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Date: 09 February 2026

Notice of meeting

Corporate Policy and Resources Committee

Date: Tuesday, 17 February 2026

Time: 7.00 pm

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

To the members of the Corporate Policy and Resources Committee

Councillors:

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

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

Councillors are reminded that the Gifts and Hospitality Declaration book will be available outside the meeting room for you to record any gifts or hospitality offered to you since the last Committee meeting.

Spelthorne Borough Council, Council Offices, Knowle Green

Staines-upon-Thames TW18 1XB

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Agenda

Page nos.

1. Apologies and Substitutes

To receive apologies for absence and notification of substitutions.

2. Minutes

7 - 12

To confirm the minutes of the meeting held on 19 January 2026 as a correct record.

3. Disclosures of Interest

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

4. Questions from members of the Public

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

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

5. Updated Improvement and Recovery Plan

13 - 66

Committee is asked to approve the revised Improvement and Recovery Plan.

6. Q2 Corporate KPI Results

67 - 106

Committee is asked to consider the Corporate Key Performance Indicators (KPIs) data for Quarter 2 2025/26

7. Pay Award 2026/27 and Pay Award 2025/26 (back dated award)

107 - 120

Committee is asked to recommend to Council a pay award for 2026/27 and a backdated pay award for 2025/26 is approved as follows:

1. 2026/27 – A consolidated pay award of 4% on all spinal points and personal salaries (across the board increase); and
2. 2025/26 – A consolidated backdated pay award of 0.2% in recognition of the difference between the National Pay Award and Spelthorne Council's pay award of the previous two year period. Payment to be backdated to 01 April 2025.

8. Pay Policy 2026/27

121 - 146

Committee is asked to agree the Pay Policy Statement and recommend to Council for approval.

9. Q3 Revenue Monitoring Report

To follow.

10. Q3 Capital Monitoring Report

To follow.

11. Draft Detailed Revenue Budget and Medium Term Financial Strategy

147 - 280

Committee is asked to:

1. Consider the statutory Section 25 and Section 26 report of the Chief Finance Officer (Section 151 Officer) in Appendix J in determining:
 - a) The proposed budget for 2026/27,
 - b) The medium-term financial plans for 2026/27 to 2028/29; and
 - c) The robustness of estimates and reserves projections,
2. Note the level of projected reserves at 31 March 2026 is £32.2m and available earmarked reserves forecast to be available are £27.7m as set out in Appendix E,
3. Recommend that the Council approve:

3.1 The General Fund Revenue Budget for 2026/27 including:

- a) The General Fund Budget Requirement of £19.318m for 2026/27 (See Appendix A for full details),
- b) Growth and pressures of £1.252m for 2026/27 (See Table 2, paragraph 2.28 for full details); and
- c) Proposed savings of £5.752m for 2026/27 (See Appendix D for full details)

3.2 An increase in the Council's element of the Council Tax for a Band D property by £6.64 per annum for 2026/27 (2.90%) giving a Band D Council Tax of £235.50 per year, excluding the precepts from Surrey County Council and the Surrey Police and Crime Commissioner,

3.3 Notes the following Council Tax increases and precepts as detailed in Appendix I:

- a) Surrey County Council has increased Council Tax for a Band D property to £1,938.42 per annum, a 4.99% increase on 2025/26, resulting in a precept of £80,014,295,

- b) The Police and Crime Commissioner for Surrey has increased Council Tax for a Band D property to £352.57 per annum, a £15 or 4.45 increase on 2025/26, resulting in a precept of £14,553.420,
- c) This results in an overall Band D Council Tax of £2,526.49 for Spelthorne residents, an increase of £113.71, 4.5%,
- d) The Spelthorne Council element of the Council Tax is 9.3% of the total bill for Spelthorne residents,

3.4 The calculations for determining the Council Tax requirement for the year 2026/27 in accordance with the Local Government Finance Act 1992 as set out in the Council Tax Resolution in Appendix I,

3.5 The Fees and Charges for 2026/27 as set out in Appendix H; and

3.6 Continuing the complete disregard of war pension/armed forces pension income from benefit calculations as set out in paragraph 2.22 of this report.

12. Capital Strategy and Capital Programme 2026-2027 **281 - 304**

Committee is asked to make a recommendation to Council that it consider and approve the proposed Capital Strategy and Capital Programme for 2026/27 to 2029 as set out in the report.

13. Treasury Management Strategy 2026/27 **305 - 350**

Committee is asked to make a recommendation to Council that it approve the Treasury Management Strategy for 2026/27 including:

1. The Annual Investment Strategy for 2026/27,
2. The Minimum Revenue Provision Policy Statement for 2026/27; and
3. The Prudential Indicators for 2026/27.

