	33
Terry Collier	41404	Implementing the Improvement and Recovery Plan (IRP)	816	181	(635)	816	(635)	635
		Commissioning and Transformation	1,406	536	(870)	1,264	(729)	731
		Legal & Elections						
Linda Heron	43514	Case Management System upgrade to Cloud based	24	23	(1)	24	(1)	0
		Legal & Elections Total	24	23	(1)	24	(1)	0
		Corporate Policy & Resources Total	1,430	559	(871)	1,288	(729)	731
GRAND TOTAL		TOTAL	8,907	5,811	(3,096)	9,145	(3,333)	3,318
			Outturn 2025-26	Managers Projected Outturn at December 2025 (QTR3)	Outturn vs Qtr3			
			£'000	£'000	£'000			
		Funding						
		Grants received from Central Government						
		DFG - Grants + Top Up	(1,413)	(1,413)	(0)			
		Local Authority Housing Fund Grant	(480)	(1,200)	720			
		Grants received from Sports England	(444)	(1,141)	698			
		Other Grants	(48)	(115)	67			
		Subtotal	(2,384)	(3,869)	1,484			
		Other Financing						
		Capital Receipts- year end	(2,519)	(4,184)	1,665			
		CIL	(296)	0	(296)			
		Earmarked DFG Reserve	(15)	(203)	188			
		Earmarked Reserves	(598)	(890)	292			
		Total Committed Financing	(5,811)	(9,145)	3,333			

Appendix G - General Fund Capital 2025-2026 Outturn Budget Monitoring – Detailed funding source per project

Spelthorne Capital Programme 2025/26	Outturn 2025/26	Capital grants	Capital Receipts	Developer contributions	CIL	Earmarked Reserves	Direct Revenue Financing	Total Financing
	£'000	£000s	£'000	£'000	£'000	£'000	£'000	£'000
Community Wellbeing & Housing								
Disabled Facilities Mandatory	1,428	(1,413)	0	0	0	(15)	0	(1,428)
Disabled Facilities Discretionary	54	0	(54)	0	0	0	0	(54)
Acquisitions for Temporary & Resettlement Accommodation	775	(480)	0		(295)	0	0	(775)
Sunbury Leisure Centre Decarbonisation Project	443	(444)	0	0	0	(0)	0	(444)
Spelthorne Leisure Centre Phase 2	2,082	0	(2,082)	0	0	0	0	(2,082)
Eclipse Leisure Centre Balustrade/External Walkways	15	0	(15)	0	0	0	0	(15)
Eclipse Car Park EV Charges Installation	96	0	0	0	0	(96)	0	(96)
Environment & Sustainability								0
Wheelie Bins - Annual Programme	33	(33)	0	0	0	0	0	(33)
Garden Waste Bins Purchases	15	(15)	0	0	0	0	0	(15)
Electric Vans for Joint Enforcement Team	4	0	(4)	0	0	0	0	(4)
Replacement of Electric Van for Ground Maintenance	0	0	0	0	0	0	0	0
Replacement of Recovery & Service Vehicle	4	0	(4)	0	0	0	0	(4)
Car Park Management System update in Elmsleigh Surface Car Park & MSCP	159	0	(159)	0	0	0	0	(159)
Business, Infrastructure and Growth								0
Kingston Road site Demolition		0	0	0	0	0	0	0
Elmsleigh Centre Lifts Replacement	124	0	0	0	0	(124)	0	(124)
Corporate Policy and Resources								0
Council website upgrade	37	0	0	0	0	(37)	0	(37)
Capita Application Programme Interfaces (API) Webcapture Integration	37	0	0	0	0	(37)	0	(37)
General Hardware - Annual Programme	266	0	0	0	0	(266)	0	(266)
Mobiles	7	0	0	0	0	(7)	0	(7)
Members' tablets replacement	7	0	0	0	0	(7)	0	(7)
Implementing the Improvement and Recovery Plan (IRP)	181	0	(181)	0	0	0	0	(181)
Case Management System upgrade to Cloud based	23		0	0	0	(23)	0	(23)
Football pitch upgrades	1		0	0	(1)	0	0	(1)
Sunbury Leisure Centre Mechanical and Electrical Plant	46		(46)	0	0	0	0	(46)
Spelthorne Leisure Centre Development	(25)		25	0	0	0	0	25
Demolishing of Kingston Road	1		0	0	0	(1)	0	(1)
Total	5,811	0	(2,384)	(2,519)	0	(296)	(613)	0

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

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Appendix H – Glossary

Terms	Descriptions
Accounting Policies	The rules and practices adopted by the Council that determine how the transactions and events are reflected in the accounts
Amortisation	The process of charging for the usage of intangible fixed assets gradually over their expected lives
Balances (or Reserves)	These represent accumulated funds available to the Council. Some balances (reserves) may be earmarked for specific purposes for funding future defined initiatives or meeting identified risks or liabilities. There are a number of unusable reserves, which are set out for technical purposes. It is not possible to utilise these to provide services.
Borrowing	Usually refers to the stock of outstanding loans owed, and bonds issued
Business Rates (NNDR/NDR)	<p>Business rates are a nationally set property-based tax levied on local businesses (i.e. non domestic properties), but collected locally.</p> <p>Business rates are payable on business premises based on their rateable value (last assessed in the 2023 Rating List by the Valuation Office Agency) and a national rate poundage multiplier (55.5p/£ in 2025/26).</p> <p>Spelthorne Borough Council acts as the “billing authority” for its area and under the Localised Business Rates regime retains 40% of the net yield from business rates with Surrey County Council receiving 10% and central government the other 50%. A system of Tariffs and Top-ups as well as a Safety Net scheme operate within the Council’s General Fund to further adjust the amount the Council ultimately retains.</p>
Capital Expenditure	Payments for the acquisition, construction, enhancement or replacement of fixed assets such as land, buildings, roads, and computer equipment.
Capital Financing Requirement (CFR)	<p>The Council’s underlying need to borrow for capital purposes, representing the cumulative capital expenditure that has been incurred but not yet financed.</p> <p>The CFR increases with capital expenditure and decreases with capital finance and Minimum Revenue Provision (MRP).</p>
Capital Receipts	Income received from the sale of land, buildings or equipment.

Chartered Institute of Public Finance and Accountancy (CIPFA)	CIPFA is the professional institute for accountants working in the public services. CIPFA publishes the Code of Practice on Local Authority in the United Kingdom – the accounting standard governing financial reporting for local authorities
Collection Fund	An account that shows the income due from NNDR and Council Tax payers and the sums paid to the national NNDR pool and to the precepting authorities
General Fund	The account to which the cost of providing the Council Services is charged that are paid for from Council Tax and Government Grants.
Investment property	Property held solely to earn rentals and/or for capital appreciation.
MHCLG	The Ministry of Housing, Communities and Local Government is central to the mission driven government, from fixing the foundations of an affordable home to handing power back to communities and rebuilding local government.
Minimum Revenue Provision (MRP)	The minimum amount that the Council must charge to the General Fund to provide for the repayment of debt. Since 2008, local authorities have been required to set a “prudent” level of MRP. In setting a “prudent” level of MRP local authorities are required to have regard to the Statutory Guidance on Minimum Revenue Provision, most recently issued in April 2024.
Precepts	These are demands made upon the Collection Fund, by Surrey County Council and Surrey Police and Crime Commissioner for monies needed to finance the services they provide.
Revenue expenditure	Day to day payments on the running of Council services including salaries, wages, contract payments, supplies and capital financing costs.
TMSS	Approved Council’s Treasury Management Strategy Statement.
Usable Reserves	Usable reserves are resources that the Council can use to support service delivery. There are three types of usable reserve: <ul style="list-style-type: none"> • The General Fund, which is the accumulated balance on the General Fund – see Earmarked Reserves and Ringfenced Reserves; • The Usable Capital Receipts Reserve which reports the capital receipts from the sale of assets, and can only be used to fund either new capital expenditure, repay debt

	<p>or fund the directly attributable costs of disposing an asset;</p> <ul style="list-style-type: none"> • The Capital Grants Reserve which reports all capital grants received and can only be used to fund capital expenditure. Some capital grants have conditions limiting the purpose for which the grant can be used
Earmarked Reserves	Local authorities are permitted to “ earmark ” parts of the General Fund balance for specific policy purposes (i.e. saving up funds for a particular project or smoothing expenditure over a number of years) or known/predicted risks (eg insurance risks).
Ringfenced Reserves	<p>These are those elements of the General Fund balance which are statutorily ringfenced for specific purposes comprising:</p> <ul style="list-style-type: none"> • The Community Infrastructure Levy (CIL) Reserve which reports contributions from developers under the local authority’s approved CIL Scheme and can only be used for the purposes set out in the CIL Scheme; and • Developer contributions which are monies received from developers to discharge obligations under planning agreements granted under section 106 of the Town and Country Planning Act 1990. S.106 contributions can only be used for the purpose set out in the s.106 agreement. These can be used for both revenue and capital expenditure depending on the s.106 agreement
Unusable Reserves	<p>Unusable reserves are not available to use to support service delivery. These reserves arise from either:</p> <ol style="list-style-type: none"> a) statutory adjustments required to reconcile balances to the amount chargeable to council tax for the year, to comply with legislation, or b) accounting gains or losses recognised in other comprehensive income and expenditure in accordance with accounting standards adopted by the Code, rather than in the surplus or deficit on the provision of services

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Committee Report Checklist

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

Stage 1

Report checklist – responsibility of report owner

ITEM	Yes / No	Date
Councillor engagement / input from Chair prior to briefing	Yes	23/04/2026
Relevant Group Head review	Yes	DH – 16/04/2026
MAT+ review (to have been circulated at least 5 working days before Stage 2)		
This item is on the Forward Plan for the relevant committee	Yes	18/2/2026
	Reviewed by	
Finance comments (circulate to Finance)	NB	23/04/26
Risk comments (circulate to Lee O’Neil)	LO	27/04/26
Legal comments (circulate to Legal team)	LH	23/04/26
HR comments (if applicable)		

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

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

Stage 2

Report checklist – responsibility of report owner

ITEM	Completed by	Date rec’d
Monitoring Officer commentary – at least five working days before MAT	L Heron	23/04/26
S151 Officer commentary – at least five working days before MAT	T. Collier	21/4/26
Commissioner engagement	J. Kingston	15/04/2026
		No issues Comments in S. 7
Confirm final report cleared by MAT		

Corporate Policy and Resources Committee

26/05/2026

Title	Corporate Health and Safety Policy (2026-2027)
Purpose of the report	To make a decision
Report Author	Karine Codd – Principal Health, Safety and Insurance Officer
Ward(s) Affected	All Wards
Exempt	No
Exemption Reason	N/A
Corporate Priority	This item is not in the current list of Corporate Priorities but still requires a Committee decision.
Recommendations	The Committee is asked to: <ul style="list-style-type: none"> • Approve the revised Corporate Health and Safety Policy for immediate adoption • Authorise the Chief Executive to agree minor variations to the revised health and safety policy.
Reason for Recommendation	Members are asked to adopt and commit to the revised Council's Corporate Health and Safety Policy to safeguard the health, safety and welfare of staff, its members and the Public.

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

What is the situation	Why we want to do something
<ul style="list-style-type: none"> • Review of the revised Corporate Health and Safety Policy 	<ul style="list-style-type: none"> • To ensure we comply with statutory regulations.
This is what we want to do about it	These are the next steps
<ul style="list-style-type: none"> • To seek approval from the Committee for the revised Corporate Health and Safety Policy, as attached in Appendix A. 	<ul style="list-style-type: none"> • This report recommends that the Committee approves the revised Corporate Health and Safety Policy to ensure compliance with current legislation, align with the Council restructuring and strengthen safety management.

2. Key issues

- 2.1 The purpose of this report is to present the findings from the recent review of the Spelthorne's Corporate Health and Safety policy.

- 2.2 This review was conducted to ensure compliance with current legal and regulatory requirements, assess the effectiveness of existing measures and identify opportunities for improvement in safeguarding employee wellbeing and operational safety.
- 2.3 The existing Spelthorne Borough Council Corporate Health and Safety Policy was signed by the previous Chief Executive in June 2024. The Policy requires review to reflect the change of appointment. Furthermore, the Health and Safety at Work etc Act 1974 recommends at least an annual review of the Policy.
- 2.4 The core framework remains unchanged; however, minor updates have been made to improve clarity in key areas such as the updated risk management approach and relevant groups. This ensures consistency across the document. The **yellow** highlight is the amendments to the previous original version and the **turquoise** highlight relates to amendments to the revised version of the Corporate Health and Safety Policy following the circulation of the report and the Policy.
- 2.5 Summary of changes and amendments made.

A summary of the changes and amendments made as a result of this review is as follows:

Section 1 - Health and Safety Statement of Intent – Additional reference to our statutory requirements, responsibilities and risk management

Section 2 – Organisation and Responsibilities – Reviewed to reflect the Council, Deputy Chief Executive, members and Directors of Subsidiary Businesses role and responsibilities to reflect effective leadership.

Section 2 – Corporate Health and Safety Team and Service Health and Safety Leads – Roles and responsibilities reviewed to reflect clear definition and separated into two sections.

Section 2 – Employees/volunteers – Additional comment to emphasis re-assurance to employees for raising health and safety related concerns.

Section 2 – Health, safety, risk and insurance Group and Management Team+ (MAT+) reviewed to reflect changes in governance assurance/risk management

Section 3 – Risk assessment - additional comments to emphasis the hierarchy of risk control

Section 3 – Monitoring and performance – Performance will be monitored and reported to senior management through regular detailed reports.

Section 3- Occupational Health – Reference is now included to work related stress and management thereof.

Section 3 – Review of policy – Review frequency of the Policy amended to comply with statutory regulations.

2.6 The overall Corporate Health and Safety Policy is supplemented by specific policies and procedures where applicable. Our health and safety documentation includes risk assessments, monitoring checklists, instructions and written procedures, as necessary.

2.7 The Corporate Health and Safety Policy has been circulated to all relevant stakeholders for review and feedback. In recognition that health and safety

responsibilities extend to Members, formal adoption of the Policy by Members is required, following its recommendation by Officers.

3 Options appraisal and proposal

- 3.1 **Option one** (the preferred option) – Members approve the revised Council’s Corporate Health and Safety Policy (2026-2027) which is attached at **Appendix A**.

As a public and member lead organisation, members are signing up to the Council’s commitment to safeguard the health, safety and welfare of staff, members and the Public.

Further, to agree that the Chief Executive approves any minor variations required to be made to the adopted Corporate Health and Safety Policy without its referral back to Committee.

- 3.2 **Option two** – Members ask for amendments to the Policy.

