Please reply to:

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Date:	03 July 2026

Notice of meeting

Corporate Policy and Resources Committee

Date: Monday, 13 July 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:

G. Neall (Chair)	J. Button	M.J. Lee
C. Bateson (Vice-Chair)	D.C. Clarke	S.C. Mooney
M.M. Attewell	S.M. Doran	J.R. Sexton
J.R. Boughtflower	R.V. Geach	J.A. Turner
M. Buck	S. Gyawali	H.R.D. Williams

Substitute Members: Councillors S.N. Beatty, H.S. Boparai, T. Burrell, K. Howkins 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

A);
2. Endorse the amended Transitional Plan 2026/27 for recommendation for adoption by Full Council.

8.	**2026/27 Budget Savings**	**67 - 76**

To note and endorse the elements of the in-year £1m savings programme for 2026/27.

9.	**General Fund Revenue and Capital Outturn for Month 2 2026/27**	**To Follow**

Committee is asked to acknowledge the:
1. Revised 2025/26 Outturn Position
2. Month 2 2026/27 Revenue and Capital forecast
3. Appropriations to and from General Fund reserves (Earmarked and Ringfenced) and the final balance at 31.03.26, and projected at 31.03.27 as set out in the report.

10.	**Financial Management - Governance Assurance**	**77 - 94**

Committee is asked to:
a. Note progress with implementation of the Council's Governance Assurance Framework and Policy;
b. Note the current overall assurance level for the 12 Governance Assurance Areas (Appendix A), which forms the new Governance Assurance Register
c. Consider the key areas of focus concerning the Governance Assurance Area relating to Financial Management as outlined in Appendix B
d. Consider the next Governance Assurance Reports to be presented to the Committee at future meetings, as outlined in paragraph 2.12.

11.	**Appointments to Outside Bodies 2026-27**	**95 - 102**

Committee is asked to agree the nominations to outside bodies for the 2026-27 municipal year, as proposed by Group Leaders.

12.	**Forward Plan**	**103 - 110**

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.	**12 Hammersmith Grove Lease Renewal**	**111 - 120**

Committee is asked to consider a proposed reversionary lease at 12 Hammersmith Grove.

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

Committee is asked to consider and agree in principle the offer and the proposed disposal of an asset, and make a recommendation to Council.

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

Committee is asked to approve Heads of Terms relating to the acquisition of residential properties for housing need, and make a recommendation to Council.

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

Committee are to be advised of an urgent action that has taken place since the last meeting of the Committee.

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Minutes of the Corporate Policy and Resources Committee
1 December 2025

Present:

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

Councillors:

M. Beecher	M. Gibson	L. E. Nichols
M. Buck	K.M. Grant	H.R.D. Williams
J. Button	M.J. Lee	
R.V. Geach	S.C. Mooney	

Substitutions: Councillors T. Burrell (In place of S.M. Doran)

K. Howkins (In place of J.R. Boughtflower)

Apologies: Councillors M.M. Attewell and D.C. Clarke

116/25 Apologies and Substitutes

Apologies were received from Councillors Attewell, Boughtflower, Clarke and Doran.

Councillor Burrell attended as substitute for Councillor Doran.
Councillor Howkins attended as substitute for Councillor Boughtflower.

117/25 Disclosures of Interest

Councillor Sexton and Mooney are also Surrey County Councillors.

Councillor Nichols sits on the Knowle Green Estates Board of Directors.

118/25 Minutes

The minutes from the 11 November 2025 meeting would be presented to the next meeting for agreement.

119/25 Questions from members of the Public

The Committee were advised that no questions had been received from members of the public.

120/25 Establishment of Staines Masterplan Task and Finish Group

The Committee considered the establishment of a Staines Masterplan Task and Finish Group. The Staines Masterplan was a major project which would shape the future development of Staines, and establishing a cross-party task group would allow stakeholder involvement to ensure the masterplan reflected community priorities. The development of a masterplan was a key element of the Council's Improvement and Recovery Plan.

The Committee expressed concern over decisions being delegated rather than brought to Committee, but the Committee were assured of member oversight and the delegation of decisions would assist with the project progressing at pace. The Committee clarified that councillors from the three Staines wards would be members of the task group.

The Committee resolved to:

1. agree the Terms of Reference (Appendix A) for establishing the Staines Masterplan Task Group and agree member appointments to the Task Group as detailed but adding that they should be from Staines wards

2. delegate authority to the Deputy Chief Executive, in consultation with the Chair of Environment and Sustainability Committee, to make decisions on the Staines Masterplan project at the required gateway points in the project programme; and

3. delegate authority to the Deputy Chief Executive, in consultation with the Chair of the E&S Committee, to make any future changes to membership of the Staines Masterplan Task Group.

121/25 Q2 Revenue Monitoring Report as at 30 September 2025

The Committee considered the Quarter Two Revenue Monitoring report as at 30 September 2025. The report set out the Council's estimated outturn based on financial information at the end of the second quarter with projected trends in income and expenditure.

The Committee resolved to agree to acknowledge the forecast Revenue outturn that reflects the change in Minimum Revenue Provision (MRP) policy and debt refinancing discount approved at Full Council on 17 November 2025.

122/25 Q2 Capital Monitoring Report as at 30 September 2025

The Committee considered the Quarter Two Capital Monitoring Report s at 30 September 2025.

Recommend to Full Council that it approves

- A supplementary capital estimate to the Capital Programme for 2025/26 of up to £1.9m, for acquiring housing units to be part funded by Local Authority Housing Fund Grant funding. This would create a borrowing need of £1.05m, and an annual financing requirement of about £70k per annum.

123/25 Occupation of Ashford Cemetery Lodge

The Committee resolved to:

- agree that a direct letting of Ashford Cemetery Lodge be undertaken; and

- agree to delegate authority to the Group Head of Corporate Governance to complete any necessary documentation in connection with the letting.

124/25 Forward Plan

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

125/25 Urgent Actions

No urgent actions had been taken since the last meeting.

126/25 Exclusion of Public & Press (Exempt Business)

The Committee **resolved** to exclude the public and press for the discussion of the remaining 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.

127/25 Annual Commercial Property Report for Financial Year 2024/5

The Committee considered an exempt report in relation to the Annual Commercial Property Report covering the financial year 2024/25.

The Committee resolved to:

- Approve the Annual Commercial Property Report for the year ending 31 March 2025; and

- Approve publication of the report on the Council’s website.

128/25 Trespass of Council Land

The Committee considered an exempt report in order to reach a conclusion of the long standing trespass of Council owned public open space at Clay Lane Stanwell. The Committee considered all the actions that had taken place to date to resolve the issue, legal advice and its options in order to fulfil its duty to protect Council owned assets and to protect public open space.

The Committee resolved that the Council shall take this matter to trial and delegate authority to Group Head of Assets, in consultation with the Chair and Vice Chair of Corporate Policy and Resources Committee, to instruct the Council's Legal Services to proceed to take this matter to trial.

129/25 Sunbury Leisure Centre Works

The Committee considered an exempt report regarding Sunbury Leisure Centre Works to enable the Sport England grant funding to be utilised and Sunbury Leisure Centre to benefit from reduced carbon emissions and energy costs. The Committee explored the options available to the Council at this stage in the project, the financial and contractual obligations in place.

Recommend to Full Council that it approves:

- an additional budget for the boiler replacement and Consultants’ fees to be available to progress this project.

The Committee resolved to:

- Authorise the Group Head Assets to carry out the procurement process to identify a suitable contractor to undertake the replacement of the boilers at Sunbury Leisure Centre and associated works;

- Subject to tender returns being no more than 10% of the budget, delegate authority to the Chief Financial Officer and Group Head Assets, in consultation with the Chair and Vice Chair of the Corporate Policy and Resources Committee to select the preferred contractor and award the contract; and

- Delegate authority to the Group Head Corporate Governance to enter into a contract and any other ancillary documentation with the contractor selected in accordance with the recommendation to Council.

Minutes of the Corporate Policy and Resources Committee
26 May 2026

Present:

Councillor G. Neall (Chair)
Councillor C. Bateson (Vice-Chair)

Councillors:

J.R. Boughtflower	S. Gyawali	J.A. Turner
M. Buck	M.J. Lee	H.R.D. Williams
J. Button	J.R. Sexton	

Substitutions: Councillors T. Burrell

K. Howkins

Apologies: Councillors M.M. Attewell, D.C. Clarke, S.M. Doran, R.V. Geach and D. Saliagopoulos

In Attendance: Councillors L. E. Nichols

47/26 Apologies and Substitutes

Apologies were received from Councillors Attewell, Clarke, S Doran, Geach and Saliagopoulos.

Councillor Burrell attended as substitute for Councillor Geach and Councillor Howkins attended as substitute for Councillor Attewell.

48/26 Minutes

The minutes of the meeting held on 20 April 2026 were agreed as a correct record.

49/26 Disclosures of Interest

Councillor Sexton advised she was also a Surrey County Councillor.

Councillors Bateson and Sexton advised that they were also West Surrey Authority Councillors.

Councillor Nichols advised that he was on the Board of Directors for Knowle Green Estates.

50/26 Questions from members of the Public

There were none.

51/26 Q4 Corporate KPI Results and Annual Report

The Committee **resolved** to note the Corporate Key Performance Indicators data for Quarter 4 2025/26.

52/26 Corporate Key Performance Indicators for 2026/27

The Committee requested that, where applicable, some of the Key Performance Indicators could be presented to the Committee on a monthly basis instead of the current quarterly basis. Officers advised that this would be considered.

The Committee **resolved** to approve the proposed revisions to the Corporate Key Performance Indicators for 2026/27.

53/26 Procurement of Temporary Agency Staff

Councillor Williams proposed and Councillor Sexton proposed an amendment to Recommendation 1 to amend ‘an initial period of two years with an option to extend for a further one year’ to ‘an initial period ending 30 March 2027’.

It was proposed by Councillor Boughtflower and seconded by Councillor Sexton and resolved by Committee to go into a closed session so that Committee members could discuss information contained within the exempt appendix.

The meeting went into a closed session from 19.43 and returned to an open session at 19.50.

Following a debate this motion to amend the recommendations was rejected by the Committee members.

Committee **resolved** to authorise the Group Head Neighbourhood Services to:

1. Commence a procurement exercise via an appropriate public sector framework of the provision of temporary agency staff, for an initial period of two years with an option to extend for a further one year, where permitted by the framework agreement,

2. Approve a maximum contract value as detailed with Appendix A, in accordance with the appropriate level of delegation as set out in the Spelthorne Borough Council Constitution; and

3. Authorise the Group Head Corporate Governance to enter contracts with the selected supplier.

54/26 Fuel Purchasing

The Committee considered a report that sought approval for the commencement of a procurement exercise via an appropriate public sector framework for the provision of a fuel supply for the Council's operational fleet.

The Group Head of Neighbourhood Services advised the Committee that the Council currently did not have a framework agreement and were not compliant with the Council's Contract Standing Orders. There was a need to have a framework in place before going into the West Surrey Unitary Authority to ensure there would be continuity of supply that would ensure both the current operations continued and that the future transition under the Local Government Restructure would allow West Surrey the flexibility to look at achieving greater economies of scale across all of West Surrey.

Council **resolved** 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, for an initial period of two years with an option to extend for a further one year, where permitted by the framework agreement,

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; and

3. Authorise the Group Head Corporate Governance to enter contracts and all ancillary documentation with the selected supplier.

55/26 General Fund Revenue and Capital Outturn for 2025/26

The Committee acknowledged the work undertaken by the Finance Team to reduce the Council's outstanding debt.

The Committee **resolved** to acknowledge:

1. the 2025/26 Revenue and Capital Outturn; and

2. The appropriate to and from General Fund Reserves (Earmarked and Ringfenced) and the final balance at 31 March 2026 as set out in paragraph 402, table 4 of the report.

56/26 Corporate Health and Safety Policy (2026-2027)

The Committee considered a report that sought approval of the revised Corporate Health and Safety Policy and agreement to allow the Chief Executive to agree minor variations to the revised policy.

The Committee **resolved** to:

1. Approve the revised Corporate Health and Safety Policy for immediate adoption; and

2. Authorise the Chief Executive to agree minor variations to the revised Health and Safety Policy.

57/26 Proposed Council Transitional Plan 2026/27

The Committee considered the draft proposed Council Transitional Plan 2026/27 and were advised that it would be presented to all service committees for their comments in relation to the areas that come under the Terms of Reference for that individual committee and for agreed actions.

The Committee **resolved** to:

1. Endorse the proposed Council Transitional Plan 2026/27 for consultation with the Council's Service Committees (as shown in Appendix A),

2. 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 period; and

3. Note progress with actions under the existing Corporate Plan 2024-2028 (as shown in Appendix B).

58/26 Forward Plan

The Committee noted the contents of the Forward Plan that would need updating if the Key Performance Indicators were to be brought before the committee on a monthly basis instead of quarterly.

59/26 Exclusion of Public & Press (Exempt Business)

Proposed by Councillor Bateson
Seconded by Councillor Boughtflower

The Committee **resolved** to exclude the public and press for the discussion of the item No. 18, in view of the likely disclosure of exempt information within the meaning of Part 3 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.

The meeting was adjourned at 20.42 and reconvened at 20.49

60/26 Disposal of Council Land at Clay Lane Stanwell

The Committee considered a report that sought a recommendation to council in respect of the proposed disposal of Council land at Clay Lane, Stanwell.

The Committee **resolved** to recommend to Council that they approve the recommendations as outlined in the exempt report.

61/26 Urgent Actions

The Committee **resolved** to note the two urgent actions that had taken place since the last Committee meeting.

Meeting closed at 21.16

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SPELTHORNE BOROUGH COUNCIL

Committee Report Checklist

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

Stage 1
Report checklist – responsibility of report owner

ITEM	**Yes / No**	**Date**
Councillor engagement / input from Chair prior to briefing	**N/A**	
Relevant Group Head review	**Yes**	**12-05-26**
MAT+ review (to have been circulated **at least 5 working days before Stage 2**)	**Yes**	**13-05-26**
This item is on the Forward Plan for the relevant committee	**Yes**	
	Reviewed by	
Finance comments (circulate to Finance)		
Risk comments (circulate to Lee O'Neil)	**LO**	**29.05.26**
Legal comments (circulate to Legal team)	**JC**	**01.06.26**
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**	**DMO J.Clare**	**01.06.26**
S151 Officer commentary – at least **5 working days before MAT**	**T.Collier**	**13/5/26**
Commissioner engagement	**J kingston**	**10/6/26**
	Delete as applicable:	No issues
Confirm final report cleared by MAT		

Corporate Policy and Resources Committee

13 July 2026

Title	*AI Policy 2026 Revision*
Purpose of the report	To make a decision
Report Author	*Tim Snook, Sustainability and Resilience Lead*
Ward(s) Affected	*N/A*
Exempt	No
Exemption Reason	N/A
Corporate Priority	*N/A*
Recommendations	**Committee is asked to:** To approve the revised AI Policy 2026.
Reason for Recommendation	The AI Policy adopted in 2024 included a provision to continually update the policy to ensure its continued relevance and integrity. The Projects team has updated the policy to reflect current use cases and knowledge around AI, specifically Microsoft Copilot.