14. Forward Plan **351 - 356**

To consider the Forward Plan for committee business.

15. Exclusion of Public & Press (Exempt Business)

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

16. Urgent Actions **357 - 358**

To note those urgent actions which have been taken by the Chief Executive in consultation with the Leader since the last Corporate Policy and Resources meeting on 19 January 2026.

17. Affordable Housing Delivery with Commuted Sum **359 - 412**

Committee is asked to:

1. Consider options within the report for commuted sum usage to provide affordable housing and approve Option 1; and
2. Authorise the Strategic Housing Lead, in consultation with the Section 151 Officer and the Group Head of Community Wellbeing and Housing, to negotiate acquisitions based on Option 1, with reference to best value principles.

18. Disposal of A Commercial Office Asset **413 - 556**

Committee is asked to:

1. Consider and agree in principle the offer and the proposed disposal,
2. Recommend to Council to:
 - 2.1 approve the proposed disposal on the terms set out in this report,
 - 2.2 delegate authority to the Chief Finance Officer and Group Head of Assets, in consultation with the Chair and Vice Chair of the Corporate Policy and Resources Committee and the Chair and Vice Chair of the Commercial Assets Sub-Committee to agree minor variations to the Heads of Terms and the sale price within a tolerance of 10% of the agreed price; and
 - 2.3 delegate authority to the Group Head of Corporate Governance to enter into a transfer to complete the disposal and any ancillary legal documentation required in relation to the proposed disposal.

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Minutes of Corporate Policy and Resources Committee

19 January 2026

Present:

Councillor J.R. Sexton
Councillor C. Bateson
Councillor J.R. Boughtflower
Councillor M. Buck
Councillor J. Button
Councillor S.M. Doran
Councillor M. Gibson
Councillor M.J. Lee
Councillor S.C. Mooney
Councillor L. E. Nichols
Councillor H.R.D. Williams

1/26 Apologies and Substitutes

Apologies were received from Councillors Attewell and Turner.

Councillor Howkins was present as Councillor Attewell's substitute.

Councillor Dunn was present at Councillor Turner's substitute.

2/26 Minutes

The minutes of the meeting held on 11 November 2025 were agreed as a correct record.

3/26 Disclosures of Interest

Councillor Mooney and Sexton declared that they were also Surrey County Councillors.

Councillor Nichols declared that he was a Director on the Knowle Green Estates Board.

4/26 Questions from members of the Public

There were no questions.

5/26 Tennis Court and Football Pitch Improvement Works

The Committee considered a report that sought approval for improvement works within the Council's parks and open spaces.

The Committee were advised that a tender process would be undertaken to appoint a contractor to undertake the works needed. Once the contract had been awarded, the Chair asked for dates to be provided with regard to the lifespan of each tennis courts' tarmacadam and when future repainting/recoating would be needed.

The Chair asked for details to be provided to Committee members with regard to who would be responsible for monitoring the tennis courts to ensure that they remained fit for purpose and how often they would be inspected.

The Committee requested that further information be provided to outline details of what money would be spent on the football pitches and what maintenance or improvements would be needed.

The Committee **resolved** to:

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

6/26 Social Value Strategy

The Committee considered a report that sought a recommendation for Council to approve the proposed Social Value Strategy for the Council's regeneration sites.

The Committee were advised that this report had been considered at a meeting of the Business, Infrastructure and Growth Committee in January and a recommendation was made to this Committee to agree the Social Value Strategy for the regeneration site disposals.

The Group Head Assets was asked to provide a list, to be circulated to all committee members, of all commercial properties within the Council's Portfolio.

The proposed strategy would ensure that an agreed set of parameters would be used to evaluate any offers as opposed to just accepting the highest offer. Prior to any site disposal Council will agree a minimum site value and attach weightings to individual criterium to aid decision making and to ensure that the Council consider the social value to the Borough's residents.

Councillor Williams requested a recorded vote.

For	Councillors Sexton, Bateson, Button, S Doran, Dunn, Gibson, Mooney, Nichols, Williams – 9 votes
Against	0 votes
Abstain	Councillors Boughtflower, Buck, Howkins, Lee – 4 votes

The Committee **resolved** to:

1. Agree the Social Value Strategy for the regeneration site disposals and recommend to Council for approval; and
2. Note that by adopting the Strategy the relevant housing and regeneration sites will be marketed to include a requirement for third parties to provide social value provision within their offers, which may reduce the highest financial value being achieved.

7/26 Debt Write-Offs

The Committee considered a report that sought approval for a Sundry Debt write-off in the sum of £10,913.44.