- 3.3 **Option Three** – Members do not adopt the Policy. Failure to adopt a revised policy leaves the Council vulnerable to prosecution and improvement/prohibition notices. A pro-active approach to health and safety is crucial to reduce costs to accidents, litigation and insurance premiums.

4 Risk implications

- 4.1 Reviewing the Corporate Health and Safety Policy is essential to provide governance assurance, ensure legal compliance, effective risk management and the protection of employees and others.

5. Financial implications

- 5.1 There are no financial implications outside the existing budget.

6. Legal comments

- 6.1 The Health and Safety at Work etc. Act 1974 and the Management of Health and Safety at Work Regulations 1999 impose certain obligations on the Council in relation to the health and safety at work of its employees and the organisation, including a requirement to have in place a general policy.
- 6.2 This report assists the Council in discharging the relevant statutory requirements
- 6.3 Matters relating to Health and Safety are within the remit of the Corporate Policy and Resources Committee (part 3(b) of the Constitution).

Corporate implications

7. Commissioners’ comments

- 7.1 Confirmed that no issues raised.

8. S151 Officer comments

- 8.1 The S151 Officer confirms that there are no direct financial implications arising from the report.

9. Monitoring Officer comments

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

10. Procurement comments

N/A

11. Equality and Diversity

The implementation of controls to protect health, safety and welfare by their nature considers people's specific needs and diversities.

12. Sustainability/Climate Change Implications

12.1 The implementation of the policy has no relevancy for sustainability or climate change issues.

13. Other considerations

N/A

14. Timetable for implementation

14.1 Immediate – Spelthorne's Corporate Health and safety Policy has already been consulted internally across the organisation.

15. Contact

Karine Codd = Principal Health, Safety, and Insurance Officer

k.codd@spelthorne.gov.uk

Tel :01784 446270

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

Background papers: Previous Corporate Health and Safety Policy, signed June 2024

Appendices:

Appendix A Revised Corporate Health and Safety Policy (2026/2027)

Appendix B Previous Corporate Health and Safety policy (2024/2026)

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Corporate Health and Safety Policy

Spelthorne Borough Council & Companies Operated
by Spelthorne Borough Council

Overview	1
Section 1 – Health and Safety Statement of Intent	3
Section 2 – Organisation and Responsibilities	5
Section 3 – Arrangements	9

Overview

Corporate Health and Safety Policy			
Applicable to	All Spelthorne councillors, staff and others working on Spelthorne Council property and/or business, including volunteers, agency workers and contractors. All Spelthorne subsidiary companies and activities.		
	All Spelthorne councillors, staff and others working on Knowle Green Estates Ltd, Spelthorne Direct Services Ltd property and/or business, including volunteers, agency workers, contractors and non-executive directors.		
Implemented by	Leader of the Council, Corporate Policy and Resources Committee, Chief Executive, Deputy Chief Executives, Directors and Officers of council-owned businesses.		
Delivered by	Group Heads, Managers in charge of services, Managers and Team Leaders. Directors and Officers of council-owned businesses.		
Monitored by	Group Heads, Managers in charge of services. Directors and Officers of council-owned businesses. Health, Safety and Insurance Services.		
Compiled by	Health, Safety and Insurance Services		
Summary of Legislation and Guides	<ul style="list-style-type: none"> • The Health and Safety at Work etc Act 1974 • The Management of Health and Safety at Work Regulations 1999 • Successful Health and Safety Management HSG65 • Regulatory (Fire Safety) Order 2005 • Many regulation and guidance documents have been produced by the Health and Safety Executive (HSE) to guide and inform on compliance. 		
Policy Date 2026	Review Date 2027

Section 1 – Health and Safety Statement of Intent

The Council is committed to ensuring the health, safety and welfare of its employees and of others who may be affected by its activities. The Council will take all reasonably practicable steps to achieve this commitment, to comply with its statutory obligations and to promote a positive health and safety culture throughout its organisation.

In accordance with Sections 2 and 3 of the Health and Safety at Work etc. Act 1974, the Council will ensure, so far as is reasonably practicable, the health, safety and welfare of employees and protect non-employees from risks arising from Council activities.

Health and safety are an integral part of its activities and whilst the Chief Executive takes overall responsibility, Deputy Chief Executives, Group Heads and their management team, Directors, and Officers of council-owned business and employees share the responsibility for implementing this policy.

While health and safety is a shared responsibility, accountability remains with those who create, manage, or control risk.

By their inherent nature, some hazards present a higher risk for the Council and therefore require more detailed examination for the implementation of appropriate control procedures. These include but are not limited to:

- a) Fire and fire risk to our building and accommodation provision
- b) Electrical installations and electrical testing
- c) Gas safety and certification
- d) Vehicle and driving risks
- e) Equipment provision
- f) Training and monitoring
- g) Violence and abuse towards staff and councillors
- h) Public safety on our estates
- i) Housing provision
- j) Asbestos
- k) Legionella
- l) Confined spaces
- m) Vicarious liability
- n) First Aid provision
- o) Control of contractors
- p) Airborne viruses
- q) RAAC risk to our buildings and accommodation

The above list is not exhaustive and will be reviewed through the Corporate Governance Assurance Framework to ensure emerging risks are identified and managed

The Council will provide and maintain a healthy and safe working environment with the objective of minimising the risk of injury or ill-health. The Council will pay particular attention to:

- a) Undertaking risk assessments to review the health and safety of its activities and premises and implementing safe systems of work as a result.
- b) Maintaining the workplace in a safe condition, including safe access and providing adequate facilities and arrangements for welfare at work.
- c) The provision of suitable vehicles and equipment which are properly maintained with suitable safety devices installed, where applicable.
- d) The provision of such information, instructions, training and supervision as is necessary to ensure

the health and safety at work of our employees and other persons.

- e) Maintaining arrangements for emergency response including fire and medical emergencies.
- f) Investigating all incidences of injury and work-related ill-health.
- g) Consulting with its employees (and councillors and volunteers) on health and safety matters.
- h) Ensuring that the Council has access to health and safety advice.

The Council recognises its duty to protect the health and safety of all visitors to premises owned and managed by the Council, including contractors and temporary workers, as well as any members of the public who might be affected by the Council's work operations. The Council will take steps to check the competence of any contractor before their services are engaged and will ensure that all third parties are provided with appropriate information prior to entering council premises in relation to work activities.

This policy will be drawn to the attention of all new employees as part of their induction. It is the duty of each employee to take reasonable care of their own and other people's health, safety and welfare, to familiarise themselves with and implement council procedures and to report any shortcomings in the arrangements.

This Health and Safety Policy Statement and the Organisation and Arrangements documents which support it, will be reviewed at least annually and more frequently where there have been changes in the organisation or the activities undertaken.

Signed: Date:

Gordon Mitchell - Chief Executive Management and Support

Signed: Date:

Joanne Sexton - Leader of the Council

Section 2 – Organisation and Responsibilities

Under the Management of Health and Safety at Work Regulations 1999, all organisations have a legal duty to put in place suitable arrangements to manage health and safety in the workplace.

The Council

The Council, as the employer, holds ultimate responsibility for ensuring health and safety in the workplace. Under the Health and Safety at Work etc. Act (HASAWA), the Council is recognised as a “Corporate Body” and may be held liable for offences as outlined in Section 37 of the Act.

Operational responsibilities arising from the Act are delegated to the Chief Executive, Deputy Chief Executives and Group Heads, who are provided with the necessary authority to carry out their duties effectively.

The Council will ensure that appropriate financial resources and staffing are made available to support the Chief Executive, Deputy Chief Executives and Group Heads in meeting their health and safety obligations.

Elected Members are responsible for maintaining oversight of health and safety across the organisation.

Chief Executive / Deputy Chief Executives

The Chief Executive is responsible for the health, safety, and wellbeing of all those who work or visit the Council. The Chief Executive will ensure that responsibilities are achieved and that adequate resources are made available to enable delivery of the Policy.

The Deputy Chief Executives are responsible to the Chief Executive for the implementation of the Health and Safety Policy and include ensuring:

- a) Implementation and compliance with the Policy and arrangements within their areas of control.
- b) Monitoring of health and safety performance within their areas of control.
- c) Proper arrangements for providing health and safety information and training for staff and, where necessary, contractors.
- d) suitable governance, assurance, and verification arrangements are in place to demonstrate effective risk control.

The Leader / Committee and Other Elected Members provide the Council with leadership, direction and strategy and allocate budgets to enable services to be delivered. Through their decisions, the council leader, lead members, and other elected members can significantly influence how health and safety are managed across the Council. Elected Members will receive appropriate health and safety awareness training to enable them to understand risk, fulfil their governance role, and make informed decisions.

Members and the Corporate Policy and Resources Committee will:

- a) ensure that resources and strategic direction are available to discharge the Council's health and safety responsibilities.
- b) Monitor, via reports, the overall health and safety performance of the Council.
- c) Ensure members consider the health and safety implications of significant corporate decisions.
- d) Take reasonable steps to understand the health and safety issues in services.

Directors and Officers of Subsidiary Businesses

The Boards of subsidiary companies are responsible for the implementation of the Health and Safety Policy and to demonstrate (not just declare) to the Council that all their legal health and safety responsibilities are fulfilled.

The Boards of subsidiary companies will report directly to the Corporate Policy and Resources Committee as the shareholder representative in respect of health and safety issues which fall within their areas of responsibility.

Subsidiary companies must provide formal annual health and safety assurance reports, notify the Council immediately of any serious incident or enforcement action, and permit audit or inspection by the Council or its appointed advisers.

General health and safety responsibilities of the Boards of subsidiary companies include ensuring:

- a) Implementation and compliance with the Policy and arrangements within their areas of control.
- b) Provision of adequate resources for this purpose.
- c) Co-ordination, co-operation, control and monitoring in respect of suppliers and contractors.
- d) Monitoring of health and safety performance within their areas of control.
- e) Accountability for the acts and omissions of their subordinates.
- f) Proper arrangements for the provision of health and safety information and training for staff and, where necessary, contractors.

Management

Group Heads and their Management Teams will provide positive and active leadership with effective safety arrangements within their services. They will ensure:

- a. Provision of an update quarterly to Management Team+ on the Corporate Health and Safety Risk Register.
- b. Understanding of their responsibilities and any obligations under safety legislation or relevant standards.
- c. Suitable risk assessments are completed by competent individuals covering the significant hazards within their service and that suitable control measures are put in place.
- d. Staff are suitably informed and others who may be affected by the findings of risk assessments.
- e. Adequate resources are provided to allow those with delegated responsibilities to discharge their duties effectively.
- f. Procedures are in place within the areas under their control to implement the requirements of this corporate policy, relevant legislative requirements, and best practice.
- g. Clear responsibilities for health and safety management are identified, including where a site is occupied by more than one department or organisation and suitable arrangements are in place to enable co-operation and co-ordination.
- h. Consideration of risk and the suitability of health and safety arrangements is an integral part of the management of any service or contracts provided by third parties.
- i. Procurement processes are in place to ensure that health and safety is always considered in the purchase of goods or services and to confirm that contractors and/or individuals conducting maintenance, testing or other such work are competent and suitable to do so.
- j. Those with contract management responsibilities are competent in conducting this role.
- k. Sufficient controls are in place to monitor health and safety compliance for all buildings for which they are responsible.
- l. Undertake investigation of accidents and incidents and submit a report under RIDDOR, when necessary.
- m. Equipment used by employees is maintained in a safe condition.

Corporate Health, Safety and Insurance Team

Corporate Health, Safety, and Insurance Team is responsible for maintaining their knowledge of health and safety matters. This authority shall be exercised proportionately, documented, and communicated to relevant senior managers.

They will:

- a) Provide competent advice and guidance for managers and staff.
- b) Monitor, audit, and inspect organisational activities, management, and facilities.
- c) Support with the investigation of accidents and incidents.
- d) Review the management system on a rolling program.
- e) Escalate and intervene as necessary to protect staff and the Public including direct reporting to the Chief Executive, as appropriate.
- f) Formally escalate any significant health and safety concerns to the appropriate service in the first instance, then to the Chief Executive when they believe that any actions to deal with any material health and safety risks are not being addressed.
- g) Have the delegated authority to suspend activities and services where there is a risk of severe injury or ill health or reputational damage to staff or others.

Service Health and Safety Leads

The Health and Safety Leads will be the focal point for information from the Corporate Health, Safety, and Insurance Team. Where advice or specialist guidance is required, the Health and Safety Leads will, in the first instance, contact the Corporate Health, Safety and Insurance Team

They will attend Service Review Meetings representing their service area or provide a substitute representative when they are unable to attend.

Additionally, they will attend a yearly meeting where all representatives will meet to reflect on the needs of all services within the Council.

Occasionally, additional meetings will be required to discuss any urgent or serious issues that may arise.

Human Resources and Recruitment

Human Resources and Recruitment's role is to mediate between the need for management and the concerns of employees. Human Resources play a key role in looking after the health and safety of staff.

Employees/Volunteers

All employees must take reasonable care of their own health and safety and that of others who may be affected by their acts or omissions at work. They must comply with their employers' reasonable health and safety measures in accordance with the training and instruction given.

Employees are required to inform their manager immediately if they have reason to believe that there is any serious or imminent danger to any person or any inadequacy in the safety arrangements which might affect them. No employee shall suffer detriment for raising genuine health and safety concerns in good faith.

Employees must inform managers immediately of any work-associated ill-health, accident, incident, near miss or assault.

Employees are required to:

- a) Co-operate with the Employer and follow any instructions given to them around health and safety.
- b) Behave in a professional manner, follow health and safety rules and not act in a way which would deliberately endanger others.

- c) Familiarise themselves with the Health and Safety Policy, risk assessments and any other instructions relating to their work and comply with the requirements set out.
- d) Report unsafe working practices, shortcomings in safety procedures, accidents and near misses to their manager.
- e) Stop work and liaise with their manager if a procedure appears unsafe.
- f) Know the emergency procedures for the location at which they are working.
- g) Use vehicles, equipment, materials or substances in accordance with information, instruction and training provided.
- h) Make proper use of safety devices and guards and only carry out such maintenance, repair or adjustment to work equipment as they are authorised to do so.
- i) Ensure that equipment and materials are stored safely when not in use.
- j) Keep their work area clean and tidy, avoid the creation of tripping hazards and clean up any spillages immediately.
- k) Wear personal protective equipment as instructed, store it to avoid damage, keep it cleaned and maintained and report loss or damage.
- l) Dispose of waste materials in the manner instructed so that they do not create a hazard to other workers.
- m) Not work under the influence of alcohol or drugs.

