



Please reply to:

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Date: 02 September 2026

Notice of meeting

Environment and Sustainability Committee

Date: Thursday, 10 September 2026

Time: 7.00 pm

Place: Council Chamber, Council Offices, Knowle Green, Staines-upon-Thames TW18 1XB

To the members of the Environment and Sustainability Committee

Councillors:

J.A. Turner (Chair)	D.C. Clarke	L. E. Nichols
J.R. Boughtflower (Vice-Chair)	J.T.F. Doran	J.R. Sexton
L. Barker	K.M. Grant	H.R.D. Williams
M. Beecher	K. Howkins	P.N. Woodward
T. Burrell	A. Mathur	

Substitute Members: Councillors C. Bateson, H.S. Boparai, S.M. Doran and R.V. Geach

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

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Agenda

Page nos.

1. Apologies and Substitutes

To receive any apologies for absence and notification of substitutions.

2. Minutes

5 - 10

To confirm as a correct record the minutes of the Environment and Sustainability Committee meeting held on 18 June 2026.

3. Disclosures of Interest

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

4. Questions from members of the Public

11 - 12

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

At the time of publication of this agenda two questions were received (attached).

5. Public consultation response for proposed Multi-Use Games Area in Memorial Gardens Staines-upon-Thames

13 - 30

Committee is asked to:

1. Consider the outcome of the public consultation on the proposed Multi-Use Games Area (MUGA) in Memorial Gardens, Staines-upon-Thames
2. Agree that the current Memorial Gardens MUGA proposal should not progress in its present form and location, having considered the consultation outcome, site-specific issues, financial implications, legal considerations and deliverability matters; and
3. Note that any future consideration of alternative recreation provision, alternative locations or lower-impact improvements would require a separate options report, funding route, consultation where appropriate, and relevant committee or successor authority approval.

6. Council Emergency Plan V9.0

31 - 84

Committee is asked to agree the updates to the Spelthorne Borough Council Emergency Plan.

7. Governance Assurance update - Meeting the Council's Zero

85 - 96

Carbon Targets and Wider Environmental Responsibilities

Committee is asked to:

- a. Note the current overall assurance level for the Governance Assurance Area “Meeting the Council’s Zero Carbon Targets and Wider Environmental Responsibilities” included in the Council’s Governance Assurance Register
- b. Consider the key focus areas, concerns, and issues relating to this Governance Assurance Area, as outlined in the accompanying appendix.

8. Updates from Task and Finish and/or Working Groups 97 - 98

To receive an update on the following task and finish and/or working groups:

Community Infrastructure Levy Task Groups (attached)

Climate and Nature Working Group

9. Forward Plan 99 - 102

A copy of the Environment & Sustainability Committee Forward Plan is attached.

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**Minutes of the Environment and Sustainability Committee
18 June 2026**

Present:

Councillor J.A. Turner (Chair)
Councillor J.R. Boughtflower (Vice-Chair)

Councillors:

L. Barker	J.T.F. Doran	J.R. Sexton
M. Beecher	K.M. Grant	H.R.D. Williams
T. Burrell	K. Howkins	P.N. Woodward
D.C. Clarke	L. E. Nichols	

Substitutions: Councillors D. Saliagopoulos (In place of A. Mathur)

In Attendance: Councillors C. Bateson

30/26 Minutes

The minutes of the meeting held on 19 March 2026 were agreed as a correct record.

31/26 Disclosures of Interest

Councillor Saliagopoulos declared an interest in Item 7, “Local Plan Immediate Review Gateway One”, and advised she would leave the meeting for discussion of that item.

32/26 Questions from members of the Public

There were none.

33/26 Tree Maintenance

The Committee considered a request to commence a joint procurement exercise with Runnymede Borough Council and Surrey Heath Borough Council. A joint procurement would assist in achieving economies of scale, improve value for money and ensure consistent standards of tree

maintenance across the participating councils. The approach would also support efficient service delivery during the transition to Local Government Reorganisation.

The Group Head Neighbourhood Services advised work would be undertaken by the in-house parks team where possible as a first step. The contract would include key performance indicators that would set out timescales for work to be completed.

The Committee **resolved** to:

1. Authorise the Group Head Neighbourhood Services to commence a joint open tender procurement exercise with Runnymede Borough Council and Surrey Heath Borough Council for the provision of tree maintenance services for a period two (2) years, with an option to extend for a further one (1) year.
2. Approve a maximum contract value that does not exceed a total annual budget of £65,000, and in accordance with the appropriate level of delegation as set out in the Spelthorne Borough Council Constitution.
3. Authorise the Group Head Corporate Governance to enter contracts and all ancillary documentation with the successful tenderer.

34/26 Affordable Housing SPD and Climate Change SPD

The Committee considered the Affordable Housing Supplementary Planning Document (SPD) and updated Climate Change Supplementary Planning Guidance with comments from relevant stakeholders and the public after a consultation period. The Local Plans and Infrastructure Manager set out the amendments to both SPDs as a result of the consultations which included amendments for clarity.

The Committee expressed concern regarding the accuracy of the median price of dwellings in Spelthorne as they felt it was too low. Consultants JJV explained they incorporated data from the Housing and Economic Development Needs Assessment evidence, and the table set out in the report reflected the median house price by housing type using data available from the Land Registry.

The Committee noted that the future of existing Section 106 funds would be a matter for West Surrey to consider. The Committee also acknowledged that planning applications were assumed to be viable to provide affordable housing. In practice, the Affordable Housing Policy would provide guidance on methodology and inputs for viability, with 100% compliance as a starting point. The policies would be utilised by planning officers to judge if applications were acceptable.

The Committee **resolved** to recommend to Council the adoption of the Spelthorne Affordable Housing Supplementary Planning Document and Updated Climate Change Supplementary Planning Guidance under Regulation 14 of the Town and Country Planning (Local Planning) Regulations 2012.

35/26 Local Plan Immediate Review Gateway One

Councillor Saliagopoulos left the meeting 20:02.

The Committee considered approval of commencement of the immediate review of the Spelthorne Local Plan. Following approval of the Local Plan in March 2026, the Planning Inspector required the Council to undertake an immediate review of the Local Plan and submit this within two years of its adoption. This would ensure continued plan soundness, and enable a re-assessment of long-term housing needs and key evidence within the borough. Commencing an Immediate Review would also ensure the process was sufficiently advanced ahead of Local Government Reorganisation and would maintain continuity and minimise disruption during the transition to the West Surrey authority. A number of other Councils within the West Surrey Council footprint were also undergoing the immediate review process.

Financial support had been provided to assist with the accelerated plan. If the process was delayed, the Council would be required to refund the financial support and there was a risk the local authority could be subject to a planning intervention.

The Committee noted the composition of the Local Plan Task Group, and suggested this proportionally reflect the political make-up of the Council. Some members of the Committee suggested that those members who were also West Surrey Shadow Councillors should be given preference for membership on the task group. The Committee were re-assured that the Local Plan Task Group would not make decisions, but would make recommendations to the parent committee.

The Committee **resolved** to:

1. Approve the commencement of the Immediate Review of the Spelthorne Local Plan, in accordance with Policy ST3 and the Town and Country Planning (Local Planning) (England) Regulations 2026
2. Approve publication of the Local Plan Immediate Review Timetable, in accordance with the requirements of the new plan-making system.
3. Approve publication of the statutory Notice of Intention to Commence Plan-Making to formally commence plan-making and meet the Government's Local Plan Implementation Funding requirements.
4. Approve the undertaking of a statutory Scoping Consultation in accordance with Regulation 20 of the Town and Country Planning (Local Planning) (England) Regulations 2026.
5. Delegate authority to the Chief Executive, in consultation with the Chair and Vice-Chair of the Environment and Sustainability Committee, to make any necessary updates to the Local Plan timetable as required by the new regulations (monthly review), any minor amendments to the Scoping Consultation and as required by the new regulations to self-publish the required Gateway 1 documentation.

6. Note that decisions 1-4 fulfil the requirement of the Inspector's Report which requires a review of the Local Plan immediately and an updated or replacement plan to be submitted for examination no later than two years from the date of adoption of the Local Plan, and note that decisions 1-4 fulfil the requirement of the letter from MHCLG dated 15 January 2026.
7. Note the implications of Local Government Reorganisation and the importance of progressing the Immediate review at pace to ensure continuity through the transition to the West Surrey Authority.
8. Agree to reconvene a Local Plan Task Group and agree the composition of the Local Plan Task Group, Membership and Terms of Reference, subject to overall proportionality.
9. Delegate authority to the Chief Executive in consultation with the Chair and Vice-Chair of this Committee to agree the names of those ward members on the Local Plan Task Group.

36/26 Transitional Corporate Plan

The Committee were advised that a proposed new Council Transitional Plan for 2026/27 was endorsed by the Corporate Policy and Resources Committee on 26 May 2026 and it was resolved that all service committees would be requested to review the items on the plan that fell in their individual remits. The Plan was deliverable within the Council's existing budget and any new actions would require suggestions on how they could be funded. Feedback would then be collated and presented to the Corporate Policy and Resources Committee to make a recommendation to Council for adoption.

The Committee noted that some of the projects still required additional committee approvals, and the Council could make decisions to not proceed with certain items. Some members of the Committee provided the following comments on the plan:

- "Support communities to take pride in where they live by encouraging residents to help protect and care for the borough" and associated actions should be removed
- Actions under "Support Spelthorne's long-term interests in the development of Heathrow expansion proposals and the River Thames Scheme" should include reference to groundwater and a review of Heathrow related information on the Council's website
- Reference to the proposed Multi-Use Games Area should be re-worded
- An action should be added to clear the River Ash.

The Committee considered the proposed Transitional Plan and **resolved** to provide comments on areas relevant to the Committee's remit to the Corporate Policy and Resources Committee.

37/26 Updates from Task and Finish and/or Working Groups

The Committee received updates on the work of the Community Infrastructure Levy (CIL) Task Groups, and the Climate and Nature Working Group.

The Committee **resolved** to note the updates.

38/26 Forward Plan

The Committee considered the forward plan for future business.

The Committee **resolved** to note the forward plan for future committee business.

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Environment and Sustainability Committee

10 September 2026

Public Questions

Question 1 from Riverside Residents (Staines) Coalition Partners:

As leader of the 2024 independent research by Royal Holloway, University of London, into groundwater flood risk in Staines, Dr Jonathan Paul unarguably knows more than anyone about the highly complex characteristics and dynamics of what is recognised to be a critical threat from new developments to the town's residents, its environment and sustainability. The threat is increasingly exacerbated by climate change. Several months ago we (and Dr Paul himself) were told that Dr Paul would be an integral member of the group working on the Council's new policy directive to ensure the below-ground structures of all new developments in the town will not further increase the risk of flooding in the area around them. This has not happened, with no explanation to him or us. How and when does the Council intend to engage with Dr Paul on the content of the new policy?

Question 2 from Riverside Residents (Staines) Coalition Partners:

Staines' Memorial Gardens is in the town's Conservation area and is the only open green space in town for quiet reflection (the defined purpose of a Memorial Garden). The Staines Masterplan seeks to improve connectivity between the town and the riverfront, supporting the logical complementary policy that any new development at the riverfront will need to contribute to and benefit from its prized riverfront location. Anecdotal evidence suggests that the Council's public consultation survey on the proposed MUGA attracted a significant number of responses and that opposition to the MUGA, notably locating it at Memorial Gardens, is overwhelming. If this proves to be the case, and for the consultation to have meaning, do members of the Committee agree the proposal should be rejected?

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Committee Report Checklist

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

Stage 1

Report checklist – responsibility of report owner

ITEM	Yes / No	Date
Councillor engagement / input from Chair prior to briefing	yes	05/08/26
Relevant Group Head review	yes	03/08/26
MAT+ review (to have been circulated at least 5 working days before Stage 2)	yes	03/08/26
This item is on the Forward Plan for the relevant committee	yes	
	Reviewed by	
Finance comments (circulate to Finance)	AS	03/08/26
Risk comments (circulate to Lee O'Neil)	LO	03/08/26
Legal comments (circulate to Legal team)	LH	30/07/26
HR comments (if applicable)	n/a	

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	30/07/26
S151 Officer commentary – at least 5 working days before MAT	T.Collier	03/08/26
Commissioner engagement		07/08/26
	Delete as applicable:	No issues Comments in S. 7
Confirm final report cleared by MAT		11/08/26

Environment & Sustainability Committee

Date of meeting Thursday 10 September 2026

Title	<i>Public consultation response to proposed MUGA in “Staines upon Thames”</i>
Purpose of the report	To make a decision
Report Author	<i>Jackie Taylor Group Head Neighbourhood Services Linda Heron Group Head Corporate Governance</i>
Ward(s) Affected	All Wards
Exempt	No
Exemption Reason	Not applicable
Corporate Priority	Community Environment
Recommendations	Committee is asked to: 1. Consider the outcome of the public consultation on the proposed Multi-Use Games Area (MUGA) in Memorial Gardens, “Staines-upon-Thames”. 2. Agree that the current Memorial Gardens MUGA proposal should not progress in its present form and location, having considered the consultation outcome, site-specific issues, financial implications, legal considerations and deliverability matters; and 3. Note that any future consideration of alternative recreation provision, alternative locations or lower-impact improvements would require a separate options report, funding route, consultation where appropriate, and relevant committee or successor authority approval.
Reason for Recommendation	The consultation outcome indicates that the proposed MUGA in Memorial Gardens has not secured overall public support in its current form or location. In view of the consultation findings alongside the identified site, legal, financial, reputational and delivery considerations, officers consider that not progressing the current proposal is a proportionate response. This would not prevent the wider objective of improving recreation provision for young people from being considered separately in future, should Members wish to do so.

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

What is the situation	Why we want to do something
A public consultation was undertaken between 11 May and 21 June 2026 on	The original proposal was intended to provide additional outdoor recreation

the proposed MUGA in Memorial Gardens. A total of 760 responses were received. The consultation indicates a substantial level of concern about the proposal in its current form: 74.47% were unsupportive or very unsupportive, 74.74% considered the proposed location unsuitable, and 79.08% said that they or their family would not use the proposed facility.	opportunities, particularly for older children and young people, and to broaden the range of facilities available within the town centre. The Committee now needs to consider the consultation outcome and decide whether the current proposal should progress, be amended, or not proceed.
This is what we want to do about it	These are the next steps
Officers recommend that the current Memorial Gardens MUGA proposal should not progress in its present form and location. This recommendation reflects the consultation outcome, and the concerns raised about green space, appearance, noise, location, safety, anti-social behaviour, value for money and the effect on the character and existing use of Memorial Gardens.	If Committee agrees the recommendation, the current proposal will not progress. Officers may consider whether a future options report on alternative recreation provision, alternative locations or lower-impact improvements is appropriate, subject to funding, resources, transition arrangements, Community Infrastructure Levy (CIL) requirements, Surrey Local Government Reorganisation (LGR), and any necessary future approvals.

2. Key issues

- 2.1 In March 2026, the Environment and Sustainability Committee considered proposals for a semi-informal, open-access MUGA within Memorial Gardens, Staines-upon-Thames. The purpose of the March report was to consider whether the proposal should progress through further development, consultation, technical assessment, planning, and funding stages.
- 2.2 The Committee resolved that the project should only progress if, on balance, consultation feedback indicated overall support for the proposal and any issues raised could be appropriately addressed. The Committee authorised the Group Head Neighbourhood Services and the Group Head Corporate Governance in consultation with the Chair and Vice-Chair of the Environment and Sustainability Committee to consider consultation feedback to ascertain whether this project can proceed to the next stage, i.e. planning and procurement matters. Following the close of consultation 21 June 2026, the Group Head Neighbourhood Services and the Group Head Corporate Governance reviewed the outcome against that resolution.
- 2.3 The consultation outcome does not satisfy the threshold established by the Committee in March 2026, namely that the project should only progress if, on balance, consultation feedback indicated overall support and any issues raised could be appropriately addressed.
- 2.4 The key findings were:
 - 760 consultation responses were received.

- 74.47% of respondents were unsupportive or very unsupportive, compared with 19.08% supportive or very supportive. **Question 3**
- 74.74% considered the proposed location on the green next to Riverside car park unsuitable. **Question 10**
- 79.08% said that they or their family would not use the proposed MUGA. **Question 4**
- 64.08% selected the option that they did not think a MUGA would provide any benefits. **Question 5**
- The most frequently cited concerns were impact on green space, appearance, location, and noise.

2.5 Key responses and concerns from the consultation

Response	Total	Percentage of total responses
Very supportive	88	11.58%
Supportive	57	7.50%
Neutral	49	6.45%
Unsupportive	122	16.05%
Very unsupportive	444	58.42%
Concern	Total	Percentage of total
Impact on green space	575	75.66%
Appearance	435	57.24%
Location	424	55.79%
Noise	389	51.18%
No concerns	106	13.95%

- 2.6 Written comments included both support and objection, with objections representing the more frequent theme. Respondents raised concerns about the suitability of the location, loss of green space, impact on current use of the gardens, anti-social behaviour, management, safety, value for money and the availability of alternative sites such as Lammas Recreation Ground or Staines Park.
- 2.7 The consultation responses indicate that opposition was directed not only at the principle of a MUGA, but particularly at the proposed location, its impact on green space and the character of Memorial Gardens. This distinction is relevant because it suggests that the wider objective of improving recreation opportunities for young people may still be capable of further consideration, provided that any future proposal is based on a different assessment of location, impact, cost, management and community acceptability.
- 2.8 Supportive comments identified potential benefits including free recreation for young people, support for health and wellbeing, improved activity in the town centre and provision for residents of new town-centre housing. However, even some supportive comments noted the need for careful design, maintenance

and management, and a high number expressed reservations about the chosen location.

- 2.9 The Police responses supported the principle of providing a MUGA but raised important safety concerns about the proposed location. Their main concern was that the site is not easily visible to the public and is close to the town centre, where anti-social behaviour already occurs. They considered that safety measures, surveillance, access arrangements, and crime prevention design would be essential for successful and safe operation.

3. Options appraisal and proposal

- 3.1 **The preferred option is Option 3:** agree that the current Memorial Gardens MUGA proposal should not progress in its present form and location and, if Committee wishes to continue exploring the wider policy objective, request a future options report on alternative recreation provision. This approach gives weight to the consultation outcome while avoiding commitment to a proposal that has not secured overall public support.