The Group Head Commissioning and Transformation advised that since these debts had occurred an updated Corporate Debt Policy had been implemented and the Debt Recovery Team's resources had been strengthened. Processes had now been put in place to monitor individual debts to ensure that they did not increase.

The Chair asked for details of the processes followed and which debts ran the risk of not being recoverable, to be sent to all Committee members.

The Committee requested details of available debt recovery measures and when they would be used.

The Committee **resolved** to approve the Sundry Debt write-offs set out amounting to £10,913.44 in total which relates to irrecoverable debts relating to:

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

8/26 Governance Assurance Risk Management) Framework and Policy

The Committee considered a report that sought approval of the proposed new Governance Assurance Policy.

The Deputy Chief Executive advised that it was proposed to introduce this new policy from April 2026 following training for all Chairs and Vice-Chairs of Committees and officers to ensure that there was a comprehensive understanding.

The Committee **resolved** to:

- a. Approve the new Governance Assurance Policy and Framework (as outlined in Appendix a), which focuses on the Council's governance and control arrangements to ensure effective management of risks; and
- b. Authorise the Deputy Chief Executive, in conjunction with the Chair of the Audit Committee to make any adjustments to the Policy and Framework to ensure that it is updated to reflect any future changes in the Council's governance arrangements.

9/26 Determination of Council tax base for Council tax setting

The Committee considered a report that sought a recommendation for Council.

The Committee queried how many properties within the Borough currently attracted a 200% and 300% levy for properties that were unoccupied and unfurnished for a period of 5 years to 10 years and 10 years and more respectively. The Interim Chief Executive advised that details would be circulated to the committee members.

The Committee **resolved** to recommend to Council that:

- a. The existing Council Tax Reduction Scheme is retained for 2026/27,
- b. In accordance with the Local Authorities (Calculation of Tax Base) (England) Regulations 2012 the Council Tax Base for 2026/27 calculated as Band D equivalents, is determined at 41,276.13, an increase of 1.62%; and
- c. The estimated Council Tax surplus for 2025/26 is £6.478m, of which £0.614m relates to Spelthorne Borough Council (£5.515m of the surplus is a one-off and is due to an adjustment to the 2024/25 bad debt provision).

10/26 Forward Plan

The Committee **resolved** to agree the Forward Plan subject to some minor amendments being made.

11/26 Urgent Actions

There were none.

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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	03/02/06
Commissioner engagement (if report focused on issues of concern to Commissioners such as Finance, Assets etc)	YES	09/02/26
Relevant Group Head review	YES	05/02/26
MAT+ review (to have been circulated at least 5 working days before Stage 2)	NO	
This item is on the Forward Plan for the relevant committee	YES	03/02/26
	Reviewed by	
Finance comments (circulate to Finance)	AB	05/02/26
Risk comments (circulate to Lee O'Neil)	LO	04/02/26
Legal comments (circulate to Legal team)	LH	05/02/26
HR comments (if applicable)		

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

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

Stage 2

Report checklist – responsibility of report owner

ITEM	Completed by	Date
Monitoring Officer commentary – at least 5 working days before MAT	L Heron	05/02/26
S151 Officer commentary – at least 5 working days before MAT	T.Collier	05/02/26
Confirm final report cleared by MAT		

Corporate Policy and Resources Committee

17 February 2026

Title	Revised Improvement and Recovery Plan
Purpose of the report	To make a decision
Report Author	Ruth Adams, Interim Programme Director
Ward(s) Affected	All Wards
Exempt	No
Exemption Reason	NA
Corporate Priority	Community Addressing Housing Need Resilience Environment Services
Recommendations	Committee is asked to: (i) approve the revised Improvement and Recovery Plan
Reason for Recommendation	The original Improvement and Recovery Plan, approved by Council in October 2025, was developed in response to the statutory Directions of the Secretary of State. It primarily focused on the need to “diagnose and stabilise,” addressing the immediate challenges of financial stability, commercial management, regeneration and housing, governance, and LGR readiness through a programme of recovery actions. A revised plan has now been drafted in recognition of the need to transition from this initial phase to accelerate the pace of improvements required to rebuild the confidence of government, stakeholders, residents and partners in the emerging West Surrey Council. Approval of changes to the plan was delegated to Corporate Policy and Resources Committee (CPRC), and this revised version aims to move the Council from recovery towards sustained improvement.