1. Executive summary of the report

What is the situation	Why we want to do something
• The current policy does not adequately reflect the latest AI capabilities. • Councillors and officers are already using AI in ways that are not covered by the existing policy. • Without changes, the Council risks exposing itself to security breaches	• The Council needs to strengthen its governance of AI to reflect current technology, tighten controls, and provide clear accountability for how AI is used across Council business.
This is what we want to do about it	**These are the next steps**
• Adopt a strengthened AI policy which mandates that Microsoft copilot be the only acceptable Generative AI (Gen AI) for council use, due to it being under the umbrella of the Microsoft 365 environment.	• Adopt the AI policy 2026 and allow publication and communication to all staff of the new policy and procedures around using Copilot with personal data.

• Enable Officers to input council sensitive and personal data into Microsoft Copilot, as it sits within the Microsoft 365 environment and therefore has the same levels of security and protections as all other Microsoft applications.	• The major alternative Gen AI options will be blocked from council devices and the web browser. • Training will be delivered through Microsoft learn to all staff. This will be disseminated through to managers to be shared directly with each team.

2. Key issues

2.1 The Council's current Artificial Intelligence (AI) policy is no longer sufficient to address the pace, capability and growing use of Generative AI (Gen AI). Microsoft Copilot is now embedded across Microsoft 365 applications used by officers in their day-to-day work, meaning AI functionality is increasingly present in routine Council activity. At the same time, officers and councillors are already using, or seeking to use, AI in ways that fall outside the scope of the existing policy. Without a stronger and clearer framework, the Council is exposed to increased risks, including inappropriate use of AI, weaker governance and the potential for security or data breaches. The policy must therefore be strengthened urgently to reflect current technology, provide clear controls and accountability, and enable safe, proportionate use of AI across the organisation.

2.2 Further to this, officers have expressed their interest to the projects team in utilising the new tools of Copilot for elements of their work that are currently outside of what is permitted under the existing policy wording. The policy therefore needs to be updated to prevent misuse while enabling productivity benefits these tools are likely to provide.

2.3 The general increase in AI usage across the Council has meant that there is a greater need for strengthened controls, rules and clearer accountability for AI produced work.

2.4 The updated AI policy has addressed these issues through making the following changes:

2.5 Microsoft Copilot is now the Council's **only designated AI platform for work and organisational information,** only to be used when logged into a work Microsoft account. Use of other Gen AIs should not be done, unless specific Data Protection Impact Assessments (DPIAs) are completed for each instance requiring AI other than Copilot and approved by MAT.

(a) It requires users of AI to declare responsible and ethical use of AI through agreeing to these conditions when they sign into their device.

(b) Users will be able to use council-sensitive data, including personal data within Microsoft copilot, providing they:

i) Minimise sensitive/personal/financial/medical data used in Copilot, process in line with data protection principles.

ii) For each personal-data AI use case: complete the "Data Protection by Design for AI use" document (purpose, retention, risks to data subjects, privacy notice check/amendment, manager sign-off).

iii) Provide the completed information to the Projects and Data Protection Teams.

3. Options appraisal and proposal

3.1 **Option 1: Adopt the AI Policy 2026.**

3.2 Pros:

(a) A new, clear rule: Copilot is the only AI for Council work. Reducing the risks of multiple Gen AI models remaining unchecked within the organisation.

(b) The new policy enables for the first time, personal data and council sensitive information to be approved for use with AI. Increasing team efficiency with specific tasks. It also ensures safer handling of Council/personal data (within Microsoft 365 protections) when used with AI.

(c) The policy encompasses stronger governance, ensuring human review, accountability and reporting route for AI outputs.

3.3 Cons:

(a) For personal data to be used within Copilot, there is more admin to be completed. The DPIA-by-design paperwork and sign off for each personal data use case.

(b) The policy reduces flexibility to use other AI tools (extra assessment/approvals needed if they are required).

(c) Practical enforceability is limited: given the wide and evolving range of AI engines and third-party apps that route through AI services, the Council has little ability to police compliance in day-to-day use, or to reliably trace the origin of any misuse or data breach. The policy therefore relies primarily on staff awareness and a trust-based commitment to comply, rather than a wholly enforceable technical control.

3.4 **Option 2**: **Reject the updated AI Policy 2026 and retain the existing policy.**

3.5 Pros:

(a) Minimal to no material change of operations

(b) Flexibility of freedom to use any Gen AI model

3.6 Cons:

(a) The current wording allows officers to use any and all gen AI services, meaning that there is no organisational control present on Gen AI models outside of Microsoft Copilot.

(b) Currently, no personal or sensitive data can be used in any Gen AI under any circumstances. This means that some helpful functions of Copilot cannot be utilised and may lead to decreased productivity.

(c) Some officers may already be using AI outside of the parameters covered in the original wording, and therefore their actions are not covered under the policy.

4. Risk implications

4.1 The key risks of implementing the AI Policy 2026, and the assurance that those risks are mitigated by the policy and existing controls, are summarised below (low to high assurance).

Assurance	**Risk**	**Key mitigations / controls (Policy 2026)**	**Residual risk / notes**
Low	Inconsistent take-up and awareness of the policy (staff apply it unevenly).	• Publication and communication of the policy and procedures. • User acknowledgement and ethical commitment at logon. • Clear rule-setting (Copilot is the only designated AI platform for Council work involving organisational information).	Requires active comms, refreshers and manager reinforcement; non-compliance may persist in pockets.
Low	Use of AI outside the approved environment (public AI used for Council work), leading to loss of control over data.	• Policy prohibition on public/non-approved GenAI for organisational or personal data. • Direction to use Microsoft 365 Copilot for internal documents, confidential information and Council operations/personal information. • Escalation route for exploring other AI via Projects Team.	Relies on behaviour, monitoring and enforcement; greatest risk where personal devices are used.
Low	Poor quality or inaccurate outputs ("hallucinations") used in reports/decisions.	• Mandatory human review of all Copilot outputs before use or sharing. • Explicit ban on Copilot as an autonomous decision-maker, especially for resident/service/budget/staff decisions. • Requirement to verify accuracy and use trusted sources; do not use output if doubt remains.	Residual risk remains for time-pressured work and where verification is not straightforward.
Medium	Personal data is used	• Use personal data in Copilot only where	Assurance depends on

	inappropriately (excessive data, wrong purpose, insufficient transparency), creating UK GDPR compliance risk.	appropriate under Council data-protection policies. • Data minimisation (sensitive/personal/financial /medical data must be minimised and secured). • Per-use-case documentation: purpose, retention, risks to data subjects, privacy notice review, manager sign-off; share with Projects and Data Protection Teams.	completion quality and oversight; DPIAs/records need to be auditable.
Medium	Over-permissioned access: Copilot surfaces information that a user technically has access to but should not routinely use, causing internal confidentiality incidents.	• Copilot operates within existing Microsoft 365 permissions and access controls. • Reinforce least-privilege and “need to know” access management via existing IG/ICT controls. • Report suspected policy breaches to Information Governance/senior management.	May require parallel work to improve access hygiene (SharePoint/Teams permissions, document labelling).
Medium	Bias or discriminatory content leads to unfair communications, decisions, or reputational damage.	• Policy requirement to promote fairness and avoid bias, ethical use obligations. • Human oversight and review prior to use; do not rely on AI for eligibility/outcome decisions. • Escalation for advice where appropriateness is unclear.	Residual risk where outputs are used in high-sensitivity contexts; consider targeted training and QA.
Medium	Copyright / IP infringement through reuse of AI-generated content or embedded third-party material.	• Policy requires compliance with copyright law and prohibits infringing use. • Instruction to seek Legal advice if unsure. • Human review and editing of outputs before publication.	Still requires staff judgement; risk is higher for external-facing content and creative assets.

High	Regulated processing risks are reduced because Copilot runs within the Council's Microsoft 365 tenant and safeguards (contractual/ICO DPIA alignment).	• Copilot processing remains within Microsoft 365 environment, using existing security/access controls. • ICO DPIA position acknowledged (Copilot uses organisational data under existing protections). • Clear prohibition on public AI tools for internal/sensitive work.	High assurance assumes correct tenant configuration and continued adherence to permissions and governance.
High	Failure to detect/respond to misuse or suspected breaches (slow reporting increases harm).	• Clear reporting requirement to Information Governance Team/senior management. • Compliance section links non-compliance to disciplinary action and existing HR procedures.	Assurance depends on staff confidence to report and timely incident response processes.
High	Use of non-Copilot GenAI for Council activity without proper assessment (security, sovereignty, legal).	• Policy position: other GenAI should not be used for Council activities. • If exception needed: Projects Team review; comprehensive risk assessment; DPIA/security assessment and formal approval. • Consider data sovereignty and provider practices.	Assurance increases where exceptions are rare and centrally governed; keep exceptions register.
High	Environmental impact (increased energy use from GenAI) undermines climate commitments.	• Policy explicitly recognises AI environmental impact and links to GHG/Scope reporting context. • Promote proportionate use (use AI where it adds value; avoid unnecessary prompts/processing).	Quantification is limited; may require future metrics/reporting as Scope 3 maturity increases.

5. Financial implications

5.1 There are none associated with the policy adopting but there may be a cost associated with any upgraded Copilot/ Gen AI tools.

6. Legal comments

6.1 Council officers using AI must ensure the use complies with all applicable laws, regulations and Council policies at all times.

6.2 The use of AI must comply with data protection and ethical AI guidelines. This includes ensuring all AI systems and processes adhere to the General Data Protection Regulations (GDPR) and other relevant data protection laws. Ethical AI principles are to be observed such as transparency, accountability and fairness to prevent any potential misuse or bias in AI decision making.

6.3 Information produced by AI should be reviewed by Council officers for accuracy prior to sharing or using the information.

Corporate implications

7. Commissioners' comments

7.1 No issues.

8. S151 Officer comments

8.1 The S151 Officer notes that are no direct financial implications arising from this repo*rt.*

9. Monitoring Officer comments

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

10. Procurement comments

10.1 There are none

11. Equality and Diversity

11.1 The adoption of the Artificial Intelligence Policy 2026 is not expected to have a negative impact on equality or diversity. The policy applies consistently to all officers and focuses on the safe, ethical and proportionate use of AI tools in the workplace, rather than on service eligibility or outcomes for specific groups.

11.2 However, there is a recognised risk that AI-generated outputs could unintentionally reflect bias, stereotypes, or exclusionary language if relied upon without appropriate oversight. To mitigate this risk, the policy explicitly requires human review of all AI outputs before use and prohibits the use of AI as an autonomous decision-maker. Officers are responsible for ensuring outputs are fair, accurate and appropriate before use.

12. Sustainability/Climate Change Implications

12.1 The policy specifically references the environment and sustainability impact of AI use, regarding the energy and water usage associated with the service. The policy builds on this in detailing AI's context within the Councils' greenhouse gas reporting under scope 3. To mitigate the impacts of AI on this, the policy promotes proportionate use of AI to ensure that users do not use it for unnecessary purposes and consider the environmental impacts.

In future, as reporting requirements and data around AI strengthens, the Council will be able to quantify its impact through use of AI. Currently, the data is limited, and so guidance is the only mitigating measure that can be relied upon.

13. Other considerations

13.1 The data protection officer consulted other data protection officers across Surrey to determine the AI policy's similarity to other Surrey authorities. It was found that others have weaker internal policies that do not address personal data usage to the same extent that the proposed 2026 policy does.

13.2 The current draft AI policy 2026 strengthens the Council's data protection and AI usage, aligning the Council more closely with the Information Commissioner's Office guidance on AI use and personal data protection. Something that is not found in other Surrey authorities.

13.3 Whilst the use of Gen AI outside of Copilot will not be permitted for organisational/work use, they will not be blocked from the council network/system, as individuals are still permitted to use them with their personal accounts. The key difference is that any and all work-related information cannot be used in any Gen AI other than Microsoft Copilot.

13.4 The IT team have stated that there will be no way of monitoring the use of Gen AI under this policy. However, the Council will block the major alternative Gen AI platforms from the Council network and device app stores. Ultimately, compliance must be upheld on a trust basis with staff following of the policy.

13.5 Microsoft provide their own training courses on copilot, free of charge, for anyone to go through. These courses are found on the Microsoft Learn website and will be shared with all staff through the management structure once the policy is adopted.

14. Timetable for implementation

14.1 Upon MAT approval, comms will be instructed to circulate this policy to all staff, and a small announcement will be made at the next available staff meeting. Microsoft learn Copilot training will be shared with all staff following this announcement.

15. Contact

15.1 Tim Snook, Sustainability and Resilience Lead, 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: AI policy 2026

1. Purpose

The purpose of this policy document is to provide a framework for the use of Microsoft Copilot and other Generative Artificial Intelligence Large Language Models (GenAI) such as, Gemini, GPT Series, Grok and other similar tools by Council employees, Councillors, contractors, developers, vendors, temporary staff, consultants or other third parties, hereinafter referred to as 'users'.

This policy is designed to ensure that the use of Copilot and GenAI is ethical, complies with all applicable laws, regulations, and council policies, and complements the Council's existing information and security policies.

The pace of development and application of all GenAI is such that this policy will be in a constant state of development.

Following a thorough review of organisational usage scenario and expected implementation of Gen AI across the council, the Council has updated the AI policy.

As of 2026, Microsoft 365 Copilot is recognised as the Council's designated environment for using AI with organisational information. Copilot runs entirely within the Council's Microsoft 365 environment and, through Microsoft Graph (Microsoft's secure system that links together data across Microsoft 365), can only access information that users already have permission to see. This means Copilot stays within existing security and access controls and does not introduce any new or external data sources. This is important because it ensures that the use of AI remains fully aligned with the Council's data governance, privacy, and security obligations. It also means councillors and staff can use Copilot with confidence, knowing that no additional data risks or external systems are being introduced.

The Council also acknowledges the Information Commissioner's Office (ICO) Data Protection Impact Assessment (DPIA) for Microsoft 365 Copilot, which confirms that Copilot processes organisational information under the same contractual protections that already apply to Microsoft 365, including the Product Terms and Data Protection Addendum. This provides assurance that Copilot is governed by the same legal, privacy and security safeguards the Council already relies on, meaning its use does not introduce new or untested data-handling risks.

2. Use

This policy applies to all users who access generative AI tools for council work, whether they do so on council-owned devices or on personal devices used for council activities. These tools may also appear within other software the Council already uses. For example, Copilot is now integrated across Microsoft 365 applications. This ensures that the policy covers both direct use of AI tools and any AI features embedded within everyday systems that staff and councillors use to undertake Council business.

Use of generative AI must promote fairness and avoid bias, helping to prevent discrimination and support equal treatment. AI tools should be used in ways that align with and positively contribute to the Council's goals and values. Users may use GenAI for work-related purposes, provided they follow this policy. Appropriate uses include generating text or content for reports, emails, presentations, images, and customer service communications.