Option	Pros	Cons/Risks
Option 1: Approve progression of the current Memorial Gardens MUGA proposal	Further technical work, procurement, and planning considerations to continue and could support the objective of improving outdoor recreation for young people.	Would be contrary to the overall consultation outcome. It would require clear, robust, evidence-based, and legally defensible reasons to proceed despite significant opposition. It could increase legal, reputational, financial and delivery risks. It should be noted that the Staines local CIL pot does not hold enough funding to support the CIL bid of £500k (see 5.1 below).
Option 2: Reject the current proposal and take no further action	Procedurally straightforward and directly responds to consultation opposition. Avoids further expenditure on a proposal without clear public support.	Would address the consultation outcome in relation to the current proposal but would not provide a route for considering whether alternative recreation provision, alternative locations or lower-impact improvements could meet the wider objective in a more acceptable way.

Option 3: Agree that the current proposal should not progress and consider if a future options report would be appropriate (preferred option)	Responds to the consultation outcome and avoids further commitment to the current proposal, while preserving the ability to consider alternative ways of meeting the wider youth recreation objective. It allows alternative sites, lower-impact options, costs, risks, consultation requirements, funding routes, transition implications and future governance requirements to be assessed before any further decision is made. Protects the Council from legal challenge and reputational damage.	Any alternative proposal would require further officer time, assessment, consultation, funding consideration and committee approval. Given Local Government Reorganisation, any materially different proposal is unlikely to be developed, approved and delivered before Vesting Day and would need to be considered in the context of transition arrangements and the priorities of the successor authority.
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4. Risk implications

Risk	Issue	Mitigation
Legal challenge	Approving the proposal despite the consultation outcome could increase the risk of challenge if the reasons for doing so are not clearly evidenced.	Ensure any decision is supported by a robust business case, clear reasoning, proper consideration of consultation responses and all relevant material considerations.
Reputational risk	Proceeding with the current proposal may be perceived as giving insufficient weight to consultation feedback.	Respond transparently to consultation findings and explain the rationale for the Committee's decision.
Financial risk	Further development work would require expenditure before certainty on planning, funding, and deliverability.	Do not commit further expenditure without a clear decision, funding route, and assessment of deliverability.
Delivery risk	Planning, flood risk, ecology, heritage, design, and management considerations may affect deliverability.	Require further technical assessment before any delivery decision and undertake relevant surveys

		if a planning application is progressed.
Community impact	The current proposal raises concerns about green space, amenity, noise, and park character.	Consider alternative sites or lower-impact recreation options through a further report, noting that future proposals are unlikely to be completed before Vesting Day and would be subject to a business case and subsequent approval of the West Surrey Unitary

5. Financial implications

- 5.1 The March 2026 report identified indicative total costs of up to £500,000 for the proposed MUGA, alongside additional early-stage costs for surveys, assessments, and planning work. The project would be dependent on CIL funding. The Staines wards pot for local CIL currently stands at £293,435 and is not expected to cover all build costs. The CIL Board would therefore need to consider whether it is appropriate to make up the balance from the strategic CIL pot.

Financial item	Amount/position
Indicative total project cost	Up to £500,000
Staines wards local CIL pot	£293,435
Estimated planning application and further studies revenue cost	Approximately £30,000, (funding not identified as CIL funding cannot be used for this part of the project).
Funding position	No other identified sources of funding are available if CIL funding is not awarded

- 5.2 The current CIL bid should be treated as specific to the Memorial Gardens MUGA proposal. If the Committee agrees that the current proposal should not progress, any associated CIL allocation should not be treated as approval for a materially different scheme. Any alternative project would require a fresh or revised funding proposal, assessed through the relevant CIL and governance processes.
- 5.3 Any materially different project would need to be reapplied for. Committee would need to ask officers to submit a fresh or revised CIL bid through the proper process, and the new scheme would need to return through the committee reporting cycle before any final decision on delivery could be made.
- 5.4 The costs of preparing a planning application and any further studies are estimated at £30,000. These revenue costs cannot be drawn from CIL. A demountable MUGA has also been suggested to allow “Staines-upon-Thames Day” events to continue using the green space. This would result in a

less robust structure, create ongoing revenue costs for dismantling, storage and re-erection, increase the risk of damage, and potentially shorten the life of the facility.

6. Legal comments

- 6.1 In making any decision, Members must conscientiously consider the consultation responses received alongside all relevant material considerations. If the Committee decides to progress the current proposal despite the consultation feedback, it should identify and record clear, rational, evidence-based and legally defensible reasons for doing so.
- 6.2 A decision to proceed without a clearly articulated assessment demonstrating how the benefits of the proposed MUGA have been weighed against the matters raised through consultation, including flood risk, noise, environmental impact, location, residential and public amenity, and the character and function of Memorial Gardens, may increase the risk of legal challenge. Potential grounds of challenge may include failure to have regard to relevant considerations, procedural impropriety, and/or irrationality. Any such challenge could expose the Council to the risk of judicial review proceedings.
- 6.3 A decision not to progress the current proposal would be consistent with the consultation outcome and with the Committee's previous resolution that progression should depend on overall support and the ability to address issues raised. This would reduce the risk associated with proceeding contrary to the consultation evidence without a clear and robust justification.

Corporate implications

7. Commissioners' comments

- 7.1 Commissioners have confirmed their agreement for this report to be submitted to the Environment & Sustainability Committee.

8. S151 Officer comments

- 8.1 The S151 Officer confirms that all financial implications have been taken into account, with the report highlighting that currently there is insufficient funds in the local CIL pot to cover the potential cost of the scheme. As stated below, to press on with the current scheme following the outcome of the proposed scheme would expose the Council to a challenge of not delivering Best Value.

9. Monitoring Officer comments

- 9.1 The Monitoring Officer reiterates the importance of giving due consideration to the outcome of the public consultation. Failure to do so could constitute a breach of the Council's statutory Best Value duty under the Local Government Act 1999, expose the Council to the risk of judicial review, and undermine public confidence in the Council's decision-making. This Committee should ensure that the outcome of the public consultation is carefully considered and that any decision made is evidence-based, rational, and aligned with the principles of Best Value and fiduciary responsibility to its residents and taxpayers.

10. Procurement comments

- 10.1 The value of the current project proposal exceeds £25,000 and procurement advice should be obtained if the proposal is progressed.

11. Equality and Diversity

- 11.1 The proposal was intended to improve access to free outdoor recreation, particularly for older children and young people. This remains a relevant community objective. The consultation outcome indicates, however, that the current proposal and location have not secured overall community support.
- 11.2 A further options report if required would allow alternative approaches to be assessed, including whether different locations or lower-impact improvements could better balance youth recreation, accessibility, environmental considerations and the existing use and character of public open space.

12. Sustainability/Climate Change Implications

- 12.1 The consultation identified significant concern about the impact on green space and the character of Memorial Gardens. Any future proposal would need to consider ecological impacts, flood risk, sustainable materials, maintenance, climate resilience, and the role of public open space. Alternative options should be assessed against sustainability and climate change considerations before any future commitment is made.

13. Other considerations

- 13.1 Staines Park and Lammas Recreation Ground were identified by respondents as possible alternative sites. Staines Park includes areas protected by a Fields in Trust Deed of Dedication, although some specific facilities are excluded from the formal dedication. Lammas Recreation Ground is a well-used riverside park with a range of active amenities, but it is highly vulnerable to fluvial flooding and performs a floodplain function for the surrounding area.
- 13.2 Any alternative site, such as those outlined in 13.1, would require a fresh assessment of planning, flood risk, ecology, heritage, design, operational management, cost, and deliverability. A materially different scheme would also require appropriate committee approval, consultation, and a revised funding route.

14. Local Government Reorganisation Implications

- 14.1 The proposal must be considered in the context of Local Government Reorganisation and the transition to the new West Surrey Council. If the Committee agrees that the current Memorial Gardens MUGA proposal should not progress, no further procurement, planning or delivery commitment will be made in relation to this scheme.
- 14.2 Any future proposal for alternative recreation provision, alternative locations or lower-impact improvements would need to be considered against transition arrangements, available resources, funding requirements, procurement principles, contract approval requirements and the priorities of the successor authority. Given the timescales associated with site assessment, consultation, planning, funding approval and procurement, any materially different proposal is unlikely to be developed, approved and delivered before Vesting Day and will therefore require consideration by West Surrey Council before any commitment is made.

15. Timetable for implementation

- 15.1 Implementation will depend on the Committee's decision. If the Committee agrees the recommendation, the current Memorial Gardens MUGA proposal will not progress, and no further delivery timetable will apply to that scheme.

Officers will close the current proposal, update relevant stakeholders and, where necessary, address any associated CIL or project governance matters.

- 15.2 If Members wish officers to explore alternative recreation provision, alternative locations or lower-impact improvements, a further options report would be required. The timing of any such report would depend on available officer capacity, funding processes, transition arrangements, Local Government Reorganisation, any required consultation and the governance requirements of the successor authority. Any alternative proposal would be subject to separate assessment, approval and funding before a delivery timetable could be confirmed.

16. Contact

- 16.1 *Jackie Taylor Group Head Neighbourhood Services*

j.taylor@spelthorne.gov.uk

Linda Heron Group Head Corporate Governance

l.heron@spelthorne.gov.uk

Background papers: Public Consultation for Proposed Multi-Use Games Area (MUGA) at Memorial Garden, Staines-upon-Thames, considered by the Environment and Sustainability Committee on Thursday 19 March 2026.

Appendices:

Appendix A-Public consultation results for proposed MUGA in Memorial Gardens, Staines-upon-Thames.

Appendix B - Summary of free text written consultation (MUGA)

Appendix A-Public consultation results for proposed MUGA in Memorial Gardens, Staines-upon-Thames.

1. How often do you visit Memorial Gardens in Staines-upon-Thames?

Answer Choices			Response Percent	Response Total
1	Daily		13.55%	103
2	2-3 times a week		35.13%	267
3	Fortnightly		19.74%	150
4	Monthly		17.24%	131
5	Rarely/Never		14.34%	109
			answered	760
			skipped	0

2. What activities do you currently enjoy in Memorial Gardens?

Answer Choices			Response Percent	Response Total
1	Walking		81.45%	619
2	Lunch break		19.34%	147
3	Exercising		13.82%	105
4	Family time		23.42%	178
5	Relaxing		53.82%	409
6	Picnics		18.82%	143
7	Attending events		32.89%	250
8	Other		6.18%	47
9	Not applicable		6.58%	50
			answered	760
			skipped	0

3. How supportive are you of plans to install a Multi-Use Games Area (MUGA) in Memorial Gardens?

Answer Choices			Response Percent	Response Total
1	Very supportive		11.58%	88
2	Supportive		7.50%	57
3	Neutral		6.45%	49
4	Unsupportive		16.05%	122
5	Very unsupportive		58.42%	444
			answered	760
			skipped	0

4. Do you think you/your family would use the proposed MUGA?

Answer Choices			Response Percent	Response Total
1	Yes		13.42%	102
2	No		79.08%	601
3	Not sure		7.50%	57
			answered	760
			skipped	0

5. What benefits do you think a MUGA could bring to the local community?

Answer Choices			Response Percent	Response Total
1	Increased opportunities for physical activity and sport		21.32%	162
2	A safe, dedicated space for young people to play		22.89%	174
3	More reasons for families to visit and use Memorial Gardens		14.87%	113
4	Better use of an underused part of Memorial Gardens		14.87%	113
5	I don't think a MUGA would provide any benefits		64.08%	487
6	Not sure		7.37%	56
			answered	760
			skipped	0

6. Do you have any concerns about a MUGA being placed in Memorial Gardens?

Answer Choices			Response Percent	Response Total
1	Noise		51.18%	389
2	Location		55.79%	424
3	Appearance		57.24%	435
4	Impact on green space		75.66%	575
5	I don't have any concerns		13.95%	106
			answered	760
			skipped	0

7. Which sports or activities would you most like to see provided at the MUGA?

Answer Choices			Response Percent	Response Total
1	Football		12.89%	98
2	Basketball		16.05%	122
3	Netball		9.74%	74
4	Multi-skills / general fitness activities		16.97%	129
5	Tennis		12.24%	93
6	Pickle Ball		13.29%	101
7	I'm not interested in using the MUGA for sports or physical activities		73.03%	555
			answered	760
			skipped	0

8. What age groups do you feel would benefit most from the MUGA?

Answer Choices			Response Percent	Response Total
1	5-11 years		10.92%	83
2	12-17 years		27.11%	206
3	18-24 years		14.87%	113
4	25-49 years		5.39%	41
5	50+ years		2.50%	19
6	All age groups would benefit		15.26%	116
7	I don't think the MUGA would benefit any age group		53.68%	408
			answered	760
			skipped	0

9. Are there specific design features you think are important?

Answer Choices			Response Percent	Response Total
1	Fencing height		31.05%	236
2	Surface type		26.84%	204
3	Accessibility		28.95%	220
4	Not sure		54.34%	413
			answered	760
			skipped	0

10. Do you believe the proposed location in Memorial Gardens (on the green, next to Riverside car park) is suitable?

Answer Choices			Response Percent	Response Total
1	Yes, the location is suitable		11.71%	89
2	Yes, broadly suitable, but with some reservations		7.76%	59
3	Unsure		4.87%	37
4	No, the location is not suitable		74.74%	568
5	No opinion		0.92%	7
			answered	760
			skipped	0

Appendix B - Summary of free text written consultation (MUGA)

MUGA Consultation Responses: Summary of Key Themes

The consultation free text responses show a clear and frequent concern that Memorial Gardens is not considered the right location for a Multi-Use Games Area (MUGA), even where some respondents support the principle of improving free or low-cost sports and activity facilities for young people. The most common view is that the riverside green space should be retained and enhanced as a peaceful, open, inclusive area for relaxation, picnics, walking, informal play, community events and enjoyment of the River Thames.

Most frequent comments and concerns

- **Protecting green space:** Many respondents described Memorial Gardens as one of the few remaining quiet green spaces in Staines town centre and felt that replacing grass with a fenced hard-surfaced sports area would reduce open space available to everyone.
- **Wrong location, even if the idea is supported:** A frequent comment was that a MUGA may be beneficial in principle, but should be located elsewhere, such as Lammas Park, Staines Park, Knowle Green, the leisure centre area, or on underused brownfield/car park land.
- **Anti-social behaviour and vandalism:** A very common concern was that the facility could attract or intensify existing issues around drug use, drinking, littering, graffiti, intimidation, noise and vandalism unless it is actively managed, monitored and maintained.
- **Loss of peaceful riverside character:** Respondents repeatedly referred to Memorial Gardens as a calm, reflective and scenic riverside space, unsuitable for fencing, noise, lighting, ball games and hard surfacing.
- **Impact on events:** Several comments highlighted that the space is used for Staines-upon-Thames Day, outdoor cinema, concerts, performances and other community events, and that a MUGA could restrict or prevent these uses.
- **Existing sports provision nearby:** Many respondents pointed to nearby facilities, including Lammas Park, Commercial Park, Staines Park and the new leisure centre, saying these should be used or upgraded before creating a new facility in Memorial Gardens.
- **Cost and long-term maintenance:** Respondents questioned whether the scheme represents good value for money, particularly given concerns about council finances, ongoing maintenance costs and the risk of the facility falling into disrepair.
- **Safety concerns:** Some comments raised concerns about the proximity to the river, road and car park, including risks from balls entering the river or road, unsupervised young people, poor lighting, lack of toilets and potential flooding.
- **Wildlife, trees and environmental impact:** A number of responses referred to wildlife, nesting swans, mature trees and the ancient mulberry tree, as well as the wider environmental value of grass, trees and riverside planting.
- **Need for better management of the existing area:** Many respondents felt the current gardens should be better maintained, cleaned, landscaped and policed before any new facility is considered.

Alternative suggestions raised

- Locate the MUGA at Lammas Park, Commercial Park, Staines Park, Knowle Green, the leisure centre area, or another existing recreation site.
- Use brownfield land, disused car parks or underused built areas rather than taking riverside green space.
- Enhance Memorial Gardens as a garden and riverside destination with better planting, seating, picnic tables, bins, lighting, toilets and general maintenance.
- Provide a kiosk, café, pop-up food offer or refreshments point to encourage positive use of the riverside.
- Consider a small children's play area, accessible playground, natural play features, splash park, outdoor gym, table tennis, stage/performance space or community/event area instead of a full fenced MUGA.
- Improve links to the river, town centre and Thames Path, and make better use of the riverside setting through events, markets, arts, music, family activities and wildlife/nature features.

Supportive and conditional comments

A smaller number of respondents supported the idea of a MUGA or improved sports provision, particularly as a free, accessible facility for young people, families and residents who may not have private outdoor space. However, even supportive comments often included conditions around careful design, long-term maintenance, CCTV, active supervision, anti-social behaviour controls, opening hours, accessibility, landscaping and ensuring the facility does not undermine the character or wider use of Memorial Gardens.

Formal Consultation Findings

The consultation generated a substantial volume of responses and provides a clear indication of the principal issues raised by residents and other stakeholders in relation to the proposed Multi-Use Games Area (MUGA) at Memorial Gardens. While there is recognition in a number of responses that improved free-to-access sports and recreation facilities can be beneficial, the dominant theme is that Memorial Gardens is not considered by many respondents to be an appropriate location for this type of facility.

Overall response

The responses indicate a strong level of concern about the proposed siting of the MUGA within Memorial Gardens. A recurring position from respondents was that they were not necessarily opposed to the principle of a MUGA or enhanced youth and sports provision, but objected to the proposed location because of the character, function and value of the existing riverside green space.

Key themes identified

Protection of open green space: The most frequently raised issue was the potential loss of open grassed space in a town centre location where respondents felt green space is already limited. Memorial Gardens was repeatedly described as a valued area for informal recreation, picnics, relaxation, dog walking, lunch breaks, family use and quiet enjoyment of the River Thames.

Suitability of the location: A frequent finding is that respondents consider the proposed location to be inappropriate for a fenced, hard-surfaced sports facility. Many responses referred to Memorial Gardens as a peaceful, reflective and

scenic riverside setting, with concerns that a MUGA would be visually intrusive and inconsistent with the purpose and character of the gardens.