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

What is the situation	Why we want to do something
------------------------------	------------------------------------

<ul style="list-style-type: none"> This report sets out the rationale for the proposed changes in the Improvement and Recovery Plan. 	<ul style="list-style-type: none"> The proposed revisions reflect the changed focus from recovery to improvement. The revisions will enable the Council to provide assurance to Commissioners, Government, the new West Surrey Shadow Council and our Councillors and employees that the Council has a deliverable plan to improve and be self-governing, fulfilling its best value duty in the shortest time possible.
This is what we want to do about it	These are the next steps
<ul style="list-style-type: none"> Seek CPRC approval of this revised plan which prioritises actions over the coming year with a continual and clear focus on improvement in leadership, culture, service delivery and the governance and financial management environment. 	<ul style="list-style-type: none"> Once approved this will be reflected in the ongoing monitoring arrangements and reported to Audit Committee for further assurance on the approach being taken.

2. Key issues

- 2.1 The Council's response to the Secretary of State's Best Value Directions, issued in May 2025, was the creation of a single Improvement and Recovery Plan (IRP). This plan was intended to provide the organisation with a clear direction for its improvement journey and a single framework for ensuring that all of the Directives were addressed.
- 2.2 The original plan was approved by Council on 23 October 2025. Authority was delegated to the Corporate Policy and Resources Committee (CPRC) to approve any changes to the IRP as part of regular reporting arrangements, as it was anticipated that updates would be required to reflect the evolving nature of the programme.
- 2.3 The original IRP was built on the specific requirements set out in the statutory Directions and the recommendations of the Commissioner Team. It brought together various plans and programmes, including the Best Value Inspection, the Grant Thornton 2023/24 audit report, and the Chartered Institute of Public Finance and Accountancy (CIPFA) Capital Assurance Review.
- 2.4 The IRP was designed as a multi-year plan, recognising that some elements may, by necessity, extend beyond the life of the Council. Since its approval, the timescales for local government reorganisation have been confirmed as April 2027. Underpinning all aspects of our improvement work is therefore the need to ensure a successful transition to the new West Surrey Council.
- 2.5 Our initial IRP predominantly focused on the requirement to 'diagnose and stabilise', addressing the immediate challenges of financial stability, commercial management, regeneration and housing, governance, and LGR readiness through targeted recovery actions. We now recognise the need to

transition from this initial phase to the ‘transform and embed’ phase, accelerating the improvements required to rebuild the confidence of government, stakeholders, residents, and partners in the emerging West Surrey Council.

- 2.6 Defined workstream activities were extracted and timelines developed, with progress tracked and risks and delays identified. The initial recovery priorities focused on immediate actions required to stabilise the Council. Since the Directions were issued, considerable progress has been made against these recovery-phase actions. Reporting has predominantly focused on these actions rather than on progress towards higher-level outcome achievements or the sustainability of improvements. This has resulted in limited assurance being provided to Commissioners and Councillors through the Improvement and Recovery Board. Once this gap in expectations was identified, it was recognised that it needed to be remedied quickly, leading to the prompt development of the revisions being proposed.
- 2.7 The original thematic elements and their intended outcomes have therefore been retained but rephrased to refocus attention on the tangible improvements required by the Directions. This alignment is illustrated in below:

Previous IRP Themes	Revised IRP Priorities
Local Government Reorganisation	Strengthening and Improving Leadership
Financial Recovery	Improving Financial Sustainability
Governance	Improving Governance and Assurance
Commercial	Improving Commercial, Regeneration and Housing
Regeneration and Housing	

- 2.8 The revised Plan has been shared with theme leads, stakeholders, and Councillors Sexton, Boughtflower and Button, as members of the IRB, for information and feedback. The revised Plan was discussed at the Improvement and Recovery Board and agreed for recommendation to CPRC for approval. An assurance update is being provided to the Audit Committee in February. If CPRC accepts the revised Plan, a further discussion on the reporting processes against the new Plan will take place at the March Audit Committee meeting. The six-monthly progress report for the Commissioners is due to be submitted by April 2026.
- 2.9 To track our progress, we have developed an evaluation framework to enable both quantitative and qualitative assessment of our improvement and recovery. This approach recognises that while some aspects of improvement are measurable (such as the implementation of correct policies or performance indicators), others will require evaluative judgement on how effectively the Council has improved.
- 2.10 The revised Plan also sets out our approach to independent assurance of progress. This will include openness to external review, independent validation and testing such as reviews by the Commissioners, independent stakeholder surveys, and engagement with subject matter experts.

- 2.11 Once approved, the monitoring processes underpinning the programme will be updated to reflect this change in focus and incorporated into monthly reporting to the Board, with additional oversight from the Audit Committee to ensure assurance around this revised approach.
- 2.12 Through the existing governance arrangements, any further changes to the IRP will be captured and recommended by the Improvement and Recovery Board for approval by the Corporate Policy and Resources Committee.