GenAI must not be used in ways that could cause harm, mislead others, or compromise confidentiality. For example, creating inaccurate information, generating content that could disadvantage individuals or groups, or inputting sensitive personal data that should not be processed by AI.

When working with internal documents, confidential information or any data relating to Council operations or personal information, users must use Microsoft 365 Copilot. This ensures that all AI activity stays within the Council's secure Microsoft environment. Public AI services must not be used for organisational or personal data, as they operate outside our controlled environment and do not provide the same security, privacy or governance protections. This helps safeguard sensitive information and reduces the risk of data loss, unauthorised access or compliance breaches.

The ICO DPIA confirms that Copilot only uses organisational data already held within Microsoft 365 and does so under the same safeguards that apply to the rest of the platform. This means the risk of information being accessed inappropriately is low, provided staff continue to follow existing permissions and access controls.

If users want to explore the possibility of using AI for any other purpose, then they must contact the Projects Team, who will verify whether its purpose is covered by this policy.

What are the rules that MUST be followed?

1. <u>Copilot should be the exclusive AI tool used, and only whilst logged into a work Microsoft account.</u>
2. Personal information may only be used with Microsoft 365 Copilot when it is appropriate to do so under Council data-protection policies.
3. Sensitive data, personal data, financial data and medical data used in Copilot systems must be minimised, secured, and processed in accordance with data protection principles. More information on this is found in the next section.
4. Do not input personally identifiable information into external GenAI tools.
5. Do not use for non-rule-based automated decision making.
6. Do not input any commercially sensitive local authority data (e.g. payment card data, data that effects the operational security of the organisation, etc).
7. Do not use a personal account for work related purposes.
8. Where the Microsoft Copilot tool has cited where it has obtained information from, then this must be referenced in user's document/work.
9. The user is responsible for evaluating the output generated by Microsoft Copilot. The user must check for accuracy, coherence, and appropriateness.
10. Any decisions informed by AI resources must be verified and approved by an authorised human employee prior to implementation. These should otherwise be treated as simply indicative.
11. Be clear with other staff and service users (your Privacy Notice could need amending) when you have used Microsoft Copilot as part of your work if:
    a. You directly quote or use a significant proportion of the Microsoft Copilot output.
    b. You use the Microsoft Copilot output to meaningfully inform a decision you make.
    c. You need to ensure trust with particular groups you are communicating with (residents, political or senior leaders etc.).

12. Follow any legal and regulatory requirements of the tool you are using, including any other policies set by SBC.

Personal Data and AI Use

To ensure organisational compliance with the AI policy, all users of AI and Copilot that plan on entering any personal or identifiable data must follow instructions found within the table below:

For each purpose of AI data processing, users must complete the following:
Document each use case by completing the **Data Protection by Design for AI use document, which includes:** • Confirmation that they have read the AI policy in its entirety. • Documenting SBC's purpose for using the AI for the specified usage. • Determining and documenting a retention time for any recordings/ transcripts /other documents made in connection with AI and personal data. • Identifying, and documenting, the risks to the data subjects (individuals whose personal data is captured by the AI), and consideration of the relevant Privacy Notice to see if it requires amendment to be clear that AI will be used. • Provide their manager's sign off for the use case.
• Ensure that the projects and data protection teams are provided with this information by emailing g.projects@spelthorne.gov.uk and data.protection@spelthorne.gov.uk

How to use Microsoft Copilot

Microsoft Copilot is most commonly used to support individual tasks and act as a personal assistant. For example, it can help you to:

- create images or draft videos by describing what you want to see.
- generate a wide range of ideas in seconds e.g icebreakers for meetings or options for a presentation.
- draft content such as emails, reports, briefings or presentations, which you can then refine.
- quickly locate relevant information from long documents or multiple sources.
- simplify complex topics into clear, accessible explanations.
- summarise large amounts of text into key points.
- turn rough notes into organised paragraphs, action lists or talking points.
- restructure or rephrase content to make it clearer or more professional.

Copilot can also help staff and councillors be more productive by reducing time spent on administrative work and enabling them to focus on decision-making, service delivery and resident engagement.

Particular attention should be given to Governance, Vendor Practices, Copyright, Accuracy, Confidentiality, Disclosure and Integration with other tools.

Human oversight and checking of output.

All output generated by Copilot must be reviewed carefully by the user before it is shared, used to support decision-making, or added to Council systems. Copilot is a support tool, not an autonomous decision-maker, and it can occasionally produce inaccurate, outdated or incomplete information. For this reason, a human must always remain in the loop, applying judgement, context and experience to confirm whether the output is appropriate and reliable.

Copilot must not be used to make final decisions, particularly those that affect residents, services, budgets or staff. Instead, it should be seen as a way to speed up early drafting, summarise information, or generate options, with users responsible for validating the final content.

Keeping a human in the loop ensures decisions remain accountable and are made by people, not automated tools. It also reduces the risk of errors, bias or misleading information finding its way into reports or communications. By requiring human review, the Council is better protected from reputational, legal and compliance issues that could arise from unchecked AI output. Most importantly, it reinforces that AI is an assistant to professional judgement and not a substitute for it.

Appropriate use (with human review):

- Using Copilot to create the first draft of a report, then editing it to ensure accuracy and neutrality.
- Asking Copilot to summarise a long document, then checking the summary against the original for correctness.
- Generating a list of possible project risks, then adding, removing or amending items based on professional knowledge.
- Turning bullet points into a briefing note, followed by a manual check to ensure the meaning has not changed.

Inappropriate use (not allowed):

- Relying on Copilot to determine eligibility for a service, benefit or decision outcome.
- Using Copilot's output as factual without checking it against trusted sources.
- Allowing Copilot to draft communications that include sensitive, political, legal or resident-specific information without careful human review.
- Feeding confidential or personal data into non-approved public AI tools, or using AI output as the final version without oversight.

2.1 Governance

Users must declare their responsible and ethical usage of Microsoft Copilot by completing the ICT Personal Commitment Statement form. Users must also agree to responsible and ethical use of GenAI when accessing the network during user logon. Users must take responsibility for their use of AI by ensuring they verify information, use it ethically, and remain aware of potential biases. It is crucial to protect privacy and maintain human oversight to prevent misuse and unintended consequences. The Project Team has a risk evaluation document that addresses the risks associated with using all AI.

2.2 Third Parties

Microsoft 365 Copilot is the Council's only designated AI platform for work involving organisational information.

Any use of other GenAI technology in pursuit of Council activities should not be done, unless authorised through the MAT process in consultation with the data protection team.

2.3 Copyright

Users must adhere to copyright laws when utilising Microsoft Copilot. It is prohibited to use Copilot to generate content that infringes upon the intellectual property rights of others, including but not limited to copyrighted material. If a user is unsure whether a particular use of Copilot constitutes copyright infringement, they should contact Legal before using Copilot for this purpose.

2.4 Accuracy

As set out in the Human oversight and checking of output section above, Copilot can occasionally generate content that appears confident but is not factually correct ("hallucinations"). Hallucination is a term given to when AI predicts likely wording from patterns rather than verifying facts, this can happen when the prompt is ambiguous, context is incomplete, or there's no authoritative source for the model to rely on.

For this reason, all Copilot output must be reviewed and edited for accuracy before it is used, shared, or stored in Council systems. Users remain responsible and accountable for the content they submit or publish. If there is any doubt about the accuracy or reliability of Copilot's output, even after checking, the output must not be used.

This approach ensures that Copilot supports drafting, summarising and idea generation, while final judgements and decisions remain with people, in line with the Council's governance, privacy and professional standards.

2.5 Confidentiality

Confidential or personal information must only be processed using Microsoft 365 Copilot. Copilot keeps all data within the Council's Microsoft tenant and is protected by Microsoft's existing enterprise-level privacy and security controls.

Organisational data processed by Microsoft 365 Copilot is treated as 'Customer Data' under Microsoft's Product Terms and Data Protection Addendum, so it is protected by the same contractual, security and international-transfer safeguards that apply across Microsoft 365, including GDPR and UK GDPR commitments. The ICO's DPIA for Microsoft 365 Copilot confirms this position, noting that Copilot operates under existing Microsoft 365 protections rather than creating new data-handling regimes.

2.6 Climate Change Impact

Generative AI, including Microsoft Copilot has the potential to have a significant environmental impact, through its role of increasing energy demand and consumption, and therefore reliance on an energy supply. GenAI models consume large amounts of energy during the training and inference phases and require a substantial amount of energy to cool GenAI processors. As these models grow in size and complexity, and demand for AI services rise, the energy demands will continue to increase.

As a Local Authority, there is a duty to report on our Green House Gas (GHG) emissions. We currently report on Scope 1 emissions (emissions that a company makes directly e.g. burning of fossil fuels and fleet vehicles) and Scope 2 emissions (emissions used indirectly e.g. purchasing electricity). However, there is a drive to also report Scope 3 emissions (all the associated emissions that an organisation is indirectly responsible for e.g. buying products from suppliers which then produce emissions when customers use them), in which AI is included. Although there is uncertainty around the future environmental impact of AI, with possibilities of companies investing in clean energy sources to power data centres and therefore offsetting some of the projected increase in power demand, AI encompasses a carbon footprint which needs to be accounted for.

2.7 Social Impact and Equality

Users must be aware of how the use of GenAI, including Microsoft Copilot, may impact different groups of people in different ways, as it may have inherent social bias or have been trained in stereotypes. It may have inappropriate cultural values or display sensitive content. For example, GenAI must not be allowed to solely determine which customers have access to services. Human involvement remains essential in decision-making, and the Council should establish an appeal process for any automated or AI-informed decisions.

2.8 Ethical Use

Microsoft Copilot must be used ethically and in accordance with all relevant laws, regulations and Council policies. Users must not use Copilot to generate content that is discriminatory, offensive, misleading or inappropriate. This includes avoiding outputs that reinforce harmful stereotypes, misrepresent individuals or groups, or could undermine trust in Council services. Copilot should never be used to create content intended to influence decisions unfairly, imitate individuals, or fabricate information.

If users are unsure whether using Copilot is appropriate in a particular context, they should seek advice from their manager or the data protection team before proceeding.

2.9 Disclosure

Content produced via Microsoft Copilot must be identified and disclosed as containing GenAI-generated information.

Footnote example: ***Note: This document contains content generated by Artificial Intelligence (AI), through Microsoft Copilot. AI generated content has been reviewed by the author for accuracy and edited/revised where necessary. The author takes responsibility for this content.***

2.10 Integration with other tools

Where Microsoft 365 applications include Copilot features, staff may work with Council data in those tools because the processing remains within the Council's secure Microsoft environment. This covers applications such as Teams, Word, Outlook and Excel, all of which the ICO DPIA identifies as suitable for Copilot-supported tasks when configured appropriately

3. Risks

Use of GenAI carry inherent risks, particularly GenAI models other than Microsoft Copilot that fall outside the organisational tenant of Microsoft 365. A comprehensive risk assessment must be conducted for any project or process where use of an external to Copilot GenAI is proposed. The risk assessment should consider potential impacts including legal compliance; bias and discrimination; security (including technical protections and security certifications); and data sovereignty and protection.

3.1 Legal compliance

Data entered into public or non-approved GenAI tools may enter the public domain. This can expose non-public information, breach regulatory requirements, violate service-user or vendor contracts, or compromise intellectual property. Any release of confidential or personal information could also result in a breach of UK data protection law. Use of GenAI to compile content may further infringe intellectual property rights if material is reused without proper checks.

In contrast, Microsoft 365 Copilot keeps all processing within the Council's secure Microsoft environment, meaning organisational data remains protected under existing contractual and GDPR-aligned safeguards. However, this does not remove the need for care: users must still ensure that any information they input or generate complies with legislation and Council policy, and must follow the Human oversight and checking of output requirements set out above.

Any potential or suspected breach of this policy must be reported to the Information Governance Team or senior management. Failure to report may result in disciplinary action in line with Council HR procedures.

3.2 Bias and discrimination

GenAI may make use of and generate biased, discriminatory, or offensive content. This can occur as a result of information entered by users or be an inherent fault of the tool because it has been trained on stereotypes. Users must use GenAI responsibly and ethically, in compliance with council policies and applicable laws and regulations.

3.3 Data sovereignty and protection

While a GenAI platform may be hosted internationally, under data sovereignty rules information created or collected in the originating country will remain under jurisdiction of that country's laws. The reverse also applies. If information is sourced from GenAI hosted overseas, the laws of the source country regarding its use and access may apply. GenAI service providers should be assessed for data sovereignty practice by any organisation wishing to use their GenAI.

3.4 Use of Microsoft 365 Copilot

The ICO's DPIA confirms that Microsoft Copilot presents no new high-risk processing when used within an organisation's Microsoft 365 tenant. The main risks relate to access permissions, configuration and user behaviour, rather than the technology itself.

The DPIA also highlights the value of a phased and controlled rollout, which the ICO carried out internally before enabling broader access. This approach ensured that Copilot was tested for functionality, alignment with existing controls, and suitability for real-world use cases.

Public AI tools remain unapproved for internal or sensitive work because they fall outside these protections.

4. Compliance

Any violations of this policy should be reported to the council's data protection team or senior management. Failure to comply with this policy may result in disciplinary action, in accordance with council's Human Resources policies and procedures.

- Staff must not use external or public AI tools for organisational or personal information unless a specific DPIA and security assessment has been completed and formally approved.

5. Review

This policy will be reviewed periodically and updated as necessary to ensure continued compliance with all applicable legislation, regulations, and organisational policies.

6. Acknowledgment

By using Copilot, users acknowledge that they have read and understood these guidelines, including the risks associated with the use of Copilot.

7. References

ICO DPIA for Microsoft Copilot 365 (ICO internal assessment): https://ico.org.uk/media2/ob4ncmpz/ic-359252-x5s0-copilot-dpia.pdf

Data, Privacy, and Security for Microsoft 365 Copilot: https://learn.microsoft.com/en-us/copilot/microsoft-365/microsoft-365-copilot-privacy

SPELTHORNE BOROUGH COUNCIL

Committee Report Checklist

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

Stage 1
Report checklist – responsibility of report owner

ITEM	**Yes / No**	**Date**
Councillor engagement / input from Chair prior to briefing		
Relevant Group Head review	**Yes**	**24/5/26**
MAT+ review (to have been circulated **at least 5 working days before Stage 2**)	**Yes**	**01/6/26**
This item is on the Forward Plan for the relevant committee	**Yes**	
	Reviewed by	
Finance comments (circulate to Finance)	**AB**	**26/5/2026**
Risk comments (circulate to Lee O'Neil)	**LO**	**02/06/26**
Legal comments (circulate to Legal team)	**JC**	**09/06/26**
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**	**15/06/26**
S151 Officer commentary – at least **5 working days before MAT**	**T. Collier**	**26/5/26**
Commissioner engagement	**P. Robinson**	**15/06/26**
	Delete as applicable:	Comments in S. 7
Confirm final report cleared by MAT		

Corporate Policy and Resources Committee

Date of meeting 13 July 2026

Title	*Write off report*
Purpose of the report	To make a decision
Report Author	Sandy Muirhead Group Head Commissioning and Transformation Terry Collier Deputy Chief Executive and Section 151 Officer
Ward(s) Affected	All Wards
Exempt	Report & Appendix 2 – No Appendix 1 - Yes
Exemption Reason	Appendix 1 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 2 – Information which is likely to reveal the identity of an individual, and in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.
Corporate Priority	Community Addressing Housing Need
Recommendations	**Committee is asked to:** Approve the Sundry Debt write-off of £13,138 which relates to irrecoverable debt relating to two Bed and Breakfast temporary accommodation cases and one rent assure accommodation cases.
Reason for Recommendation	To meet the requirements of the Council's Financial Regulations and best practice by CIPFA we need to formally write-off debts over £3,000 which are unrecoverable.