Anti-social behaviour, safety and management: Concerns about anti-social behaviour were raised repeatedly. Respondents referred to existing issues in and around the riverside, including littering, vandalism, drug and alcohol use, intimidating behaviour and noise. There was concern that a MUGA could become a gathering point unless there were clear arrangements for supervision, security, CCTV, opening hours, maintenance and enforcement.

Impact on events and community use: A number of respondents highlighted the current use of Memorial Gardens for wider community activity, including Staines-upon-Thames Day, outdoor cinema, performances, informal play and seasonal events. The consultation responses indicate concern that a permanent sports facility could restrict the flexibility of the space and reduce its ability to host events which serve a broad section of the community.

Existing local provision and alternative locations: Many respondents questioned the need to locate the facility in Memorial Gardens when other sports and recreation facilities already exist nearby. Frequently suggested alternatives included Lammas Park, Commercial Park, Staines Park, Knowle Green, the leisure centre area, the former leisure centre site, existing car parks, brownfield land and other parks or recreation grounds.

Environmental, heritage and amenity considerations: Respondents raised concerns about the impact on trees, wildlife, riverside character and the environmental value of grass and planting. Specific comments referred to nesting wildlife, the ancient mulberry tree, mature trees, flood risk, heat and drainage benefits of green space, and the importance of retaining a calm setting appropriate to a memorial garden.

Cost, value for money and long-term upkeep: Several responses questioned the cost of the proposal and whether investment should instead be directed toward maintaining existing parks, improving the condition of Memorial Gardens, providing security and cleaning, or upgrading existing sports areas. Concerns were also raised about the long-term cost of maintenance, repair, supervision and management if the facility were to be damaged or misused.

Supportive and qualified support

There were some responses in support of the proposal, particularly where respondents saw value in providing free, accessible opportunities for young people, families and residents without access to private gardens or paid sports facilities. However, much of the supportive feedback was conditional.

Respondents commonly stated that the facility would need to be well designed, carefully managed, accessible, secure, properly maintained and supported by measures to reduce anti-social behaviour.

Alternative suggestions

Respondents put forward a range of alternative uses for Memorial Gardens, with a strong emphasis on enhancing the existing riverside setting rather than replacing it with a fenced sports facility. Suggestions included improved planting, more seating and picnic tables, better bins and lighting, toilets, a café or kiosk, a small children's play area, accessible play equipment, outdoor gym equipment, table tennis, a stage or performance space, community events, markets, natural play features, wildlife improvements and better maintenance of existing features.

Conclusion from consultation feedback

The consultation findings indicate that the principal issue is not solely whether a MUGA would be beneficial, but whether Memorial Gardens is the right location. The balance of comments identifies significant concern about loss of green space, impact on the riverside character, anti-social behaviour, event use, environmental considerations, safety, cost and long-term management. If the proposal is progressed, the consultation responses suggest that these matters would need to be addressed in detail. If the proposal is reconsidered, the feedback provides a clear basis for exploring alternative locations for a MUGA while developing options to enhance Memorial Gardens as an inclusive, attractive and well-managed riverside green space.



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	6.5.26
MAT+ review (to have been circulated at least 5 working days before Stage 2)	Yes	24.6.26
This item is on the Forward Plan for the relevant committee		
	Reviewed by	
Finance comments (circulate to Finance)	AB	26.5.26
Risk comments (circulate to Lee O'Neil)	LO	02.06.26
Legal comments (circulate to Legal team)	JC	05.06.26
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	14/08/26
S151 Officer commentary – at least 5 working days before MAT	T. Collier	13/8/26
Commissioner engagement	J. Nguyen	13/8/26
	Delete as applicable:	No issues Comments in S. 7
Confirm report signed off for publishing for MAT by relevant member of Management Team	L.O'Neil	20/08/26
Confirm final report cleared by MAT	MAT	18/08/26

Environment and Sustainability Committee

10 September 2026

Title	Council Emergency Plan
Purpose of the report	To make a decision
Report Author	Sandy Muirhead Group Head Commissioning and Transformation
Ward(s) Affected	All Wards
Exempt	No
Exemption Reason	
Corporate Priority	Community Resilience Environment Services
Recommendations	Committee is asked to: Agree the updates to the Spelthorne Borough Council Emergency Plan.
Reason for Recommendation	It is best practice to regularly update the Council's Emergency Plan to take account of new and emerging emergency types, operational changes at a Surrey Local Resilience Forum and Government level, and any legislative changes.

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

What is the situation	Why we want to do something
As required under the Civil Contingencies Act and as a Category 1 responder, Spelthorne Council needs to ensure it has up to date emergency plans in place	The Council has a legal obligation to maintain up-to-date emergency plans and ensure it can deliver its requirements especially as the nature of emergencies continues to evolve.
This is what we want to do about it	These are the next steps
The Council therefore needs to ensure it reviews the plans including business	For Committee to agree the update to the Emergency Plan Version 9.0, as the

continuity plans on a regular basis. This report covers an update on the Emergency Plan.	Council's formal framework for emergency preparedness, response, and recovery. For officers to then ensure it is circulated and available to staff in case of emergencies. • Testing exercises will be scheduled and incorporate lessons learned into future revisions.
--	--

2. Key issues

- 2.1 The Council has a legal duty under the Civil Contingencies Act 2004 to be prepared in terms of emergency planning and business continuity. Therefore, it needs to update its plans as required.
- 2.2 The Council's Emergency Plan ensures the Council can effectively respond to a wide range of emergencies identified in the Community Risk Register, including flooding, pandemics, infrastructure failure, and severe weather events. Plans also need to be up to date to meet the increasing frequency and complexity of emergencies (including climate change impacts or cyber-attack).
- 2.3 The Council has a duty to:-
 - Protect life, property, and the environment during emergencies.
 - Maintain critical services during disruption.
 - Coordinate effectively with multi-agency partners (e.g. Police, Fire, NHS, Surrey County Council).
- 2.4 Major emergencies are not dealt with by Spelthorne alone so there is a requirement to align with Surrey Local Resilience Forum structures.
- 2.5 The Emergency Plan ('the Plan') has been in place for many years and is updated every two years. The Council has updated its Emergency Plan to Version 9.0. This Version has been divided into separate policy document and operational response documents – this is the key change to version 8 of the plan.
- 2.6 The first part is a policy document (Appendix 1 Updated Emergency Plan (Policy)) which sets out the legislative framework, governance, roles, functions and responsibilities under the Civil Contingencies Act 2004 and initial actions in an emergency.
- 2.7 Part 2 is a confidential operational document due to the sensitive information it contains. The document is designed to be picked up at the time of an incident and supports responding staff as it contains aide memoirs, considerations and key templates. It provides detailed procedures, action cards, and practical guidance for officers responding to incidents.
- 2.8 The Plan now includes an additional statement and acknowledgement of climate change and the impact this may have on the frequency and intensity of some of the emergencies we respond to. The statement is as follows:-
"This Emergency Response Plan acknowledges that climate change is an

increasingly significant factor influencing the scale, frequency and interaction of risks faced by the Council and its communities. National assessments identify a range of climate-related hazards, including flooding, extreme heat, severe storms, snow and ice, drought, wildfire, and indirect risks to infrastructure, food, water, and energy security. While the Council's core emergency response procedures covering preparation, operational response, and recovery remain consistent, climate change may intensify these hazards, create more complex and concurrent incidents, and place additional strain on Council services, infrastructure and vulnerable groups. By recognising these challenges, the Council commits to ensuring that its emergency management arrangements remain flexible, coordinated and resilient, supporting effective multi-agency working and the protection of communities in a changing risk environment."

- 2.9 In emergency planning there is a need to have clear command, control and coordination structures to deal with emergencies and the plan fulfils this function.
- 2.10 To ensure operational readiness appropriate staffing, training, and BECC activation are essential ongoing requirements as emergencies, particularly prolonged ones, have significant resource implications.
- 2.11 As experienced in Covid, community impact can be significant, and the Council and its partners need to ensure there is support for vulnerable residents and effective communication with the community.
- 2.12 The Plan also needs to be embedded through exercises, testing, and continuous improvement. Relevant training schedules will be put in place, but this is also likely to be influenced by West Surrey's emergency plan and procedures which will need to be in place by 1 April 2027.
- 2.13 At an April 2026 staff meeting a 15-minute presentation was given to all staff to ensure they are aware of emergency planning and business continuity requirements.
- 2.14 To date, the Council has not needed to invoke the Emergency Plan since Storm Henk which caused flooding in January 2024. Several smaller incidents, including a fire at the Charlton Lane recycling centre, an unexploded bomb at Heathrow and a fire near a COMAH site, were monitored but did not require action. However, this does not diminish the risk of a major incident occurring at any time. Applied Resilience act as the Council's first point of contact and liaise with us and assist in mobilising the authority in a major incident.

3. Options appraisal and proposal

- 3.1 **Option 1 Preferred option.** To agree the revised Emergency Plan (V9.0). This option ensures legal compliance, operational readiness and resilience. It represents best practice and aligns with national and local emergency planning frameworks.

Pros

- Meets statutory requirements
- Provides clear governance and operational clarity

- Strengthens multi-agency coordination
- Enhances preparedness and response capability
- Reflects current risks (including climate change)

Cons

- Requires ongoing training and resource commitment
- Implementation may require staff time and coordination

3.2 Option 2 Do nothing/retain existing plan

Pros

- No immediate resource requirement

Cons

- Plan becomes outdated
- Increased operational and legal risk
- Reduced effectiveness in emergencies
- Also requires ongoing training and resource commitment

3.3 Option 3 Partial update only

Pros

- Lower short-term effort

Cons

- Inconsistent framework
- Gaps between policy and operational response
- Reduced clarity for responders as plan may not cover latest SLRF developments.
- Also requires ongoing training and resource commitment

4. Risk implications

- 4.1 The key risks associated with not implementing a revised emergency plan are shown in the Table below.

Risk Type	Risk	Mitigation
Strategic	Failure to respond effectively to major incident would have major impacts on business continuity, impacts on residents and potential costs, including liabilities through lack of action.	Adoption of updated plan and governance structure to ensure plan delivery

Operational	Lack of coordination between teams/agencies	Clear Command, Control and Co-ordination (C3) structure and IMT/BECC processes are put in place.
Financial	Uncontrolled emergency expenditure	Financial tracking and Bellwin scheme processes.
Legal	Non-compliance with CCA 2004	Formal adoption and regular review every two years. Any learning points for the plan from a major incident would be incorporated.
Reputational	Poor public communication or response	Strong communications protocols and media management.
Governance Assurance	Emergency and business continuity planning from part of governance assurance within the Council and sets out measures as to how we are ensuring we deal with issues that may arise relating to an emergency or business continuity incidents	Ensure plans in place are up to date and monitored including appropriate training being undertaken.

5. Financial implications

- 5.1 There are no direct implications for finance in approving the Plan, but should there be an emergency a range of costs can be incurred depending on the nature of the emergency, and in some instance some of this expenditure can be reimbursed by Government under the Bellwin Scheme.

6. Legal comments

- 6.1 The Civil Contingencies Act 2004 sets out a framework for civil protection. It focuses on local arrangements and establishes roles and responsibilities for local responders.
- 6.2 Failure to have in place effective emergency planning and business continuity arrangements may result in the Council not meeting its statutory requirements.

Corporate implications

7. Commissioners' comments

- 7.1 No Comments from Commissioners.

8. S151 Officer comments

- 8.1 The S151 Officer confirms that financial implications have been considered and that there are no direct financial implications arising from the report's recommendations. Having an appropriate Emergency Plan helps to mitigate and manage the impacts, including financial, if and when emergencies arise.

9. Monitoring Officer comments

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

10. Procurement comments

- 10.1 There are no procurement implications at this stage.

11. Equality and Diversity

- 11.1 In any emergency equality and diversity factors have to be considered particularly in relation to dealing with vulnerable residents.

12. Sustainability/Climate Change Implications

- 12.1 The revised emergency plan acknowledges the potential impacts climate change could have in dealing with emergencies especially in relation to flooding, heatwaves and wildfires.

13. Local Government Reorganisation Implications

- 13.1 Local Government Reorganisation will result in significant changes and at this stage there is little information available at this time as to how West Surrey will be dealing with emergencies etc in terms of structure after 31 March 2027. However, the Local Government (Structural Changes) (Transitional arrangements) (No.2) Regulations 2008 as amended make provisions in relation to the various plans, reviews, schemes, statements, and strategies including those required by statute. Regulation 11 provides that the shadow authorities must prepare civil contingency plans under section 2(1)(c) and (d) of the Civil Contingencies Act 2004 for the successor councils so that they are ready for 1 April 2027.
- 13.2 Under the LGR working group there is ongoing work to harmonise emergency plans to ensure West Surrey fulfils its statutory duties as required by the relevant Act. However, as yet there is a lack of clarification on the structure for any West Surrey emergency planning team. As a result, the Council still needs to ensure it has up to date plans until March 2027 and potentially beyond if transitioned services remain in Spelthorne. The Council's contract with Applied Resilience currently ends 31 May 2027. The plan can be further

updated once more information on the future of emergency planning in West Surrey is known and therefore the emergency plan staff will be working to.

14. Other considerations

14.1 There are none

15. Timetable for implementation

15.1 Revised plan in place

16. Contact

16.1 Sandy Muirhead Group Head Commissioning and Transformation.
Abdirashid Alasow Senior Incident Management & Resilience Specialist
Applied Resilience

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

Background papers: Emergency Plan Part 2 (Operational) Confidential

Appendices:- Appendix 1 Updated Emergency Plan Part 1 (Policy)



Emergency Plan Part 1

Policy Document

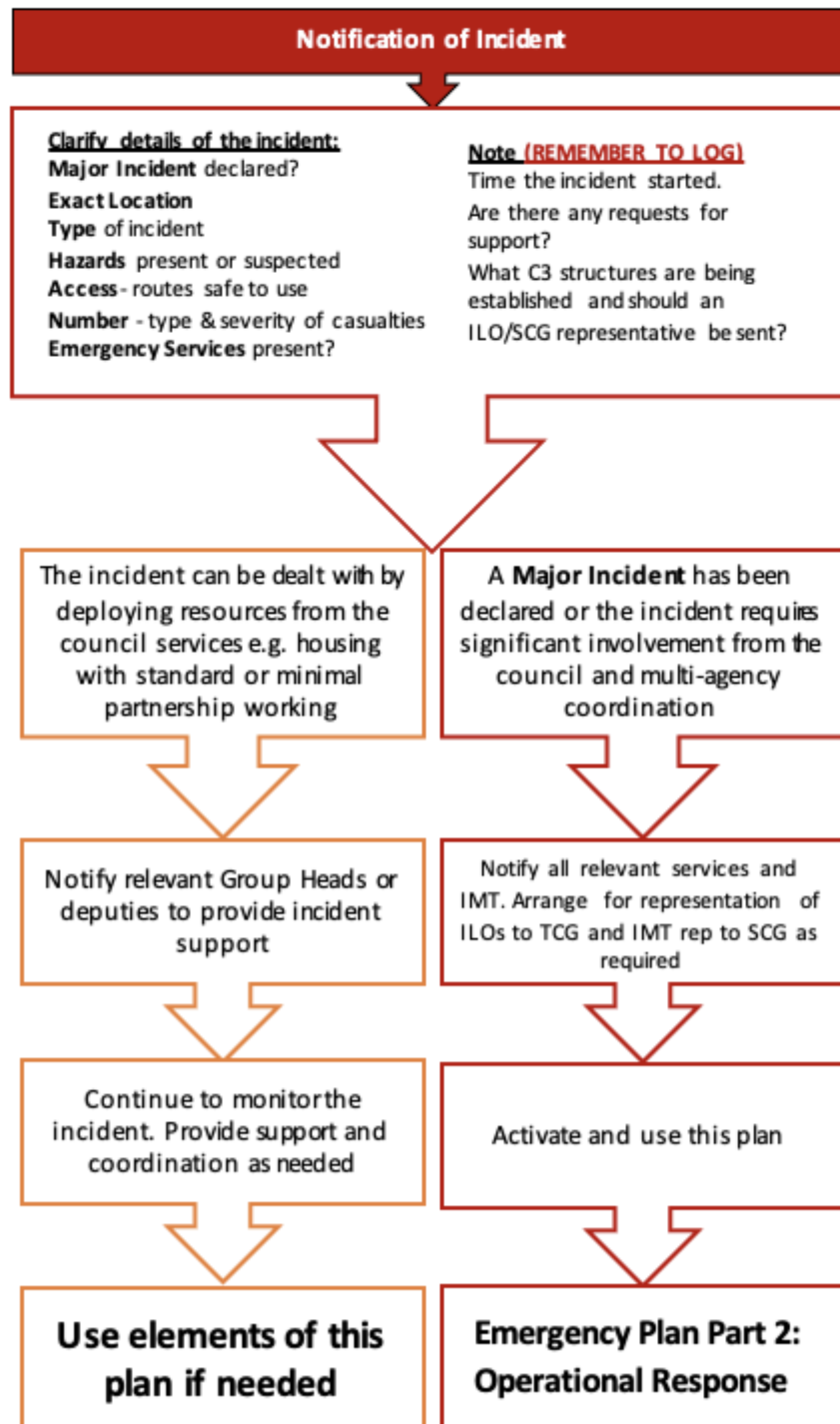
Version 9.0

May 2026

Owner:	Spelthorne Borough Council
Maintenance:	Applied Resilience
Author:	Applied Resilience
Next Review Date:	March 2027 subject to change depending on new emergency planning measures proposed for West Surrey

Spelthorne Borough Council, Knowle Green Council Offices, Staines- Upon- Thames, TW18 1XB

FIRST STEPS FOR COUNCIL TACTICAL LEAD (BECC COORDINATORS/AR)



IMMEDIATE ACTION TABLE

The table below outlines the **key** activities that need to be carried out immediately once the plan has been activated. **This list is not exhaustive and other actions may be necessary**