3. Options appraisal and proposal

- 3.1 The preferred option is for the refocused Plan to be approved to demonstrate our commitment to continually learning and improving; initiate monitoring of improvement activity at pace and provide assurance to Commissioners, Government, the new West Surrey Shadow Authority and our Councillors and employees that the Council has a deliverable plan to improve and be self-governing, fulfilling its best value duty in the shortest time possible.
- 3.2 Further consultation on the contents of the refocused Plan could be undertaken to co-create the second iteration of the Plan using the same approach as the first. This is not recommended due to the tight delivery timescales and concerns about engagement with the process will be mitigated through an enhanced communications plan due to be launched.
- 3.3 Doing nothing is not an option if the Council is to fulfil its best value duty in the shortest time possible, as the current approach (while suitable for the initial recovery phase) has been shown to require refinement in order to support sustained improvement.

4. Risk implications

- 4.1 Risk relating to the IRP will be managed through the Council's new governance assurance arrangements with '*Ensuring there are effective governance arrangements in place to deliver the IRP*' and '*Ensuring and maintaining organisational resilience*' forming two of the Governance Assurance areas which will be monitored and reported on through the Council's new Governance Assurance Register.
- 4.2 Risk 1: The improvement requirements are not engaged with by staff across the organisation resulting in capacity and capability strain, inconsistent delivery across the organisation and tactical rather than sustained improvements being made which risks regression once oversight reduces.
Mitigation: As part of the implementation of the revised Plan is a communication plan to raise the profile of the Plan within the organisation, integrate with individuals' objectives and celebrate success. The revised approach collates both quantitative and qualitative assessment of our improvement and recovery as well as assurance of progress.
- 4.3 Risk 2: The organisation does not have the capacity or skills required to deliver the Plan especially alongside the demands for preparing for transition to West Surrey.

Mitigation: Monthly highlight reporting from each priority SRO offers the opportunity to raise resource capacity or skills gaps as an emerging risk. Consideration would then be given to effectively utilise the funding available for these programme to either resource additional support or commission expertise as required.

4.4 Risk 3: Erosion of stakeholder confidence or risk to future relationships and partnerships

Mitigation: The revised IRP seeks to accelerate the pace of improvements required to rebuild the confidence of government, stakeholders, residents and partners in the emerging West Surrey Council. This will be supported through sharing our improvement progress evidenced by external review and independent validation and testing

4.5 Risk 4: If the revised approach with the IRP does not adequately address requirements or evidence progress then the Council may be deemed as non-compliant with the Directions.

Mitigation: As has occurred to date the monthly Improvement and Recovery Board monitoring will highlight whether reporting has improved to provide required the assurance.

5. Financial implications

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

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

5.3 In the development of the IRP's workstreams, the review of the resources necessary to deliver will need to be undertaken and presented to CPRC and Council as part of the 2026-27 budget – the final budget that the authority will have sovereignty over. As part of addressing the BV Directives, there will be a need to find significant Budget savings as part of the 2026-27 Budget. Once the Medium-Term Financial Planning work is completed in early autumn this will enable the quantum of savings required to be firmed up. In order to balance the Budget additional savings will need to be made to cover the additional intervention related costs. This will necessitate some challenging prioritisation decisions for the Council.

5.4 Where existing capability exists, resources from within the Council will be reallocated or reshaped to deliver the actions in the IRP through re-prioritisation. However, where the resourcing review identifies gaps, additional specific finance will need to be called upon to provide the capacity for the

organisation to focus on improving performance and deliver transformation of services ahead of the LGR transition in April 2027.

- 5.5 In some limited cases, other Surrey LGR Councils (depending on unitarization geography) may be able to provide support or advice. In other cases, additional expertise will be provided by contractors and consultancy support, this for example has happened in the Finance and Commercial themes. The Local Government Association has also identified areas where its support can be provided. These will be funded from the Transformation Fund rather than the General Fund.
- 5.6 As identified in the risks section, ensuring appropriate resourcing will be critical to delivery against the IRP. This is particularly so given the need at same time to resource the LGR transition to West Surrey. Across a number of service budgets provision has been made for additional resource and £566k of this has been capitalised and will be financed through application of the Flexible Use of Receipts Strategy. A Budget of £490k has been built into the 2026-27 Draft Budget for Commissioners, based on the average number of days claimed to date. As highlighted above the IRP has provided a focus on building in savings in the 2026/27 Budget.

6. Legal comments

- 6.1 The Council has a statutory Best Value Duty, and more particularly a duty to secure continuous improvement under the Local Government Act 1999.
- 6.2 Adoption and implementation of the updated IRP demonstrates that the Council is taking steps to address areas of concern identified in the Secretary of State's Best Value Directions.
- 6.3 The Council is obliged to meet its statutory duties and continue to make decisions in accordance with public law principles. It is anticipated that the IRP outlined in this report will support the Council meet its statutory obligations.