Contractors

Contractors are responsible for following guidance, policies, processes, or procedures as provided by the Council to ensure their own health and safety and that of others who may be affected by their actions or omissions. Contractors are those paid to complete work on behalf of the Council, including agency staff and consultants. **Contractors must provide suitable risk assessments and method statements which will be reviewed before work commences.**

All contractors must treat the Council's arrangements and procedures as minimum standards to adhere to, follow appropriate industry guidance, and best practice. Failure to comply could influence the awarding of future contracts by the Council.

Union Safety Representative

To comply with the Safety Representatives and Safety Committees Regulations 1977, each union must notify their council of the appointment of any employee as a safety representative.

The main responsibilities of a safety representative are:

- a. To act on behalf of employees whose health and safety they represent and to make recommendations to the appropriate senior manager.
- b. To attend Health, Safety, Risk, and Insurance Group meetings and make representations where their members raise concerns about health and safety.
- c. To be consulted on policy and process which affects employees.

Visitors

Visitors must follow any instructions provided to safeguard their own and others' health and safety.

Visitors are people invited onto council property for a purpose other than completing paid work on behalf of the Council.

The Health, Safety, Risk, and Insurance Group (HSRI)

The Group Head of Place, Protection and Prosperity will chair meetings of the Health, Safety, Risk and Insurance (HSRI) Group and ensure that minutes are recorded and circulated.

The Group provides a forum for management and employee representatives to discuss health and safety policy matters, employee welfare and wellbeing initiatives and any issues of concern. It also reviews actions taken or required following reported accidents and incidents.

The HSRI Group aims to meet at least quarterly, additional meetings or the formation of subgroups may be arranged when urgent or serious issues arise. The Group will also review, investigate and report on proposed safety improvements or changes to operational procedures or guidance.

MAT+ (Management Team plus other senior managers)

MAT + provides strategic oversight, coordination and assurance in relation to the Council's Governance Assurance (risk management) Framework. This group supports effective identification, assessment and management of corporate, strategic, and operational risks across all services, ensuring that risk management is embedded in decision-making and day-to-day operations and that adequate governance arrangements are in place and working effectively to address any areas of focus, concern or issues that may arise.

The Safety Advisory Group (SAG)

The Safety Advisory Group (SAG) core purpose is to support event organisers in ensuring that events are planned and managed safely and responsibly. It comprises of representatives from different services across the Borough Council, Surrey Police, Health Services and County Council. The group is co-ordinated by Spelthorne Neighbourhood Services.

Section 3 – Arrangements

The Council defines Health and Safety as prevention of fatality, injury or poor health to its employees, councillors, volunteers, contractors, visitors and the Public, caused by occupational accidents, incidents or hazards.

As an organisation, Spelthorne Borough Council aims to employ best practice solutions when applying policies, procedures and controls to ensure, as far as is reasonably practicable, the safety and health of employees, councillors, volunteers, contractors, visitors and members of the Public.

The Policy will form the cornerstone of the Council's Safety Management System, in specifying health and safety objectives, detailing the steps that need to be taken to meet these objectives, managing risks and outlining the mechanisms to be used to monitor the effectiveness of the systems in place.

General Health and Safety Arrangements

Introduction

The following section deals with the various arrangements of how the aims of the Policy will be implemented and thus comply with the requirements of all relevant legislation. This will be achieved by:

- a) Maintaining a robust safety management system.
- b) Identifying and managing all identifiable risks.
- c) Informing employees (and others) of the identified risks.
- d) Undertaking appropriate instruction, training and supervision.
- e) Consulting with employees on health and safety matters.
- f) Safeguarding the environment from the effects of council activities.
- g) Monitoring the effectiveness of the Council's arrangements and, where appropriate, implementing improvements.

Underpinning Policies

The Health and Safety Policy is underpinned by other related policies covering specific issues including:

- a) Breastfeeding Policy
- b) Driving at Work

- c) Drug and Alcohol Misuse at Work
- d) Lone Working
- e) Smoking at Work
- f) Stress Management
- g) Whistleblowing
- h) Violence at Work
- i) Lone Working

This list is not exhaustive.

Consultation

We recognise that the involvement of staff in their own health and safety arrangements is essential to the success of this policy. We therefore consult with staff by means of safety briefings and health and safety service review meetings or any other means suitable for the type of information.

Information

Providing information relating to health and safety is an important element of Spelthorne's Health and Safety Management System.

Government agencies and lead bodies in industry, Health and the Environment produce legislation (Acts), regulations (Regs), approved codes of practice (ACOP) and guidelines for the many aspects of occupational health and safety. These documents are regularly reviewed and any necessary changes made.

The Health, Safety and Insurance Team will work to interpret the legislation and other related documents, ensuring that the provisions and requirements that apply to the Council are incorporated into the Safety Management System.

Policies and procedures relating to health and safety law will be developed by the Health, Safety and Insurance Team and by service areas directly and as appropriate. These will be maintained and circulated to all managers and employees.

The Health, Safety and Insurance Team will keep on maintaining a register to hold a repository of all health and safety related policies and procedures.

The Health, Safety and Insurance Team will provide information relating to matters affecting the safety, health and welfare of employees by the following means as appropriate:

- a) Health and Safety Policy (this document)
- b) Other policies
- c) Procedures and guidelines
- d) Statutory notices.
- e) Safety information area
- f) Safety posters

and communicated through the following outlets:

- a) Team meetings
- b) Group email
- c) Presentations
- d) Training sessions

Training

The Council is committed to providing such information, instruction and training as may be necessary to enable all employees to carry out their duties, as far as is reasonably practicable, without risk to either their own health and safety or that of others who may be affected by their activities.

All new staff and existing employees transferring between posts/changing the nature of their employment shall be given adequate and suitable training to enable them to carry out their duties safely and without risk.

All new staff and existing employees are required to attend corporate safety induction training which will include general awareness of health and safety and this policy. Site-specific training in relation to jobs and/or services will be part of the local induction programme and is a group head/manager in charge of service responsibility.

Risk Assessment

Under the Management of Health and Safety at Work Regulations 1999, the employer must ensure that risk assessments are undertaken for all tasks and activities under their control, including any out of hours services and tasks that occur infrequently. Risk assessments will apply the hierarchy of risk control: elimination, substitution, engineering controls, administrative controls, and PPE.

The significant findings of the risk assessment shall be recorded.

Each assessment must be 'suitable and sufficient', i.e. it should show that:

- a) A proper check was made.
- b) All those who might be affected were considered.
- c) All the obvious significant risks have been dealt with by undertaking corrective actions to reduce or eliminate the problem or hazards.
- d) The precautions are reasonable and the remaining risks are low.
- e) The workers (or their representatives) were involved in the process.

The level of detail in a risk assessment should be proportionate to the risk and appropriate to the nature of the work. The person undertaking the assessment is not expected to anticipate unforeseeable risks.

Each assessment must be reviewed regularly. Council policy is that they should be reviewed annually, however, risk assessments must also be reviewed under the following circumstances:

- a) Following an accident or near miss.
- b) When the work takes place in a new location.
- c) When the work task in question has been significantly altered.
- d) Following physical changes to the environment, e.g. building layout or when the type or use of work equipment is changed.
- e) Following specific changes in legislation, or considered best practice, in the field to which the assessment applies.
- f) Following change of plant and machinery.

Safe Systems of Work

Safe systems of work shall be formulated following the identification of hazardous work activity (including the introduction of new equipment, processes or substances) to ensure, as far as is reasonably practicable, the health, safety and welfare of all employees and any other persons who may be affected. Wherever possible, managers should endeavour to adopt best practice solutions for hazard control, including major hazards and training/instruction in emergency procedures.

Managers at all levels shall ensure, as far as is reasonably practicable, that places of work are maintained in a condition that is safe and without risks to the health of employees.

Heads of Service/Senior Managers must commit sufficient resources to facilitate the implementation of adequate control measures identified in their risk assessments. If sufficient resource is not available at service level, then a case must be escalated up to the Chief Executive and Deputy Chief Executive so that authority is obtained to:

- a) Take short-term remedial actions and/or
- b) Initiate longer-term corrective actions to reduce or eliminate the problem or hazard.

Particular attention shall be given to the definition and control of council services provided by partner organisations and council works carried out by, or with, outside contractors.

Safety Management

The Council will ensure that it meets all obligations imposed by current legislation including, but not exhaustively:

- a) By means of risk assessment.
- b) Safety tours/inspections.
- c) The provision of suitable information and training.
- d) Accident/incident reporting.
- e) Take out and maintain a compulsory insurance policy, known as Employers' Liability Insurance, which covers employees against accidents and ill health.
- f) Adapt work to the employee, especially with respect to the design of workplaces.
- g) Establish procedures to be followed in the event of serious and imminent danger to persons working in council owned and managed premises.

The health and safety performance of Spelthorne Borough Council will be monitored to ensure a system for continuous improvement.

Monitoring will be through a mixture of proactive means and reactive methods (analysis of accident reports).

We will actively monitor health and safety performance by:

- a) Regular workplace inspections/risk assessments developed and carried out at a local level within service areas, with central monitoring of performance.
- b) DSE self-assessments for new employees and regular re-assessment for all DSE users.

Incident Reporting and Investigation

All incidents leading to accidents, near-misses, injuries, diseases, dangerous occurrences and cases of ill-health arising from work activities must be reported in accordance with statutory requirements and the Council's Incident Reporting Procedure.

Managers are responsible for investigating and submitting a report on the circumstances of all incidents with the objective of determining the immediate, underlying and root causes and to implement measures to prevent recurrence.

The Safety Management System is to be used for reporting and all sections must be completed and submitted to the Health, Safety and Insurance Team within three working days of the incident occurring. Where the report cannot be completed within the three-day period, the Health, Safety and Insurance Team must be notified of the incident by email or telephone.

An incident is defined as an unplanned event, happening or occurrence which leads to one or more of the following:

- a) Accident is defined as an unplanned, unexpected or undesirable event, causing damage, injury or loss.

b) Near miss is defined as an unplanned event or series of events that could, under slightly different circumstances, have resulted in harm to people, damage to property or interruption to services provided by Spelthorne.

c) A dangerous occurrence, when used in this policy, relates exclusively to the definition of a dangerous occurrence contained in the Reporting of Injuries, Diseases and Dangerous Occurrence Regulations 2013 (RIDDOR).

Occasionally more serious incidents occur. The Council has a responsibility to ensure that certain incidents are reported to the Health & Safety Executive in accordance with the Reporting of Incidents, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR).

The responsibility to report these accidents to the Health & Safety Executive lies with the group heads/managers. The responsibility to report these accidents to the Health, Safety and Insurance Team lies with the group head/manager in charge of the service responsible for the work area in connection with the incident.

Vehicle incidents are to be reported to the Transport Manager in the first instance and then to the Health, Safety and Insurance Team. The details of accidents involving council-controlled vehicles (leased cars/'grey' fleet) are to be entered onto the Safety Management System by the Transport Manager or any members of staff.

Monitoring and Performance

Health and safety performance will be monitored using both leading and lagging indicators, reported regularly to senior management and Members such as accident frequency rates, training completion rates, audit compliance scores and outstanding risk actions.

Employees at Special Risk

From time to time, some workers may be at increased risk of injury or ill-health resulting from work activities, e.g. those with medical conditions or permanent or temporary disability, those taking medication, young people and those who are pregnant.

The Council therefore requires that all employees advise their line manager if they become aware of any change in their personal circumstances which could result in their being at increased risk. Risk assessments will then be reviewed accordingly and action taken as necessary to control the risks.

Managing the Safety of Contractors

It is council policy to maintain a high standard of safety in all the work it undertakes, including control of third-party contractors carrying out work on the Council's behalf.

The term 'contractor' includes consultants, sub-contractors and any other service providers carrying out internal or external works.

Contractors must conduct their activities so that conditions and methods of work are safe for their employees, sub-contractors, Spelthorne Borough Council employees and any other persons who may be affected by the work, for example other contractors and members of the public. The Council must take steps to ensure that the contractor observes all appropriate safety precautions. The work methodology must comply with current health and safety legislation.

Occupational Health

All employees are encouraged to report any health concerns which they feel are associated with or made worse by work. Such reports will be treated confidentially and occupational health assistance will be sought as needed.

The Human Resources Department offers an information and advisory service to all. These services are accessible to staff via direct contact and information is widely available on notice boards.

These arrangements are in place to improve awareness throughout the workforce of the need to promote and maintain safety, as well as to ensure the physical and mental wellbeing of all employees.

The Council recognises work-related stress as a significant health issue and will assess, manage and reduce stress risks in line with HSE Management Standards.

Aggression in the Workplace

The Council recognises that exposure to violence is not an acceptable part of an employee's job. Therefore, the Council will not tolerate the behaviour of those few individuals who may become abusive or violent. Appropriate action will be taken to protect and ensure the safety of employees.

We define aggression as "any incident in which an employee/volunteer is abused, threatened, or assaulted by another person in circumstances relating to their work". This definition includes verbal as well as physical violence, aggression, verbal or written abuse, sexual or racial abuse and intentional damage to personal property.

In giving this commitment, the Council is aware that this requires proper monitoring and training in the management of aggression and counselling for those who are at risk from violence. To provide a framework for preventing violence towards employees whilst at work, the Council has adopted a Violence at Work Policy.

Risk Assessments should also identify the training needs of employees. Recognition is given to the need for training and support for employees and so training on conflict management and personal safety are provided within the Continuous Development Programme of training. Further support/training may be given on a service-specific basis.

An employee must report any aggressive incident to their line manager and report it through the accident/incident form available on the Safety Management System.

First Aid

The Council (in accordance with hybrid working) will fully meet the obligations for the provision of First Aid at Work. (Health and Safety at Work (First Aid) Regulations 1981).

The Health, Safety and Insurance Team will ensure that there are sufficient trained and authorised first aiders available during operational hours at council-owned premises.

Group heads and service managers work with the Health, Safety and Insurance Team to achieve this by encouraging and nominating staff to be trained as First Aiders.

Fire Safety

Proper systems to ensure fire safety and established fire precautions are provided for all council-owned and managed properties. All requirements of current legislation will be satisfied at all properties which will be subject to regular risk assessment.

All occupied premises will be subject to regular review of planned emergency evacuations, or in accordance with the property specific risk assessment.

Information, instruction and training in fire precautions will be provided for all Spelthorne employees, commencing with induction training for all newly appointed employees.

All work activity and processes that have the potential to cause fire will be risk-assessed and the required control measures implemented.

Personal Protective Equipment (PPE)

Personal Protective Equipment (PPE), including Respiratory Protective Equipment (RPE), and Safety Appliances/Equipment will be issued to and worn/used by employees involved in activities where a known hazard exists and the level of risk cannot be controlled in any other way, or where there is a statutory requirement to do so.

Managers/supervisors responsible for undertaking such activities will make a written, detailed risk assessment of each work process, specifying PPE/RPE and safety equipment requirements.