Immediate Actions
Notification
AR will usually receive initial notification from Surrey County Council (SCC) Emergency Management & Resilience Team (EMRT). Be advised that notification of incidents may also come from other unofficial sources including employees, external bodies, the media and the public; these must be logged and verified by contacting SCC EMRT or Surrey Police. Start Incident Log and record any actions/decisions including rationale behind them. Contact Applied Resilience, if not already notified (details can be found in the Emergency Contacts Directory)
Information Gathering/ Tactical Considerations
• Is a Tactical Co-ordination Group (Silver) being set up? If so, is this virtual (e.g. a teleconference or physical, or both)? • Are Incident Liaison Officers (ILOs) required? If so, where? • Is there a cordon, how large is it and is there a map (use Resilience Direct)? • Is an evacuation taking place or likely? • Is an emergency assistance centre (EAC) required, and if so, what kind – if a rest centre then SBC will be expected to lead. • Even if an EAC is not required - are people going to be cared for in-situ and if so, is a Welfare Teleconference being called by SCC? • Are there implications for Depot Operation Services, Environmental Health or other departments? • Is a vulnerable people search required? Please refer to the SLRF Vulnerable People plans • Is there damage to buildings or associated structure and have building control been notified/deployed?
Actions
• Contact key departments, including the Incident Management Team and arrange a meeting to discuss the Council's response to the incident. • Dispatch Incident Liaison Officers (ILOs) to the TCG if necessary and await further information from them. Keep in contact with ILOs for updates on the situation and requests to the Council. (Contacts in Emergency Contacts Directory) • Determine if the Emergency Borough Emergency Coordination Centre (BECC) is needed (See BECC Plan) • If a BECC is opened, determine whether you will act as the BECC Coordinator or appoint another BECC-Coordinator to act in this role. (see BECC Plan for full details) • Contact a member of the Communications Team to update them with the details of the incident, ask them to prepare/draft a holding statement and monitor media • Consider notifying Members. • Begin gathering staff to support the BECC (or task others to do this)

OFFICIAL SENSITIVE
SPELTHORNE BOROUGH COUNCIL EMERGENCY PLAN V9.0

**Big Bang incident e.g. fire,
Terrorism crash**

Surrey Emergency Response Plan
Borough Emergency Plan
BECC Plan
Borough EAC Plan
Borough Vulnerable people in an emergency
SLRF Identifying Vulnerable people in an
Emergency Plan
Major Incident Communication Plan
SLRF Mass Casualty Plan
SLRF Mass Evacuation Plan
SLRF Site Clearance Plan
SLRF Temporary Mortuary Plan
SLRF Voluntary Capabilities
Surrey 4x4 Vehicle Protocol
SLRF Supporting Vulnerable people in Situ

Major loss of utility

SLRF Supporting Vulnerable people in Situ
Surrey Emergency Response Plan
Borough Emergency Plan
BECC Plan
Borough Vulnerable people in an emergency
Borough Business Continuity plan
Major Incident Communication Plan

**COMAH
(Control of Major Accident
Hazards, High risk Site)**

Major Incident Communication Plan
SLRF Emergency Assistance Centre Plan
SLRF Mass Casualty Plan
SLRF Mass Evacuation Plan
PHE South East KSS STAC Activation Plan
Surrey Emergency Response Plan
Borough Emergency Plan
BECC Plan

Reservoir inundation

SLRF Generic Reservoir Offsite Plan
SLRF Site Specific Reservoir Offsite Plan
SLRF Mass Evacuation Plan
Major Incident Communication Plan
SLRF Emergency Assistance Centre Plan
Surrey Emergency Response Plan
Borough Emergency Plan
BECC Plan
Borough Vulnerable people in an emergency
SLRF Identifying Vulnerable people in an
Emergency Plan

Evacuation

Surrey Emergency Response Plan
Major Incident Communication Plan
Borough Emergency Plan
BECC Plan
Borough Rest Centre Plans
Borough Vulnerable people in an emergency
SLRF Mass Evacuation Plan

Generic Plans

Drought

Surrey Emergency Response Plan
Borough Emergency Plan
BECC Plan
Borough Adverse Weather Plans
Borough Business Continuity plan
Borough Vulnerable people in an
emergency
PHE South East KSS STAC Activation Plan
SLRF Excess Deaths Plan
Major Incident Communication Plan
SLRF Adverse Weather Plan
SLRF Drought Plan

Heatwave

Surrey Emergency Response Plan
Borough Emergency Plan
BECC Plan
Borough Adverse Weather Plans
Borough Business Continuity plan
Borough Vulnerable people in an emergency
PHE South East KSS STAC Activation Plan
SLRF Excess Deaths Plan
Major Incident Communication Plan
SLRF Adverse Weather Plan

Flooding

Surrey Emergency Response Plan
Major Incident Communication Plan
Borough Emergency Plan
BECC Plan
Borough Rest Centre Plans
Borough Adverse Weather Plans
Borough Vulnerable people in an emergency
SLRF Multi agency Flood Plan
SLRF Site Clearance Plan
SLRF Voluntary Capabilities
Surrey 4x4 Vehicle Protocol
SLRF Identifying Vulnerable people in an
Emergency Plan
SLRF Supporting Vulnerable people in Situ

Snow and ice

Surrey Emergency Response Plan
Major Incident Communication Plan
Borough Emergency Plan
BECC Plan
Borough Adverse Weather Plans
Borough Business Continuity plan
Borough Vulnerable people in an emergency
SLRF Supporting Vulnerable people in Situ
SLRF Voluntary Capabilities
Surrey 4x4 Vehicle Protocol
SLRF Adverse Weather Plan

Storms

Borough Adverse Weather Plans
Borough Vulnerable people in an emergency
SLRF Supporting Vulnerable people in Situ

Pandemic Flu

Surrey Emergency Response Plan
Major Incident Communication Plan
Borough Emergency Plan
BECC Plan
Borough Business Continuity plan
Borough Vulnerable people in an emergency
SLRF Supporting Vulnerable people in Situ
SLRF Pandemic Influenza Plan
Surrey Mass vaccination Plan
PHE South East KSS STAC Activation Plan
SLRF Excess Deaths Plan

Weather

Types of Incidents and Their Linking
Plans

Hazard Specific Incident

Fuel

SLRF Fuel Plan
Major Incident Communication Plan
PHE South East KSS STAC Activation Plan
SLRF Voluntary Capabilities
Surrey Emergency Response Plan
Borough Emergency Plan
BECC Plan
Borough Business Continuity plan

**CBRNe/Hazmat (Chemical
Incident)**

Major Incident Communication Plan
SLRF Emergency Assistance Centre Plan
SLRF Mass Casualty Plan
SLRF Mass Evacuation Plan
SLRF Site Clearance Plan
PHE South East KSS STAC Activation Plan
Surrey Emergency Response Plan
Borough Emergency Plan
BECC Plan
Borough Rest Centre Plans

Animal Disease

Local Authority Exotic Notifiable Animal Disease Contingency
Major Incident Communication Plan
SLRF Site Clearance Plan
PHE South East KSS STAC Activation Plan
Surrey Emergency Response Plan
Borough Emergency Plan
BECC Plan

TABLE OF CONTENTS

IMMEDIATE ACTION TABLE	3
TABLE OF CONTENTS	5
OVERVIEW OF PLAN STRUCTURE	8
1.0 INTRODUCTION	10
1.1 AIM	10
1.2 OBJECTIVES	10
1.3 AUDIENCE AND SCOPE	10
1.4 OWNERSHIP, MAINTENANCE AND REVIEW	11
1.5 TESTING AND EXERCISING	11
2.0 COMMUNITY RISK REGISTER AND TYPES OF EMERGENCIES	12
3.0 CIVIL CONTINGENCIES ACT (2004)	16
4.0 WHAT IS A MAJOR INCIDENT?	18
5.0 WHO IS INVOLVED IN EMERGENCY RESPONSE?	19
5.1 THE INCIDENT EMERGENCY MANAGEMENT TEAM (IMT)	19
5.2 THE INCIDENT LIAISON OFFICER (ILO)	20
5.3 ELECTED MEMBERS	20
5.4 COMMAND, CONTROL AND COORDINATION (C3)	20
5.5 OPERATIONAL COMMAND (PREVIOUSLY REFERRED TO AS 'BRONZE')	21
5.6 TACTICAL COMMAND (PREVIOUSLY REFERRED TO AS 'SILVER')	21
5.7 STRATEGIC COMMAND (PREVIOUSLY REFERRED TO AS 'GOLD')	21
5.8 LEAD AGENCY	22
5.9 INFORMATION SHARING	22
5.9.1 NON-SENSITIVE INFORMATION	22
5.9.2 POTENTIALLY SENSITIVE INFORMATION	22
5.9.3 PERSONAL INFORMATION	23
6.0 PHASES OF AN INCIDENT	23
6.1 ACTIVATION AND RESPONSE	23
6.2 RECOVERY	23
7.0 OVERVIEW OF ACTIVATION	25
8.0 RESPONSE PHASE: WHERE?	27
BOROUGH EMERGENCY COORDINATION CENTRE (BECC)	27

OFFICIAL SENSITIVE
SPELTHORNE BOROUGH COUNCIL EMERGENCY PLAN V9.0

8.1 BECC LOCATION	27
8.2 CONSIDERATIONS WHEN OPENING THE BECC	27
AN ASSESSMENT OF WHETHER TO OPEN THE BECC WILL BE INFLUENCED BY:	27
9.0 RESPONSE PHASE: SBC DUTIES TO RESPOND	28
9.1 COUNTY OR BOROUGH RESPONSIBILITY?	30
10.0 WELFARE	31
10.1 EVACUATION	31
10.2 SUPPORT IN-SITU	31
10.3 EMERGENCY ASSISTANCE CENTRES (EACs)	31
10.4 REST CENTRE (BOROUGH LEAD)	31
10.5 SURVIVOR RECEPTION CENTRE (POLICE LEAD)	31
10.6 FRIENDS AND FAMILY RECEPTION CENTRE (POLICE LEAD)	32
10.7 COMMUNITY ASSISTANCE CENTRE (COMMACH) (BOROUGH LEAD) / HUMANITARIAN ASSISTANCE CENTRE (HAC) (COUNTY COUNCIL LEAD)	32
10.8 HOMELESSNESS	32
11.0 COMMUNICATION	33
11.1 WITH ELECTED MEMBERS	33
11.2 WITH THE PUBLIC	33
11.3 COMMUNICATING WITH STAFF	33
11.4 ALTERNATIVE EMERGENCY COMMUNICATIONS SYSTEMS	33
12.0 MEDIA MANAGEMENT	34
12.1 COORDINATION WITH OTHER ORGANISATIONS	34
12.2 SPOKESPERSON	34
12.3 MEDIA CENTRE	34
12.4 MEDIA MONITORING	34
12.5 STATEMENTS	35
12.6 FULL STATEMENTS	35
12.7 INFORMING STAFF AND MEMBERS	35
12.8 LOCAL MEDIA ENQUIRIES	35
12.9 PRESS CONFERENCE/BRIEFINGS	35
12.10 KEY MESSAGES AND QUESTION AND ANSWER SHEET	36
12.11 DEALING WITH COMPLAINTS	36
12.12 TRANSFER OF MEDIA OPERATIONS	36
12.13 MUTUAL AID	36
13.0 RESPONSE PHASE: REQUIREMENTS AND RESOURCES AVAILABLE	37
13.1 LOGGING	37
13.2 MUTUAL AID	37
13.3 COMMUNITY GROUPS	37
13.4 MILITARY AID TO THE CIVIL AUTHORITY (MACA)	37

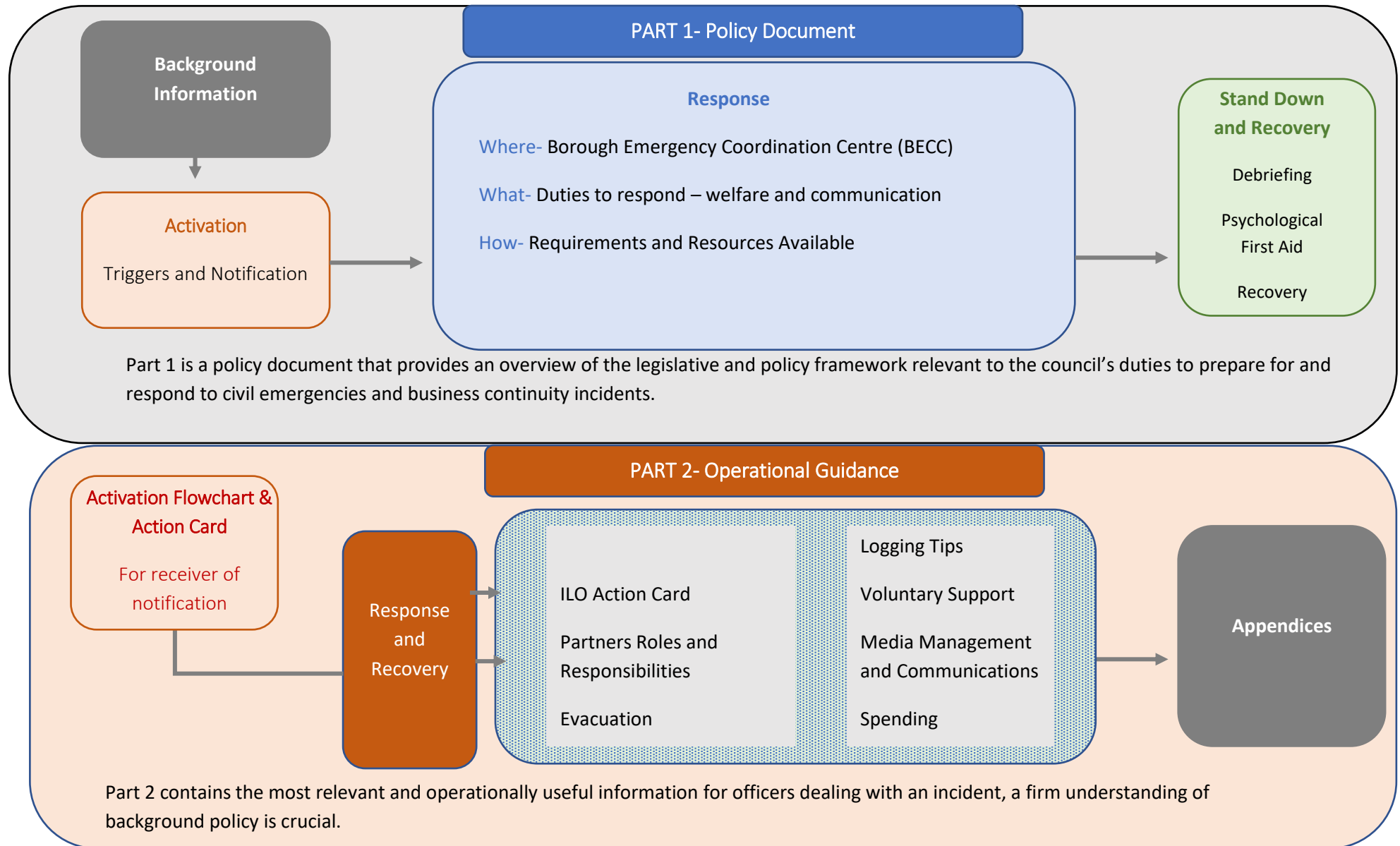
OFFICIAL SENSITIVE
SPELTHORNE BOROUGH COUNCIL EMERGENCY PLAN V9.0

14.0 STAFF WELFARE	38
14.1 HEALTH AND SAFETY	38
14.2 LONE WORKING	38
14.3 BRIEF AND DEBRIEF	38
14.4 POST-INCIDENT REPORT	38
15.0 FINANCE	39
15.1 RESPONSIBILITIES	39
15.2 INSURANCE	39
16.0 RECOVERY	40
16.1 STANDING DOWN, DEBRIEFING AND PSYCHOLOGICAL FIRST AID (PFA)	40
16.2 PSYCHOLOGICAL FIRST AID	40
16.3 RECOVERY PHASE	40
APPENDIX A	42

OFFICIAL SENSITIVE
SPELTHORNE BOROUGH COUNCIL EMERGENCY PLAN V9.0

OVERVIEW OF PLAN STRUCTURE To support the operational response, this plan is divided into two parts.

OFFICIAL SENSITIVE
SPELTHORNE BOROUGH COUNCIL EMERGENCY PLAN V9.0



1.0 INTRODUCTION

1.1 Aim

The aim of the plan is to outline the response of Spelthorne Borough Council (SBC) in the event of an emergency within the borough and provide useful operational detail, procedures, and protocols to facilitate an effective response.

1.2 Objectives

The objectives of the plan are:

- To define the management response structure;
- To provide guidance for the deployment and co-ordination of the borough's resources;
- To define and specify activation procedures; and
- To define and specify roles and responsibilities of SBC and other responding agencies.

1.3 Audience and Scope

This plan is aimed at all those likely to be involved in a response to an Emergency or Major Incident impacting SBC. This plan covers the generic aspects of SBC's response to civil emergencies. It does not cover the following:

- Specific information and detail that is otherwise detailed in other plans, this may be:
 - An SBC internal plan (e.g. the Borough Emergency Co-ordination Centre Plan),
 - A multi-agency plan (e.g. the Surrey Major Incident Plan or Surrey LRF Excess Deaths Plan), which can be obtained from Resilience Direct.
 - The flow chart on page 4 summarises plan linkages.
- Business Continuity arrangements, such as
 - Loss or denial of access to an SBC site (such as the Council Offices)
 - Loss of staff
 - Loss of ICT

N.B: In some cases, a business continuity disruption will occur at the same time as a civil emergency, for example during a wide scale loss of electricity or water supply. In this instance, both the Emergency Plan and Business Continuity arrangements may be activated by the Chief Executive, a member of the Management Team or the Incident Management Team.
- Small-scale out of hours incidents (such as noise complaints, minor traveller incursions or other small-scale issues that fall outside of the scope of the Civil Contingencies Act and associated regulations and guidance) should be managed by normal day-to-day arrangements within the Council.

This Emergency Response Plan acknowledges that climate change is an increasingly significant factor influencing the scale, frequency and interaction of risks faced by the Council and its communities. National assessments identify a range of climate-related hazards, including flooding, extreme heat, severe storms, snow and ice, drought, wildfire, and indirect risks to infrastructure, food, water, and energy security. While the Council's core emergency response procedures covering preparation, operational response, and recovery remain consistent, climate change may intensify these hazards, create more complex and concurrent incidents, and place additional strain on the councils services,

infrastructure and vulnerable groups. By recognising these challenges, the Council commits to ensuring that its emergency management arrangements remain flexible, coordinated and resilient, supporting effective multi-agency working and the protection of communities in a changing risk environment.