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

What is the situation	Why we want to do something
• From time to time there can be a few sundry debts which are irrecoverable despite best efforts to recover them. Housing options has put forward 3	• To meet the requirements of the Council's Financial Regulations and best practice by the Chartered Institute of Public Finance and Accountancy

cases for write off as part of housing's programme of reducing aged debt.	(CIPFA) we need to formally write-off debts that are irrecoverable.
This is what we want to do about it	**These are the next steps**
• To formally write-off the debts as required.	• Subject to approval, to write-off these Bed and Breakfast and rent assure debts and continue with Council recovery procedures for other outstanding debts to minimise write-offs as far as possible.

2. Key issues

2.1 The Council has clear procedures for recovering unpaid debts and writing them off those that cannot be recovered, as set out in the Corporate Debt Policy and Financial Regulations. The write-off requests in this report exceed the £3,000 limit delegated to officers under those rules, so the cases listed in Appendix A require Committee approval.

2.2 In certain cases, despite pursuing the debt, it becomes irrecoverable for various reasons. Appendix A provides details of the four cases being requested for write off. The appendix provides reasons why monies owed cannot be recovered. In these cases, circumstances have changed and although in the cases there have been attempts by the clients to pay the debt it has reached a point where recovery of the remainder is no longer feasible. As a result, the service recommends that they be written off.

2.3 Appendix 6 of the Council's Corporate Debt Policy Corporate_Debt_Policy_0.pdf sets out the recovery procedures for Housing Options Bed and Breakfast and Rent Assure cases. The Housing Options team proactively pursues recovery by letter and telephone. Where all internal recovery options have been exhausted, cases are referred to enforcement agents. Tracing clients and securing payment can be challenging, particularly where clients are moving frequently because they are at risk of homelessness.

2.4 Following the March 2025 update to the Corporate Debt Policy and further changes in April 2026, the Recovery Team for sundry debts has continued to work with services to reduce aged debt and introduce processes that help prevent future debt build-up, ensuring service debts are managed promptly.

3. Options appraisal and proposal

3.1 Option 1 (preferred option) It is proposed that the debt amount of £13,138 is written off. This is because no further action can be taken to recover these debts as all procedures to do so have been undertaken, and it is good accounting practice in such cases to write them off and as such, no other options are available

3.2 To not write off debt is not considered good practice by CIPFA and would lead to considerable amounts of aged debt on the Council's accounts which could not be collected.

4. Risk implications

4.1 By having effective, robust governance arrangements in place to identify, manage and reduce risk of such debts the Council can minimise the risk of bad debts arising. This is covered under the Financial Management section in the Council's Governance Assurance Register

4.2 The Council is potentially exposed to the risk of sundry debtors not paying. Debts are chased as far as possible but eventually if not paid the debt shows as aged debt on the Council's accounts. However, through the work of the corporate debt recovery team with individuals services the Council has put in place governance arrangements to minimise the risk of such debts requiring write offs.

5. Financial implications

5.1 The unrecoverable debt incurred for Bed and Breakfast and rent assure costs is broken down per case in Appendix 1 with a total proposed write-off of £13,138. For 2026–27, a bad debt provision of £1.019m has been established, which represents a prudent level given the current outstanding debt of approximately £2m. The proposed write-off falls within the available provision and can therefore be accommodated without impacting the revenue position. Appendix 2 outlines both all aged debt (Table 1 consolidated in years and number of invoices) and specifically Bed and Breakfast/Rent Assure in Table 2 to provide background information.

6. Legal comments

6.1 There are no legal implications arising directly from this report, but it should be noted that this report seeks to write off debts within the meaning of the Council's internal accounting protocols.

6.2 Debt and treasury management are within the remit of the Corporate Policy and Resources Committee (Part3 section (b) of the Constitution).

Corporate implications

7. Commissioners' comments

7.1 Commissioners are satisfied that the debts listed in the report are written off.

8. S151 Officer comments

8.1 The S151 Officer confirms that all financial implications have been taken into account and can be covered from the existing bad debt provision for sundry debts.

9. Monitoring Officer comments

The Deputy Monitoring Officer confirms there is no legal impediment to the proposed write-off where the decision is taken in accordance with the Council's Constitution and is supported by appropriate audit trail and evidence that reasonable recovery action has been undertaken.

10. Procurement comments

10.1 There are no procurement implications.

11. Equality and Diversity

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

12. Sustainability/Climate Change Implications

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

13. Other considerations

13.1 In recovering debt procedures, the Council always takes account of personal circumstances where appropriate including, if necessary, payment plans. To further look at how we can assist the recovery process, we are exploring the use of a tracing service, including a free trial, to assess whether the potential recoveries would justify the cost.

14. Local Government Reorganisation Implications

14.1 There are no procurement implications for LGR but it would be appropriate to ensure we minimise aged debts requiring write off before vesting day.

15. Timetable for implementation

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

16. Contact

16.1 Sandy Muirhead Group Head Commissioning and Transformation

16.2 Terry Collier Deputy Chief Executive and Section 151 Officer

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

Background papers: There are none*.*

Appendices:
Appendix 1 Write off list.
Appendix 2 Aged debt list

By virtue of paragraph(s) 2 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

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Appendix 2

The tables below provide figures of all Council aged debt by year in Table 1 and specifically Bed and Breakfast/Rent Guarantee Scheme in Table 2.

Debt of Over 1 Year	**All Debt -Including Bed and Breakfast and Rent Guarantee Scheme**				
Years Within (Invoice Date)		**1-4**	**5-6**	**6+**	**Grand Total**
Invoice No's		1,862	344	791	**2,997**
Grand Total	**£ -**	**326,607**	**48,291**	**51,656**	**426,554**

Debt of Over 1 Year	**Bed and Breakfast and Rent Guarantee Scheme**				
Years Within (Invoice Date)		**1-4**	**5-6**	**6+**	**Grand Total**
Invoice No's		1,340	127	25	**1,492**
Grand Total	**£ -**	**199,646**	**32,185**	**23,277**	**255,108**

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SPELTHORNE
BOROUGH COUNCIL

Committee Report Checklist

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

Stage 1
Report checklist – responsibility of report owner

ITEM	Yes / No	Date
Councillor engagement / input from Chair prior to briefing	**Y**	**07.06.26 – 26.06.26**
Relevant Group Head review	**Y**	**23.06.26**
MAT+ review (to have been circulated **at least 5 working days before Stage 2**)	**Y**	**23.06.26**
This item is on the Forward Plan for the relevant committee	**Y**	
	Reviewed by	
Finance comments (circulate to Finance)	**AB**	**03/07/26**
Risk comments (circulate to Lee O'Neil)	**LO**	**19/06/26**
Legal comments (circulate to Legal team)	**LH**	**03/07/26**
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**	**03/07/26**
S151 Officer commentary – at least **5 working days before MAT**	**A.Bozhani**	**03/07/26**
Commissioner engagement	**L.O'Neil**	**02/07/26**
	Delete as applicable:	Comments in S. 7
Confirm final report cleared by MAT	**Y**	

Corporate Policy and Resources Committee

13 July 2026

Title	Proposed Council Transitional Plan 2026/27
Purpose of the report	To make a decision and a recommendation to Council
Report Author	Gordon Mitchell, Chief Executive Lee O'Neil, Deputy Chief Executive Sandy Muirhead Group Head Commissioning and Transformation
Ward(s) Affected	All Wards
Exempt	No
Exemption Reason	Not applicable
Corporate Priority	Community Addressing Housing Need Resilience Environment Services
Recommendations	**Committee is asked to:** 1. Consider and agree the suggested amendments made to the proposed Council Transitional Plan 2026/27 following feedback from the Council's Service Committees (as outlined in **Appendix A).** 2. Endorse the amended Transitional Plan 2026/27 for recommendation for adoption by Full Council.
Reason for Recommendation	To ensure that the Council has a focused strategic plan with deliverable actions before 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
• Spelthorne's Corporate Plan for 2024-28 set out a five-year programme of priorities and actions. However, a range of factors, including Local Government Reorganisation from April 2027 means the	• The proposed Transitional Plan will ensure the Council can deliver on key areas within its last year as a sovereign authority ensuring our priorities remain focused,

Council can no longer deliver all the actions outlined in that 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 Council, whilst also delivering the objectives of this Council's Improvement and Recovery Plan. • A draft Council Transitional Plan was developed to ensure the Council's priorities remain focused, deliverable, and aligned with current financial and organisational constraints. This was endorsed by the Corporate Policy and Resources Committee (CPRC) for consultation with all Service Committees.	deliverable, and aligned with current financial and organisational constraints.
This is what we want to do about it	**These are the next steps**
• To agree any proposed amendments to the draft Council Transitional Plan ('the Plan') and recommend the Plan's adoption by Full Council.	• If approved by CPRC the Transitional Plan will be presented to Full Council on 16 July 2026.

2. Key issues

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

2.2 Since the current Plan was adopted, several significant developments have affected the Council's ability to deliver all planned actions. These include the Best Value Directions, increased demand for some services and Local Government Reorganisation. As the full programme of actions is no longer deliverable, the Corporate Policy and Resources Committee, at its meeting on 26 May 2026, endorsed a draft Council Transitional Plan subject to consultation with the Council's Service Committees.

2.3 The draft Transitional Plan provides a focused framework for the Council's final stage as an independent authority, setting out a defined programme of deliverable actions, aligned with the original CARES corporate priorities and updated to reflect the current operating context (including the Council's Improvement and Recovery Plan) and the ongoing need to deliver statutory and discretionary services.

2.4 The draft Transitional Plan has now been considered by all the Council's Service Committees for comments and any suggested amendments. Service

Committees were reminded that any proposed changes to the Plan would have to be met within existing financial and staffing resources.

2.5 The suggested amendments from those Committees are outlined in **Appendix B** together with an outline of how those comments have been taken into consideration within the updated Transitional Plan (which is reflected in **Appendix A**). NB. One additional adjustment has since been made to the timescales for delivery of the Staines Masterplan ('Environment – Action 2 Deliverables') following recent discussions over the planned timetable.

3. Options appraisal and proposal

3.1 **Option 1 (preferred option):**

To endorse the updated Council Transitional Plan 2026/27 (**Appendix A**) and recommend this for adoption by Full Council. This updated Plan takes into account the suggested amendments received from the Service Committees as outlined in **Appendix B**.

3.2 **Option 2**

To propose changes to the proposed Transitional Plan.

3.3 **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. In consulting Service Committees, it has been made clear that there any changes made to the Transitional Plan would have to be met within existing financial resources as the budget for 2026/27 has already been set.

4.5 **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.

4.6 **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.

4.7 **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 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 the Corporate Plan and adopt the Transitional 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 Transitional Plan to ensure that all decisions are made in accordance with the Council's Constitution and all applicable legislation.

Corporate implications

7. Commissioners' comments

7.1 The Commissioners have confirmed that they have no comments on the report.

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 Approval of the Corporate Plan falls within the remit of full Council (Article 4, para 4.1(a) of the Constitution); the proposed Transitional Plan must be presented to and approved by the Council.

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 An Operational Delivery Plan is in development to ensure that the objectives and actions outlined in the Transitional Plan will be delivered and this will be used to inform the individual and team objectives for staff through the Council's performance management and service planning processes.

14. Timetable for implementation

14.1 If the draft Transitional Plan are formally approved by CPRC on 13 July and Council on 16 July 2026.

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)

15.3 Sandy Muirhead - Group Head Commissioning and Transformation (s.muirhead@spelthorne.gov.uk)

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

Background papers:

Previous report and appendices endorsed by CPRC 26 May 2026:

Decision - Proposed Council Transitional Plan 2026/27 - Spelthorne Borough Council

Appendices:
Appendix A – Proposed updated Council Transitional Plan 2026/27
Appendix B – Suggested amendments from Service Committees on proposed Council Transitional Plan

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Spelthorne Borough Council's **Transitional Plan 2026/27**

SPELTHORNE
BOROUGH COUNCIL

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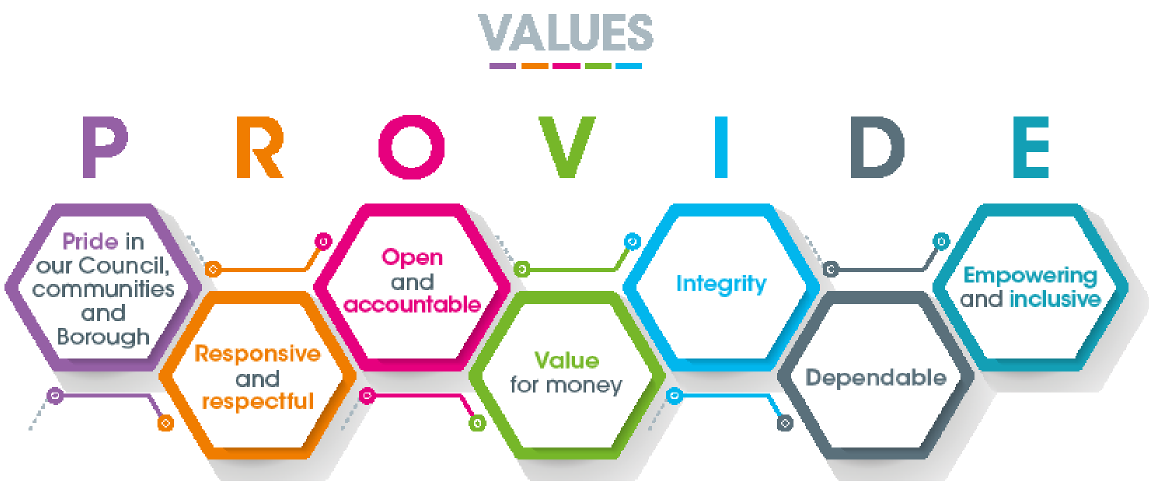

VALUES
P
R
O
V
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D
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Pride in our Council, communities and Borough
Responsive and respectful
Open and accountable
Value for money
Integrity
Dependable
Empowering and inclusive

01 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 unitary authority 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 unitary authority
- 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.