Where a risk assessment has indicated a need for PPE/RPE or safety equipment, the specification for that equipment must be kept under regular review to ensure an appropriate level of protection is always achieved.

Managers/supervisors must ensure that employees are given suitable and adequate information, instruction and training in the correct use of PPE/RPE and safety equipment, including the care and maintenance of such equipment.

Records of training, issue and maintenance of PPE/RPE and safety equipment must be held on site by the manager/supervisor responsible, where it may easily be produced for inspection or safety audit.

Managers must set a good example to employees by not only ensuring that all staff under their control comply with PPE/RPE requirements but that they themselves also conform to good, safe working practices.

PPE and RPE should only be used either as a back-up to other control measures, or as a last resort, where other control measures cannot be practically implemented. (Elimination, reduction, or substitution of process by engineering control methods should always be considered as the primary methods of controlling hazards in the workplace, before considering the use of PPE/RPE).

Used PPE must be discarded in accordance with the manufacturer's guidance.

In all cases where PPE and safety equipment has been provided the expectation is that it must be used. Non-usage will be subject to Spelthorne Borough Council's disciplinary procedures.

Procurement

All employees involved in purchasing any article for use at work at any site/area must ensure, so far as is reasonably practicable, that the article is designed and constructed so that it will be always safe and without risks to health when being set, used, cleaned, or maintained by a person at work. The requirements of the Supply of Machinery (Safety) Regulations 2008 and Provision and Use of Work Equipment Regulations 1998 and any other regulations must be met.

All employees involved in purchasing any substance for use at work at any site/area must ensure, so far as is reasonably practicable, that the substance will be always safe and without risks to health when being used, handled, processed, stored, or transported by a person at work. To this end, all employees involved in the procurement or purchase of known hazardous substances for use at work, must ensure that the requirements of the Control of Substances Hazardous to Health (COSHH) Regulations 2002 are satisfied. This is to include the undertaking of a COSHH Risk Assessment and provision of the Materials Safety Data Sheet (MSDS).

Plant and Equipment

All plant and equipment must be recorded on the equipment inventory for each service area. Plant and equipment shall be inspected and tested in accordance with laid-down statutory schedules and maintained to the required standards. Machinery, plant and equipment shall be effectively guarded to prevent exposure to dangerous or moving parts.

Where there is a requirement to use hired plant or equipment, arrangements shall be made by the employee responsible for organising the hire to ensure that all statutory requirements and inspections are carried out by the owner. Proof of such arrangements shall be requested on hiring and appropriate records kept.

Portable electrical appliances for use at work on any site/area for which the Council owes duty of care and responsibility must be registered and identified on the Master Electrical Appliances Inventory. Portable electrical appliances are subject to regular inspection and testing in accordance with laid-down statutory

and council schedules and maintained to the required standards. This includes newly purchased electrical equipment.

All privately-owned portable electrical appliances that are brought on to a site/area for which the Council owes a duty of care and responsibility, and which are connected to a mains electricity supply, shall also be recorded on the Inventory and be subject to regular inspection and test. However, the maintenance of such items is the duty of the owner.

If any such portable electrical appliances are found to be unsafe/unserviceable upon inspection and test, the owner will be instructed to remove them from site until they have been repaired/rendered safe and serviceable and subject to re-test.

Audit

The Health, Safety and Insurance Team will implement a programme for reviewing its health and safety performance through a system of independent audit of its safety management functions and implement corrective actions where required.

Audit outcomes will be reported for discussion to the Health, Safety Risk and Insurance Group and MAT+.

Manual Handling Policy

It is the aim of the Council to reduce injuries in connection with manual handling to the lowest level possible and to provide a safe working environment. This will be achieved by a programme to reduce the need for employees to undertake manual handling operations especially as and when modern technology and information are introduced. Where manual handling cannot be eliminated group heads and service managers will ensure that the manual handling risk is assessed.

Where manual handling still exists, all staff concerned will receive the appropriate information, instruction and training on safe handling techniques. Training needs will be reviewed annually (during risk assessment reviews and at staff annual appraisals), with a basic requirement for all staff to attend regular refresher training every three years.

This policy can only work with the co-operation of staff. It is therefore a requirement that staff must co-operate with safe working practices, to know their lifting limitations and to keep themselves physically fit for manual handling operations when it is unavoidable.

Staff must report immediately any health problem or change in health status which could give rise to an increased risk of injury if they engage in manual handling operations.

Environment

Workplace Environment - The Council will ensure that adequate facilities for employees are provided in every workplace. This will include provision of a reasonable temperature in all indoor workplaces, suitable lighting, adequate ventilation, sufficient sanitary conveniences and adequate workspace. A suitable standard of cleanliness will also be maintained.

Environmental Protection - The Council will ensure, as far as is reasonably practicable, that no banned substances are released into air, water, or land to pollute or damage the surrounding environment at any site for which the Council owes a duty of care and responsibility.

Good Housekeeping

Group Heads will ensure that good housekeeping arrangements are in place to maintain safe and healthy workplace conditions.

The maintenance of good housekeeping policies and procedures is a prerequisite in the prevention of workplace accidents and occupational ill-health. Main hazards can be eliminated by attention to detail, including environmental hygiene, tidiness of work sections, desks, benches and storage.

Good housekeeping is especially important in catering operations such as kitchens and food preparation areas where cleanliness and hygiene are essential. Wet and slippery floors and work surfaces pose a particular hazard to catering staff.

In general office accommodation good housekeeping can reduce slips, trips and falls and contact accidents. It can also considerably reduce fire risks by ensuring correct storage of paper and other stationery items.

Record Keeping

Record keeping (compliance checking) is an essential requisite of a successful safety management system. Accident records, inspection/audit records, health records and training records can provide vital information to Management when seeking to measure successful performance or identify areas of concern.

Records of all risk assessments should be kept. A central register of risk assessments will be maintained by the Health, Safety and Insurance Team. Service areas shall have available for all staff copies of all current risk assessments, safe systems of work, specific procedures and instructions relating to their area. All risk assessments should identify any significant hazards, the persons who may be affected and the steps taken to control the risks.

Current legislation requires records of all accidents, incidents, dangerous occurrences and cases of occupational ill-health to be kept for at least three years and also to make extracts of such records available to the enforcing authority, if required.

The maintenance of employee training records is necessary to establish competency, authorisation and certification of employees to carry out specified duties, tasks and functions within the organisation. Section 2 of the Health & Safety at Work etc Act 1974 requires employers to document details of all training given and received.

Review of Policy

This policy will be reviewed at least on a yearly basis or sooner following significant incidents, legislative change, or organisational change.

The Policy Statement of Intent, contained on the first page, shall be signed and dated by the Chief Executive and the Leader, thereby indicating top level commitment to the management of safety and health within Spelthorne Borough Council.

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Corporate Health and Safety Policy

Spelthorne Borough Council & Companies
Operated by Spelthorne Borough Council

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Overview

Corporate Health and Safety Policy			
Applicable to	All Spelthorne councillors, staff and others working on Spelthorne Council property and/or business, including volunteers, agency workers and contractors. All Spelthorne subsidiary companies and activities.		
	All Spelthorne councillors, staff and others working on Knowle Green Estates Ltd, Spelthorne Direct Services Ltd property and/or business, including volunteers, agency workers, contractors, and non-executive directors.		
Implemented by	Leader of the Council, Corporate Policy and Resources Committee, Chief Executive, Deputy Chief Executives, Directors, and Officers of Council-owned businesses.		
Delivered by	Group Heads, Managers in charge of services, Managers and Team Leaders. Directors and Officers of Council-owned businesses.		
Monitored by	Group Heads, Managers in charge of services. Directors and Officers of Council-owned businesses. Health and Safety, and Insurance Services.		
Compiled by	Health and Safety, and Insurance Services		
Summary of Legislation and Guides	<ul style="list-style-type: none"> • The Health and Safety at Work Act 1974 • The Management of Health and Safety at Work Regulations 1999 • Successful Health and Safety Management HSG65 • Regulatory (Fire Safety) Order 2005 • Many regulation and guidance documents have been produced by the HSE (Health and Safety Executive) to guide and inform on compliance. 		
Policy Date	June 2024	Review Date	June 2026

Section 1 – Health and Safety Statement of Intent

The Council is committed to ensuring the health, safety, and welfare of its employees and of others who may be affected by our activities. We will take all reasonably practicable steps to achieve this commitment, to comply with our statutory obligations and to promote a positive health and safety culture throughout our organisation.

Health and safety are an integral part of our activities and whilst the Chief Executive takes overall responsibility, Deputy Chief Executives, Group Heads and their management team, Directors, and Officers of Council-owned business and employees share the responsibility for implementing this policy.

By their inherent nature, some hazards present a higher risk for the Council, and therefore require more detailed examination for the implementation of appropriate control procedures. These include but are not limited to:

- a) Fire and fire risk to our building and accommodation provision.
- b) Electrical installations and electrical testing
- c) Gas safety and certification
- d) Vehicle and driving risks.
- e) Equipment provision
- f) Training and monitoring
- g) Violence and abuse towards staff and councillors
- h) Public safety on our estates
- i) Housing provision
- j) Asbestos
- k) Legionella
- l) Confined spaces
- m) Vicarious liability
- n) First Aid provision
- o) Control of contractors
- p) Airborne viruses
- q) RAAC risk to our buildings and accommodations

The Council will provide and maintain a healthy and safe working environment with the objective of minimising the risk of injury or ill-health. The Council will pay particular attention to:

- a) Undertaking risk assessments to review the health and safety of its activities and premises and implementing safe systems of work as a result.
- b) Maintaining the workplace in a safe condition, including safe access, and providing adequate facilities and arrangements for welfare at work.
- c) The provision of suitable vehicles and equipment which are properly maintained with suitable safety devices installed, where applicable.
- d) The provision of such information, instructions, training, and supervision as is necessary to ensure the health and safety at work of our employees and other persons.
- e) Maintaining arrangements for emergency response including fire and medical emergencies.
- f) Investigating all incidences of injury and work-related ill-health.
- g) Consulting with its employees (and councillors and volunteers) on health and safety matters.
- h) Ensuring that the Council has access to health and safety advice.

The Council recognises its duty to protect the health and safety of all visitors to premises owned and managed by the Council, including contractors and temporary workers, as well as any members of the public who might be affected by the Council's work operations. The Council will take steps to check the competence of any contractor before their services are engaged and will ensure that all third parties are provided with appropriate information prior to entering Council premises in relation to work activities.

This policy will be drawn to the attention of all new employees as part of their induction. It is the duty of each employee to take reasonable care of their own and other people's health, safety, and welfare, to familiarise themselves with and implement council procedures and to report any shortcomings in the arrangements.

This Health and Safety Policy Statement and the Organisation and Arrangements documents which support it, will be reviewed at least annually and more frequently where there have been changes in the organisation or the activities undertaken.

Signed: Date: 07/07/24

Daniel C Mouawad - Chief Executive

Signed: Date: 9th July 2024

Joanne Sexton - Leader of the Council

Section 2 – Organisation and Responsibilities

Under the Management of Health and Safety at Work Regulations 1999, all organisations have a legal duty to put in place suitable arrangements to manage health and safety in the workplace.

Chief Executive / Deputy Chief Executives

The Chief Executive is responsible for the health, safety, and wellbeing of all those who work or visit the Council. The Chief Executive will ensure that responsibilities are achieved and that adequate resources are made available to enable delivery of the Policy.

The Deputy Chief Executives are responsible to the Chief Executive for the implementation of the Health and Safety Policy and include ensuring:

- a) implementation and compliance with the Policy and arrangements within their areas of control.
- b) Monitoring of health and safety performance within their areas of control.
- c) Proper arrangements for providing health and safety information and training for staff and, where necessary, contractors.

The Leader / Committee and Other Elected Members provide the Council with leadership, direction and strategy and allocate budgets to enable services to be delivered. Through their decisions, the council leader, lead members and other elected members can significantly influence how health and safety are managed across the Council. Members and the Corporate Policy and Resources Committee will:

- a) ensure that resources and strategic direction are available to discharge the Council's health and safety responsibilities.
- b) Monitor, via reports, the overall health and safety performance of the Council.
- c) Ensure members consider the health and safety implications of significant corporate decisions.
- d) Take reasonable steps to understand the health and safety issues in services.

Directors and Officers of Subsidiary Businesses

The Boards of subsidiary companies are responsible for the implementation of the Health and Safety Policy and to demonstrate (not just declare) to the Council that all their legal health and safety responsibilities are fulfilled.

The Boards of subsidiary companies will report directly to the Corporate Policy and Resources Committee as the shareholder representative in respect of health and safety issues which fall within their areas of responsibility.

General health and safety responsibilities of the Boards of subsidiary companies include ensuring:

- a) Implementation and compliance with the Policy and arrangements within their areas of control.

- b) Provision of adequate resources for this purpose.
- c) Co-ordination, co-operation, control, and monitoring in respect of suppliers and contractors.
- d) Monitoring of health and safety performance within their areas of control.
- e) Accountability for the acts and omissions of their subordinates.
- f) Proper arrangements for the provision of health and safety information and training for staff and, where necessary, contractors.

Management

Group Heads and their management teams will provide positive and active leadership with effective safety arrangements within their services. They will ensure:

- a. Provision of an update quarterly to CRMG (Corporate Risk Management Group) on the corporate health and safety risk register.
- b. Understanding of their responsibilities and any obligations under safety legislation or relevant standards.
- c. Suitable risk assessments are completed by competent individuals covering the significant hazards within their service and that suitable control measures are put in place.
- d. Staff are suitably informed and others who may be affected by the findings of risk assessments.
- e. Adequate resources are provided to allow those with delegated responsibilities to discharge their duties effectively.
- f. Procedures are in place within the areas under their control to implement the requirements of this corporate policy, relevant legislative requirements, and best practice.
- g. Clear responsibilities for health and safety management are identified, including where a site is occupied by more than one department or organisation and suitable arrangements are in place to enable co-operation and co-ordination.
- h. Consideration of risk and the suitability of health and safety arrangements is an integral part of the management of any service or contracts provided by third parties.
- i. Procurement processes are in place to ensure that health and safety is always considered in the purchase of goods or services and to confirm contractors and/or individuals conducting maintenance, testing or other such work are competent and suitable to do so.
- j. Those with contract management responsibilities, are competent to conduct this role.
- k. Sufficient controls are in place to monitor health and safety compliance for all buildings for which they are responsible.
- l. Undertake investigation of accident and incidents and submit report under RIDDOR when necessary.

Corporate Health and Safety and Safety Representatives

The Corporate Health and Safety Team is responsible for maintaining their knowledge of health and safety matters. They will:

- a) Provide competent advice and guidance for managers and staff.
- b) Monitor, audit, and inspect organisational activities, management, and facilities.
- c) Support with the investigation of accidents and incidents.
- d) Review the management system on a rolling program.