1.4 Ownership, Maintenance and Review

This plan is owned by SBC. Applied Resilience (AR) are responsible for this plan's creation, review, testing, exercising and maintenance. A full review of this plan will be undertaken every two years or in the event of a large organisational or legislative change. It should also be reviewed as a result of lessons identified following an incident. Version control must be maintained whenever any changes are made to this plan (see Appendix O).

1.5 Testing and Exercising

This plan should be tested in a variety of ways. Examples include tabletop exercises, full live exercises and training. The plan will also be tested in live incidents. After the plan has been tested, all learnings should be incorporated.

A comprehensive training and exercising schedule is available from AR.

2.0 COMMUNITY RISK REGISTER AND TYPES OF EMERGENCIES

This plan has been created to facilitate an SBC response to an emergency in relation to risks as outlined in the Surrey Community Risk Register (CRR). The Surrey CRR is created and managed by Surrey's Local Resilience Forum and outlines the risks within the County, based on the National Risk Assessment and National Risk Planning Assumptions. The Surrey CRR is also published to provide public information about these risks within the County, and the control measures in place to mitigate their impact. The Register has been published in response to the Civil Contingencies Act 2004. Further information can be accessed through the Surrey County Council website:

<https://www.surreycc.gov.uk/people-and-community/emergency-planning-and-community-safety/emergency-planning/surreys-local-resilience-forum>

Risks have been assessed for the **likelihood** of the event happening (assessed by Central Government) and the potential **impact** that it may have within the county (assessed locally by a multi-agency Risk Assessment Working Group on behalf of the Surrey Local Resilience Forum) using the Risk Matrix below:

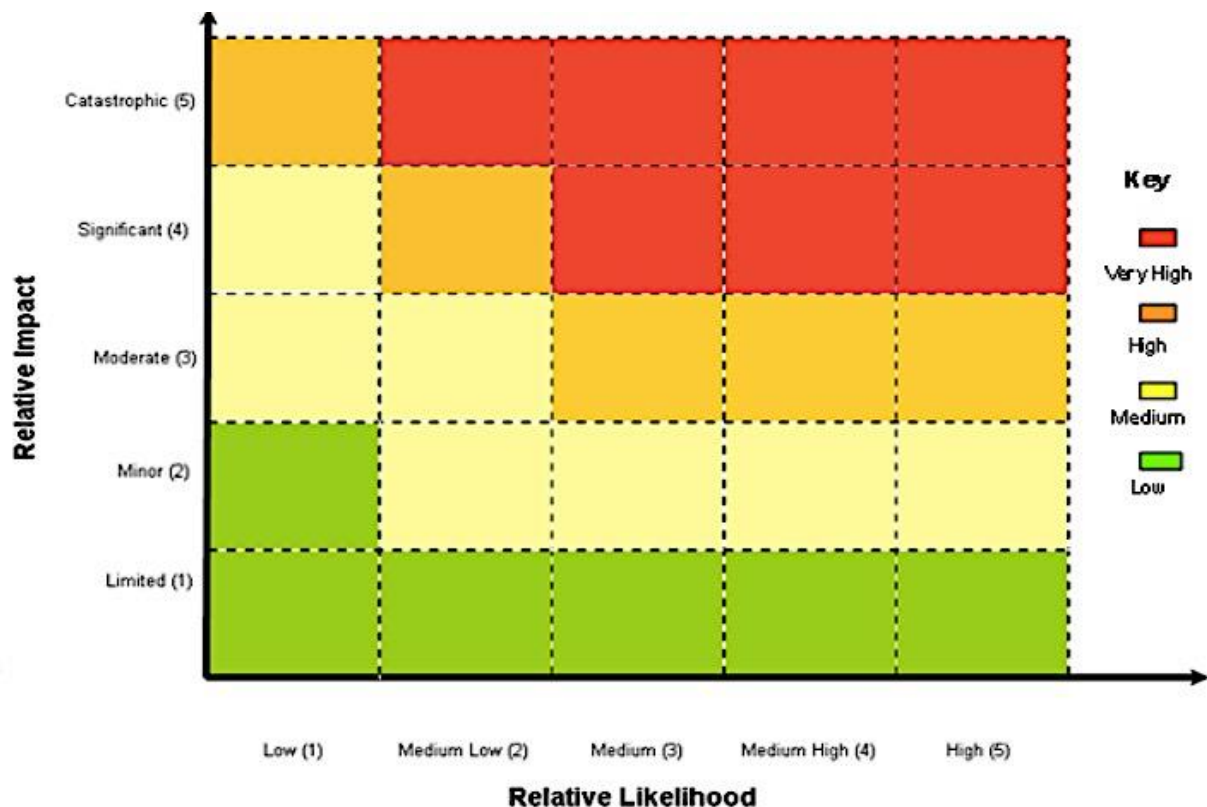


Figure 1: Diagram of Risk Matrix

The types of major emergencies (risk rating as identified in Surrey Community Risk Register) that the Council could expect to be involved in are listed below. This list is composed and reviewed by the SLRF Risk Assessment Working Group.

Risk Rating - **Very High:**

- **National Electricity Transmission** - A total national blackout due to the loss of the GB national electricity transmission system.
- **Fluvial Flooding** - A significant river flood event or series of concurrent events across multiple geographic regions following a sustained period of heavy rainfall.
- **Surface Water Flooding** - Surface water flooding in a large metropolitan area caused by a warm unstable atmosphere.
- **High Temperatures and Heatwaves** - Five consecutive days with maximum temperatures exceeding 35°C.
- **Low Temperatures and Heavy Snow** – Multiple regions of the UK subject to low temperatures and snow.
- **Severe Space Weather** – A severe space weather event lasting for one to two weeks with impacts including regional electricity blackouts.
- **Pandemic Influenza** - An unmitigated pandemic with an unassumed transmission route and a high attack rate, with 4% of symptomatic infections requiring hospital.
- **Emerging Infectious Disease** – Outbreak originating outside of the UK with cases occurring amongst returning travellers and their close contacts.

Risk Rating - **High:**

- **Wildfire** – A sustained and widespread extreme wildfire requiring protracted multi-agency attendance over 4-7 days with a significant impact on responder resilience and business as usual activities.
- **Major Social Care Provider Failure** – Wintertime cascading failure of a major domiciliary care provider and multiple minor domiciliary care providers across multiple local authorities.
- **Food Supply Contamination** – A major contamination incident involving a microbiological pathogen in the food chain.
- **Storms** – Storm force winds affecting multiple regions for at least 6 hours during a working day.
- **Poor Air Quality** - Poor air quality event with high pollution concentrations.
- **Major Outbreak of Foot and Mouth Disease** - Infected animals which are not yet exhibiting clinical signs are sold or moved to other premises before the disease is detected, resulting in multiple, widely dispersed outbreaks.
- **Major Outbreak of highly pathogenic Avian Influenza** - An outbreak of a highly virulent strain of HPAI where disease is introduced into multiple large-scale poultry businesses, through direct or indirect contact with wild birds.
- **Public Disorder** – Large scale public disorder at sites in a single city or multiple cities, occurring concurrently over several days.

Risk Rating - **Medium:**

- **Rail Accident** - A rail accident-causing casualties and fatalities, damage to property and infrastructure within the affected area and potential evacuation of those affected.

- **Accident Involving High Consequence Dangerous Goods-A**

Road tanker containing dangerous goods are involved in an accident leading to a fire/explosion.

- **Aviation Collision** - An airborne collision involving two commercial aircraft.
- **Malicious Drone Incident** - The malicious use of a single drone at one major airport in the UK.
- **Simultaneous loss of all fixed and mobile forms of communication** - As a result of a hazard materialising, such as a severe storm or flooding, all mobile and fixed-line (landline & internet) connections are lost immediately.
- **Failure of Gas Supply Infrastructure** - A technical failure or accident leading to significant loss of UK gas supplies.
- **Radiation Exposure from Transported, Stolen or Lost Goods** - Accidental exposure to radioactive sources which may have been stolen, lost or transported by a legal owner without proper regard to radiation safety regulations.
- **Accidental fire or explosion at an onshore major hazard (COMAH) site** - A major fire and/or explosion occurs at a COMAH site that produces, stores or uses significant amounts of flammable or explosive substances.
- **Accidental fire or explosion at an onshore major accident hazard pipeline** - Fire or explosion at a gas pipeline following ignition of flammable gas under high pressure.
- **Accidental work related (laboratory) release of a hazardous pathogen** - An infectious influenza type biological pathogen is inadvertently released from a containment laboratory in an urban area.
- **Reservoir / Dam Collapse** - A reservoir or dam collapse without warning resulting in almost instantaneous flooding.
- **Water Infrastructure Failure or Loss of Drinking Water** - Failure of water infrastructure or loss of drinking water caused by the complete and relatively sudden loss of piped water supply or the degradation of the piped supply such that it is unfit for human consumption even after boiling.
- **Major Fire** - A major fire resulting in significant loss of life or injury.
- **Volcanic Eruption** - Volcanic ash incursions for up to 25 days resulting in sporadic and temporary closures of significant parts of UK air space.
- **Earthquake (UK)** – Earthquake activity that results in ground shaking with an intensity of 7 or above on the European Macro seismic Scale (EMS) that causes damage to buildings and infrastructure.
- **Drought** - Drought as a result of a lack of rainfall over several years, leading to water shortages.
- **Major Outbreak of African Horse Sickness** - An infected horse is imported and bitten by midges, which carry the virus to other horses. By the time AHS is identified, it is well established in geographically dispersed midge populations around the UK.
- **Major Outbreak of African Swine Fever** - Incursions of an acute strain of ASF into the feral pig population, which spreads before detection to domestic and commercial pig farms.
- **Major Outbreak of Plant Pest (Agrilus Planipennis)** - An outbreak in a mature, mixed woodland, which has remained undetected for five years. Initial surveillance shows that the beetle has spread beyond a 100 x 100m area, and it is found that the spread has occurred over multiple other sites.

OFFICIAL SENSITIVE
SPELTHORNE BOROUGH COUNCIL EMERGENCY PLAN V9.0

- **Industrial Action (Firefighters)** - A national fire strike in England for a continuous 8-day period with loss of life directly attributable to a weakened response by individual fire and rescue services, and reputational impact on the Government.
- **Industrial action (Prison Staff)** - Industrial Action by prison officers leading to significant safety and security issues in prisons in England and Wales
- **Industrial Action (Fuel Supply)** - Actual or threatened significant disruption to the distribution of fuel by road, including as a result of industrial action by fuel tanker drivers.
- **Reception and integration of British Nationals arriving from overseas**
- Reception and integration of destitute/vulnerable British Nationals who are not normally resident in the UK and are unable to be accommodated by family/friends.

Risk Rating - Low:

- **Insolvency Affecting Fuel Supply** - A fuel refinery, importation, storage or distribution company becomes insolvent.
- **Radiation Release from Overseas Nuclear Site** - Accident at an overseas nuclear site with impacts that reach the UK.
- **Major Outbreak of Plant Pest (Xylella Fastidiosa)** - An outbreak of Xylella found in an area containing 3-5 plant nurseries and evidence of possible spread of the bacterium on plants and plant products to multiple premises across the UK.
- **Industrial Action (Public Transport)** - Strike action by key rail or London Underground staff (e.g., signallers) resulting in the total shutdown of very significant amounts of the national rail network.

District & Borough Lead Agency Role

- From the list above, Districts and Boroughs are listed as being the Lead agency for Earthquakes only.
- As the lead agency it would be expected that the Council can provide a representative to chair any Tactical Coordinating Groups and any Strategic Coordinating Groups that take place following an earthquake.

This plan should remain flexible enough to be able to respond to any of the emergencies above. This plan is supported by internal and LRF Hazard specific plans. In the appendix, speed sheets can be found on some of the specific hazard plans.

3.0 CIVIL CONTINGENCIES ACT (2004)

The Civil Contingencies Act (CCA) 2004 and associated regulations and guidance is the key legislation governing emergency planning and business continuity. The chief requirement of the CCA 2004 is to maintain plans to ensure that, if an emergency occurs or is likely to occur, the Council can deliver its functions so far as necessary or desirable for the purpose of preventing the emergency, reducing, controlling or mitigating its effect, or taking other action in connection with it.

Spelthorne Borough Council, as a Local Authority, is classed as a Category 1 responder. Category 1 responders are the organisations at the core of emergency response. They include the emergency services, the Environment Agency and NHS bodies.

Category 1 responders are subject to all the civil protection duties outlined below:

- assess the risk of emergencies occurring and use this to inform contingency planning
- put in place emergency plans
- put in place business continuity management arrangements
- put in place arrangements to make information available to the public about civil protection matters and maintain arrangements to warn, inform and advise the public in the event of an emergency
- share information with other local responders to enhance co-ordination
- co-operate with other local responders to enhance co-ordination and efficiency
- provide advice and assistance to businesses and voluntary organisations about business continuity management (local authorities only)

In addition to the final duty on enabling external business continuity management, the CCA 2004 also requires local authorities to be able to continue providing an acceptable level of service of day-to-day services, even during an incident.

The Civil Contingencies Act 2004 establishes a single framework for civil protection in the United Kingdom. The framework describes integrated emergency management and comprises six related activities: anticipation, assessment, prevention, preparation, response and recovery.

Part 2 of the Act deals with emergency powers. It permits the introduction by Government of temporary special legislation to help deal with the most catastrophic of emergencies. Part 2 of the Act is not covered in this document.

The principal mechanism for the Council to participate in multi-agency co-operation under the Act is the Surrey Local Resilience Forum (SLRF) that meets at least once every quarter. It has no legal standing but acts as a mechanism to:

- Write multi-agency plans identifying roles and responsibilities.
- Lay out multi agency command and control structures
- Support warning and informing
- Assess Risk

- Facilitate multi-agency training and exercising

4.0 WHAT IS A MAJOR INCIDENT?

The Cabinet Office defines a Major Incident as:

An event or situation, with a range of serious consequences, which requires special arrangements to be implemented by one or more emergency responder agencies.

- a) 'Emergency responder agencies' describes all Category one and two responders as defined in the Civil Contingencies Act (2004) and associated guidance;
- b) A Major Incident is beyond the scope of business-as-usual operations, and is likely to involve serious harm, damage, disruption or risk to human life or welfare, essential services, the environment or national security;
- c) A Major Incident may involve a single-agency response, although it is more likely to require a multi-agency response, which may be in the form of multi-agency support to a lead responder;
- d) The severity of consequences associated with a Major Incident are likely to constrain or complicate the ability of responders to resource and manage the incident, although a Major Incident is unlikely to affect all responders equally; and
- e) The decision to declare a Major Incident will always be a judgment made in a specific local and operational context, and there are no precise and universal thresholds or triggers. Where LRFs and responders have explored these criteria in the local context and ahead of time, decision makers will be better informed and more confident in making that judgment.

Declaration of a Major Incident is an important indication to other responding agencies that an incident has met the defined threshold and, in many plans, the term acts as an important trigger point for agency actions.

Any Category 1 responder can declare a major incident. However, it is good practice to have agreement from senior officers.

In practice, the emergency services usually take the lead in declaring a Major Incident, however SBC has this prerogative, which may be used for slower build incidents, such as flooding.

Joint Emergency Services Interoperability Principles (JESIP). JESIP has been set up to ensure joint working works effectively. There are five principles: Co-location, Communication, Co-ordination, Joint Understanding of Risk, Shared Situational Awareness and should be used in all civil emergencies. For more information see the [JESIP](#) website.

5.0 WHO IS INVOLVED IN EMERGENCY RESPONSE?

Within Spelthorne Borough Council, it is inevitable that most staff will be involved either directly or indirectly with responding to a Major Incident. This is because even those with unspecified roles, or those who continue their normal duties, will be supporting the response by maintaining the normal functions of the council, perhaps having to take up tasks from other officers whilst human resource is stretched (Business Continuity).

There are, however, pre-identified roles that will be at the forefront of the Council's response. The Incident Management Team (IMT) will be coordinating efforts and will ensure that SBC is responding effectively in its own right, and in conjunction with other agencies. A full description of other agencies involved, and their role, can be found in part 2, page 48.

5.1 The Incident Emergency Management Team (IMT)

The IMT will co-ordinate SBC's response to a Major Incident. The IMT will consist of the following roles:

Chief Executive (or nominated deputy)
Deputy Chief Executives
Customer Services Manager
Emergency Planning Lead
Applied Resilience (The council's resilience contractors)
A member of the communications team
A loggist (consider Committee Services)

While at times it may be challenging to assemble all members of the IMT, during a major incident, the Council should try to prioritise its statutory response duties.

The IMT are responsible for strategic decision making, influencing the short-term response and longer-term recovery, and also the provision of the Council's normal services wherever possible. The impact, scale, and profile of the incident will denote the level at which the response is managed. All members of IMT are expected to provide staff as required to support the response.

In terms of determining the strategic direction of the response, there are two options depending on the nature of the incident:

1. Form an Incident Management Team separate to the Borough Emergency Control Centre and agree the strategic direction (receiving updates from/passing instructions to the BECC Coordinator/Comms Team/Representative on the multi-agency Strategic Coordinating Group)
2. The response is coordinated by Applied Resilience with the Emergency Planning Lead overseeing actions with the option of changing to a MS Teams or opening the BECC if the incident becomes protracted/more complex.

Normal council governance and delegation of powers will remain in place. However, a more formal structure is required in an incident. It is important all decisions and rationales are recorded. This can be done in an individual logbook or IMT minutes/decision log.

During an incident, all responding officers must maintain a comprehensive record of all events, decisions, reasoning behind key decisions and actions taken. The Chief Executive should nominate an information manager responsible for overseeing the collection/keeping of the records after the incident.

5.2 The Incident Liaison Officer (ILO)

The ILO will attend Tactical Briefings at the Multi Agency Tactical Coordination Group (TCG) (usually based near the scene of the incident) and receive up-to-date information from other responding partners on the situation as it unfolds. They will also take requests for Council assistance/involvement to pass on to the Tactical lead (e.g. Applied Resilience or the BECC Coordinator) or the BECC.

5.3 Elected Members

Often during an incident, members of the local community turn to elected officials for support and guidance. The roles of Elected Members during an incident are as follows:

- Enhance local community liaison with the council
- Assist in the promulgation of key response messages
- Focus community concerns in a constructive manner
- Encourage and support recovery teams working within their community
- Visiting affected residents
- Assisting with debrief sessions with the community

Events, activities and information will develop and change rapidly during a Major Incident. Misinformation and inaccuracies can be highly detrimental to the effectiveness of the emergency response and, in extremis, can potentially threaten the public's or responding organisations' safety, cause extreme distress or jeopardise legal proceedings.