Corporate implications

7. S151 Officer comments

- 7.1 The need to incur additional expenditure across the Priorities to bring in additional resource and expertise to ensure that the IRP outcomes are delivered remains unchanged from the original Plan. Each theme has a supporting resource budget worked up which has fed into the 2026-27 Budget, with £566k of this expenditure capitalised and funded through the application of the Flexible use of receipts strategy.

8. Monitoring Officer comments

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

9. Procurement comments

9.1 All contracts associated with and ancillary to the workstreams under the Improvement and Recovery Plan must be procured in accordance with the Council's Contract Standing Orders.

10. Equality and Diversity

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

11. Sustainability/Climate Change Implications

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

12. Other considerations

12.1 None.

13. Timetable for implementation

17 February 2026	Approved by CPRC
3 March 2026	Revised reporting at Improvement and Recovery Board
26 March 2026	Consideration of reporting process at Audit Committee

14. Contact

14.1 *Ruth Adams, Interim Project Director*
r.admas@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:

- Secretary of State for Housing, Local Government and Communities Best Value Directions dated 8 May 2025
- Council report dated 25 October 2025 seeking approval of Improvement and Recovery Plan including IRP Board Terms of Reference

Appendices:

A: Revised Improvement and Recovery Plan



Improvement and Recovery Plan

February 2026

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1. Context

Concerns regarding the financial, commercial and governance of Spelthorne Council led the Secretary of State, to commission a Best Value Inspection. The Best Value Inspection Report published in March 2025 highlighted significant deficits across a breadth of responsibilities, underpinned by poor member officer relationships, and a perception of a lack of openness to scrutiny, challenge and learning. The Report described *a culture of mistrust and broken relationships and a hostile environment*.

Following this review, utilising powers in section 15(5) and (6) of the 1999 Local Government Act, Directions were issued to the Council in May 2025, and the Council was placed into intervention.

Specific requirements included:

- To deliver financial sustainability by closing any short- or long-term budget gaps and reconfiguring services to match available financial resources
- To deliver a debt reduction plan, demonstrating how external borrowing and debt servicing costs will be reduced and ensuring adequate provisions are made in the sinking fund for future risks.
- To ensure compliance with all relevant rules and guidelines relating to the financial management of the Authority, including updating the Minimum Revenue Provision (MRP) policy
- To develop a comprehensive commercial strategy, including an asset and commercial investment rationalisation programme and deliverable strategies for regeneration sites.
- To develop a realistic plan to deliver the housing numbers outlined in the Local Plan and a viability plan plus future options for the residential portfolio
- To address systemic weaknesses in the Authority's governance function, to secure improvements in transparency, scrutiny and formal decision making
- To secure the proper resourcing and functioning of the system of internal controls, including risk management and internal audit.
- To improve the culture of working between officers and members, rebuilding trust and a full understanding of respective roles and mutual accountability
- To ensure access to the skills, capabilities and capacity to deliver the Improvement and Recovery Plan

The Council was required to prepare and agree its Improvement and Recovery Plan (IRP) to the satisfaction of the Commissioners, within 6 months of receipt of Directions. The first iteration of the IRP was approved by the Council (October 2025) and was structured around five workstreams:

- Financial Recovery,
- Commercial,
- Housing and Regeneration,
- Governance, and
- Local Government Reorganisation.

The initial recovery priorities identified the immediate actions required to recover and stabilise the Council. In the period since the Directions were issued, considerable progress has been made against these recovery phase actions.

These include:

- the mobilisation of governance programme Boards to provide oversight of progress in responsiveness to the Directions
- the appointment of an interim Programme Director to mobilise the IRP, pending a sustained appointment
- standing up a PMO Team to track and report on activity
- external commissions mobilised to commence the development of the Commercial, Asset Disposal and Social Impact Strategies, and strengthen the financial function
- the agreement of the debt reduction and debt refinancing plan, a revised MRP Policy and improvements to the robustness of the statement of accounts.

Further work is planned and due to commence imminently, including:

- an Improvement and Intervention Communications Strategy
- Development of the LGR detailed plan and governance arrangements

In anticipation of concluding the initial phase of recovery work the Improvement and Recovery Board (IRB) recommended a review of the IRP to consider what was required to transition from recovery to improvement. Such that the Council can transform and sustain the change required to deliver best value.

In refocusing the Plan, actions have been mapped to the Directions and the Statutory Guidance for Local Authorities on their Best Value Duty, to ensure the requirement to demonstrate a commitment to continually improve leadership, culture, financial sustainability, use of resources, governance, service delivery, partnerships and community engagement is set out.