02 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 1

Take a proactive, partnership-led approach to reducing anti-social behaviour (ASB), ensuring residents feel safe in their communities.

Deliverables

- 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

Action 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 unitary authority.

Deliverables

- progress plans with a view to delivering a Multi-Use Games Area and deliver a new, all-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

Action 3

Support communities to take pride in where they live by encouraging residents to help protect and care for the borough.

Deliverables

- deliver a further phase of the Love Where You Live campaign
- encourage groups to respect their place and act to look after their neighbourhood
- promote the 'report it' tool on the website

Action 4

Promote awareness and understanding of the needs, opportunities and contribution of Spelthorne's communities to West Surrey Council.

Deliverables

- 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

03 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 1

Accelerate housing delivery to meet identified local need.

Deliverables

- develop an affordable housing supplementary planning document (by 30 June)
- establish the future of Knowle Green Estates (KGE) in supporting the delivery of more homes
- 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

Action 2

Regulate the quality and spread of Houses in Multiple Occupation (HMOs).

Deliverables

- 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

Action 3

Reduce reliance on temporary accommodation and associated costs by taking a proactive and preventative approach to homelessness.

Deliverables

- increase access to sustainable housing solutions
- reduce the number of households in nightly paid temporary accommodation to 50
- reduce the average number of days for households in temporary accommodation from 215 days to 120 days by the end of 2026/27

04 Resilience

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

Action 1

Deliver financial recovery and long-term sustainability by responding to Government Directions.

Deliverables

• 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

Action 2

Support local economic growth.

Deliverables

• 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 Local Government Reorganisation

Action 3

Develop an engagement programme to ensure local community groups, businesses and business networks are prepared for the changes resulting from the transition from Spelthorne Borough Council to the West Surrey Council.

Deliverables

• promote the case for a transitional arrangement to West Surrey Council to ensure continuity of support for businesses, community organisations (including the voluntary sector) and small grants schemes

05 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 1

Support Spelthorne's long-term interests in the development of Heathrow expansion proposals and the River Thames Scheme.

Deliverables

- 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

Action 2

Commence the required review of Spelthorne's Local Plan, the Staines Masterplan and other ancillary planning policy documents.

Deliverables

- 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 over the summer with a target to adopt the Masterplan by autumn 2026
- to adopt a new Climate Change SPD by end of June 2026
- Produce a Groundwater Guidance Note by the end of December 2026

Action 3

Reduce the Council's environmental footprint.

Deliverables

- cut electricity consumption by 10% through the installation of solar panels on council-owned sites, and transitioning the Council fleet from diesel to biodiesel, reducing fleet emissions by up to 98.5%
- plant 70 new trees

06 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 1

Continue to deliver high-quality services that meet residents' expectations.

Deliverables

- 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

Action 2

Champion Spelthorne's service needs, strengths and partnerships while engaging constructively in Local Government Reorganisation.

Deliverables

- Develop a handover plan to ensure that local priorities are understood and reflected as part of a successful transition to West Surrey
- Provide briefings to West Surrey Councillors representing Spelthorne, covering key issues facing our area and the importance of the community and business support services currently provided by the Council and partners

Action 3

Support and prepare staff for transition into West Surrey Council.

Deliverables

- rebuilding confidence through training and development, strong leadership, clear priorities and effective, consistent communication

07 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 unitary authority, representing the best interests of our communities and supporting our staff through the change process

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APPENDIX B – Suggested amendments from Service Committees on proposed Council Transitional Plan (updated 26.06.26)

Councillor(s)	Suggested amendments	Recommended response from officers	Reasoning
Committee: Community Wellbeing and Housing Committee (7 June 2026)			
Councillor(s)	**Suggested amendments**	**Recommended response from officers**	**Reasoning**
	No suggested amendments received		
Committee: Environment and Sustainability (18 June 2026)			
Councillor(s)	**Suggested amendments**	**Recommended response from officers**	**Reasoning**
Cllr Sexton	Action 3 from Community theme relating to Love Where You Live and Report-it Form should be removed from the Plan. Funding/resources should be repurposed to from this to Community Safety action.	Reject deletion of these actions.	Asset list for second phase of Love Where You Live already purchased. Next phase mainly around putting up posters and social media messaging. Minimal staffing resources committed for this, which would not fund further work on community safety. Report-it form system works effectively in enabling officers to keep track of service requests from residents and Members. Costs of continuing with this are minimal. Promotion of this form will assist in further reducing telephone/office interaction with Customer Services and other services, improving efficiency and reducing costs. Need to re-enforce message to Cllrs to use this system rather than phoning/emailing services directly.

Cllr Barker Cllr Boughtflower Cllr Howkins Cllr Clarke	Comments re MUGA, whether that should be included in Action list. Wording needs to be changed as it gives impression the MUGA is going ahead. If decision not to proceed, can CIL funding be repurposed?	Wording adjusted to state *'Progress plans with a view to delivering a Multi-Use Games Area…'*. To continue with process already agreed by E&S (DATE: 19 March 2026).	E&S have previously made decision on MUGA and that decision stands, i.e. report to CPRC and progression conditional on favourable outcome from consultation. If unfavourable – officers already required to report back to E&S. 'Progress plans' for a MUGA does not mean a decision has been made on this already. Operational Delivery Plan activity will specifically reference that a decision is to be made on whether to progress. Decision on any repurposing of CIL funding would be for E&S Committee.
Cllr Williams	Add reference to groundwater risk to Environment Action 1.	Agree to amend wording by adding reference in deliverables under item 2 of Environment priority.	No additional costs incurred. Work already in progress through AECOM developing groundwater flooding guidance, with those costs already budgeted for. Although not a specific planning policy document, it is already planned for a guidance document on this to be published.
Cllr Howkins	Add work to clear River Ash to actions under Environment section	No changes required.	Does not specifically align with any of the three current actions in Transitional Plan. Work is already in progress assessing the area referred to by Cllr Howkins as part of existing programme of work (liaising with Environment Agency). Completion date to be firmed up.
Cllr Nichols	Add action under Environment section re:	No change to wording in Transitional Plan.	Proposed change not required as a new action under the Transitional Plan but can be incorporated as specific output under this

	reviewing public information on our website on Heathrow.		action within the Operational Delivery Plan. No additional costs incurred.
Committee: Business Infrastructure and Growth (25 June 2026)			
Councillor(s)	**Suggested amendments**	**Recommended response from officers**	**Reasoning**
Cllr Geech	Concern over future of BIDs and support for businesses who depend on SBC for support and advice. How we can help businesses using Spelthorne as a hub to be self-sufficient.	No action recommended re BIDs. Add reference to section on preparing businesses for transition to West Surrey Council (WSC) in Transitional Plan (Resilience – Action 3).	BIDs are independent organisations that work in partnership with local authorities. They are not part of the Council. Any BID in operation at vesting day will continue until the next ballot of BID members is due. Can be delivered within existing resources and builds on work already in progress preparing for the transition to the WSC.
Cllr Williams	Need messaging for West Surrey Council (WSC) about how important Spelthorne's economic interests are – importance/stronger messaging on economic growth.	Add reference to the following to Transitional Plan (Services – Action 2): (a) Development of a handover plan for transition to WSC, and (b) Briefings have been offered for WSC Cllrs representing Spelthorne on key issues facing the Spelthorne area.	Can be delivered within existing resources and builds on work already in progress preparing for the transition to the WSC.
Cllr Howkins	Need for 14 new WSC Councillors to come to Committee to understand what's going on		
Cllr Beatty	Need to get across message that Spelthorne is unique, proximity to London. Ensure		

	Spelthorne not ignored especially in relation to Heathrow (including significant regeneration/investment/jobs opportunity for area). 14 WSC Councillors need to be strong advocates for our communities.	Any briefing to include importance of business support services currently provided by the Council and partners.	
Cllr Wiliams (& agreed by Committee)	Develop a handover plan for Spelthorne – share with new Cllrs so that they are aware of the issues the Committee have referenced/are facing in our area.		

SPELTHORNE BOROUGH COUNCIL

Committee Report Checklist

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

Stage 1
Report checklist – responsibility of report owner

ITEM	Yes / No	Date
Councillor engagement / input from Chair prior to briefing		
Relevant Group Head review	**Yes**	**18/6/26**
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**	
	Reviewed by	
Finance comments (circulate to Finance)	**A.Bozhani**	**18/6/26**
Risk comments (circulate to Lee O'Neil)		
Legal comments (circulate to Legal team)	**LH**	**18/06/26**
HR comments (if applicable)	**NA**	

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**	**18/6/26**
S151 Officer commentary – at least **5 working days before MAT**	**T.Collier**	**18/6/26**
Commissioner engagement		**23/6/26**
	Delete as applicable:	Comments in S. 7
Confirm final report cleared by MAT		

Corporate Policy and Resources Committee

13th July 2026

Title	2026/27 Budget Savings
Purpose of the report	To inform and assure
Report Author	Terry Collier, Chief Finance Officer
Ward(s) Affected	All Wards
Exempt	No
Exemption Reason	
Corporate Priority	Community Addressing Housing Need Resilience Environment Services .
Recommendations	**Committee is asked to:** To note and endorse the elements of the in-year £1m savings programme for 2026/27.
Reason for Recommendation	The Council approved as part of the Budget for 2026/27 an overall Savings target of £5.8m for 2026/27.

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

What is the situation	Why we want to do something
• The Best Value Directions included a requirement for "a plan to reconfigure the Authority's services commensurate with the Authority's available financial resources."	• The Council has a total of £5.8m built into the Budget for 2026/27. Within the 2026/27 total of £5.8m savings, there was a target of savings of £1m which were yet to be identified and confirmed at the time the Budget was setting, and which are to be delivered during the financial year

This is what we want to do about it	These are the next steps
• Monitor on a regular basis (monthly to Corporate Management Team, and quarterly to this Committee) delivery against the £5.8m savings target. • If monitoring suggests the £5.8m target is not on track, to prioritise additional resource, and or identify additional savings • To progress seeking net additional commercial income from the operator of the Council's leisure centres, being mindful that this the in-year part year effect for 2026/27 is likely to be small, but could relate to a significant income stream for the remaining 8 years of the contract.	• That the Committee support the continued progression of the 2026/27 Savings plan delivery process. • The progress of delivery against the savings targets to be monitored on an ongoing basis and reported regularly to this Committee.

2. Key issues

2.1 When the Best Value Directions, were issued in May 2025 it included the direction for the Council to ensure that it had *"A plan to achieve financial sustainability and to identify and close any short and long-term budget gaps across the period of its medium-term financial strategy (MTFS), including a robust multi-year savings plan that reflects the costs and risks identified in the BVI report and by external auditors."* and "a plan to reconfigure the Authority's services commensurate with the Authority's available financial resources". Identifying savings both built directly into specific Budget lines (£4.8m) and the setting of a £1m in year savings target helped balance the 2026-27 Revenue Budget and to ease the pressure on drawing down reserves, and partially offset the impact of higher Minimum Revenue Provision (MRP) and interest charges, following the change to MRP Policy and the refinancing exercise.

2.2 To inform the approach to savings, the Council had initial regard to unit cost benchmarking undertaken by LG Futures based on 2024/25 Actuals (Background papers). The report suggested that if the Council were to match the unit costs of the top 20% councils it could achieve a £10m Revenue savings.

2.3 Following on from the unit cost benchmarking the Council commissioned Peopletoo to undertake across all services a review of revenue expenditure and income to identify opportunities for reducing net budget expenditure. Peopletoo worked with the Business Partners in the Finance team and Group Heads and budget holders. (**Background Paper**, Final Financial Review set out their detailed analysis, which includes sensitive data relating to staff). This analysis fed into a number of the specific savings built into the 2026/27 Budget approved by the Council. A number of the options flagged when reviewed had delivery challenges or risk. Those options which were built into the Budget are reflected in the table below:

Savings Built Into Specific lines of the Original 2026/27 Budget

Service	Savings Description	Full year forecast/ Actual £'000	Status
Supported Housing Team	White and Harper House	219	Achieved
Community & Wellbeing	Reduction in Resilience Services contract costs	71	Achieved
Eclipse & Sunbury Mgt Fee	Uplift in fee from contract and CPI increase from Sept.	637	Achieved
Longford Housing	Lease finished in Aug25	257	Achieved
Corporate Saving	Pension - Employer Contributions	550	Achieved
Investment & Regeneration property	Net Rental income increase driven by reduced landlord costs.	2,120	Achieved
Environment & Sustainability	Env Enhancements	98	Forecast
Parks	Staffing Budget Efficiencies	107	Forecast
ICT	Staffing Budget Efficiencies	94	Forecast
Customer Services	Staffing Budget Efficiencies	56	Forecast
Assets	Mixed	383	Forecast
Planning Dev Consultants	Budget efficiencies	100	Forecast
Finance & Corporate Services	Mixed	61	Forecast
Total		**4,753**	

2.4 Phase 2 of the Peopletoo analysis identified potential areas which could deliver further savings during 2026/27. This informed the judgement that an in-year Budget saving of £1m was achievable for 2026/27.

2.5 The key elements of the In-year savings programme, which currently based on Period 2 monitoring are forecast to deliver an outturn of £1.04m, are summarised in the Table below:

Service	Savings Description	Full year forecast/ Actual £'000	Status
Eclipse Leisure Centre	Insurance saving from premium 2627	100	Achieved
Planned Maintenance	Planned Maintenance reduction 2627	400	Forecast
Temporary Accommodation	Rough Sleeper B&B Exp	102	Forecast
Temporary Accommodation	Loss of Rough Sleeper B&B Income	(42)	Forecast
Temporary Accommodation	B&B General Exp	919	Forecast
Temporary Accommodation	Loss of B&B General Income	(379)	Forecast
Total		**1,100**	

2.6 The first component has already been achieved which is a net £100k reduction in the insurance premium for the Eclipse Leisure Centre. This was achieved following a considerable amount of work by the Assets, and Insurance teams working with Sutton LBC.

2.7 The most significant element of the savings programme relates to reducing nightly paid accommodation expenditure. Benchmarking analysis in autumn 2025 identified that Spelthorne, relative to its statistical nearest neighbours, is an outlier in terms of spend on temporary accommodation. This is reflected in high numbers in nightly paid accommodation. In 2025/26 gross expenditure by the Council on nightly paid accommodation totalled almost £3.0m gross, and net cost after recovery of rental income via housing benefits was £1.8m. This accounts for 7.3% of the total net service expenditure of the Council. Whilst some of this spend is due to the location of the borough, it has been identified that there is scope to make significant savings through a focused delivery plan designed to reduce both the rate paid per nightly accommodation and the numbers of households placed in nightly accommodation.

2.8 We recognise that extended periods in temporary accommodation are generally associated with poorer outcomes for homeless households, particularly families with children and vulnerable individuals. The provision of stable and settled accommodation is therefore considered integral to promoting wellbeing, safeguarding, educational continuity, and long-term tenancy sustainment aligned with the Council's strategic priorities. So, a focus on reducing nightly paid accommodation numbers is not just about financial savings.