For this reason, Elected Members, as with SBC staff, are expected to follow strict information security principles during the incident and ensure that any public messages are agreed by the IMT or the BECC.

5.4 Command, Control and Coordination (C3)

The C3 structure for emergency response is the same at both an internal organisational level, and at a multi-agency level. There are three levels of command and control: Operational, Tactical and Strategic. The titles do not convey seniority of service or rank but represent a function. See **Figure 2 page 19** for diagrammatic view of command and control.

5.5 Operational Command (Previously referred to as 'Bronze')

This is the front-line level of response for each of the responding agencies at the scene(s) of a Major Incident. Each service will nominate operational leads who will control and deploy the resources available and implement the decisions of the tactical commander. Critical services operating heavily at the operational level include Streetscene, Housing & Independent Living, Environmental Health, Building Control and Customer Services.

5.6 Tactical Command (Previously referred to as 'Silver')

Tactical command determines priorities in allocating resources, plans and co-ordinates when a task will be undertaken and obtains resources as required. Tactical commanders should not become involved with the activities at the scene but concentrate on the overall management of an incident. Tactical commanders implement the strategy set out by strategic command.

Spelthorne Borough Council will send Incident Liaison Officers (ILOs) to multi-agency tactical command, known as the Tactical Coordination Group (TCG) to represent the Borough and be the primary gateway for multi-agency partners into the SBC. The ILO will also receive up-to-date information on the situation as it unfolds. They will take requests for Local Authority assistance/involvement to pass on to the Borough Tactical Control

The Council's own tactical command will be in the Borough Emergency Coordination Centre (BECC), with the Tactical Lead for the council being the BECC Coordinator. Applied Resilience has delegated authority from the Council to act in the Tactical Lead role where required and most likely where an incident does not necessitate the opening of the BECC.

5.7 Strategic Command (Previously referred to as 'Gold')

The multi-agency strategic command process is via a Strategic Co-ordinating Group (SCG); this could be a virtual group or hosted at a physical location depending on nature and scale of the incident. Other emergency services and local authorities will nominate senior officers to attend the SCG to agree upon policy and strategic direction for managing the incident. Surrey Police will usually chair the strategic group meetings, depending on the incident/lead agency. The Incident Management Team (IMT, **see Section 5.1 page 17**) will act as internal SBC strategic command and provide the link and representation on the SCG.

Figure 2 shows the C3 structure as it relates to both SBC internally (left-hand column) and at a multi-agency level.

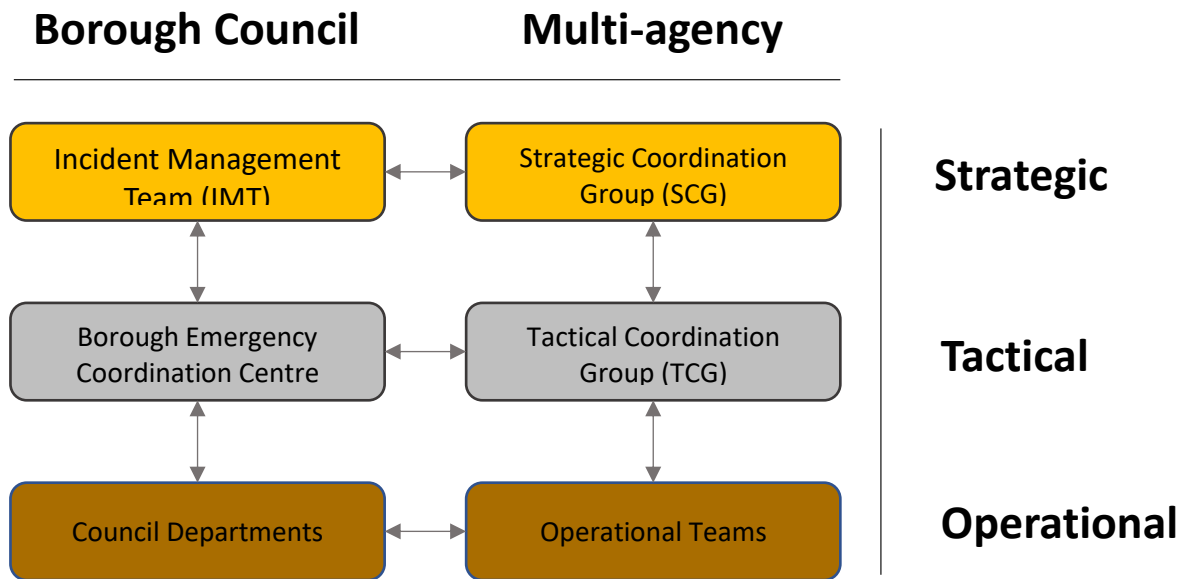


Figure 2: C3 structure internally and at multi—agency level

5.8 Lead Agency

The Lead Agency will depend on the nature of an incident. In many cases, Surrey Police will initially take a lead role. In the case of a major fire, however, Surrey Fire and Rescue will act as Lead agency. Once the immediate dangers have subsided, in most cases the Local Authority will formally take on the lead as the Lead Agency during the recovery phase. It is difficult to predict at what point this will happen in any given emergency, as the decision will be heavily influenced by context.

5.9 Information Sharing

5.9.1 Non-Sensitive Information

Non-sensitive information passes freely between the Council and other Category 1 and 2 responders as part of a general process of dialogue and co-operation. This facilitates effective decision making about how to plan and what to plan for. The Council does not normally pursue formal information requests when dealing with Category 1 and 2 responders. However, the use of non-sensitive information may be limited by duties of confidence, by other enactments, or by contract.

5.9.2 Potentially Sensitive Information

Not all information can be shared without restriction. Emergency Planning will coordinate requests for potentially sensitive information in accordance with Part 1 of the Civil Contingencies Act 2004 and the Cabinet Office Emergency Preparedness guidance.

The general presumption is that information should be shared where this is necessary for Category 1 and Category 2 responders to perform their civil protection duties. However,

information may be withheld or controlled where disclosure would prejudice national security or public safety, prejudice legitimate commercial interests, or breach applicable data protection legislation, including the UK GDPR and Data Protection Act 2018.

Information relating to vulnerable persons may need to be shared at the time of an incident, or for emergency planning and response purposes, where this is necessary, proportionate and lawful. See section 5.9.3.

Professional advice should be sought from the Council's Data Protection Officer where personal data, special category data, or other sensitive information is involved. Where sensitive information is provided or received, it must only be used for the purpose for which it was requested or disclosed, unless further use is lawful and appropriately authorised.

5.9.3 Personal Information

Under the CCA 2004, Category 1 and 2 responders are required, at the time of an incident, to provide details of Vulnerable People that they provide a service to, and that are expected to be impacted by the incident. The Data Protection Act 2018 permits this. The SLRF 'Identifying Vulnerable People in an Incident Plan, Part 1', and the Council's 'Identifying Vulnerable People in an Incident Plan, Part 2' detail the protocols and mechanisms for the sharing of the information.

6.0 PHASES OF AN INCIDENT

The response to any emergency may be divided broadly into phases, regardless of the scale:

6.1 Activation and Response

The initial response will involve the protection of life, property and the environment, and will be primarily the responsibility of the emergency services, supported by local authority and other organisations. SBC's role will be focused on mobilising staff, such as Incident Liaison Officers, building control officers, Streetscene officers and staff involved in supporting the evacuation and shelter of residents (e.g. through opening or supporting Emergency Assistance Centres). In the period of consolidation, the emergency services will consolidate procedures and measures implemented in the initial response, whilst local authority and others begin to play an ever-increasing role by providing a variety of support, services and resources on request.

6.2 Recovery

Once the risk to life or property has abated and the emergency services have begun to scale down their operations, including withdrawal from the scene, the local authority will be fully involved with organising and implementing recovery measures. Please note the recovery will start before the official handover from the response stage and the recovery phase. Lead agency status for recovery will normally be with Surrey County Council, however in some

incidents, particularly where they are isolated within the Borough, SBC may be expected to take on this Lead Agency role. This discussion with SCC needs to happen at an early stage.

If a Major Incident has occurred and you require guidance, please go immediately to the Operational Plan. (Part 2 page 38)

7.0 OVERVIEW OF ACTIVATION

The following table summarises the process through which SBC's Emergency Plan will be activated. The first person to receive a call (most likely AR via SCC EMRT Duty Officer or a member of MAT) should use the quick reference guide in the operational plan to aid them.
(Part 2 page 38)

Standby Triggers

If any of the below circumstances apply, the Council should enter 'Amber Alert'. The Incident Management Team should be notified and put on 'stand-by' in case the situation escalates further i.e. to an emergency as defined under the CCA 2004.

- The response by a single internal team is significant and is affecting their normal service delivery;
- There is a requirement to extend awareness of an incident beyond a specific department;
- There is a requirement to give the team(s) involved or affected priority and or enhanced services; or
- There is a requirement to provide additional resources to support the team(s) involved.

Full Activation

In Hours

During office hours, awareness of an incident or impending incident may come from several different, or simultaneous sources such as; SCC EMRT Duty Officer, SBC member of staff or elected member, local news, members of the public including via social media.

Regardless of how SBC becomes aware of an incident or impending incident, it is crucial that this information is rapidly passed to the Incident Management Team and Applied Resilience.

Out of Hours

Monday- Thursday 17:00-09:00 / Friday 16:45- Monday 09.00 Out of hours it is more likely that SBC are alerted to an incident or possible incident from the emergency services, usually via SCC's Emergency Management and Resilience Team.

Note: In both circumstances, notification of incidents may come from any unofficial source including employees, external bodies, the media and the public. Any notification from an unofficial source must be logged and verified at the earliest opportunity by contacting SCC EMRT or the police.

On Call

The Council has standby arrangements with Applied Resilience taking tactical management of the incident until the IMT and BECC are established.

Notification

The following people should be notified of a major emergency/Major Incident:

- The Chief Executive, and Deputy Chief Executives
- Relevant Group Heads
- Incident Liaison Officers (ILOs)
- Group Head Commissioning & Transformation
- Customer Service Manager
- Building Control Manager as necessary
- BECC Coordinator
- The Leader of the Council and appropriate Members
(Group Leaders and affected Ward Members)

8.0 RESPONSE PHASE: WHERE?

BOROUGH EMERGENCY COORDINATION CENTRE (BECC)

It is highly likely that in the event of a Major Incident being declared, the Borough Emergency Coordination Centre (BECC) will be the focal point of SBC's response. Below is a summary of important aspects of the BECC. Full details can be found in the SBC BECC Plan.

8.1 BECC Location

Room 108, the Goddard Room and offsite locations will be used depending on the incident.

Temporary BECC – Room 101 if available/appropriate.

However, there may be instances where Knowle Green is not available or physical BECC is not feasible (e.g. during a pandemic). In these cases, a virtual BECC should be considered. Details can be found in the BECC plan.

8.2 Considerations when opening the BECC

An assessment of whether to open the BECC will be influenced by:

- The apparent long-term or serious implications for SBC and/or the community;
- Pre-planned or anticipated incidents/events;
- The need for a coordinated response of two or more Council departments;
- A protracted incident likely to last for more than 24 hours;
- Out of hours when it is difficult to co-ordinate activities of responding staff;
- Major disruption to SBC; and
- The need to support adjoining boroughs/districts faced with an emergency.

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9.0 RESPONSE PHASE: SBC DUTIES TO RESPOND

The primary responsibilities of SBC during a Major Incident are summarised in the following table.

Responsibilities	Area of Response
Activating and staffing the BECC as required in support of the management of the incident.	General
Support the emergency services on request	General
Liaise with the coroner office to provide emergency mortuary capacity when existing mortuary provision is exceeded.	General
Lead the recovery effort providing support and aftercare to persons living within the borough until a state of normality or 'new' normality is returned.	General
Assist people in need	Welfare
Provide immediate shelter to anyone made homeless as a result of an incident (Rest Centre). Support immediate shelter and welfare for survivors not requiring medical support and their families and friends via Emergency Assistance Centres.	Welfare
Provide medium to longer-term welfare of survivors or evacuees/homeless.	Welfare
Provide help lines to act as a public information service for residents and staff in liaison with the lead emergency service.	Corporate (Communications)
Maintain and restore SBC's services and facilities	Corporate (Business Continuity)
Release information that has been agreed by the Police to the media and give advice to the public.	Corporate (Communications)
Facilitate the inspection of dangerous structures to ensure they are safe for emergency personnel to enter	Operational
Clean-up of pollution, facilitate the remediation and reoccupation of areas affected by an emergency.	Operational
Provide investigating and enforcement officers under the provision of the Food and Environment Protection Act 1985 as requested by Defra	Operational
Assisting with management of parks and open spaces.	Operational

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Provide repairs, demolition and clearance services	Operational
Waste Collection	Operational
CCTV Support (Where available)	Operational

Table 3: SBC Duties to Respond

As can be seen in **Table 3**, the categories of response for SBC fall into four overarching categories: Welfare, Corporate (Communications and Business Continuity), Operational and General. These align with the different cells in the BECC.

9.1 County or Borough Responsibility?

In the event of an incident involving more than one Borough or District, the Chief Executives of the affected area may nominate a lead authority or define responsibility for co-ordination of the major incident response. In incidents where two or more of the Boroughs are affected, or for cross border incidents with the response largely within Surrey, the County Council will assume the lead, supported by the Districts/Boroughs.

The responsibilities between Borough and County Council can sometimes become confused.

Table 4 outlines the responsibilities for each organisation.

Response Area	Spelthorne Borough Council	Surrey County Council
Liaison with the emergency services and other partners	✓	✓
Supporting evacuation	✓	✓
Assisting with transportation	✓	✓
Opening and managing Rest Centres	✓	✓
Supporting Survivor Reception Centres	✓	✓
Supporting Family & Friends Reception Centres	✓	✓
Accessing and sharing information on vulnerable people with relevant, professional partners to support the multi-agency response	✓	✓
Provision of information to the public	✓	✓
Provision of sandbags (in line with policies)	✓	✓
Provision of welfare support to the public	✓	✓
CCTV support (where available)	✓	✓
Lead on/support the recovery	✓	✓
Support in the provision of temporary body storage	✓	✓
Support with site clearance	✓	
Provision of support for those made homeless	✓	
Management of public open spaces	✓	✓
Management of forestry and rights of way		✓
Management of animal health		✓
Highway management		✓
Temporary Mortuaries		✓

Table 4: Roles and Responsibilities between Surrey County Council and SBC

10.0 WELFARE

10.1 Evacuation

As a result of the impact of a Major Incident, the emergency services may advise the public to evacuate their homes/workplaces/schools or to stay indoors and take shelter. The emergency services will, normally, request evacuation and define the area to be evacuated. The police or Surrey Fire and Rescue Services (SFRS) will normally request the evacuation of an area in consultation with other responding agencies. SBC may be called upon to assist the police by providing transport, shelter and accommodation. SBC and the TCG will agree on the best centre. This will depend on the circumstances. Despite the request for evacuation, there may not be the need to establish a Rest Centre. An assessment by a Housing Officer may be appropriate. Members of the public may be able to self-evacuate or for a small group it may be more appropriate to arrange Bed and Breakfast/Hotel accommodation.

10.2 Support in-situ

It may be determined that an evacuation is not necessary or possible and instead the response will focus on providing support to people where they are. This is a common occurrence for severe weather, such as snow or heatwave (although some evacuations of residents may still take place).

SCC Emergency Management Team may determine that a Welfare teleconference, involving all relevant agencies (including the Districts and Boroughs) to discuss the need for, and most appropriate way of providing, support.

10.3 Emergency Assistance Centres (EACs)

Providing shelter is one of the main responsibilities of the Borough Council during a Major Incident. Under the Local Government Act 2000, Local Authorities have a responsibility to ensure the economic, social and environmental well-being of the community that they serve. The 1989 Local Government Housing Act and the 1996 Housing Act place statutory duties on Local Authorities to provide temporary accommodation for residents rendered homeless because of an emergency. Under Surrey Local Resilience Forum (SLRF) Emergency Assistance Guidance, there are four types of assistance centres. Below is a summary of those centres - full details can be found in the SLRF Emergency Assistance Centre Plan.

10.4 Rest Centre (Borough Lead)

The most commonly used EAC. It is a building designated or taken over by the Local Authority for the temporary accommodation of evacuees and homeless indirectly affected, with the potential for overnight facilities.

10.5 Survivor Reception Centre (Police Lead)

Set up in the immediate aftermath of an emergency where survivors not requiring acute hospital treatment can be taken for short-term shelter, first aid, interview and documentation.

10.6 Friends and Family Reception Centre (Police Lead)

A secure area set aside in the immediate aftermath of a disaster for gathering family and friends arriving at the scene (or location associated with an incident, such as at an airport or port).

10.7 Community Assistance Centre (CommAC) (Borough Lead) / Humanitarian Assistance Centre (HAC) (County Council Lead)

Both are one-stop-shops for survivors, families, friends and all those impacted by a disaster, through which they can access support, care and advice. The distinction between the two is the scale at which they operate. CommACs are set up for very localised incidents. Areas of Surrey badly affected by Flooding in 2013/2014 opened CommACs to provide support to the local community. HACs are much larger and may be necessary when there is a wider area (or areas) impacted by a catastrophic event. A HAC was opened in London in 2005 after the July 7 terrorist attacks.

10.8 Homelessness

In an incident, SBC has a duty to respond to emergency homelessness.

1. Where a small number of people/families are affected, alternative accommodation can be sourced through SBC's Housing Team (please see Emergency Contacts Directory)
2. For large scale homelessness (e.g. police cordon/evacuation) a rest centre will be set up. This will support those residents able to find alternative accommodation to do so, ensure provision of support and alternative interim accommodation for those who cannot and provide support until residents can return to their homes.

Private housing residents often have insurance which will allow them to claim alternative hotel accommodation. In addition, landlords also have a responsibility to their tenants.

11.0 COMMUNICATION

11.1 With Elected Members

The Incident Management Team is responsible for ensuring appropriate communication about an incident with Members. The IMT should seek to minimise the burden on Tactical and Operational levels and be aware of the importance of information security, inappropriate political considerations or pressure and the risk of deviation from agreed messages. At the same time, Elected Members can provide valuable assistance in the supporting the council's response and must be kept appropriately informed and supported so a consistent message can be given by all.