- e) Escalate and intervene as necessary to protect staff and the Public including direct reporting to the Chief Executive, as appropriate.
- f) Formally escalate any significant health and safety concerns to the appropriate service in the first instance, then to the Chief Executive when they believe that any actions to deal with any material health and safety risks are not being addressed.
- g) Have the delegated authority to suspend activities and services where there is a risk of severe injury or ill health or reputational damage to staff or others.

The Safety Representatives will be the focal point for information from the Corporate Health, Safety, and Insurance Team.

They will attend the monthly Safety Service Review Meeting representing their service area or provide a substitute representative when they are unable to attend.

Additionally, they will attend a quarterly meeting where all representatives will meet to reflect on the needs of all services within the Council.

Occasionally, additional meetings will be required to discuss any urgent or serious issues that may arise.

Human Resources and Recruitment

Human Resources and Recruitment's role is to mediate between the need of management and the concerns of employees. Human Resources play a key role in looking after the health and safety of staff.

Employees/Volunteers

All employees must take reasonable care of their own health and safety and that of others who may be affected by their acts or omissions at work. They must comply with their employers' reasonable health and safety measures in accordance with the training and instruction given.

Employees are required to inform their manager immediately if they have reason to believe that there is any serious or imminent danger to any person or any inadequacy in the safety arrangements which might affect them.

Employees must inform managers immediately of any work-associated ill-health, accident, incident, near miss or assault.

Employees are required to:

- a) Co-operate with the Employer and follow any instructions given to them around health and safety.
- b) Behave in a professional manner, follow health and safety rules, and not act in a way which would deliberately endanger others.
- c) Familiarise themselves with the Health and Safety Policy, risk assessments and any other instructions relating to their work and comply with the requirements set out.
- d) Report unsafe working practices, shortcomings in safety procedures, accidents, and near-misses to their manager.
- e) Stop work and liaise with their manager if a procedure appears unsafe.
- f) Know the emergency procedures for the location at which they are working.
- g) Use vehicles, equipment, materials, or substances in accordance with information, instruction and training provided.

- h) Make proper use of safety devices and guards and only carry out such maintenance, repair, or adjustment to work equipment as they are authorised to do so.
- i) Ensure that equipment and materials are stored safely when not in use.
- j) Keep their work area clean and tidy, avoid the creation of tripping hazards and clean up any spillages immediately.
- k) Wear personal protective equipment as instructed, store it to avoid damage, keep it cleaned and maintained and report loss or damage.
- l) Dispose of waste materials in the manner instructed so that they do not create a hazard to other workers.
- m) Not work under the influence of alcohol or drugs.

Contractors

Contractors are responsible for following guidance, policies, processes, or procedures as provided by the Council to ensure their own health and safety and that of others who may be affected by their actions or omissions. Contractors are those paid to complete work on behalf of the Council, including agency staff and consultants.

All contractors must treat the Council's arrangements and procedures as minimum standards to adhere to, follow appropriate industry guidance, and best practice. Failure to comply could influence the awarding of future contracts by the Council.

Union Safety Representative

To comply with the Safety Representatives and Safety Committees Regulations 1977, each union must notify their council of the appointment of any employee as a safety representative. The main responsibilities of a safety representative are:

- a. to act on behalf of employees whose health and safety they represent and to make recommendations to the appropriate senior manager.
- b. To attend Corporate Risk Management Group meetings and make representations where their members raise concerns about health and safety.
- c. To be consulted on policy and process which affects employees.

Visitors

Visitors must follow any instructions provided to safeguard their own and others health and safety.

Visitors are people invited onto to Council property for a purpose other than completing paid work on behalf of the Council.

Section 3 – Arrangements

The Council defines Health and Safety as prevention of fatality, injury or poor health to its employees, councillors, volunteers, contractors, visitors, and the public, caused by occupational accidents, incidents, or hazards.

As an organisation, Spelthorne Borough Council aims to employ best practice solutions when applying policies, procedures, and controls to ensure, as far as is reasonably practicable, the safety and health of employees, councillors, volunteers, contractors, visitors, and members of the public.

The Policy will form the cornerstone of the Council's Safety Management System, in specifying health and safety objectives, detailing the steps that need to be taken to meet these objectives, managing risks, and outlining the mechanisms to be used to monitor the effectiveness of the systems in place.

General Health and Safety Arrangements

The following section deals with the various arrangements of how the aims of the policy will be implemented and thus comply with the requirements of all relevant legislation. This will be achieved by:

- a) Maintaining a robust safety management system.
- b) Identifying and managing all identifiable risks.
- c) Informing employees (and others) of the identified risks.
- d) Undertaking appropriate instruction, training, and supervision.
- e) Consulting with employees on health and safety matters.
- f) Safeguarding the environment from the effects of council activities.
- g) Monitoring the effectiveness of the council's arrangements and, where appropriate, implementing improvements.

Underpinning Policies

The Health and Safety Policy is underpinned by other related policies covering specific issues including:

- a) Breastfeeding Policy.
- b) Driving at Work.
- c) Drug and Alcohol Misuse at Work.
- d) Lone Working.
- e) Smoking at Work.
- f) Stress Management.
- g) Whistle blowing.
- h) Violence at Work.

This list is not exhaustive.

Consultation

We recognise that the involvement of staff in their own health and safety arrangements is essential to the success of this policy. We therefore consult with staff by means of safety briefings and health and safety monthly service review meetings or any other means suitable for the type of information.

Information

Providing information relating to health and safety is an important element of Spelthorne's Health and Safety Management System.

Government agencies and lead bodies in industry, health and the environment produce legislation (Acts), regulations (Regs), approved codes of practice (ACOP) and guidelines for the many aspects of occupational health and safety. These documents are regularly reviewed, and any necessary changes made.

The Health, Safety and Insurance Team will work to interpret the legislation and other related documents, ensuring that the provisions and requirements that apply to the Council are incorporated into the Safety Management System.

Policies and procedures relating to health and safety law will be developed by the Health, Safety, and Insurance Team and by service areas directly and as appropriate. These will be maintained and circulated to all managers and employees.

The Health, Safety and Insurance Team will develop and maintain a register to hold a repository of all health and safety related policies and procedures.

The Health, Safety and Insurance Team will provide information relating to matters affecting the safety, health, and welfare of employees by the following means as appropriate:

- a) Health and Safety Policy (this document).
- b) Other policies.
- c) Procedures and guidelines.
- d) Statutory notices.
- e) Safety information area (on SpelNet).
- f) Safety posters.

and communicated through the following outlets:

- a) Team meetings.
- b) Group email.
- c) Presentations.
- d) Training sessions.

Training

The Council is committed to providing such information, instruction and training as may be necessary to enable all employees to carry out their duties, as far as is reasonably practicable, without risk to either their own health and safety, or that of others who may be affected by their activities.

All new staff and existing employees transferring between posts/changing the nature of their employment shall be given adequate and suitable training to enable them to carry out their duties safely and without risk.

All new staff and existing employees are required to attend corporate safety induction training which will include general awareness of health and safety and this policy. Site-specific training in relation to jobs and/or services will be part of the local induction programme and is a group head/manager in charge of service responsibility.

Risk Assessment

Under the Management of Health and Safety at Work Regulations 1999, the employer must ensure that risk assessments are undertaken for all tasks and activities under their control, including any out of hours services and tasks that occur infrequently. The significant findings of the risk assessment shall be recorded.

Each assessment must be 'suitable and sufficient', i.e. it should show that:

- a) A proper check was made.

- b) All those who might be affected were considered.
- c) All the obvious significant risks have been dealt with by undertaking corrective actions to reduce or eliminate the problem or hazards.
- d) The precautions are reasonable, and the remaining risks is low.
- e) The workers (or their representatives) were involved in the process.

The level of detail in a risk assessment should be proportionate to the risk and appropriate to the nature of the work. The person undertaking the assessment is not expected to anticipate unforeseeable risks.

Each assessment must be reviewed regularly. Council policy is that they should be reviewed annually, however, risk assessments must also be reviewed under the following circumstances:

- a) Following an accident or near miss.
- b) When the work takes place in a new location.
- c) When the work task in question has been significantly altered.
- d) Following physical changes to the environment, e.g. building layout or when the type or use of work equipment is changed.
- e) Following specific changes in legislation, or considered best practice, in the field to which the assessment applies.
- f) Following change of plant and machinery.

Safe Systems of Work

Safe systems of work shall be formulated following the identification of hazardous work activity (including the introduction of new equipment, processes, or substances), to ensure, as far as is reasonably practicable, the health, safety and welfare of all employees and any other persons who may be affected. Wherever possible, managers should endeavour to adopt best practice solutions for hazard control, including major hazards and training/instruction in emergency procedures.

Managers at all levels shall ensure, as far as is reasonably practicable, that places of work are maintained in a condition that is safe and without risks to the health of employees.

Heads of Service/Senior Managers must commit sufficient resources to facilitate the implementation of adequate control measures identified in their risk assessments. If sufficient resource is not available at service level, then a case must be escalated up to the Chief Executive and Deputy Chief Executive so that authority is obtained to:

- a) Take short-term remedial actions and/or
- b) initiate longer-term corrective actions to reduce or eliminate the problem or hazard.

Particular attention shall be given to the definition and control of council services provided by partner organisations and council works carried out by, or with, outside contractors.

Safety Management

The Council will ensure that it meets all obligations imposed by current legislation including, but not exhaustively:

- a) By means of risk assessment.
- b) Safety tours/inspections.
- c) The provision of suitable information and training.
- d) Accident/incident reporting.

- e) Take out and maintain a compulsory insurance policy, known as Employers' Liability Insurance, which covers employees against accidents and ill health.
- f) Adapt work to employee especially with respect to the design of workplaces.
- g) Establish procedures to be followed in the event of serious and imminent danger to persons working in Council owned and managed premises.

The health and safety performance of Spelthorne Borough Council will be monitored to ensure a system for continuous improvement.

Monitoring will be through a mixture of proactive means and reactive methods (analysis of accident reports).

We will actively monitor health and safety performance by:

- a) Regular workplace inspections/risk assessments developed and carried out at a local level within service areas, with central monitoring of performance.
- b) DSE self-assessments for new employees and regular re-assessment for all DSE users.

Incident reporting and investigation

All incidents leading to accidents, near-misses, injuries, diseases, dangerous occurrences, and cases of ill-health arising from work activities must be reported in accordance with statutory requirements and the Council's Incident Reporting Procedure.

Managers are responsible for investigating and submitting a report into the circumstances of all incidents with the objective of determining the immediate, underlying and root causes, and to implement measures to prevent recurrence.

The Safety Management System is to be used for reporting and all sections must be completed and submitted to the Health and Safety and Insurance Team within three working days of the accident occurring. Where the report cannot be completed within the three-day period, the Health and Safety and Insurance Team must be notified of the incident by email or telephone.

An incident is defined as an unplanned event, happening or occurrence which leads to one or more of the following:

- a) Accident is defined as an unplanned, unexpected, or undesirable event, causing damage, injury, or loss.
- b) Near miss is defined as an unplanned event or series of events that could, under slightly different circumstances, have resulted in harm to people, damage to property or interruption to services provided by Spelthorne.
- c) A dangerous occurrence, when used in this policy, relates exclusively to the definition of a dangerous occurrence contained in the Reporting of Injuries, Diseases and Dangerous Occurrence Regulations 2013 (RIDDOR).

Occasionally more serious incidents occur. The Council has a responsibility to ensure that certain incidents are reported to the Health & Safety Executive in accordance with the Reporting of Incidents, Diseases and Dangerous Occurrences Regulations 2013 (RIDDOR).

The responsibility to report these accidents to the Health & Safety Executive lies with the group heads/managers. The responsibility to report these accidents to the Health, Safety and Insurance Team lies with the group head/manager in charge of the service responsible for the work area in connection with the incident. Further information on reporting procedures is given in the 'Guide to Accident Reporting and Investigation' (SpelNet) Health and Safety Area).

Vehicle incidents are to be reported to the Transport Manager in the first instance and then to the Health, Safety, and Insurance Team. The details of accidents involving council-controlled vehicles (leased cars/'grey' fleet) are to be entered onto the Safety Management System by the Transport Manager or any members of staff.

Employees at Special Risk

From time to time, some workers may be at increased risk of injury or ill-health resulting from work activities, e.g. those with medical conditions or permanent or temporary disability, those taking medication, young people and those who are pregnant.

The Council therefore requires that all employees advise their line manager if they become aware of any change in their personal circumstances which could result in their being at increased risk. Risk assessments will then be reviewed accordingly, and action taken as necessary to control the risks.

Managing the Safety of Contractors

It is council policy to maintain a high standard of safety in all the work it undertakes, including control of third-party contractors carrying out work on the Council's behalf.

The term 'contractor' includes consultants, sub-contractors and any other service providers carrying out internal or external works.

Contractors must conduct their activities so that conditions and methods of work are safe for their employees, sub-contractors, Spelthorne Borough Council employees and any other persons who may be affected by the work, for example other contractors and members of the public. The Council must take steps to ensure that the contractor observes all appropriate safety precautions. The work methodology must comply with current health and safety legislation.

Occupational Health

All employees are encouraged to report any health concerns which they feel are associated with or made worse by work. Such reports will be treated confidentially, and occupational health assistance will be sought as needed.

The Human Resources Department offers an information and advisory service to all. These services are accessible to staff via direct contact, information is widely available on notice boards and SpelNet.

These arrangements are in place to improve awareness throughout the workforce of the need to promote and maintain safety, as well as to ensure the physical and mental wellbeing of all employees.

Aggression in the Workplace

The Council recognises that exposure to violence is not an acceptable part of an employee's job. Therefore, the Council will not tolerate the behaviour of those few individuals who may become abusive or violent. Appropriate action will be taken to protect and ensure the safety of employees.

We define aggression as "any incident in which an employee/volunteer is abused, threatened, or assaulted by another person in circumstances relating to their work". This definition includes verbal as well as physical violence, aggression, verbal, or written abuse, sexual or racial abuse and intentional damage to personal property.

In giving this commitment, the Council is aware that this requires proper monitoring and training in the management of aggression and counselling for those who are at risk from violence. To

provide a framework for preventing violence towards employees whilst at work, the Council has adopted a "Violence at Work" Policy.

Risk Assessments should also identify the training needs of employees. Recognition is given to the need for training and support for employees and so training on conflict management and personal safety are provided within the Continuous Development Programme of training. Further support/training may be given on a service-specific basis.

An employee must report any aggressive incident to their line manager and report it through the accident/incident form on the employee page of SpelNet.

First Aid

The Council (in accordance with hybrid working) will fully meet the obligations for the provision of First Aid at Work. (Health and Safety at Work (First Aid) Regulations 1981).