Our ambition is to ensure the Spelthorne IRP provides assurance to Commissioners, Government, the new West Surrey Shadow Authority and our Councillors and employees that the Council has a deliverable plan to improve and be self-governing, fulfilling its best value duty in the shortest time possible. Through the prioritisation of actions over the coming year there will be a continual and clear focus on improvement in leadership, culture, service delivery and the governance and financial management environment. Commissioners will assess and monitor progress using the outcomes set out in this plan, which will inform their update reports and recommendations to Government and to the developing West Surrey Council of what has been achieved and what remains to be done.

2. Accelerating our improvement

Our initial IRP predominantly focused upon the requirement to ‘diagnose and stabilise’ and addressed the immediate challenges of financial stability, commercial management, regeneration and housing, governance and LGR readiness, through implementing recovery actions. We recognise that we now need to transition from this initial phase of ‘diagnose and stabilise’ to the ‘transform and embed’ phase, accelerating mobilising the improvements required to rebuild the confidence of government, stakeholders, residents and partners in the emerging West Surrey Council.

The need to define and agree new leadership arrangements within Spelthorne, is a fundamental and essential building block of our IRP and planned Council priorities. This will require that difficult decisions are made. Our financial position necessitates that our priorities and ambitions are realistic and modest, that they draw on a strong evidence base of needs and that all Councillors collaborate to make the choices that maximise the impact and reach of services within the limited resources available. Put simply, Councillors must reconcile how they balance their desire to create the conditions where the life chances of Spelthorne’s diverse communities are enhanced with the restricted means to deliver this given the financial and debt position of the authority.

Navigating this will be challenging, for both the Councillors and the Officers. The constraint on resources is a reality and consequently there must be a relentless focus on driving greater levels of efficiency and effectiveness, continual improvement, and on accountability for performance. This requires an uptick in the capability available to the Council:

- Councillors need to be willing to rise to the challenge of visible, accountable and capable leaders who demonstrate appropriate behaviours and steer the improvement and recovery programme. Given the right information and skills, they can collaborate to make decisions on the future direction of services and to be accountable for their decisions.
- The executive leaders of the Council need to be willing to demonstrate their commitment to change. Month by month, week by week and day by day they must focus on their team's performance in mobilising changes and delivering the cost savings they are required to make. They need to innovate to secure the maximum impact from a diminishing resource base and collaborate to create a more effective and efficient way of working. They must demonstrate accountability for the results of their teams and take responsibility for performance management.
- All employees need to be willing to embrace a radical programme of change and in return be supported to adapt to working in a more constrained environment, where tenacity and resilience will be needed. Personal accountability for performance will extend to every team and officer.

Our plans, strategies and work to deliver improvement will actively demonstrate our commitment to local and national accountability; we will demonstrate our commitment to change our culture, to communicate and engage more effectively and to continually learn and improve.

We are committed to this and ensuring that our future direction and purpose is clear and can be sustained despite the inevitable local political, organisational, social and economic fluctuations ahead.

3. Our Improvement Priorities

3.1 The revised structure

This amended IRP build from the previous plan approved in October 2025. This alignment is illustrated in below:

Previous IRP Themes	Revised IRP Priorities
Local Government Reorganisation	Strengthening and Improving Leadership
Financial Recovery	Improving Financial Sustainability
Governance	Improving Governance and Assurance
Commercial	Improving Commercial, Regeneration and Housing
Regeneration and Housing	

Table 1: Aligning previous plan, revised plan and the Corporate Plan

The change in our IRP priorities, has been made in recognition of the progress made on *diagnose and recover* and the transition to the requirement to *transform, improve and embed*. In view of the interdependencies between our commercial, regeneration and housing work, we are recommending bringing this into a single priority theme. We are proposing introducing a priority area on leadership, focusing both on our current political and executive leadership arrangements alongside the leadership required for successfully transitioning to West Surrey.

Sections 4-8 of our IRP set out the detail for each of the priority themes. Each priority theme is divided into workstreams that interlink and collectively demonstrate the improvement journey the council is on. Against each workstream the plan sets out the desired objectives (defined as work packages), outcomes, the tangible outputs being produced and our approach for independent assurance to ensure we are delivering the change we are seeking to make.

Delivery of the priority in its entirety is necessary for the totality of improvement to be achieved. The workstream structure is used, however as this aids performance management and tracking and supports a revised approach to reporting the impact and progress being made.

3.2 Spelthorne's Improvement and Recovery Outcome Framework

In addition to demonstrating delivery of the requirements of the Secretary of State's Directions, through our priorities and workstreams we have developed a framework of outcomes. These outcomes respond to the fundamental concerns raised in the Best Value Inspection Report namely of a Council that demonstrates:

- poor political and executive leadership and a culture of poor relationships between Councillors and officers,
- a lack of purpose and processes and consequently a Council failing in its best value duty,
- a weak governance and control environment, particularly in managing risks, assurance and performance
- a financially unsustainable and unviable Council
- a lack of openness to challenge, transparency and willingness to learn and improve.