2.9 A report went to Community Wellbeing and Housing Committee on 2nd June 2026 setting out the detailed Nightly Paid Accommodation Savings Plan, which the Committee agreed to endorse to Corporate Policy and Resources Committee. In order to reduce the numbers in nightly paid accommodation, it necessarily involves focusing on moving households into better housing and life outcomes. Whilst in recent years the Council has actively engaged with the national Local Authority Housing Fund grant scheme to acquire approximately 80 temporary accommodation units, which has eased some pressures on numbers in nightly paid accommodation, the Council needs to take more steps to tackle the issue.

2.10 The recent independent deep dive by MHCLG identified a lot of good practice by in the Housing Options team but suggested an over reliance on nightly paid accommodation and recommended identifying “suitable and appropriate TA options provided with strong focus on resettlement”.

2.11 A focus on achieving savings through a different approach to nightly accommodation, is not the only focus on delivering savings on the Council’s budget and following a savings analysis across all services a number of specific areas for savings are being targeted which will be reported to the various relevant Committees.

2.12 Led by the Strategic Housing Lead, the Housing Options team have worked up a detailed delivery plan which was presented to Community Wellbeing and Housing Committee.

2.13 The next most significant savings component is a one year (i.e. 2026/27) reduction in planned maintenance totalling £400k.*S*avings from not carrying out planned maintenance, should not be continued for more than a year. A reduction or removal of planned maintenance is likely to trigger larger building fabric failures i.e. roof leaks and will impact the ‘wind and weather tightness’. This in turn will lead to increasing responsive maintenance and larger overall maintenance costs plus in some cases could impact statutory compliance and health and safety. The Council has stock condition surveys carried out c. 5 yearly to inform planned maintenance needs, which is known as adopting a corporate landlord approach to property management and demonstrates a best value and value for money approach in terms of building maintenance. Planned maintenance savings have been used to offset additional revenue budget costs in relation to Eclipse Leisure Centre in terms of funding specialist consultant costs to progress investigation and survey work into concerns with the Ventilation system plus other potential construction defects where there is disagreement with the build contractor in terms of the liability for them or their subcontractors.

2.14 Additional to the above areas, and not factored in as delivering an in-year 2026/27 saving, the Council is looking to delivery an improved commercial income share from working with the operator of the Council’s leisure centres specifically with respect to two opportunities:

- Implementing facilities in the mezzanine floor of the Eclipse to generate additional income
- Moving the operator contract on to an agency basis allowing additional VAT income to be retained and shared between the operator and the Council.

Any additional income generated from the above would be generated over the remaining eight years of the operator contact.

2.15 The third element of the savings focus is to identify savings opportunities (including net additional income) for 2027/28 and beyond which can be fed into the Budget process for West Surrey 2027/28. This will include full effect of leisure centres operator increased income streams.

3. Options appraisal and proposal

3.1 Option one (preferred option) endorse the proposed savings programme, noting that some elements such as the insurance saving on Eclipse has been crystallised and assets maintenance budgets have been adjusted in anticipation, and that there is a detailed delivery plan in place already for the Nightly Paid accommodation. Progress against the savings target to be monitored on a quarterly basis, particularly those elements such as the Nightly Paid accommodation which are dependent on managing demand pressures.

3.2 Option 2 – suggest additional areas of savings to prioritise.

4. Risk implications

4.1 TThe risks will vary according to the nature of the nature of the savings. For savings in demand responsive areas there are greater risks around the likelihood of achieving the full target savings. With respect to achieving the Nightly Savings Accommodation savings target, which accounts for roughly sixty percent of the target savings and therefore is the most significant element, there is the risk that we are unable to reduce the numbers in accommodation by the target amount, that we are unable to negotiate down as much as we are seeking the nightly rates, and that we are unable to move on people from nightly paid accommodation as quickly as we are seeking.

4.2 With respect to the context for the nightly paid accommodation savings, we are in the midst of a national housing crisis, in an economy facing uncertain times. We are doing significant work to prevent homelessness in the first place, as well as finding accommodation for those who are already homeless, but we cannot control the number of households presenting themselves as already homeless.

4.3 The impacts of the national Renters' Rights Act is likely to result in landlords withdrawing from the market resulting in fewer rental properties for households to move on to.

4.4 Whilst good progress has been made initially in reducing numbers in nightly accommodation in three months by roughly, 20% there is a risk that this rate of progress may not be sustained.

4.5 In order to seek to mitigate the above risks, a detailed delivery plan has been prepared, with additional resources brought in to support key elements, such as negotiating improved nightly rates, regular biweekly meetings to focus on numbers in Nightly paid accommodation; targeting resource to focus supporting move on activity etc. There are risks that even with additional resources the Plan delivery does not sufficiently impact, the plan will be carefully monitor to identify if the delivery path indicates that it is not on track and the two Improvement and Recovery Plan Senior Responsible Officers for

Financial Sustainability and Commercial, Regeneration and Housing will work with colleagues to identify steps necessary to get the plan back on track. The Delivery Plan is subject to a "Deep Dive" review at the Improvement and Recovery Board on 14th July.

4.6 Additional to the focus on keeping the Nightly Paid Accommodation Savings Delivery Plan on track, officers, will seek explore additional options to identify additional savings across services, to improve the likelihood of exceeding the £1m savings target.

5. Financial implications

Based on Period 2 Budget monitoring the Council is on track to meet its overall savings target of £5.8m for 2026/27, and within that for the in-year savings target of £1m. Based on Period 2 Budget monitoring the forecast projections for the identified key areas are as follows:

Group-Achieved/Forecasted	2026-27 Budgeted for £'000	2026-27 Full year forecast /Actual £'000	Over/ (Under) Achieved £'000
Assets	**783**	**783**	**0**
Forecasted	783	783	0
Community & Wellbeing	**1,784**	**1,884**	**100**
Achieved	1,184	1,284	100
Forecasted	600	600	0
Finance & Corporate Services	**705**	**705**	**0**
Achieved	550	550	0
Forecasted	155	155	0
Investment & Regeneration property	**2,120**	**2,120**	**0**
Achieved	2,120	2,120	0
Neighbourhood Services	**205**	**205**	**0**
Forecasted	205	205	0
Place, Protection & Prosperity	**156**	**156**	**0**
Forecasted	156	156	0
Grand Total	**5,752**	**5,852**	**100**
In year Savings - Part of the above			
Assets - Forecasted	400	400	0
Community & Wellbeing - Forecasted	600	600	0
Total in Year	**1,000**	**1,000**	**0**

5.1

6. Legal comments

6.1 The Council has a statutory Best Value Duty under the Local Government Act 1999.

6.2 The Secretary of State’s Best Value Directions include a requirement for a plan to reconfigure the Council’s Services commensurate with the Council’s available financial resources

NB. This section is to be completed by the legal services team.

Corporate implications

7. Commissioners’ comments

7.1 Commissioners are content that the Council is making good progress on achieving it’s savings target of £5.8m.

8. S151 Officer comments

The S151 Officer confirms that all financial implications have been taken into account. In order to achieve a balanced outturn, it is very important that the Council fully delivers against its saving target, and ideally exceeds the target. This also helps ensure compliance with the relevant Best Value Direction, and reduces the draw down of reserves, protecting the medium-term financial position of West Surrey.

9. Monitoring Officer comments

9.1 The Monitoring Officer stresses the importance of ensuring and evidencing lawful decision making and appropriate governance associated with individual savings proposals, and confirms that the relevant legal implications have been taken into account.

10. Procurement comments

10.1 Resourcing to provide expertise to support the savings elements, such as the Nightly Paid Accommodation have gone through the Council’s procurement rules and gone to the Procurement Board.

11. Equality and Diversity

11.1 Equality impact assessment being undertaken for Nightly Paid Accommodation Savings Delivery Plan.

12. Sustainability/Climate Change Implications

12.1 None identified.

13. Other considerations

13.1 *None.*

14. Local Government Reorganisation Implications

14.1 As commented above, maximising delivery of budget savings, reduces the amount of reserves required to be drawn down to achieve a balanced outturn for 2026/27. This in turn protects the amount of reserves passed across to West Surrey to support its medium-term financial position.

15. Timetable for implementation

15.1 Delivery against the savings targets will be reported on in the quarterly budget monitoring reports.

16. Contact

16.1 *Terry Collier t.collier@spelthorne.gov.uk, and Altin Bozhani 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 (available on Mod.Gov): Local Government Future: Unit Cost 2024/25 Benchmarking Report: Peopletoo Financial Review Final Report

SPELTHORNE
BOROUGH COUNCIL

Committee Report Checklist

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

Stage 1
Report checklist – responsibility of report owner

ITEM	**Yes / No**	**Date**
Councillor engagement / input from Chair prior to briefing	**Y**	
Relevant Group Head review	**Y**	**25/06/26**
MAT+ review (to have been circulated **at least 5 working days before Stage 2**)	**Y**	**30/06/26**
This item is on the Forward Plan for the relevant committee	**Y**	
	Reviewed by	
Finance comments (circulate to Finance)	**AB**	**02/07/26**
Risk comments (circulate to Lee O'Neil)	**LO**	**25/06/26**
Legal comments (circulate to Legal team)	**LH**	**02/07/26**
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**	**02/07/26**
S151 Officer commentary – at least **5 working days before MAT**	**T.Collier**	**25/6/26**
Commissioner engagement		
	Delete as applicable:	Comments in S. 7
Confirm final report cleared by MAT		

Corporate Policy and Resources Committee

13 July 2026

Title	Governance Assurance Register update
Purpose of the report	To inform and assure
Report Author	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	**Committee is asked to:** a. Note progress with implementation of the Council's Governance Assurance Framework and Policy. b. Note the current overall assurance level for the 12 Governance Assurance Areas (**Appendix A**), which forms the new Governance Assurance Register. c. Consider the key areas of focus concerning the Governance Assurance Area relating to Financial Management as outlined in **Appendix B**. d. Consider the next Governance Assurance Reports to be presented to the Committee at future meetings, as outlined in paragraph 2.12.
Reason for Recommendation	To enable the Corporate Policy and Resources Committee to review progress with implementation of the Governance Assurance Framework and scrutinise performance for key governance areas relating to its remit.

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

What is the situation	Why we want to do something
• As part of ongoing improvements to the Council's Risk Management arrangements	• The change to a governance assurance approach forms part of a range of

the authority has moved to a governance assurance-based approach. • A new Governance Assurance Framework/ Policy was approved, and a new Governance Assurance Register has been developed to replace the previous Corporate Risk Register for consideration by the Audit Committee. • The 12 Governance Assurance Areas (GAAs) which form the new Governance Assurance Register have been presented to the Audit Committee to provide assurance that effective arrangements are in place to manage key issues, concerns and areas of focus for the Council.	improvements to the Council's risk management arrangements following comments received in a number of external reviews.
This is what we want to do about it	**These are the next steps**
• Ensure that CPRC is advised of progress with the implementation of the Council's Governance Assurance Framework. • Provide the CPRC with an opportunity to consider and scrutinise the area of focus, concerns and issues within their remit.	• Agree a programme of updates relating to the GAAs under CPRC's remit to be implemented over the municipal year.

2. Key issues

2.1 In response to recommendations made in the Best Value Inspection and Grant Thornton's External Audit of this authority, the Council has been improving its risk management arrangements, moving to a new Governance Assurance-based approach.

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

2.3 A new Governance Assurance Policy and Framework was agreed by the Corporate Policy and Resources Committee (CPRC) on 19 January 2026.

2.4 Since that time, work has progressed identifying the key areas of assurance, and the processes and systems required to enable effective development, implementation and management of the Council's governance assurance arrangements. As part of that work, the Council's previous Corporate Risk Register has been adapted and aligned into a new Governance Assurance Register focusing on 12 key Governance Assurance Areas (GAAs), which are outlined in **Appendix A** together with the current overall level of assurance for each of those areas (shown as low, medium or high).

2.5 The current Governance Assurance Register for the Council is available as a **Background Paper.**

2.6 Training has been provided to key officers and Members outlining how the new approach has been developed, how it would operate in practice, and the format of reports to be received by both the Audit Committee and Service Committees. To date 49 officers and 24 Councillors have attended the training provided by the Council's external governance assurance/risk management advisor, Rob Winter. A further training session is being arranged for any Members who have not attended one of the sessions to date.

2.7 Under these new arrangements the Audit Committee and Service Committees (including CPRC) have distinct functions. The Audit Committee's key role in relation to risk management, governance and internal control is to consider the effectiveness of the Council's arrangements for these, including overseeing the relevant policies and strategies and crucially being assured that key governance areas are owned and managed appropriately. The Audit Committee has therefore been kept appraised of the development of this new approach and the 12 Governance Assurance Area (GAA) reports that form the Council's Governance Assurance Register have been reviewed by the Audit Committee at their meetings on 19 May and 23 June 2026.

2.8 Service Committees, in contrast, now have a different function under these arrangements. The Council's Governance Assurance Framework outlines how under the new arrangements relevant Service Committees have a key role in considering and scrutinising the areas of focus, concerns and issues within their remit with individual senior managers invited to attend to discuss their assurance areas, specific matters and key risks in their services.

2.9 Of the 12 GAAs within the Register, 9 come under the CPRC's remit:

(a) Ensuring the Council has robust mechanisms in place to prepare for, respond to and recover from civil emergencies and business interruptions

(b) Ensuring and maintaining our Organisational Resilience.

(c) Ensuring we meet our Equality, Diversity and Inclusion (EDI) duties and responsibilities.

(d) Ensuring our programme and change management arrangements are effective to support the successful transition to the new unitary council.

(e) Ensuring the Council's financial management and long-term planning arrangements are effective to secure financial sustainability.

(f) Ensuring there are effective governance arrangements in place to deliver the IRP.

(g) Ensuring effective Procurement and Contract Management arrangements.

(h) Ensuring our arrangements against the threat of fraud and maintaining assurance that our anti-fraud arrangements are robust and effective.

(i) Ensuring our arrangements to for Cyber Resilience and manage the threat of a cyber-attack are effective.

2.10 In order to introduce this Committee to the new reporting mechanism for GAAs, an update will be provided relating to one area at this meeting, i.e.:

- Ensuring the Council's financial management and long-term planning arrangements are effective to secure financial sustainability.

A summary of progress with the actions outlined in the GAA is shown in **Appendix B**. This update coincides with the presentation of a number of financial reports to the Committee.

2.11 Following discussions at the Audit Committee a suggested timetable for updates to Service Committees is under review to ensure that sufficient time is available for CPRC to properly consider and discuss the other GAAs under its remit, whilst also dealing with other scheduled reports.

2.12 In view of the ongoing work programme outlined in the Forward Plan for CPRC, it is proposed to provide a limited number of updates for each Committee cycle focusing first on key priority areas for the Council. For the next Committee meeting it is therefore proposed to cover:

(a) Ensuring and maintaining our Organisational Resilience.

(b) Ensuring our programme and change management arrangements are effective to support the successful transition to the new unitary council.