The Health, Safety, and Insurance Team will ensure that there are sufficient trained and authorised first aiders available during operational hours at Council's owned premises.

Group heads and service managers work with the Health, Safety, and Insurance Team to achieve this by encouraging and nominating staff to be trained as First Aiders.

Fire Safety

Proper systems to ensure fire safety and established fire precautions are provided for all council-owned and managed properties. All requirements of current legislation will be satisfied, at all properties which will be subject to regular risk assessment.

All occupied premises will be subject to regular review of planned emergency evacuations, or in accordance with the property specific risk assessment.

Information, instruction, and training in fire precautions will be provided for all Spelthorne employees, commencing with induction training for all newly appointed employees.

All work activity and processes that have the potential to cause fire will be risk-assessed and the required control measures implemented.

Personal Protective Equipment (PPE)

Personal Protective Equipment (PPE), including Respiratory Protective Equipment (RPE), and Safety Appliances/Equipment will be issued to, and worn/used by employees involved in activities where a known hazard exists, and the level of risk cannot be controlled in any other way, or where there is a statutory requirement to do so. This includes the wearing of PPE provisions required to ensure hygiene measures associated with coronavirus as directed by Senior Management Team.

Managers/supervisors responsible for undertaking such activities will make a written, detailed risk assessment of each work process, specifying PPE/RPE and safety equipment requirements.

Where a risk assessment has indicated a need for PPE/RPE or safety equipment, the specification for that equipment must be kept under regular review to ensure an appropriate level of protection is always achieved.

Managers/supervisors must ensure that employees are given suitable and adequate information, instruction, and training in the correct use of PPE/RPE and safety equipment, including the care and maintenance of such equipment.

Records of training, issue, and maintenance of PPE/RPE and safety equipment must be held on site by the manager/supervisor responsible, where it may easily be produced for inspection or safety audit.

Managers must set a good example to employees by not only ensuring that all staff under their control comply with PPE/RPE requirements, but that they themselves also conform to good, safe working practices.

PPE and RPE should only be used either as a back-up to other control measures, or as a last resort, where other control measures cannot be practically implemented. (Elimination, reduction, or substitution of process by engineering control methods should always be considered as the primary methods of controlling hazards in the workplace, before considering the use of PPE/RPE)

Used PPE must be discarded in accordance with the manufacturer's guidance.

In all cases where PPE and safety equipment has been provided, the expectation is that it must be used. Non-usage will be subject to Spelthorne Borough Council's disciplinary procedures.

Procurement

All employees involved in purchasing any article for use at work at any site/area must ensure, so far as is reasonably practicable, that the article is designed and constructed so that it will be always safe and without risks to health, when being set, used, cleaned, or maintained by a person at work. The requirements of the Supply of Machinery (Safety) Regulations 2008 and Provision and Use of Work Equipment Regulations 1998 and any other regulations must be met.

All employees involved in purchasing any substance for use at work at any site/area must ensure, so far as is reasonably practicable, that the substance will be always safe and without risks to health, when being used, handled, processed, stored, or transported by a person at work. To this end, all employees involved in the procurement or purchase of known hazardous substances for use at work, must ensure that the requirements of the Control of Substances Hazardous to Health (COSHH) Regulations 2002 are satisfied. This is to include the undertaking of a COSHH Risk Assessment and provision of the Materials Safety Data Sheet (MSDS).

Plant and Equipment

All plant and equipment must be recorded on the equipment inventory for each service area. Plant and equipment shall be inspected and tested in accordance with laid-down statutory schedules and maintained to the required standards. Machinery, plant, and equipment shall be effectively guarded to prevent exposure to dangerous or moving parts.

Where there is a requirement to use hired plant or equipment, arrangements shall be made by the employee responsible for organising the hire, to ensure that all statutory requirements and inspections are carried out by the owner. Proof of such arrangements shall be requested on hiring and appropriate records kept.

Portable electrical appliances for use at work on any site/area for which the Council owes duty of care and responsibility must be registered and identified on the Master Electrical Appliances

Inventory. Portable electrical appliances are subject to regular inspection and testing in accordance with laid-down statutory and council schedules and maintained to the required standards. This includes newly purchased electrical equipment.

All privately-owned portable electrical appliances that are brought on to a site/area for which the Council owes a duty of care and responsibility, and which are connected to a mains electricity supply, shall also be recorded on the Inventory, and be subject to regular inspection and test. However, the maintenance of such items is the duty of the owner.

If any such portable electrical appliances are found to be unsafe/unserviceable upon inspection and test, the owner will be instructed to remove them from site until they have been repaired/rendered safe and serviceable, and subject to re-test.

Risk Management Group/Safety Representatives

The requirements of this Health and Safety Policy and Safety Management System cannot be achieved solely by managers.

The Corporate Risk Management Group (CRMG) meets 4 times per year and has a membership representing each group/service area.

The purpose of the CRMG is to be the steering group for all the Council's high-risk areas. This will be driven by a Corporate Risk Register which is maintained by the risk owners and is presented to the Audit Committee. This document identifies the critical risks that can affect the Council.

Safety Representatives from the various services of the Council meet monthly and quarterly and are the main conduit for strategic information from the CRMG into the operational delivery group.

Audit

Spelthorne will implement a programme for reviewing its health and safety performance, through a system of independent audit of its safety management functions and implement corrective actions where required.

Audit outcomes will be reported for discussion to the Senior Environmental Health Manager, the Corporate Risk Management Group, and to Management Team.

Manual Handling Policy

It is the aim of the Council to reduce injuries in connection with manual handling to the lowest level possible and to provide a safe working environment. This will be achieved by a programme to reduce the need for employees to undertake manual handling operations especially as and when modern technology and information are introduced. Where manual handling cannot be eliminated group heads and service managers will ensure that the manual handling risk is assessed.

Where manual handling still exists, all staff concerned will receive the appropriate information, instruction, and training on safe handling techniques. Training needs will be reviewed annually (during risk assessment reviews and at staff annual appraisals), with a basic requirement for all staff to attend regular refresher training every three years.

This policy can only work with the co-operation of staff. It is therefore a requirement that staff must co-operate with safe working practices, to know their lifting limitations and to keep themselves physically fit for manual handling operations when it is unavoidable.

Staff must report immediately any health problem or change in health status which could give rise to an increased risk of injury if they engage in manual handling operation.

Environment

Workplace Environment - The Council will ensure that adequate facilities for employees are provided in every workplace. This will include provision of a reasonable temperature in all indoor workplaces, suitable lighting, adequate ventilation, sufficient sanitary conveniences, and adequate workspace. A suitable standard of cleanliness will also be maintained.

Environmental Protection - The Council will ensure, as far as is reasonably practicable, that no banned substances are released into air, water, or land to pollute or damage the surrounding environment, at any site for which the Council owes a duty of care and responsibility.

Good Housekeeping

Group Heads will ensure that good housekeeping arrangements are in place to maintain safe and healthy workplace conditions.

The cleaning specification for Knowle Green is detailed on SpelNet along with the management system for monitoring the quality of cleaning achieved. All staff have an active role to play in ensuring good housekeeping/cleanliness.

The maintenance of good housekeeping policies and procedures is a prerequisite in the prevention of workplace accidents and occupational ill-health. Main hazards can be eliminated by attention to detail, including environmental hygiene, tidiness of work sections, desks, benches, and storage.

Good housekeeping is especially important in catering operations such as kitchens and food preparation areas where cleanliness and hygiene are essential. Wet and slippery floors and work surfaces pose a particular hazard to catering staff.

In general office accommodation, good housekeeping can reduce slips, trips and falls and contact accidents. It can also considerably reduce fire risks by ensuring correct storage of paper and other stationery items.

Record Keeping

Record keeping (compliance checking) is an essential requisite of a successful safety management system. Accident records, inspection/audit records, health records and training records can provide vital information to Management when seeking to measure successful performance or identify areas of concern.

Records of all risk assessments should be kept. A central register of risk assessments will be maintained by the Health and Safety, and Insurance Team. Service areas shall have available for all staff copies of all current risk assessments, safe systems of work, specific procedures and instructions relating to their area. All risk assessments should identify any significant hazards, the persons who may be affected and the steps taken to control the risks.

Current legislation requires records of all accidents, incidents, dangerous occurrences, and cases of occupational ill-health to be kept for at least three years and, also, to make extracts of such records available to the enforcing authority, if required.

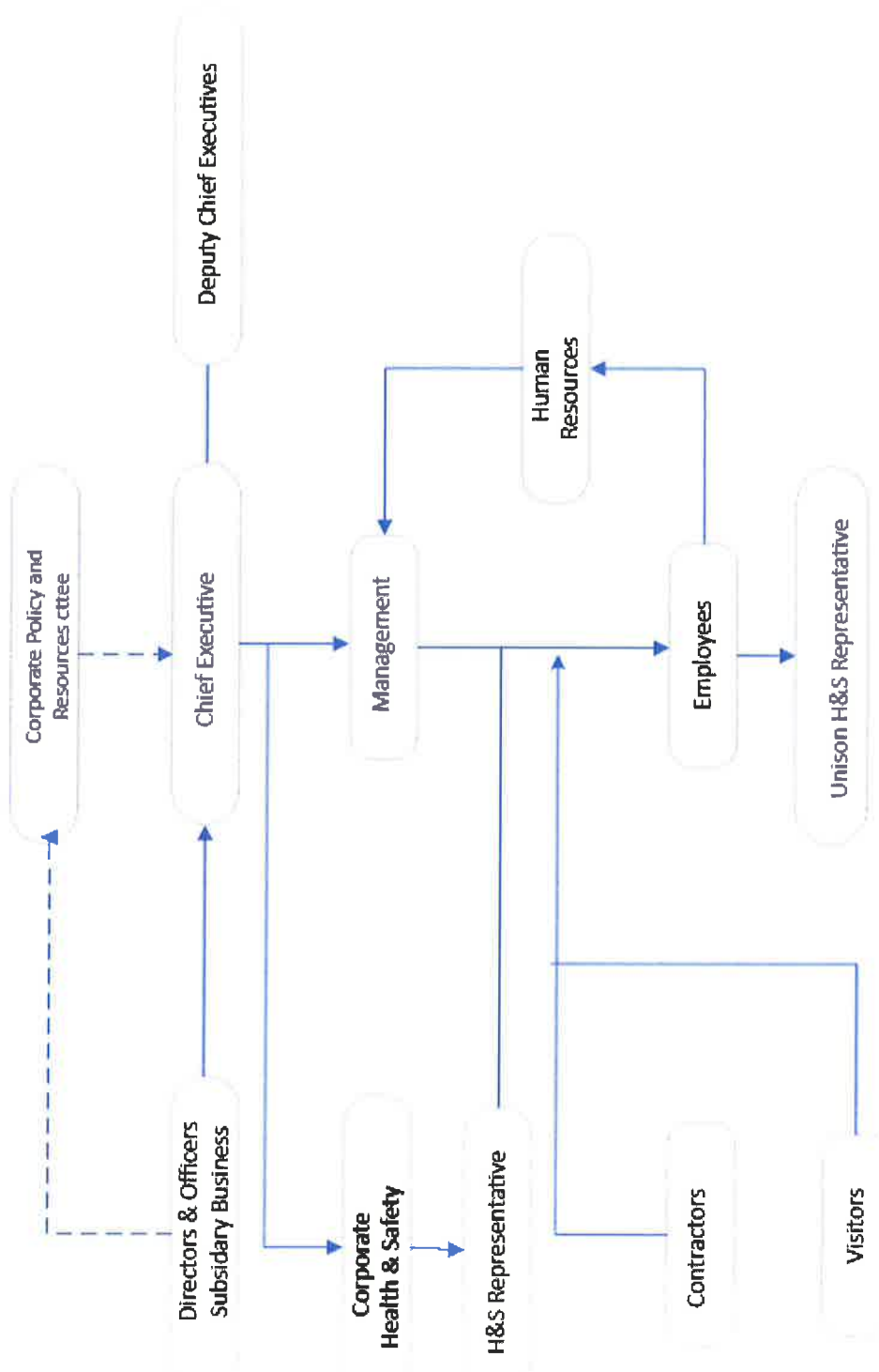
The maintenance of employee training records is necessary to establish competency, authorisation, and certification of employees to carry out specified duties, tasks, and functions within the organisation. Section 2 of the Health & Safety at Work Act 1974 requires employers to document details of all training given and received.

Review of Policy

This Policy will be reviewed at least every two years, or sooner if legislation or other changes require this.

The Policy Statement of Intent, contained on the first page, shall be signed, and dated by the Chief Executive and the Leader thereby indicating top level commitment to the management of safety and health within Spelthorne Borough Council.

Appendix 1 – Current Health and Safety reporting structure



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Committee Report Checklist

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

Stage 1

Report checklist – responsibility of report owner

ITEM	Yes / No	Date
Councillor engagement / input from Chair prior to briefing	Y	05/05/26
Relevant Group Head review	Y	12/05/26
MAT+ review (to have been circulated at least 5 working days before Stage 2)	Y	11/05/26
This item is on the Forward Plan for the relevant committee	Y	28/04/26
	Reviewed by	
Finance comments (circulate to Finance)		
Risk comments (circulate to Lee O’Neil)	LO	06/05/26
Legal comments (circulate to Legal team)	LH	14/05/26
HR comments (if applicable)		

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

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

Stage 2

Report checklist – responsibility of report owner

ITEM	Completed by	Date rec’d
Monitoring Officer commentary – at least 5 working days before MAT	L Heron	14/05/26
S151 Officer commentary – at least 5 working days before MAT	T.Collier	12/5/26
Commissioner engagement	Y	14/05/26
	Delete as applicable:	Comments in S. 7
Confirm final report cleared by MAT		

Corporate Policy and Resources Committee

26 May 2026

Title	Proposed Council Transitional Plan 2026/27
Purpose of the report	To make a decision
Report Author	Gordon Mitchell, Chief Executive Lee O'Neil, Deputy Chief Executive
Ward(s) Affected	All Wards
Exempt	No
Exemption Reason	Not applicable
Corporate Priority	Community Addressing Housing Need Resilience Environment Services
Recommendations	<p>Committee is asked to:</p> <ol style="list-style-type: none"> a. To endorse the proposed Council Transitional Plan 2026/27 for consultation with the Council's Service Committees (as shown in Appendix A), b. For the results of the consultation exercise to be reported back to this Committee with recommendations for any amendments to the proposed Transitional Plan arising from the consultation process. c. Note progress with actions under the existing Corporate Plan 2024-28 (as shown in Appendix B).
Reason for Recommendation	To ensure that the Council has a focused strategic plan which is deliverable before the transition to a West Surrey unitary authority.