11.2 With the Public

Communications with the public can take the form of:

- Media and press announcements (jointly with other organisations);
- Switchboard messages;
- Council website messages; and
- Appropriate social media channels.

Timely, accurate and effective communication with the public is essential for the emergency response. As such a communications representative should be present at all IMT meetings and the BECC should have representation, or very clear links with the Communications and Customer Service teams.

11.3 Communicating with staff

Messages and decisions about emergency events the council is responding to will be communicated via SpelNet and line managers. Decisions about the messages that should be communicated will be agreed by the Incident Management Team. The following teams will liaise to ensure consistent messages are disseminated via communication channels: Customer Contact, Communications & Engagement, Web and Information Team.

11.4 Alternative Emergency Communications Systems

Spelthorne Borough Council has a duty under the Civil Contingencies Act (2004) to ensure that there is a robust and resilient telecommunications system in place, in the event of traditional methods failing. There are several ways that SBC can meet this duty including RAYNET and MTPAS. The SLRF Telecommunications Plan contains more details on how to respond to a telecommunications outage.

12.0 MEDIA MANAGEMENT

Any Major Incident has the potential to generate a huge amount of media interest. It is likely that members of the media will be among the first to arrive at the scene or quickly access photographs and images from the public. As such, effective media management is considered a key component of any incident response plan.

The Surrey Police Communications Department should maintain close liaison with the District and Borough Communications Officers to ensure a coordinated and consistent release of information. The incident may require the support of an SBC Communications Officer. In this case Surrey Communications group may be activated. The Borough Communications Officer should be familiar with this as detailed in the Surrey Major Incident Communication Plan. The Spelthorne Media Plan sets out the Council's role in media issues in an emergency.

12.1 Coordination with other organisations

Generally, for a Major Incident Surrey Police will co-ordinate the activities of the emergency services and other agencies including the communication part of the response.

When appropriate, depending on the nature of the incident, the Communications Officer should run statements past Surrey Police Communications Team, the Fire or Ambulance service Communications Teams and Surrey County Council or the other local authority communications Teams if it is a cross-border incident. This will ensure that all statements correlate. If the SLRF Major Incident Communications Plan has been activated this will be done through the Multi-agency Information Group (MIG).

12.2 Spokesperson

The incident will stimulate public concern and media interest; a spokesperson should be appointed for as long as the incident lasts and they should make themselves available on their mobile phone to the Communications Officer. This would usually be the Chief Executive or Leader of the Council.

12.3 Media Centre

The opening of a media centre must be agreed by the Strategic Co-ordinating Group (SCG). If a media centre is required, then the lead local authority will select and obtain a suitable building.

12.4 Media monitoring

It is necessary to monitor media output to be aware of contentious issues or inaccurate statements. Monitoring needs to be a continuous process. Any perceived problems with the information that is being broadcast should be identified and fed back to the Strategic Co-ordinating Group (SCG) via the Multi Agency Information Group.

Recordings of broadcasts and press cuttings may provide useful feedback material when the response to the incident is analysed.

12.5 Statements

The Communications Officer should prepare a holding statement, to be approved by the Communications and Marketing Manager. The time that the statement is made should be logged. A 'holding statement' should be provided to the public and press with basic information and notification, whilst greater detail is prepared for a full press release.

If more detailed information comes through quickly, then this should be included in the first holding statement. However, the holding statement should be issued as quickly as possible and followed up with a more detailed statement as soon as possible.

The Communications Officer will then prepare a full statement for the media giving details of the incident. The statement should be signed off by the Communications Manager. (and where possible IMT) and in line with requirements of the MIG.

12.6 Full statements

A full statement should outline the points below (link with Police Communications Team or Communications Team of any other lead organisation appointed):

- Summary of the event - time, place, date of incident etc.
- Extent of injury if known - do not speculate. If unsure use the term - leg, foot, arm injury. State left or right if known. If you have an accurate medical report from hospital, use their terminology. Avoid the use of words that are sensational, e.g. severed, amputated.
- Brief description of incident, using any positive points where possible.
- Quote from a senior officer/member if they are available.
- Quote and/or contact details for victims or those affected by the incident. Ensure they are happy to speak to the press.
- Photograph, if appropriate.

12.7 Informing staff and members

The statement should be placed on the SpelNet, the Council's website and an email with the link should be sent to the Customer Services Managers, MAT (to cascade) and Cllrs. Managers may wish to use Whatsapp to ensure a wide reach of the messaging. However, no confidential information should be shared on Whatsapp.

12.8 Local media enquiries

Once all enquirers have been satisfied with a press statement, dependent on the seriousness of the incident, the Communications Officers should approach the local media, which have not enquired with the information.

12.9 Press conference/briefings

It is the responsibility of Surrey Police Media Office Manager/Scene Press Officer to organise and manage briefings. The first press briefing will take place shortly after the incident probably at or near the scene of the incident (a Media Liaison Point). Thereafter briefings

should take place at regular intervals, as agreed with Strategic/Tactical Communication lead. At least 30 minutes' notice should be given before briefings, if possible.

All information released at press conferences must be agreed by the Strategic Communications Manager/Tactical Media Manager (and appointed operational officer) and only authorised personnel will make statements to the media. Appropriate senior officers from the emergency services and local authorities will be expected to speak to the media at informal briefings as well as formal press conferences throughout the incident. Spokespeople must be trained to an appropriate level. It is the responsibility of each organisations media office to brief their spokespeople. Prior to any press briefings it is advised that the Media Officer (on scene) gathers all the spokespeople and their respective press officer together and agrees who is going to talk about what, identify any contentious issues and discuss how these can be dealt with.

12.10 Key messages and question and answer sheet

It is essential that prior to a press briefing/conference with TV crews, the Communications and Marketing Manager has prepared a key messages, questions and answer sheet (Q and As). This will help prepare the spokesperson for any complex questions.

12.11 Dealing with complaints

The BECC and IMT should ensure that these are dealt with swiftly to avoid extra media attention. It is important that the Communication and Customer Services teams keep the BECC up to date with the level and nature of complaints, reported issues and difficulties.

12.12 Transfer of media operations

It is expected that in the recovery phase of most Major Incidents Surrey County Council would take over the co-ordination of communications and engagement from Surrey Police. If there are smaller incidents where SBC take responsibility.

12.13 Mutual aid

The Surrey Communications Group have an informal arrangement in place to provide mutual support in emergencies.

13.0 RESPONSE PHASE: REQUIREMENTS AND RESOURCES AVAILABLE

13.1 Logging

Logging is a vital element of any emergency response for several reasons. Firstly, it ensures that actions are not lost and that staff handovers run smoothly. Critically, if there is a need for an inquest or enquiry after an incident it is important that you can present a written record of all the decisions you made and why you made them.

13.2 Mutual Aid

SBC may be required to give assistance to other Local Authorities responding to emergencies. Informal arrangements exist between neighbouring authorities under the Surrey Protocol for Mutual Aid in the event of a cross-boundary incident. Districts and Boroughs may want to share officer resources during emergencies; this could range from Incident Liaison Officer (ILO) level through to Strategic level staff in the BECC. The Protocol also allows for officers and equipment to be brought in to assist an affected Borough where their resources are overwhelmed. Please see Appendix A for further details on Mutual Aid.

13.3 Community Groups

Community groups can add value to a response and should be used where appropriate. The groups should have a single point of contacts. A member of staff should make contact and keep a running discussion of how SBC can help. The Community Wellbeing Team have the relevant contact details.

13.4 Military Aid to the Civil Authority (MACA)

The Armed Forces' national structure, organisation, skills, equipment and training can be of benefit to the civil authorities in managing the response to, and recovery from, major emergencies. This support is governed by the Military Aid to the Civil Authority (MACA) arrangements. However, **it should be made clear that the Armed Forces maintain no standing forces for MACA tasks and hence, cannot make a commitment that guarantees assistance to meet specific emergencies.**

There are three criteria for the provision of MACA:

1. **Military aid should always be the last resort.** The use of mutual aid, other agencies, and the private sector must be otherwise considered as insufficient or be unsuitable.
2. The Civil Authority lacks the required level of capability to fulfil the task, and it is unreasonable or prohibitively expensive to expect it to develop one.
3. The Civil Authority has a capability, but the need to act is urgent and it lacks readily available resources.

14.0 STAFF WELFARE

All SBC staff and members have a responsibility to assist in response to an incident, whether on the scene or from the council offices. As such, the IMT have ultimate responsibility for staff welfare during an incident. Deployed staff e.g. operational staff/rest centre will be responsible to their appropriate manager. ILOs will be supported by the BECC and TCG commander. It is important that staff are aware of their reporting lines and how to report any welfare issues.

14.1 Health and Safety

The nature of emergency situations is that the Council will generally need to respond quickly, but reasonable training and instruction will be given, and the health and safety of our staff and the public will remain our main priority. Responding staff will be provided with food and beverages throughout an incident as necessary.

14.2 Lone Working

Where possible, staff will not be deployed alone however given the nature of emergencies, it may be necessary to deploy lone workers. In the event of lone deployment, it is important to adhere to Lone Working Policies. The main consideration is to ensure that where staff are deployed and attend in person, they inform their relevant manager by telephone, where they are going and how long they will be. In adherence with the Lone Working Policy, staff must have a Solo Protect Device if deploying alone in an incident, which should have been arranged with Health and Safety in advance of any expected deployment.

14.3 Brief and Debrief

All staff deployed in a response should undergo a brief to make them aware of the incident occurring prior to deployment and their role. This brief should include some information about the emergency.

On stand down of the plan all staff deployed in a response should undergo a debrief which may also include a psychological First Aid (PFA) session or be carried out separately. Applied Resilience are trained to assist in carrying out debrief sessions.

14.4 Post-Incident Report

A post incident/exercise report should be written and include recommendations for improvement to the emergency plan and procedures going forward.

Applied Resilience will arrange this and then make the necessary changes to the Emergency Plan to ensure the recommendations that have been identified are recorded and implemented. SBC will also be invited to attend a multi-agency debrief and will be expected to attend.

15.0 FINANCE

15.1 Responsibilities

The Finance Team is responsible for the following actions:

- Ensure accurate accounting of all expenditure incurred;
- Administration of a Disaster Appeal Scheme if established;
- Make qualifying claims under the Bellwin Scheme, or similar schemes, where appropriate, within one month of the incident (see Appendix D).

All expenditure and income associated with the emergency should be accurately recorded to enable the Head of Finance to make appropriate claims to Government Departments.

A list of purchase card holders can be found in the Emergency Contacts Directory on Resilience Direct. Officers should avoid using their own credit cards or cash. In certain circumstances, the Council can give officers authority to use their own credit cards or cash. Receipts must be obtained for reimbursement via payroll.

15.2 Insurance

Scenarios may arise where an insurance claim may be made against the Council (e.g. personal injury). In all cases where insurance may be required, Health and Safety should be consulted in the first instance and Sutton LBC in the second.

16.0 RECOVERY

16.1 Standing down, debriefing and Psychological First Aid (PFA)

It is essential that all staff are formally stood down at the end of the incident and given the opportunity to attend a debrief. This is a structured session that will enable responders to discuss the incident response, although the Council's involvement in the incident is likely to stretch beyond this point. It is an excellent opportunity to review the existing arrangements within plans and identify ways in which they can be improved upon for the future, as well as marking the end of the response phase. SBC should be asked, or must request, to attend any joint agency debriefs taking place within other organisations.

16.2 Psychological First Aid

It may be necessary to accompany the debrief discussions with some form of professional welfare support as some officers may wish for more in-depth discussions following an incident. This can be provided by a range of professionals including Surrey County Council Adult & Community Care Service and Surrey Trauma Support Service. Psychological First Aid (PFA) sessions are advised within 3-5 days of a traumatic event but can be useful at any time following the event. Applied Resilience can help organise these sessions.

Staff may not necessarily identify that they require Psychological First Aid (otherwise known as Mental First Aid) sessions and therefore managers and team members should be mindful of their colleagues. Recurring instances of upsetting dreams about the event, heightened irritability/ outbursts of anger, difficulty concentrating are some of the signs that might suggest that the individual is suffering from trauma from the event and may require further support. HR teams should have processes in place to ensure that they can support SBC staff following an emergency.

16.3 Recovery Phase

The SLRF Emergency Recovery Protocol defines recovery as "the process of rebuilding, restoring and rehabilitating the community following an emergency". This phase may gradually develop during the response phase however focuses on the longer-term rebuilding of the community after an incident. Depending on the incident either SBC (for small localized incidents) or SCC (large scale incidents) will take the lead role in the rehabilitation and recovery of the community. The transition is likely to be formalised through Strategic Command and communicated to the Chief Executive (or deputy). This may occur within hours, days or weeks of the incident. Depending on the scale and nature of the incident. However, indications from SCG will be needed as early as possible, and the Borough's representative at the SCG should report back to the Chief Executive (or Deputy) with regular situation reports giving the current status of the emergency, in order to allow the Council sufficient time to prepare for this phase. To avoid duplication, other agencies will need to be brought together to discuss priorities of action. Although not exhaustive, the Group led by the Chief Executive (or deputy) may consider the following actions:

- establishing a multi-agency recovery liaison group
- agreeing on key priorities for the future
- the composition of the Council's recovery group.
- encouraging community representation

The role of political leadership in supporting the return to normality is vital, and the Leader of the Council is to be involved closely with the process throughout. The Leader and Mayor will play a key role in rebuilding community confidence, communication, meeting senior government representatives, and motivating the community to rebuild.

Command and control structures for the recovery phase mirror those at the response phase. A summary is shown in Figure 3 below:

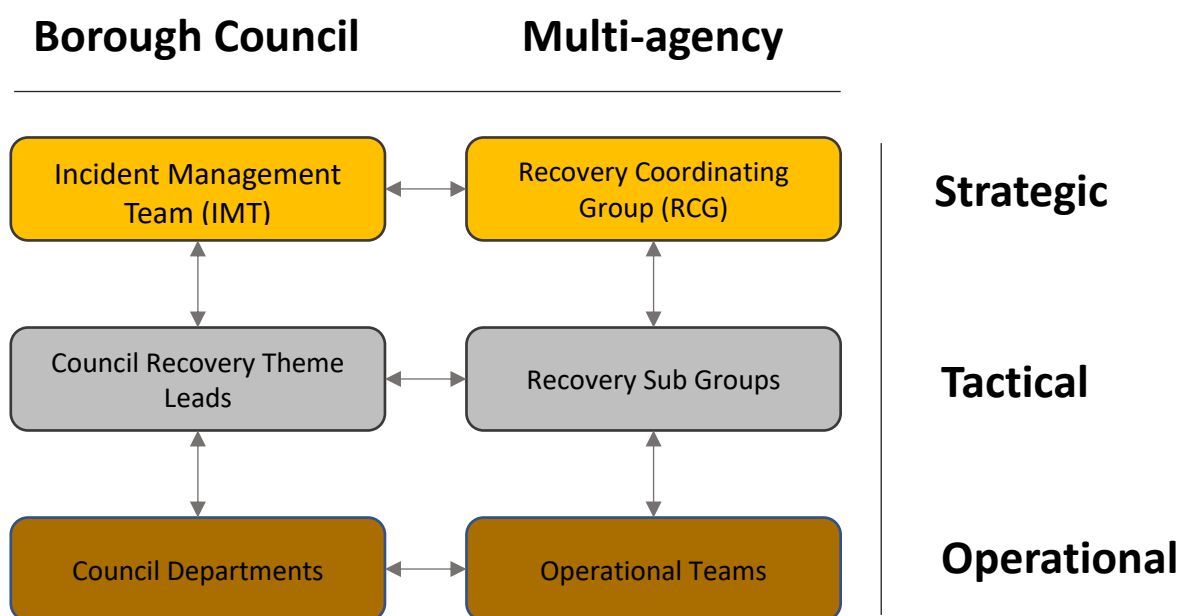


Figure 3: C3 structure (Recovery) internally and at multi-agency level

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APPENDIX A

Version Number	Date	Status	Amended By
Version 0.01	May 2009	Draft plan completed - NM Comments incorporate- SM	Nick Moon
Version 0.02	24 July 2009	Formatting- LD	LD
Version 0.03	29 July 2009	Adding of Protective Markings- NM. Small Language Changes	Nick Moon
Version 0.04	7 August 2009	Notes incorporated from DCX, minor changes, reference to major flood plan, COMAH off site plans. Clarity over Safer Runnymede role. Adding media section, plan testing and maintenance, minor editing. Adding of risk register section-NM	Nick Moon
Version 0.05	11 August 2009	Formatting- LD	
Version 0.06	2 September 2009	Notes incorporated from DCX and Streetscene Manager- NM	Nick Moon
Version 0.07	8 September 2009	Amendments made following Cabinet Meeting on 7 September. Changed web address link, corrected email address and removed reference to par 4.14	Nick Moon
Version 1.0	15 September 2009	Plan formally adopted	Nick Moon
Version 1.1	November 2011	Plan re-opened by EPO for amendment. EPO details added, contact details for key areas of response assed. Contact details for SCC changed.	Nick Moon
Version 1.2	November 2011	Plan circulated and staff comments incorporated	Nick Moon
Version 1.2.2	January 2012	Sent to MAT for approval	Nick Moon
Version 2.0	January 2012	Active	Nick Moon

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SPELTHORNE BOROUGH COUNCIL EMERGENCY PLAN V9.0

Version 2.1	September 2013	Removal of contact numbers. Change in titles. Change in health R&Rs	Nick Moon
Version 3.0	September 2013	Approved by MAT	Nick Moon
Version 4.0	November 2015	Updated website links. Updated SCC Community Risk Register diagram. Enhanced voluntary support section. Enhanced military support (MACA) section. Minor changes to media policy concerning "Surrey Alert". Addition of community groups. Addition of staff rota, recovery phase plan and standing down & debriefing. Chemical hazard info changed. Changes to language and formatting. - AB	Aisling Brophy
Version 5.0	November 2016	Updated definition of 'Major Incident' in line with Cabinet Office changes Minor changes to wording. Removal of reference to Highways Authority, changed to Highways England. Updated external website links. Changes to nominated Incident Liaison Officers.	Aisling Brophy
Version 6	January 2018	Applied Resilience – New Plan Format. Minor changing to wording	James McHugh
Version 7.0	September 2018	Full review	Applied Resilience
Version 7.1	December 2018	Inclusion of reservoir plan appendix.	Applied Resilience
Version 7.2	November 2019	Updated SMIP to SLRF Emergency Response Plan; Updated distribution list to include BECC Coordinators and Communications Manager; Updated fuel plan speed sheet; BECC location details updated	Applied Resilience
Version 8.0	January 2021	Full Review: Updated Immediate Action Table; Overview of plan structure added; Linking plans web updated; Aim updated; SLRF Risk Register added; Overview of activation table incorporated; Section included on homelessness;	Applied Resilience (Ed Walker)