The Committee is asked to consider whether any additional/alternative areas listed in paragraph 2.9 should be brought to the next meeting of the Committee.

3. Options appraisal and proposal

3.1 **Option 1 (preferred option)** Committee is asked to:

(a) Note progress with the ongoing implementation of the Council's Governance Assurance Framework and Policy.

(b) Note the current overall assurance level for the 12 Governance Assurance Areas (**Appendix A**), which forms the new Governance Assurance Register.

(c) Consider the key areas of focus, concerns and issues concerning the Governance Assurance Area relating to Financial Management as outlined in **Appendix B** of this report.

(d) Consider the next Governance Assurance Reports to be presented to the Committee at future meetings, as outlined in paragraph 2.12.

3.2 **Option 2** – The Committee could propose an alternative approach.

4. Governance and risk considerations

4.1 The Council's Governance Assurance Register outlines the authority's governance arrangements in place to provide assurance that key corporate and strategic risks impacting the authority are effectively managed. The change to a governance assurance approach through a new Framework and Policy together with training and monitoring will ensure that effective governance is embedded within the culture of the organisation.

5. Financial implications

5.1 The development and implementation of the new Governance Assurance Framework and the Governance Assurance Register can be delivered within existing resources. Any minor costs relating to ongoing staff training, development of supporting documentation, and updates to reporting systems will be met from current service budgets. Over time, strengthening the Council's governance assurance arrangements is expected to support more effective financial planning and help mitigate the likelihood of unanticipated financial pressures arising from weakness or failures in governance.

6. Legal comments

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

Corporate implications

7. Commissioners' comments

7.1 To be confirmed.

8. S151 Officer comments

8.1 The S151 Officer recognises that having effective assurance arrangements to support the delivery of organisational objectives is key to ensure good value for money. One of the assurance areas to be scrutinised at this meeting relates to Financial Management arrangements.

9. Monitoring Officer comments

9.1 The Monitoring Officer reiterates s.151 Officer's comments in para 8.1 of this report and notes that risk management is within the remit of this Committee (Part 3 section (b) of the Constitution).

10. Procurement comments

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

11. Equality and Diversity

11.1 The revised Governance Assurance Register incorporates a specific Governance Assurance Area specifying how the Council ensures the effective discharge of the Council's responsibilities and duties relating to Equality, Diversity and Inclusion.

12. Sustainability/Climate Change Implications

12.1 The revised Governance Assurance approach incorporates a specific Governance Assurance Area covering how the Council discharges its responsibilities with respect to its zero carbon targets and wider environmental responsibilities.

13. Other considerations

13.1 As with adopting and embedding the governance assurance approach for the Audit Committee, it will inevitably take some time to fully integrate the new processes across all Committees. An audit of progress and compliance with the new Governance Assurance arrangements will be undertaken by the Council's external Governance Assurance/Risk Management advisor by the end of August 2026.

14. Timetable for implementation

14.1 The proposed timetable outlining the dates for future updates to CPRC is under review and may be subject to change to ensure sufficient time is available for discussion of the GAAs, together with other reports on the agenda.

15. Contact

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

15.2 Rob Winter *(robwinter.argc@gmail.com)*

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

Background papers: *Governance Assurance Register (one GAA confidential)*

Appendices:

Appendix A: Table outlining the overall assurance level for the 12 Governance Assurance Areas making up the Council's Governance Assurance Register.

Appendix B: Governance Assurance update for CPRC relating to Financial Management.

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APPENDIX A - Spelthorne BC Governance Assurance Register – Assurance Monitoring (overall level of assurance)

	Governance Assurance area	Assurance Level (Audit Cttee. date)						
		19/05/26	23/06/26	23/07/26	24/09/26	26/11/26	28/01/27	04/03/27
1	Ensuring an inclusive and prosperous economy	M	M					
2	Ensuring we address affordable housing supply and demand to meet local need	M	M					
3	Ensuring the Council has robust mechanisms in place to prepare for, respond to and recover from civil emergencies and business interruptions	H	H					
4	Ensuring and maintaining our Organisational Resilience	M	M					
5	Ensuring we meet our Equality, Diversity and Inclusion (EDI) duties and responsibilities	M	M					
6	Ensuring our programme and change management arrangements are effective to support the successful transition to the new unitary council.	H	M					
7	Ensuring we meet our zero carbon targets and wider environmental responsibilities	M	M					
8	Ensuring the Council's financial management and long-term planning arrangements are effective to secure financial sustainability	M	M					
9	Ensuring there are effective governance arrangements in place to deliver the IRP	M	M					
10	Ensuring effective Procurement and Contract Management arrangements	M	M					
11	Ensuring our arrangements against the threat of fraud and maintaining assurance that our anti-fraud arrangements are robust and effective	M	M					
12	Ensuring our arrangements to for Cyber Resilience and manage the threat of a cyber-attack are effective,	M	M					

APPENDIX B - CPRC GOVERNANCE AREA REPORT – FINANCIAL MANAGEMENT 13 JULY 2026

ASSURANCE AREA
Ensuring the Council's financial management and long-term planning arrangements are effective to secure financial sustainability
ASSURANCE DESCRIPTION
Maintaining control and accountability of the Council's finances is one of our fundamental responsibilities, As such we need to have in place an effective and efficient financial management framework that enables us to manage our financial resources to meet our corporate objectives. The Council is under extreme pressure to demonstrate how it can manage its budget and ensure financial sustainability moving forward and pass that sustainable position on to West Surrey. It faces a particularly significant financial risk with respect to the need to realise significant capital receipts in 2026/27 in order to reduce the Minimum Revenue Provision charge to Revenue in 2027/28.
ASSURANCE ASSESSMENT
Maintaining control and accountability of the Council's finances is one of our fundamental responsibilities, As such we need to have in place an effective and efficient financial management framework that enables us to manage our financial resources to meet our corporate objectives. The Council is under extreme pressure to demonstrate how it can manage its budget and ensure financial sustainability moving forward. Irrespective of the actual financial resources the Council has, we need to have a sound financial management framework in place. We also have a responsibility to demonstrate to incoming West Surrey that we are passing on a sustainable financial position. Council set a balanced Budget for 2026-27 and a Capital Programme for 2026-27 without need for any additional Borrowing. Updated Medium-Term Financial Strategy (MTFS) and Reserves Strategy indicates will still be reserves balances at end of 2028-29. However, this is dependent on the Council achieving investment asset sales in 2026/27 in line with the levels assumed in the MTFS. We know due to one sale not completing in 20252/6 MRP for 2026/27 will be £5m higher than the Budget anticipated, before then dropping away if that asset is sold in 2026/27.

ASSURANCE OWNER	Altin Bozhani	**FOCUS/ISSUE/CONCERN**	Focus	**LEVEL OF ASSURANCE (High/Medium/Low)**	Medium

	Assurance Action	Action Owner	Current RAG status	Performance Update	Next steps (including completion/review date)
1	Ensure that the Council has appropriate financial procedures and policies in place. Reviewed annually.	Altin Bozhani - Interim Deputy Chief Finance Officer	**Amber**	Review and any required amendments progressing as part of 2025-26 year-end processes.	The process will be completed once external and internal audit complete their review and feedback findings. Review date 30.09.26. Any further work will be linked to West Surrey LGR process.
2	Review the Council's Financial Regulations (FRs) to ensure they are fit for purpose, reflect good practice and are complied with.	Altin Bozhani	**Amber**	Financial Regulations updated and approved in April 2026 to reflect amendments relating to sales ledger parameters, arising from an Internal Audit.	Any further work on review of FRs to be fed into process for development of new FRs for West Surrey Council as part of LGR process. Progress review date 30.09.26.
3	Ensure that the Council prepares and maintains a robust MTFS, and protects the medium-term financial sustainability of both itself and that of West Surrey Council.	Altin Bozhani	**Amber**	Updated MTFS approved by CPRC (November) and Council (December) as part of Improvement and Recovery Plan (IRP) workstream. Balanced budget approved by Council (26 Feb) without need for exceptional financial support. Projections indicate that reserves will not be exhausted by 31/3/28. Outturn report for 2026/27 identifies that £5m less reserves	IRP Board will continue to oversee asset rationalisation plan through Commercial theme. Review date 30.07.26.

				were required to balance 2025/26 outturn than projected when the MTFS was updated. However, £5m more reserves will be required to be used in 26/27 to offset the impact of higher Minimum Revenue Provision (MRP) as a result of the slippage of sale of an investment site in Sunbury. Key reason MTFS is amber is the dependency on achieving £170m (£15m slippage from 2025/26 plus £155m 2026/27 target) capital receipts in 2026/27 in order to bring Capital Financing Requirement and MRP down in line with projections for 2027/18 for West Surrey Council. We also need to assess implications and options for West Surrey with respect to BP site.	
4	Review the Council's budget setting guidance and process to ensure it is effective.	Altin Bozhani	**Green**	Budget setting guidance issued for 2026-27. Budget set for 2026-27 at Council (Feb 2026).	The budget setting process for West Surrey is underway. The current guidance will be reviewed in line of findings from other LAs as part of the process.
5	Ensure that the Council has appropriate budget monitoring guidance in place.	Altin Bozhani	**Amber**	Guidance provided via the training programme delivered. A video covering the system and the	More work to be done to improve the monitoring cycle, clarity of reports. To work with members of

				forecast approach was produced. Work still to be done on updating current guidance on the light of LGR requirements as well.	Financial Reporting Group. Review date 30.09.26.
6	Review the Council's capital strategy and programme to ensure it is fit for purpose and affordable.	Peter Worth- Interim part time Treasury Management Accountant	**Green**	Capital Programme and Strategy approved by Council (26 Feb) for 2026-27. Approved without the need for any additional borrowing.	Capital Spend will be reported on in the quarterly monitoring reports going to CPRC.
7	Ensure that arrangements are in place to secure effective Member scrutiny of the Council's financial policies and procedures.	Altin Bozhani	**Green**	Progress has been made. Improvements still being embedded to ensure they become business as usual. New process encapsulates online monitoring. Reports streamlined.	Monitoring timetable has been agreed and implemented as part of Month 2 forecast cycle.
8	Ensure there is comprehensive training provided and undertaken by all budget holders and that they meet the requirements of the financial competency framework.	Altin Bozhani	**Amber**	Process, system, culture change and training have been provided for finance and budget holders. It was competed during May 2026 and implemented in practice for Month 2 forecast cycle.	Allow time for this to become embedded and evaluate the impact of that training. Review date 30.09.26. Training programme for Councillors to be identified and rolled out. Target completion date 30.09.26.
9	Ensure that the Finance Team has sufficient capacity and expertise to support effective financial management.	Terry Collier- Deputy Chief Executive	**Amber**	Significant work undertaken to improve capacity. Additional team members with significant experience and skills recruited included part time collection fund accountancy consultant, TM	Continuously refresh the skills of the team. Review date 30.07.26.

				accountant, closing accountants, new DCFO. Finance team structure reviewed and restructured in November 2025. A really productive team away day took place in May. One member of staff has given their notice, so there is a need to address an additional vacancy in the team.	Undertake recruitment to fill the vacancy.
10	Undertake regular reviews of the Council's financial management arrangements to ensure they align with CIPFAs FM Code.	Altin Bozhani	**Amber**	Plans in place to undertake assessment as part of the 25/26 accounts closing process.	Work starting in July/August. Undertaking a refresh of the self-assessment against the FM Code in summer/autumn 2026.
11	Progress improving the robustness of the statement of accounts and move to position where external audit are able to issue a positive (non-disclaimer opinion).	Altin Bozhani	**Amber**	Plans in place to undertake assessment as part of the 25/26 accounts closing process. Draft Outturn report approved by CPRC May 26th.	Being managed through close of accounts plan. Review date 30.09.26.

Related Improvement and Recovery Plan Theme High Priority Outcomes:

Theme 2: Improving Financial Sustainability

2.1 To produce an updated MTFS (Medium Term Financial Strategy) for the period FY27/28 to FY29/30 to be approved by the Council by the end of December 2026. The updated MTFS will reflect the latest forecast financial position at the time of being developed.

2.2 Develop and agree a savings plan for the current financial year (FY26/27) and then deliver the plan to achieve a minimum of £1m of in-year, recurring annual savings (rather than one-off savings) this financial year.

2.3 Develop and agree a savings plan for the financial year (FY27/28) aligned to West Surrey and agreed with the West Surrey Section 151 Officer (once appointed).

2.4 Produce final accounts for the last financial year (FY25/26) that when audited will address the 5 key recommendations highlighted by the External Auditors follow a review of the FY24/25 annual accounts.

2.5 Develop and agree a plan with the West Surrey Section 151 Officer (once appointed) to produce the accounts for the current financial year (FY26/27).

Corporate KPIs					
	KPI description	**Frequency**	**Target**	**Corporate priority**	**Progress update**
F5	% of saving target achieved	Quarterly	20% of outstanding running savings project (£1.798m)	Resilience	Validation of in-year savings still in progress.
F2	Finance - monthly reports Ensure all reports are issued to Group Heads, MAT & Committee Services within the agreed timetable.	Monthly	Within agreed timeline		Outturn Report met all required deadlines. Month 2 Reports met all deadlines.
F3	Finance – whole team – Draft Statement of Accounts Publish the annual draft unaudited Statement of Accounts by the statutory deadline of 30th June.	Annually	30th June		Delayed (see note below) *
F4	Finance - whole team - statutory returns Ensure that all statutory returns are completed and ready for review by the Chief Accountant or S151 Officer at least 5 working days before the deadline.	Monthly	5 working days before the deadline		The team has a register of all statutory returns which are monitored on a weekly basis
F6	Treasury Management – Ensure that SBC borrowings do not exceed the authorised limits and operational boundary	Daily	100%	Resilience	Ongoing and achieved daily

* Draft Statement of Accounts: The delay is due to several corrections attributable to prior year adjustments in Collection Fund we found, which created disbalances in our statements. Those had an impact on entire Statement of Accounts. We are about to finalise the quality check and validation to make sure everything reconciles, minimising any audit queries.

We had to do very detailed work which is time consuming and due to the complex nature of the work required several colleagues were involved in agreeing the treatment and making the charges on the system and the reports. We are aiming to publish week commencing 6 July.

Unfortunately, certain errors and corrections come to light only when we do detail and time-consuming work at year end and that is because of sheer number of transactions and treatment we have in our finance system, including last minute information that comes through from external partners, like group accounts. Given the issues we faced last year and the audit recommendations we have been very prudent to make sure every corner is turned and reviewed. The review has helped us to plan further improvements going forward so we do not face the same situation. Such improvements include:

- Doing soft close during the year, like month 6 on some areas.
- A complete soft close in December 2026 or January 2027.

The above will allow us to deal with issues much earlier in time and with due diligence.

It is important to emphasise that judging by the number of recommendations and the feedback from external and internal auditors the Council has been on a very noticeable improvement journey and some processes take a bit longer to yield results as they depend on several factors.