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

What is the situation	Why we want to do something
<ul style="list-style-type: none"> • Spelthorne previously adopted a 5-year Corporate Plan ('the current plan') for 	<ul style="list-style-type: none"> • There is a need to review and refine our Corporate Plan to reflect significant

<p>2024-28 which outlined the key actions it would take under 5 priority areas.</p> <ul style="list-style-type: none"> • With Local Government Reorganisation coming into effect from 1 April 2027, it is not possible to deliver all the planned actions under the current Plan. It is therefore necessary to decide where this Council needs to focus its resources in the period leading up to the formation of the West Surrey unitary authority, whilst also delivering the objectives of the Council's Improvement and Recovery Plan. 	<p>changes since 2024, including government intervention, increased service demand, and Local Government Reorganisation. This will ensure our priorities remain focused, deliverable, and aligned with current financial and organisational constraints</p>
<p>This is what we want to do about it</p>	<p>These are the next steps</p>
<ul style="list-style-type: none"> • To respond to these challenges, we propose adopting a focused Council Transitional Plan 2026/27 ('the Transitional Plan') that prioritises essential activity, supports delivery of the Improvement and Recovery Plan, and ensures continued services for residents within available resources 	<ul style="list-style-type: none"> • The Committee is asked to endorse the proposed Transitional Plan for consultation with service committees. • Feedback from the service committees will be used make any changes required to the transitional plan prior to reporting back to this Committee, with a recommendation for approval by Full Council.

2. Key issues

2.1 Spelthorne adopted its current Corporate Plan '*Putting our residents at the heart of everything we do*' in February 2024. This 5-year Plan ('the current Plan') covered the period 2024-28 and contained a wide range of planned actions under 5 priority areas:

- Community
- Addressing housing needs
- Resilience
- Environment
- Services

2.2 Since launching the current Plan, the Council has delivered a wide range of the planned actions. **Appendix B** outlines some of the key actions delivered to date.

2.3 Since the adoption of the current Plan, several significant developments have occurred which materially affect the Council's ability to deliver all the original planned actions:

2.4 Best Value Directions / Commissioner Intervention

In May 2025, the Secretary of State issued a series of Best Value Directions requiring the Council to take action to reduce debt, strengthen governance

arrangements, accelerate housing delivery, and improve financial management. In response, the Council has developed an Improvement and Recovery Plan (IRP) which provides a comprehensive and coordinated framework for delivering the required improvements and ensures that all Directions are addressed in a consistent and transparent manner.

Delivery of the IRP requires robust financial control and strict adherence to budgetary limits to support the reduction of debt and the delivery of agreed savings targets. This will necessitate prioritisation of essential expenditure, identification of efficiencies across all service areas, and ongoing monitoring to ensure financial sustainability.

- 2.5 **Increasing demand for some services** - This has created additional pressures including a rise in the need to tackle anti-social behaviour, increased regulatory activity in response to the growth of Houses in Multiple Occupation (HMOs) within the borough, and a significant escalation in demand for temporary accommodation. The latter has resulted in higher associated costs which is one key driver of budgetary pressure.

These demand-led pressures are placing further strain on already constrained resources and will require ongoing management, prioritisation, and mitigation actions to ensure that service delivery remains within the financial limits set out in the Improvement and Recovery Plan (IRP) and the Council's Medium Term-Financial Strategy (MTFS).

2.6 **Local Government Reorganisation (LGR)**

The Government's decision to progress with Local Government Reorganisation (LGR) in Surrey will result in the establishment of a new West Surrey unitary authority from 1 April 2027. Consequently, Spelthorne Borough Council will cease to exist as a sovereign authority from that date.

- 2.7 The transition to the new authority presents a significant organisational challenge within a compressed timeframe. With the vesting day fast approaching, the Council has a limited window in which to focus on the priorities that matter most to residents, while also managing the additional demands associated with transition and reorganisation.
- 2.8 As a result of these constraints, it is no longer feasible to deliver the full programme of activity set out in the existing Corporate Plan 2024–2028. The scale of change, combined with resource and capacity pressures, requires a more focused and pragmatic approach.
- 2.9 A streamlined, Transitional Plan has therefore been developed. This plan concentrates on key priorities, ensuring continued delivery for residents and support for staff, whilst positioning the Council to play an active role in shaping a financially sustainable and resilient West Surrey unitary authority.
- 3.0 The Transitional Plan provides a clear and focused framework for the Council's final phase as an independent authority. It is built around a defined set of deliverable actions, aligned to the original CARES corporate priorities, but refined to reflect the current operating context and the ongoing need to provide statutory and discretionary services.
- 3.1 This approach is intentionally pragmatic and delivery-focused, recognising the significant resourcing and time constraints facing the Council. It seeks to

maintain a strong focus on residents, communities, and staff, whilst providing clarity and direction during a period of significant change.

- 3.2 Overall, the Transitional Plan aims to ensure that Spelthorne Borough Council will leave a stable, well-managed, and sustainable legacy, supporting a smooth transition into the new unitary authority.

3. Options appraisal and proposal

Option 1 (preferred option):

- a. To endorse the proposed Transitional Plan 2026/27 for consultation with the Council's Service Committees (as shown in **Appendix A**),
- b. For the results of the consultation exercise to be reported back to this Committee with recommendations for any amendments to the proposed Transitional Plan arising from the consultation process.
- c. Note progress with actions under the existing Corporate Plan 2024-28 (as shown in **Appendix B**).

3.1 Option 2

To propose changes to the proposed Transitional Plan.

3.2 Option 3

To propose an alternative approach.

4. Risk implications

- 4.1 The Council has established a comprehensive governance assurance framework to identify, monitor, and manage the key risks faced by the Council and to give assurance that controls are in place to address any areas of focus, concern and any issues that may arise.
- 4.2 **Time constraints.** There is a risk associated with the delivery of the Transitional Plan within the limited timeframe available. This will be managed through the development of a streamlined package of deliverables, aligning resources, and regular performance monitoring and review to ensure progress remains on track.
- 4.3 **Failure to deliver the IRP and comply with the Best Value Directions,** could result in further government intervention, loss of autonomy, and reputational damage. This risk is being actively managed through strong programme governance arrangements overseen by the Improvement and Recovery Board, with regular reporting to Members and Commissioners.
- 4.4 **Financial sustainability** continues to present a significant risk, particularly in relation to the Council's ability to achieve required savings and reduce debt. This is mitigated through robust budget management, delivery of the savings outlined in the 2026/27 budget, and regular financial monitoring, with a clear focus on protecting statutory services. This Transitional Plan will provide a framework for corporate prioritisation of resources.
- 4.5 **Demand-led pressures,** including temporary accommodation, anti-social behaviour, numbers presenting as homeless, and the growth in Houses in Multiple Occupation (HMOs), represent a significant and increasing risk to both service capacity and budgets. These risks are being mitigated through

demand management and service reviews. In some instances, additional resourcing has been allocated (e.g. for dealing with HMOs) in the 2026/27 budget.

- 4.6 **Workforce and capacity constraints** also pose a risk to the delivery of corporate priorities. This is being managed through clear prioritisation of activity, workforce planning, targeted use of temporary or specialist resources, and ongoing staff engagement and support. However, this risk may increase as the year unfolds with limited ability to mitigate, so further constraints may be unavoidable.
- 4.7 **Transition to the new West Surrey unitary authority** introduces a significant risk to organisational stability and service continuity. This is being mitigated through active participation in the structured West Surrey LGR process, support and training for staff and clear and consistent communications.
- 4.8 **Reputational risks** could arise from financial pressures or service performance challenges. These are being mitigated through a commitment to transparent reporting, a proactive communications strategy, and clear demonstration of progress against the IRP and agreed priorities.

5. Financial implications

- 5.1 The Council continues to operate within a constrained financial environment, shaped by the requirement to comply with the Best Value Directions and deliver the Improvement and Recovery Plan (IRP). This includes a clear expectation to reduce overall debt, strengthen financial management, and achieve agreed savings targets.
- 5.2 Delivery of the proposed one-year transitional plan will need to be achieved within existing approved budgets, which will require strict financial discipline, robust budgetary control, and a continued focus on prioritising essential expenditure. All service areas will be expected to identify efficiencies and minimise non-essential spend to support the Council's financial sustainability objectives.
- 5.3 Significant demand-led pressures remain, particularly in relation to temporary accommodation, regulatory services, and community safety activity. These areas are experiencing increased costs, which represent a key risk to the Council's financial position and will require careful management, ongoing monitoring, and mitigating actions throughout the year.
- 5.4 The Transitional Plan has been specifically designed to align available resources with a reduced and prioritised set of deliverables. This ensures that activity is focused on statutory services, key resident priorities, and the delivery of the IRP, while avoiding the creation of additional unfunded commitments.
- 5.5 The requirement to prepare for LGR will also place additional demands on Council resources. These costs will need to be managed within existing budgets wherever possible, alongside any specific funding arrangements that may be made available to support transition activities.

- 5.6 Overall, the financial approach underpinning the Transitional Plan is prudent and risk-aware, recognising the need to maintain financial stability during a period of significant organisational change. The plan seeks to balance the delivery of essential services with the imperative to improve the Council's financial resilience and leave a sustainable position for the new West Surrey unitary authority.

6. Legal comments

- 6.1 Under the Localism Act 2011 the Council has a general power of competence which enables the Council to update and adopt the Corporate Plan.
- 6.2 In developing and implementing the updated Corporate Plan the Council must comply with all applicable statutory duties and powers, most notably Best Value Duty under the Local Government Act 1999 and the Public Sector Equality Duty under the Equality Act 2010.
- 6.3 Legal Services must be consulted in relation to individual programmes and projects arising from the Corporate Plan to ensure that all decisions are made in accordance with the Council's Constitution and all applicable legislation.
- 6.4 Approval of the Corporate Plan falls within the remit of full Council (Article 4, para 4.1(a) of the Constitution).

Corporate implications

7. Commissioners' comments

- 7.1 The Commissioners have confirmed that the proposed papers are appropriate in the current context, with the Commissioners' comments taken into account.

8. S151 Officer comments

- 8.1 The S151 Officer confirms that all financial implications have been taken into account. As the report states above, the Transitional Plan is underpinned by the need to ensure medium-term financial sustainability, requiring strict financial discipline.

9. Monitoring Officer comments

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

10. Procurement comments

- 10.1 There are no procurement implications arising directly from the recommendations in this report.

10.2 All contracts that may be required for the delivery of the Transitional Plan 2026/27 must comply with the Council's Contract Standing Orders and all applicable rules and regulations.

11. Equality and Diversity

11.1 The proposed transitional plan will ensure that the Council continues to deliver services that cater for all sections of our communities, ensuring that individuals and sections of the community are not excluded.

12. Sustainability/Climate Change Implications

12.1 One of the priorities outlined in the proposed transitional plan is 'Environment', where planned key actions under this priority area are outlined.

13. Other considerations

13.1 The priority actions outlined in the transitional plan will be used to inform the individual and team objectives for staff through the Council's performance management and service planning processes.

13.2 No changes are proposed to the previously approved Council 'PROVIDE' values, which outline the desired behaviours for officers and Councillors in undertaking their roles:

Pride in our Council, communities and Borough

Responsive and flexible

Open and accountable

Value for money

Integrity

Dependable

Empowering and inclusive

14. Timetable for implementation

14.1 If the recommended approach is approved the draft Transitional Plan consultation on the proposals would commence with service committees at their next scheduled meetings in June 2026.

14.2 Feedback and any suggested amendments will then be presented to the Corporate Policy and Resources Committee on 13 July seeking a recommendation for approval by Council.

15. Contact

15.1 Gordon Mitchell – Interim Chief Executive (g.mitchell@spelthorne.gov.uk)

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

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

Background papers: There are none.

Appendices:

Appendix A – Proposed draft Council Transitional Plan 2026/27
Appendix B – Summary of key actions delivered under the 2024-28 Corporate Plan (*Putting our residents at the heart of everything we do*)

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Introduction

In February 2024 Spelthorne Borough Council approved a new 5-year Corporate Plan '*Putting our residents at the heart of everything we do*'. Although the Council has completed a wide range of actions under that Plan, the context in which the authority is operating has changed significantly and the Council is going through a period of major transition.

Government intervention has introduced a series of Directions requiring the Council to reduce debt, strengthen governance, accelerate housing delivery, and improve financial management in line with Best Value expectations.

Increasing demand for some services has created additional pressures, including anti-social behaviour, the rapid growth of Houses in Multiple Occupation (HMOs), and the rising demand (and associated costs) for temporary accommodation.

Local Government Reorganisation in Surrey means that Spelthorne Borough Council has a limited window in which to focus on what matters most to its residents, while also managing significant additional organisational pressures. With the 1 April 2027 vesting day for the new West Surrey Council fast approaching, the Council no longer has the time or capacity to deliver all the actions set out in the previous five-year Corporate Plan, 2024-28.

A new streamlined approach is therefore needed, focusing on the work that matters most for residents and supporting staff, whilst ensuring the authority is well-positioned to become part of a financially sustainable and resilient West Surrey Council.

This transitional delivery plan sets out a clear, streamlined and focused framework for the Council's final phase as an authority. It is built around deliverable actions, all rooted in the original CARES corporate priorities but sharpened to reflect current realities. The plan is designed to:

- Deliver the Council's Improvement and Recovery Plan, responding directly to government Directions,
- Secure the best possible outcomes for Spelthorne within the new West Surrey Council, and
- Maintain and strengthen core service delivery, with particular focus on emerging pressures.

This is a pragmatic and delivery-led plan, recognising the resourcing and time constraints the Council faces, whilst ensuring continued focus on residents, communities and our staff. Above all, it is intended to provide clarity, confidence and direction during a period of significant change, ensuring Spelthorne Borough Council leaves a strong and sustainable legacy as it transitions into the new authority.

COMMUNITY

Aim: To place the needs of the borough at the heart of everything we do by supporting residents to live healthier lives and empowering communities to feel supported and safe.

	Action	Deliverables
1	Take a proactive, partnership-led approach to reducing anti-social behaviour (ASB), ensuring residents feel safe in their communities.	<ul style="list-style-type: none"> • Issues will be addressed effectively and consistently, in a timely manner, using the full range of available enforcement powers including Public Spaces Protection Orders, Community Protection Notices and injunctions. • Work with partners to establish a data sharing agreement with the Home Office to manage risks effectively.
2	Provide additional community facilities which support more active lifestyles and improved health and wellbeing for residents of all ages to provide a lasting legacy into the new West Surrey Council.	<ul style="list-style-type: none"> • Progress plans for a Multi-Use Games Area and deliver a new, inclusive playground in Staines-upon-Thames. • Complete installation of new play areas in Halliford Recreation Ground and Staines Park, and upgrading play areas in Orchard Meadow, Spelthorne Grove and Greenfield Recreation Ground.
3	Support communities to take pride in where they live by encouraging residents to help protect and care for the borough.	<ul style="list-style-type: none"> • Deliver a further phase of the <i>Love Where You Live</i> campaign. • Encourage groups to respect their place and act to look after their neighbourhood. • Promote the 'report it' tool on the website.
4	Promote awareness and understanding of the needs, opportunities and contribution of Spelthorne's communities to West Surrey Council.	<ul style="list-style-type: none"> • Prepare information material which describes Spelthorne's features and distinctive issues. • Design and deliver a promotional campaign featuring issues and proposals to West Surrey Council to inform future plans.