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		Added section on logging and community groups; Reference to purchase card holders being found in Contacts Directory added; IMT Aide Memoires added; Addition of PHE, Highways England and Military to the External Partners – Roles and Responsibilities section; Post-incident write-up report section added; IMT Agenda added; Guidance for ILOs during the COVID-19 pandemic added; Mass evacuation speedsheet added; Surrey major accident hazard pipelines plan speedsheet added; CBRN(E) and Hazmat Incidents speedsheet; Reservoir inundation speedsheet added; Distribution list updated.	
Version 8.1	March 2021	Customer Services Manager added to initial notification; CCA Section updated to provide more detail; Reference to JESIP added to section 4; Decision-making and logging policy updated; Telecommunications section cut down due to new internal plan and reference to SLRF Telecommunications Plan added; Removal of reference to Warning and Informing Group; Debriefing wording changed to emphasise that AR will write debrief reports; HR Aide Memoire updated to include redeployment actions; Update Spelride and Cemeteries to Neighbourhood Services; Removal of Bellwin Threshold figure and replaced with web link; SLRF Excess Deaths Plan Speedsheet moved to Pandemic Plan; Risk register updated with additional detail for SBC and note about RAWG; Use of Whatsapp to inform staff added; Lone Working – addition of Solo Protect devices; Section 15.2 on Insurance added; Citizens Advice Bureau changed to Citizens Advice; Section 5.9 on Information Sharing added.	Applied Resilience (Ed Walker)
Version 8.2	April 2021	Addition of reference to COVID-19 to the risk register section.	Applied Resilience

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		Plan signed off by MAT under the proviso of an IMT training session held in June 2021.	(Ed Walker)
Version 8.3	October 2024	Interim Emergency Plan taken to MAT for approval prior to completion of this plan.	Applied Resilience
Version 9.0	May 2026	Full Plan Review Plan divided into separate policy document and Operational response document Additon in document scope regarding acknowledgement of climate change and the impact on emergencies	Applied Resilience

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Committee Report Checklist

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

Stage 1

Report checklist – responsibility of report owner

ITEM	Yes / No	Date
Councillor engagement / input from Chair prior to briefing		
Relevant Group Head review	Y	13/08/26
MAT+ review (to have been circulated at least 5 working days before Stage 2)	Y	13/08/26
This item is on the Forward Plan for the relevant committee		
	Reviewed by	
Finance comments (circulate to Finance)		
Risk comments (circulate to Lee O'Neil)	LO	13/08/26
Legal comments (circulate to Legal team)	LH	14/08/26
HR comments (if applicable)		

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

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

Stage 2

Report checklist – responsibility of report owner

ITEM	Completed by	Date rec'd
Monitoring Officer commentary – at least 5 working days before MAT	L Heron	14/08/26
S151 Officer commentary – at least 5 working days before MAT	T.Collier	14/08/26
Commissioner engagement	L.O'Neil	14/08/26
	Delete as applicable:	Comments in S. 7
Confirm report signed off for publishing for MAT by relevant member of Management Team	L.O'Neil	20/08/26
Confirm final report cleared by MAT		

Environment and Sustainability Committee

10 September 2026

Title	Governance Assurance update – Meeting the Council's Zero Carbon Targets and Wider Environmental Responsibilities
Purpose of the report	To inform and assure
Report Author	Lee O'Neil, Deputy Chief Executive Sandy Muirhead – Group Head Commissioning and Transformation
Ward(s) Affected	All Wards
Exempt	No
Exemption Reason	N/A
Corporate Priority	Environment Services
Recommendations	Committee is asked to: - Note the current overall assurance level for the Governance Assurance Area '<i>Meeting the Council's zero carbon targets and wider environmental responsibilities</i>' included in the Council's Governance Assurance Register. - Consider the key focus areas, concerns and issues relating to this Governance Assurance Area, as outlined in Appendix A.
Reason for Recommendation	To enable Members to review progress and scrutinise performance for one of the Council's key governance areas which falls under this Committee's remit.

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

What is the situation	Why we want to do something
- The Council continues to implement and embed its Governance Assurance (GA) Framework as part of ongoing improvements to the way the authority manages risk. - The 12 Governance Assurance Areas (GAAs) which form the Council's Governance Assurance Register continue to be reviewed by the Audit Committee to	Under the GA Framework, Service Committees, including the Environment and Sustainability Committee (E&SC), have an opportunity to consider and scrutinise the areas of focus, concerns and issues for governance areas within their remit.

provide assurance that effective arrangements are in place to manage key issues, concerns and areas of focus for the Council.	
This is what we want to do about it	These are the next steps
To update the E&SC on the GAA under its remit, relating to <i>'Meeting the Council's zero carbon targets and wider environmental responsibilities'</i>.	Address any questions and concerns from the Committee concerning delivery of actions relating to this GAA.

2. Key issues

- 2.1 The Council continues to embed changes to the way it manages risk as part of its Improvement and Recovery Plan, implementing the Governance Assurance Policy and Framework ('the Framework') previously agreed by the Corporate Policy and Resources Committee on 19 January 2026.
- 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 Under the Framework, the Council's Audit Committee considers the effectiveness of the Council's arrangements in relation to risk management, governance and internal control, including overseeing the relevant policies and strategies, with a view to being assured that key governance areas are owned and managed appropriately. The Audit Committee are therefore receiving regular updates on arrangements relating to the 12 Governance Assurance Areas (GAA) that form the Council's Governance Assurance Register.
- 2.4 The Framework also specifies how relevant Service Committees have a key role in considering and scrutinising performance relating to the areas of focus, concerns and issues for GAAs within their remit. In order to facilitate this process individual senior managers are invited to attend those Committees to discuss their assurance areas, specific matters and key risks in their services.
- 2.5 One of the 12 GAAs that form the Council's Governance Assurance Register falls within the remit of the Environment and Sustainability Committee (E&SC). This relates to *'Meeting the Council's zero carbon targets and wider environmental responsibilities'*.
- 2.6 **Appendix A** provides an update on progress with implementing the actions relating to this GAA, which currently has an **overall assurance level of medium**.

3. Options appraisal and proposal

- 3.1 Committee is asked to:

- (a) Note the current overall assurance level for the Governance Assurance Area '*Meeting the Council's zero carbon targets and wider environmental responsibilities*' included in the Council's Governance Assurance Register.
- (b) Consider the key focus areas, concerns and issues relating to this Governance Assurance Area, as outlined in **Appendix A**.

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 the Council's Governance Assurance Framework, 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 The Commissioners have no comments on this report.

8. S151 Officer comments

- 8.1 The S151 Officer notes no direct financial implications arising from this report. However, having an appropriate governance and assurance framework plays a key role in underpinning value for money, and mitigating financial risk. Both organisational resilience and cyber resilience and security risks if crystallised potentially have significant financial consequences.

9. Monitoring Officer comments

- 9.1 Considered and functional Governance Assurance arrangements, underpinned by the appropriate and timely actions, are essential for maintaining a strong framework for risk management and internal control.

- 9.2 This report supports the Committee in its scrutiny of these actions and seeks to provide assurance that the risks are being managed effectively and in accordance with the Council's statutory responsibilities.

10. Procurement comments

10. There are no procurement implications arising directly from the recommendations in 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 As outlined in this report, the Council's Governance Assurance Register incorporates a specific GAA 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 (now likely to be completed in September 2026).

14. Local Government Reorganisation Implications

- 14.1 It is important that the Council continues to develop and implement its Governance Assurance arrangements to ensure that strategic and operational risks are managed effectively in the run up to vesting day for the new West Surrey Council.

15. Timetable for implementation

- 15.1 A further update on this GAA will be provided at the E&SC meeting on 7 January 2027.

16. Contact

- 16.1 Lee O'Neil – Deputy Chief Executive (l.o'neil@spelthorne.gov.uk)
16.2 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: None

Appendices:

Appendix A: Governance Assurance update for E&SC relating to 'Meeting the Council's zero carbon targets and wider environmental responsibilities'.

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APPENDIX A - CPRC GOVERNANCE AREA REPORT – ZERO CARBON TARGETS AND WIDER ENVIRONMENTAL RESPONSIBILITIES

ASSURANCE AREA					
Meeting our zero carbon targets and wider environmental responsibilities					
ASSURANCE DESCRIPTION					
Climate change poses a significant risk to society as well as the Council. It is well documented that the likelihood of severe and extreme weather events is increasing. It is therefore the Council's duty to do what it can to directly and indirectly minimise our environmental impact and ready ourselves in the event of a serious weather event. Assurances are needed therefore that appropriate strategies and policies are in place and effective, they are understood and complied with, and our emergency resilience and business continuity arrangements are in place and tested.					
ASSURANCE ASSESSMENT					
Honouring our environmental responsibilities is an important Council priority. We therefore need to have in place a framework of policies, procedures, guidance and training that ensures all Council activity considers the environment and that decisions regarding the use of Council resources are made utilising the best available information. However, recent staffing changes will result in less action in this area.					
Without strong and effective governance to support our responsibilities threatens meeting our targets for carbon reduction and not making the best decisions for the future.					
ASSURANCE OWNER	Sandy Muirhead	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	Climate Change Strategy & Action Plan Ensure the Council's Climate Change Strategy & Action Plan is in place and regularly reviewed	Timothy Snook- Sustainability and Resilience Lead		The Climate Change Strategy has been reviewed. Progress of the action plan is monitored to ensure it remains appropriate and achievable.	The Strategy is regularly reviewed every 2 years (2024) and is due for a further review in 2026 but resourcing this with a reduction of officers may not be feasible without bringing in outside resource. There is an action tracker in place to monitor progress. The Strategy will still be in place until March 2027 where final review can occur before vesting day.
2	Awareness and training Ensure the Council has a programme of appropriate awareness and training in place.	Timothy Snook- Sustainability and Resilience Lead		The Council has achieved the bronze level for carbon literacy training for staff and is close to achieving silver to ensure staff are aware of the Council's strategy etc. Training has also been undertaken for members but a limited number.	Bronze accreditation has been achieved which exceeds other West Surrey authorities carbon literacy training. Review March 2027
3	Oversight by E&S Committee Ensuring there is regular and effective oversight by the E&S Committee.	Arthur Stokhuyzen- Climate Change Officer		Continue to explore ways to meet a carbon neutral target and to promote climate change as an issue that needs to permeate all Council areas.	Resourcing will limit opportunities to develop this action further. Review December 2026
4	Business and service planning	Sandy Muirhead-		Service plans have a section for addressing climate change within a	Service plans in the future need to fully encompass opportunities to

	Ensure that the Council's business and service planning arrangements adequately consider we reduce our carbon emissions and environmental impact generally.	Group Head Commissioning and Transformation		services operation but there is scope for services to consider and expand in more detail how they can reduce service emissions.	meet climate change targets but future service plans will be directed by West Surrey Review February 2027
5	Maximise funding To explore opportunities to maximise external funding for the Council to support meeting our environmental responsibilities.	Arthur Stokhuyzen - Climate Change Officer		Reviewed opportunities to attract external funding to support our carbon neutral target. Staff attempt to obtain funding wherever possible including in conjunction with SCC and other Boroughs and Districts which will be undertaken by West Surrey in the future.	As we approach LGR and vesting day, opportunities are being looked for that can be implemented immediately but may with the loss of the two climate change based officers require external project management for specific projects. Review February 2027
6	Influence property development Ensure the Council has the appropriate influence on future property development that aligns with the Climate Change Strategy.	Jane Robinson - Local Plans and Infrastructure Manager		Sustainability and climate change lead officers review current planning applications to see if they meet renewable energy requirements but as the Local Plan is now in place and the climate change supplementary planning document (SPD) has been a more rigorous approach will be taken.	There will be a need to ensure future planning applications meet SPD requirements. Review December 2026
7	Greener Futures Strategy	Timothy Snook -		Adaptation strategy has been developed, and the Sustainability	Implementing an action plan for Spelthorne with the limited time

	Ensuring the Council's Greener Futures Strategy is in place, reviewed and therefore appropriate	Sustainability and Resilience Lead		and Resilience Lead is in regular communications to progress the actions within Surrey County Council and the future West Surrey.	remaining would be helpful but future progress is dependent on how West Surrey wish to take adaptation forward. Review March 2027
8	Wider emergency resilience & business continuity plans Ensure the Council's emergency resilience & business continuity plans consider the response that would be needed should an adverse weather event arise.	Timothy Snook- Sustainability and Resilience Lead		The reviews of emergency planning and business continuity plans are on a rolling basis and currently up to date with the exception of strategic business continuity which will be completed by September 2026. The emergency plan review has just been completed and is entering the Committee approval process but does contain reference to adverse weather hazards caused by climate change.	The emergency plan is due to be approved September 2026, but West Surrey plans will need to address climate change adaptation. Review March 2027

Related Improvement and Recovery Plan Theme High Priority Outcomes:

Corporate KPIs					
	KPI description	Frequency	Target	Corporate priority	Progress update
CC1	Reduce emissions by at least 148.84 (TCO2e) each year. Actual figure represents quarterly reduction from FY 24/25.	Quarterly	Reduce emissions by at least 148.84	Environment	On target

			(TCO2e) each year.		
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Local CIL Funding Bids

To date, the following funding allocations have been agreed by the respective Spending Boards:

- Ashford: **£41,350**
- Shepperton, Laleham & Charlton: **£31,542**
- Stanwell & Stanwell Moor: **£27,705.37**

The **Sunbury & Upper Halliford Spending Board** will be rescheduled as Members wish to undertake further consideration of the two applications received totalling £90,000. Additional information requested by Members has been provided to support decision-making ahead of the meeting due to be scheduled for September.

The **Staines Spending Board** has also been rescheduled to 9 September 2026 following the submission of an application for a Multi-Use Games Area (MUGA) at Memorial Gardens. A public consultation on the proposal was undertaken between 11 May and 21 June 2026 and identified a substantial level of concern regarding the scheme in its current form. The revised timetable will allow sufficient time for the consultation findings to be reviewed and for a decision to be made on whether the proposal should progress before the Spending Board meets in September. Currently they have received a total of six bids with a total value of £956,041, four of which have been made by Spelthorne Borough Council.

Strategic CIL Funding Bids

Two Strategic CIL applications have been received in the current funding round, with a combined funding request of £489,142.

- **Visit Staines BID** has submitted an application for £89,142 to replace the existing digital information screens in Staines town centre with new digital display screens and interactive wayfinding kiosks. The proposal aims to improve access to information for residents and visitors, support navigation within the town centre, and promote local businesses and services.
- **Spelthorne Borough Council** has submitted an application for £400,000 to replace ageing safety surfacing at ten play areas across the borough. The project aims to maintain safe and accessible play facilities, improve their longevity and ensure they continue to meet the needs of existing and future residents.

Both applications are currently being assessed and will be considered through the Strategic CIL funding process later this autumn, following the conclusion of the Local CIL Spending Board's. This will allow any projects referred from Local CIL to be considered alongside the Strategic CIL applications received.

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Spelthorne Borough Council Services Committees Forward Plan and Key Decisions

This Forward Plan sets out the decisions which the Service Committees expect to take over the forthcoming months, and identifies those which are **Key Decisions**.

A **Key Decision** is a decision to be taken by the Service Committee, which is either likely to result in significant expenditure or savings or to have significant effects on those living or working in an area comprising two or more wards in the Borough.

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

Spelthorne Borough Council

Service Committees Forward Plan and Key Decisions for 24 August 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
Environment and Sustainability Committee 10 09 2026	Council Emergency Plan V9.0	Key Decision	Public	Sandy Muirhead, Group Head - Commissioning and Transformation
Environment and Sustainability Committee 10 09 2026	Public consultation response for proposed MUGA in Memorial Gardens Staines-upon-Thames	Non-Key Decision	Public	Jackie Taylor, Group Head - Neighbourhood Services
Environment and Sustainability Committee 10 09 2026	Governance Assurance update - Meeting the Council's Zero Carbon Targets and Wider Environmental Responsibilities	Non-Key Decision	Public	Sandy Muirhead, Group Head - Commissioning and Transformation
Environment and Sustainability Committee 07 10 2026	Local Plan Immediate Review - Scoping Consultation Responses	Key Decision	Public	Jane Robinson, Principal Planning Officer
Environment and Sustainability Committee 19 11 2026	Green Initiative Fund Request - Colne Valley Regional Park - Recommendation from Climate and Nature Working Group	Key Decision	Public	Arthur Stokhuyzen, Climate & Energy Lead

Date of decision and decision maker	Matter for consideration	Key or non-Key Decision	Decision to be taken in Public or Private	Lead Officer
Environment and Sustainability Committee 19 11 2026	Staines Masterplan	Key Decision	Public	Laura Richardson, Joint Interim Service Lead for Strategic Planning, Jane Robinson, Principal Planning Officer
Environment and Sustainability Committee 19 11 2026	Environment and Sustainability Committee KPI Update	Non-Key Decision	Public	Sandy Muirhead, Group Head - Commissioning and Transformation, Timothy Snook, Sustainability & Resilience Lead
Environment and Sustainability Committee 07 01 2027	Climate Change - Governance Assurance	Key Decision	Public	Sandy Muirhead, Group Head - Commissioning and Transformation
Environment and Sustainability Committee 07 01 2027	Environment and Sustainability Committee KPI Update	Non-Key Decision	Public	Sandy Muirhead, Group Head - Commissioning and Transformation, Timothy Snook, Sustainability & Resilience Lead
Environment and Sustainability Committee 18 03 2027	Environment and Sustainability Committee KPI Update	Non-Key Decision	Public	Sandy Muirhead, Group Head - Commissioning and Transformation, Timothy Snook, Sustainability & Resilience Lead

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