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SPELTHORNE BOROUGH COUNCIL

Committee Report Checklist

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

Stage 1
Report checklist – responsibility of report owner

ITEM	Yes / No	Date
Councillor engagement / input from Chair prior to briefing	Y	
Relevant Group Head review	Y	28/05/26
MAT+ review (to have been circulated **at least 5 working days before Stage 2**)	Y	
This item is on the Forward Plan for the relevant committee	Y	25/05/26
	Reviewed by	
Finance comments (circulate to Finance)		
Risk comments (circulate to Lee O'Neil)	LO	03/06/26
Legal comments (circulate to Legal team)	LH	28/05/26
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	28/05/26
S151 Officer commentary – at least **5 working days before MAT**	T.Collier	03/06/26
Commissioner engagement	JK	
	Delete as applicable:	No issues
Confirm final report cleared by MAT		

Corporate Policy & Resources Committee

13 July 2026

Title	Appointments to Outside Bodies 2026-27
Purpose of the report	To make a decision
Report Author	Karen Wyeth, Democratic Services Manager
Ward(s) Affected	All Wards
Exempt	No
Exemption Reason	N/A
Corporate Priority	This item is not in the current list of Corporate Priorities but still requires a Committee decision.
Recommendations	**Committee is asked to:** Agree the nominations to outside bodies for the 2026-27 municipal year, as proposed by Group Leaders.
Reason for Recommendation	There are a number of organisations which are independent from the Council, but have an impact on its service areas. In order that the Council can maintain effective partnerships with a number of these organisations, representatives of the Council sit on the various committees and forums that are responsible for them.

1. Executive summary of the report

What is the situation	Why we want to do something
• In order to maintain effective partnerships with a number of outside organisations, the Council is asked to elect representatives to sit on the Committees/Forums.	• To ensure that the Council maintains appropriate representation on outside bodies.
This is what we want to do about it	**These are the next steps**
• Agree the nominations put forward by the Group Leaders for representatives to sit on the Committees/Forums.	• The Committee is asked to approve the nominations before the individual organisations are notified.

2. Key issues

2.1 The Council appoints to certain outside bodies every municipal year. The responsibility for nominating to outside bodies (with the exception of the South West Middlesex Crematorium Board and the Surrey Police and Crime Panel which are reserved to Council) is within the remit of the Corporate Policy and Resources Committee.

2.2 An "Outside Body" is an organisation that has a separate governance structure to that of the Council. The Council appoints elected members to represent it on a range of outside bodies. Such appointments ensure that the Council's and residents' interests are represented within key agencies.

2.3 Appointments to outside bodies play an important part in fulfilling the Council's statutory responsibilities, meeting its corporate and strategic objectives and in building positive relationships with the community it serves.

2.4 The list of outside bodies that Council appoints to is monitored and reviewed by Democratic Services. The list of appointments has been reviewed to ensure that the organisations contained within it are still active and have the appropriate number of representatives.

3. Options appraisal and proposal

3.1 Option One: Agree the nominations, as proposed by Group Leaders, as set out in Appendix A.

3.2 Option Two: Reject the nominations. The Council would fail to appoint representatives to relevant outside bodies and will result in delays to the Council taking up its representation on various outside bodies.

4. Risk implications

4.1 By agreeing the nominations, the Council will have representatives appointed on the various outside bodies and forums, ensuring that the Council will continue to have appropriate representation, and the interests of Spelthorne residents is continued to be represented.

5. Financial implications

5.1 There are no direct financial implications.

6. Legal comments

6.1 There are no legal implications arising directly from the recommendations in this report, but it should be noted that councillors appointed to outside bodies must have a clear understanding of the nature of their appointment.

6.2 The proposed appointments comply with the provisions set out in the Council's Constitution relating to appointments to outside bodies.

Corporate implications

7. Commissioners' comments

7.1 No issues.

8. S151 Officer comments

8.1 The S151 Officer has no comments as there are no direct financial implications arising from this report.

9. Monitoring Officer comments

9.1 Councillors appointed to outside bodies are expected to act in accordance with that body's constitution and procedural rules. They remain subject to the Council's Member Code of Conduct.

9.2 Appointments to outside bodies must be recorded in each councillor's Register of Interests.

9.3 Councillors should also remain alert to the potential for conflicts of interest and seek advice from the Monitoring Officer where this arises.

10. Procurement comments

10.1 There are no procurement implications.

11. Equality and Diversity

11.1 The equality and diversity implications have been considered and none have been identified.

12. Sustainability/Climate Change Implications

12.1 There are no direct implications.

13. Other considerations

13.1 There are none.

14. Local Government Reorganisation Implications

14.1 There are no immediate impacts due to Local Government Reorganisation. A list of Outside Body appointments has been provided for consideration under the new unitary authority.

15. Timetable for implementation

15.1 The nominations will be effective on the passing of a resolution by the Corporate Policy and Resources Committee. Details of appointments made will be provided to the relevant outside bodies and so will be implemented by the organisations themselves after that.

16. Contact

16.1 Committee Services, committeeservices@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 – List of Nominations to Outside Bodies as proposed by Group Leaders

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ORGANISATION	GROUP LEADER NOMINATION 2026-27	ROLE	NO. ROLES
A2Dominion Customer Insight Panel	Cllr S Doran	Representative	1
Ashford and St Peters Hospitals NHS Foundation Trust	Cllr S Doran	Representative	1
Citizens Advice Runnymede and Spelthorne	Cllr M Beecher Cllr R Geach Cllr K Grant	Representative	1
Heathrow Noise and Airspace Community Forum	Cllr M Gibson	Representative	1
Heathrow Local Community Forum	Cllr S Beatty	Representative	2
	Cllr H Boparai	Representative	
Heathrow Community Engagement Board	Cllr S Gyawali Cllr S Beatty	Representative	1
Local Authority Aircraft Noise Council		Representative	1
Management Committee of Mediation North Surrey	Cllr C Bateson	Representative	1
Parking and Traffic Regulations Outside London (PATROL) Adjudication Joint Committee	Cllr D Geraci	Representative	1
Runnymede and Spelthorne SHMA – Joint Member Liaison Group	Cllr L Nichols	Representative	2
		Representative	
South East Employers	Cllr S Dunn	Representative	1
		Deputy	1
Spelthorne Mental Health Association Management Committee	Cllr K Grant	Representative	1
Spelthorne Safer, Stronger Partnership Board	Cllr L Barker Cllr S Beatty	Representative	1
Strategic Aviation Special Interest Group	Cllr S Beatty	Representative	1
		Deputy	1
Surrey Environment Partnership	Cllr L Nichols	Representative	1
Surrey Museums Consultative Committee	Cllr M Gibson	Representative	1
		Deputy	1
Surrey Traveller Community Relations Forum		Representative	1
Sustainability and Transformation Plan Stakeholder Reference Group		Representative	1
Thames Landscape Strategy Partnership Executive Review Board	Cllr J Turner	Representative	1

No nomination
More nominations than positions

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.

Published on 1 July

Spelthorne Borough Council

Service Committees Forward Plan and Key Decisions for 1 July 2026 to 31 March 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 13 07 2026	2026/27 Budget Savings	Key Decision	Public	Terry Collier, Deputy Chief Executive
Corporate Policy and Resources Committee 13 07 2026	AI Policy 2026 Revision	Non-Key Decision	Public	Timothy Snook, Sustainability & Resilience Lead
Corporate Policy and Resources Committee 13 07 2026	Appointments to Outside Bodies	Key Decision	Public	Karen Wyeth, Democratic Services Manager
Corporate Policy and Resources Committee 13 07 2026	Debt Write-Offs	Non-Key Decision	Part public/part private	Sandy Muirhead, Group Head - Commissioning and Transformation
Corporate Policy and Resources Committee 13 07 2026	Financial Management - Governance Assurance	Non-Key Decision	Public	Altin Bozhani, Interim Deputy Chief Finance Officer, Lee O'Neil, Deputy Chief Executive
Corporate Policy and Resources Committee 13 07 2026	General Fund Revenue and Capital Outturn for Month 2 2026/27	Non-Key Decision	Public	Altin Bozhani, Interim Deputy Chief Finance Officer

Published on 1 July

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 Council 16 07 2026	Residential Acquisitions for Housing Need	Key Decision	Part public/part private	Coralie Holman, Group Head - Assets
Corporate Policy and Resources Committee 13 07 2026 Council 16 07 2026	Sale of Asset	Key Decision	Private	Coralie Holman, Group Head - Assets
Corporate Policy and Resources Committee 13 07 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 08 09 2026	Asset Investment Strategy	Non-Key Decision	Public	Coralie Holman, Group Head - Assets
Corporate Policy and Resources Committee 08 09 2026	Future of Knowle Green Estates	Key Decision	Private	Coralie Holman, Group Head - Assets
Corporate Policy and Resources Committee 08 09 2026	IRP Delivery - Governance Assurance	Non-Key Decision	Public	Linda Heron, Group Head - Corporate Governance, Monitoring Officer, Lee O'Neil, Deputy 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 09 2026	Organisational Resilience - Governance Assurance	Non-Key Decision	Public	Sandy Muirhead, Group Head - Commissioning and Transformation, Lee O'Neil, Deputy Chief Executive
Corporate Policy and Resources Committee 08 09 2026	Places for People Leisure Report	Non-Key Decision	Public	Terry Collier, Deputy Chief Executive
Corporate Policy and Resources Committee 08 09 2026	Programme and Change Management - Governance Assurance	Non-Key Decision	Public	Sandy Muirhead, Group Head - Commissioning and Transformation, Lee O'Neil, Deputy Chief Executive
Corporate Policy and Resources Committee 08 09 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	Annual Report on Complaints	Non-Key Decision	Public	Sandy Muirhead, Group Head - Commissioning and Transformation
Corporate Policy and Resources Committee 12 10 2026	BCP/ER - Governance Assurance	Key Decision	Public	Sandy Muirhead, Group Head - Commissioning and Transformation, Lee O'Neil, Deputy Chief Executive
Corporate Policy and Resources Committee 12 10 2026	Eclipse Leisure Centre Capital Outturn	Non-Key Decision	Public	Coralie Holman, Group Head - Assets

Date of decision and decision maker	Matter for consideration	Key or non-Key Decision	Decision to be taken in Public or Private	Lead Officer
Corporate Policy and Resources Committee 12 10 2026	Equality, Diversity and Inclusivity - Governance Assurance	Non-Key Decision	Public	Sandy Muirhead, Group Head - Commissioning and Transformation, Lee O'Neil, Deputy Chief Executive
Corporate Policy and Resources Committee 12 10 2026	Financial Management - Governance Assurance	Non-Key Decision	Public	Altin Bozhani, Interim Deputy Chief Finance Officer, Lee O'Neil, Deputy Chief Executive
Corporate Policy and Resources Committee 12 10 2026	Governance Assurance - Cyber Resilience	Non-Key Decision	Public	Sandy Muirhead, Group Head - Commissioning and Transformation, Lee O'Neil, Deputy Chief Executive
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	IRP Delivery - Governance Assurance	Non-Key Decision	Public	Linda Heron, Group Head - Corporate Governance, Monitoring Officer, Lee O'Neil, Deputy Chief Executive
Corporate Policy and Resources Committee 12 10 2026 Council 22 10 2026	Knowle Green Estates	Non-Key Decision	Public	David Anderson, Interim Strategic Head of Place, Coralie Holman, Group Head - Assets

Date of decision and decision maker	Matter for consideration	Key or non-Key Decision	Decision to be taken in Public or Private	Lead Officer
Corporate Policy and Resources Committee 12 10 2026	Medium Term Financial Strategy Refresh	Key Decision	Public	Altin Bozhani, Interim Deputy Chief Finance Officer, Terry Collier, Deputy Chief Executive
Corporate Policy and Resources Committee 12 10 2026 Council 22 10 2026	Phase One Asset Rationalisation - Part Two	Key Decision	Private	Sian Bowen, Principal Asset Manager, Coralie Holman, Group Head - Assets
Corporate Policy and Resources Committee 12 10 2026	Procurement and Contract Management - Governance Assurance	Non-Key Decision	Public	Linda Heron, Group Head - Corporate Governance, Monitoring Officer, Lee O'Neil, Deputy Chief Executive
Corporate Policy and Resources Committee 12 10 2026	Q1 Corporate KPIs	Key Decision	Public	Sandy Muirhead, Group Head - Commissioning and Transformation, Timothy Snook, Sustainability & Resilience Lead
Corporate Policy and Resources Committee 30 11 2026 Council 10 12 2026	Phase Two Asset Rationalisation	Key Decision	Private	Coralie Holman, Group Head - Assets
Corporate Policy and Resources Committee 30 11 2026	Q2 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 30 11 2026	Q2 Corporate KPIs	Key Decision	Public	Sandy Muirhead, Group Head - Commissioning and Transformation, Timothy Snook, Sustainability & Resilience Lead
Corporate Policy and Resources Committee 18 01 2027	BCP/ER - Governance Assurance	Non-Key Decision	Public	Sandy Muirhead, Group Head - Commissioning and Transformation, Lee O'Neil, Deputy Chief Executive
Corporate Policy and Resources Committee 18 01 2027	Equality, Diversity and Inclusivity - Governance Assurance	Non-Key Decision	Public	Sandy Muirhead, Group Head - Commissioning and Transformation, Lee O'Neil, Deputy Chief Executive
Corporate Policy and Resources Committee 18 01 2027	Financial Management - Governance Assurance	Non-Key Decision	Public	Altin Bozhani, Interim Deputy Chief Finance Officer, Lee O'Neil, Deputy Chief Executive
Corporate Policy and Resources Committee 18 01 2027	Fraud - Governance Assurance	Non-Key Decision	Public	Linda Heron, Group Head - Corporate Governance, Monitoring Officer, Lee O'Neil, Deputy Chief Executive
Corporate Policy and Resources Committee 08 02 2027	Cyber Resilience - Governance Assurance	Non-Key Decision	Public	Sandy Muirhead, Group Head - Commissioning and Transformation, Lee O'Neil, Deputy Chief Executive
Corporate Policy and Resources Committee 08 02 2027 Council 25 02 2027	Improvement and Recovery Plan Progress Update	Non-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	IRP Delivery - Governance Assurance	Non-Key Decision	Public	Linda Heron, Group Head - Corporate Governance, Monitoring Officer, Lee O'Neil, Deputy Chief Executive
Corporate Policy and Resources Committee 08 02 2027	Organisational Resilience - Governance Assurance	Non-Key Decision	Public	Sandy Muirhead, Group Head - Commissioning and Transformation, Lee O'Neil, Deputy Chief Executive
Corporate Policy and Resources Committee 08 02 2027	Procurement and Contract Management - Governance Assurance	Non-Key Decision	Public	Linda Heron, Group Head - Corporate Governance, Monitoring Officer, Lee O'Neil, Deputy Chief Executive
Corporate Policy and Resources Committee 08 02 2027	Programme and Change Management - Governance Assurance	Non-Key Decision	Public	Sandy Muirhead, Group Head - Commissioning and Transformation, Lee O'Neil, Deputy Chief Executive
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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