ADDRESSING HOUSING NEED

Aim: To support the delivery of high-quality housing and address challenges relating to availability, affordability and homelessness across the borough.

	Action	Deliverables
1	Accelerate housing delivery to meet identified local need	<ul style="list-style-type: none"> • Develop an affordable housing supplementary planning document (by 30 June). • Review the future of Knowle Green Estates (KGE) as a housing provider. • Ensure the Council’s 5-year land supply is robust and develop a five-year programme to deliver the housing numbers set out in the adopted Local Plan. • Develop and implement a plan to deliver affordable housing, including use of the Council’s regeneration sites and surplus sites. • Strengthen partnership working with Registered Providers and ensure nominations agreements are put in place and fully accessed.
2	Regulate the quality and spread of Houses in Multiple Occupation (HMOs)	<ul style="list-style-type: none"> • Following the implementation of the new HMO Supplementary Planning Document (SPD), and borough-wide licensing, ensure that robust enforcement action is taken where necessary. • Review progress and operations by September 2026. • Review options for further development of the Council’s HMO licensing scheme to provide greater alignment with the Council’s HMO SPD.
3	Reduce reliance on temporary accommodation and associated costs by taking a proactive and preventative approach to homelessness.	<ul style="list-style-type: none"> • Increase access to sustainable housing solutions. • Reduce the number of households in nightly paid temporary accommodation to 50.

	<ul style="list-style-type: none"> • Reduce the average number of days for households in temporary accommodation from 215 days to 120 days by the end of 2026/27.
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RESILIENCE

Aim: To secure the Council's financial sustainability while creating the conditions for businesses to grow and thrive.

	Action	Deliverables
1	Deliver financial recovery and long-term sustainability by responding to Government Directions.	<ul style="list-style-type: none"> • Reduce debt by £170m in 2026/27 by implementing a programme of asset rationalisation, in accordance with the Council's Medium Term Financial Strategy. • Deliver the savings and efficiencies identified in the budget for 2026/27.
2	Support local economic growth.	<ul style="list-style-type: none"> • Assisting 80 start-up and early-stage businesses through the Business Hub and targeted training programmes. • Facilitate the establishment of an Ashford Business Improvement District. • Engage with the major local businesses to facilitate their long-term plans, their continuing support for community and civic activities and the careful transition of key relationships during LGR.
3	Develop an engagement programme to ensure local community groups and business networks are aware of transition issues from SBC to WSC.	<ul style="list-style-type: none"> • Promote the case for a transitional arrangement to West Surrey Council to ensure continuity of support for community organisations (including the voluntary sector) and small grants schemes.

ENVIRONMENT

Aim: To take practical, deliverable action to protect residents and the borough’s environment, reduce the Council’s environmental impact, and strengthen community resilience to respond to climate challenges.

	Action	Deliverables
1	Support Spelthorne’s long-term interests in the development of Heathrow expansion proposals and the River Thames Scheme.	<ul style="list-style-type: none"> • Effective political and officer engagement with Heathrow Airport Limited. • Ensure sufficient resourcing available to engage and respond effectively to all aspects of the Development Consent Order (DCO) process. • Continue to work with the Environment Agency and other partners to support progress of the DCO for the River Thames Scheme.
2	Commence the required review of Spelthorne’s Local Plan, the Staines Masterplan and other ancillary planning policy documents.	<ul style="list-style-type: none"> • Progress the review of the Local Plan and complete Gateway 1 requirements outlined in Local Plan regulations by mid-October 2026. • Apply for PropTech Innovation Fund Round 6 funding to accelerate the adoption of digital planning tools to fast track the plan-making process. • Complete consultation with residents on Staines Masterplan proposals and deliver site briefs by end of June 2026 with a target of September for adoption of the Masterplan. • To adopt a new Climate Change SPD by end of June 2026.
3	Reduce the Council’s environmental footprint.	<ul style="list-style-type: none"> • Transitioning the Council fleet from diesel to biodiesel, reducing fleet emissions by up to 98.5%. • Plant 70 new trees.

SERVICES

Aim: To deliver a wide range of high-quality, accessible services and to be a responsible employer, supporting staff through a successful transition to West Surrey Council.

	Action	Deliverables
1	Continue to deliver high-quality services that meet residents' expectations.	<ul style="list-style-type: none">• Track, collate, and report on customer satisfaction by analysing data from consultations, feedback exercises, and complaint responses.• Use data to inform a structured programme of customer satisfaction and feedback actions, with clear priorities, ownership, and regular monitoring to drive continuous service improvement.
2	Champion Spelthorne's service needs, strengths and partnerships while engaging constructively in Local Government Reorganisation.	<ul style="list-style-type: none">• Ensuring local priorities are understood and reflected as part of a successful transition to West Surrey Council.
3	Support and prepare staff for transition into West Surrey Council.	<ul style="list-style-type: none">• Rebuilding confidence through training and development, strong leadership, clear priorities and effective, consistent communication.

How we will deliver the Plan

In summary, the Council will deliver this Transitional Plan within the unique and challenging context it faces, through:

- Compliance with the Government's Best Value Directions, through delivery of our Improvement and Recovery Plan.
- Strengthening governance and assurance arrangements, building on recent improvements to ensure robust oversight and accountability.
- Ensuring sufficient financial and workforce capacity to support delivery and maintain service resilience.

- Equipping staff with the right tools, skills, and performance framework to enable effective service delivery, drive continuous improvement, and ensure the efficient and effective use of resources.
- Exercising prudent financial management, including cost control, savings delivery, and disciplined budget management.
- Taking an active role in preparing for the transition to the new West Surrey Council, representing the best interests of our communities and supporting our staff through the change process.

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APPENDIX B - Corporate plan 2024-28 – outline of some of the key achievements to date (14/05/2026)

COMMUNITY

Opened the new **Eclipse Leisure Centre** in Staines-upon-Thames and made significant progress with the modernisation of Sunbury Leisure Centre.

Secured funding and installed **additional covert security cameras** to manage fly-tipping hotspots.

Introduced **PSPOs** covering:

- Dangerous riding of devices, concealing identity, (face coverings such as balaclavas) and possession of potential weapons (e.g. catapults).
- Misuse of public land for taxis, tents and BBQs.

Responded to requests to remove public facing graffiti (including removing offensive **graffiti** within 48 hours). Removed **chewing gum** from pavements in key shopping areas.

Installed 3 new inclusive **play areas** and refurbished 5 other play areas in parks across the Borough.

Created a new **open plan cafe** area in the Greeno Day Centre.

Published an **engagement strategy** for residents.

Introduced regular **Spelthorne Partnership Assembly** meetings 4x per year to give all residents an opportunity to engaged with the Leader and Deputy Leader on the key issues of most importance to our communities.

Created a **Citizens' Panel** to help shape the Council's Planning Design Code and going forward the Staines Masterplan.

Continued to lead the **Spelthorne Healthy Communities Partnership** (SHCP), working with partners to identify funding, share best practice and identify new initiatives to support residents facing health concerns. Launched the Food and Welfare Network and secured over £300k via the SHCP to support residents facing health concerns.

Protected discretionary services through continued effective management and making best use of partnership opportunities.

Continued to open **warm hub** and Saturday Community Centre opening for residents.

ADDRESSING HOUSING NEEDS

Delivered 82 homes for either **resettlement accommodation** or as **Temporary Accommodation (TA)**, under the Local Authority Housing Fund. Support provided to refugee families settling in their new homes.

Approved **new Local Plan** following work with Environment Agency (EA) to reach a Statement of Common Ground, supported by Supplementary Planning Documents covering the Spelthorne Design Code and Managing the Development of Houses in Multiple Occupation.

Implemented an **Article 4 Direction** and the new **Supplementary Planning Document** to enable better control of the development of HMOs across the whole borough. Introduced a risk-based licensing scheme for HMOs to focus resources on dealing with HMOs presenting the highest risk.

Provided £290,000 **increased funding in 2026/27 Budget** to provide additional resources to regulate **HMOs**, plus an additional £130,000 to implement the new provisions of the **Renters' Rights Act**.

Continued to provide a range of **independent living services** to help residents regardless of age to lead an active and fulfilling life.

Delivered 317 **Disabled Facilities Grants** (and a further 719 **smaller adaptations** delivered through the handyperson service). Brought this in-house and increased responsiveness (Spelthorne BC credited with being in the top 10.4% of local authorities in the country).

RESILIENCE

Relocated the **Jobs and Skills Hub** to a new home in the Elmsleigh Centre. Allocated Council funding to top up secured external funding to enable continuation of the service through 2026/27. Helped over 900 residents into employment and training.

Allocated Council funding to enable continuation of the **Spelthorne Business Hub** promoting hot-desking space and tailored support, advice and information to new and established businesses.

Continued to work with the Environment Agency and other partners to support progress of the Development Consent Order (DCO) for the **River Thames Scheme**.

ENVIRONMENT

Planted **139 more trees** within our parks & open spaces to improve carbon capture, biodiversity and to reduce the risk of flooding.

Introduced **three electric Spelride community transport buses** to our existing fleet.

Awarded bronze-level **carbon literacy** status for the Council with 114 employees certified as carbon literate. The only Borough in Surrey (with SCC) with bronze status. Progressing to silver accreditation in 2026/27.

Awarded a contract by Surrey County Council to **maintain highway verges and weed control**.

Adopted a revised **Air Quality Management Area** and **Air Quality Action Plan** for the borough.

Continued to promote and grow the Council's **commercial waste service** - Spelthorne Direct Services, assisting businesses to comply with legislation.

Progressed plans for moving the Council vehicles onto an **alternative fuel** (electric/HVO).

SERVICES

Increased the uptake of residents using the Council's **Customer Portal and My Alerts** from 2000 to over 28,000.

Successfully bid for £100k funding for **digitalisation of planning services** to improve digital engagement and community interaction.

Reviewed and updated the Council's **KPIs**.

Implemented an **upgraded website** to exceed government digital accessibility standards.

Developed our workforce by providing **training and apprenticeship opportunities**, including **developing staff for future role in new unitary**.

Publish an **updated Equality, Diversity and Inclusion Strategy**.

Continue to monitor and deal with resident queries on the **Council's Report-it tool**.

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Spelthorne Borough Council Services Committees Forward Plan and Key Decisions

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**.

A **Key Decision** is a decision to be taken by the Service Committee, which is either likely to result in significant expenditure or savings or to have significant effects on those living or working in an area comprising two or more wards in the Borough.

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

Spelthorne Borough Council

Service Committees Forward Plan and Key Decisions for 1 April 2026 to 30 April 2027

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 26 05 2026	Corporate Health and Safety Policy	Non-Key Decision	Public	Karine Codd, Principal Health, Safety and Insurance Officer
Corporate Policy and Resources Committee 26 05 2026 Council 16 07 2026	Disposal of Council Land at Clay Lane Stanwell	Non-Key Decision	Public	Katherine McIlroy, Asset Manager
Corporate Policy and Resources Committee 26 05 2026	Fuel Purchasing	Key Decision	Public	Jackie Taylor, Group Head - Neighbourhood Services
Corporate Policy and Resources Committee 26 05 2026	General Fund Revenue and Capital Outturn for 2025/26	Key Decision	Public	Altin Bozhani, Interim Deputy Chief Finance Officer
Corporate Policy and Resources Committee 26 05 2026	KPIs for 2026/27	Non-Key Decision	Public	Sandy Muirhead, Group Head - Commissioning and Transformation
Corporate Policy and Resources Committee 26 05 2026	Procurement of Temporary Agency Staff	Key Decision	Public	Jackie Taylor, Group Head - Neighbourhood Services

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 26 05 2026	Q4 Corporate KPI Results and Annual Report	Non-Key Decision	Public	Sandy Muirhead, Group Head - Commissioning and Transformation
Corporate Policy and Resources Committee 26 05 2026 Council 16 07 2026	Transitional Corporate Plan	Key Decision	Public	Gordon Mitchell, Interim Chief Executive, Lee O'Neil, Deputy Chief Executive
Corporate Policy and Resources Committee 13 07 2026	Annual Report on Complaints	Key Decision	Public	Sandy Muirhead, Group Head - Commissioning and Transformation
Commercial Assets Sub-Committee 13 07 2026 Corporate Policy and Resources Committee 13 07 2026	Asset Investment Strategy	Non-Key Decision	Public	Coralie Holman, Group Head - Assets Sian Bowen, Principal Asset Manager
Corporate Policy and Resources Committee 13 07 2026 Council 16 07 2026	Knowle Green Estates	Non-Key Decision	Public	David Anderson, Interim Strategic Head of Place, Coralie Holman, Group Head - Assets
Corporate Policy and Resources Committee 13 07 2026	Q4 Capital & Revenue Monitoring Report	Non-Key Decision	Public	Altin Bozhani, Interim Deputy Chief Finance Officer

Date of decision and decision maker	Matter for consideration	Key or non-Key Decision	Decision to be taken in Public or Private	Lead Officer
Corporate Policy and Resources Committee 13 07 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 12 10 2026	Eclipse Leisure Centre Additional Spend	Non-Key Decision	Public	Coralie Holman, Group Head - Assets
Corporate Policy and Resources Committee 12 10 2026 Council 22 10 2026	Improvement and Recovery Plan Progress Update	Key Decision	Public	Gordon Mitchell, Interim Chief Executive
Corporate Policy and Resources Committee 12 10 2026	Q1 Capital & Revenue Monitoring Report	Non-Key Decision	Public	Altin Bozhani, Interim Deputy Chief Finance Officer
Corporate Policy and Resources Committee 30 11 2026	Q2 Capital & Revenue Monitoring Report	Non-Key Decision	Public	Altin Bozhani, Interim Deputy Chief Finance Officer
Corporate Policy and Resources Committee 08 02 2027 Council 25 02 2027	Improvement and Recovery Plan Progress Update	Key Decision	Public	Gordon Mitchell, Interim Chief Executive

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 08 02 2027	Q3 Capital & Revenue Monitoring Report	Non-Key Decision	Public	Altin Bozhani, Interim Deputy Chief Finance Officer

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