Our outcome framework is defined to measure the improvement that we are making to enable us to accelerate a process of addressing the challenges outlined in the Best Value Inspection Report. Our outcomes are defined to be an active demonstration that we are committed to learning and improving. We will develop the capabilities and skills of our Councillors and officers to an exemplary standard to ensure that collectively we are known for embodying a culture of learning and improving and that this permeates all that we do and becomes fixed as part of our corporate DNA.

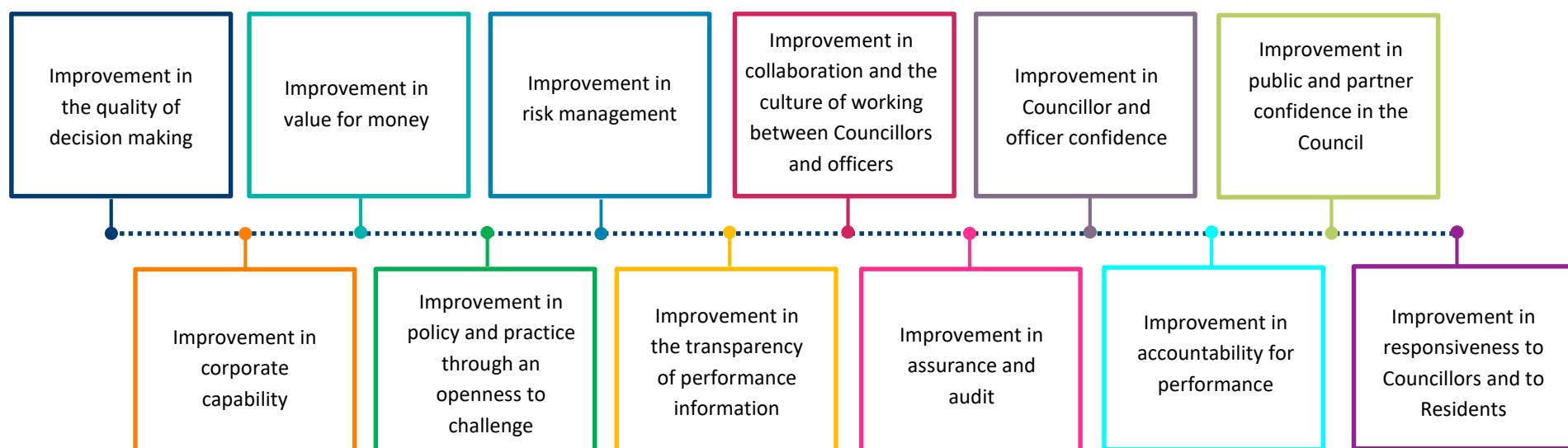


Table 2: Outcome Framework

3.3 Measuring and assuring our improvement

Through this adapted IRP, the cultural weaknesses identified in the BVI, as endemic across the Council will be reversed. Our Councillors, executive leaders and officers will demonstrate a commitment to learning and continually improving through challenge, scrutiny and personal and collective accountability.

An evaluation framework has been produced based on considering engagement on what improvement would look and feel like, along with best practice guidance and input from Commissioners. It will enable us and others to undertake a quantitative and qualitative assessment of our recovery and improvement. Our evaluation framework is broad based as whilst some aspects are measurable (such as having the correct polices in place and measuring key performance indicators) other aspects of our improvement are more intangible and require Councillors' and Commissioners to exercise their judgement on how well we are improving. In the case of Commissioners' judgement, this informs the confidence of MHCLG in the council and of partner councils in the newly forming West Surrey Council.

Achieving our outcomes will be continually tested by the Commissioners and our Improvement and Recovery Board (IRB), who will receive regular and detailed reporting against the desired outcomes, and through public reports to Councillors through Corporate Policy and Resources Committee (CPRC), Audit Committee and Full Council. We will also ensure through independent testing and challenge that our progress and performance is assured.

An outline plan for assuring our improvement is set out in section 8.

4. Our Plan for Improvement

4.1 An overview

Our plan is summarised below. Sections 5-8 explore each section in greater detail, including our desired outcomes, outputs and approach to assurance. Underpinning all aspects of our improvement we are focused on ensuring a successful transition to the new West Surrey Council.



Table 3: Improvement Plan Outline

5. Strengthening and Improving Leadership

Lead: Cllr Sexton (Leader of the Council), Lesley Seary and Terry Collier (Interim Chief Executive)

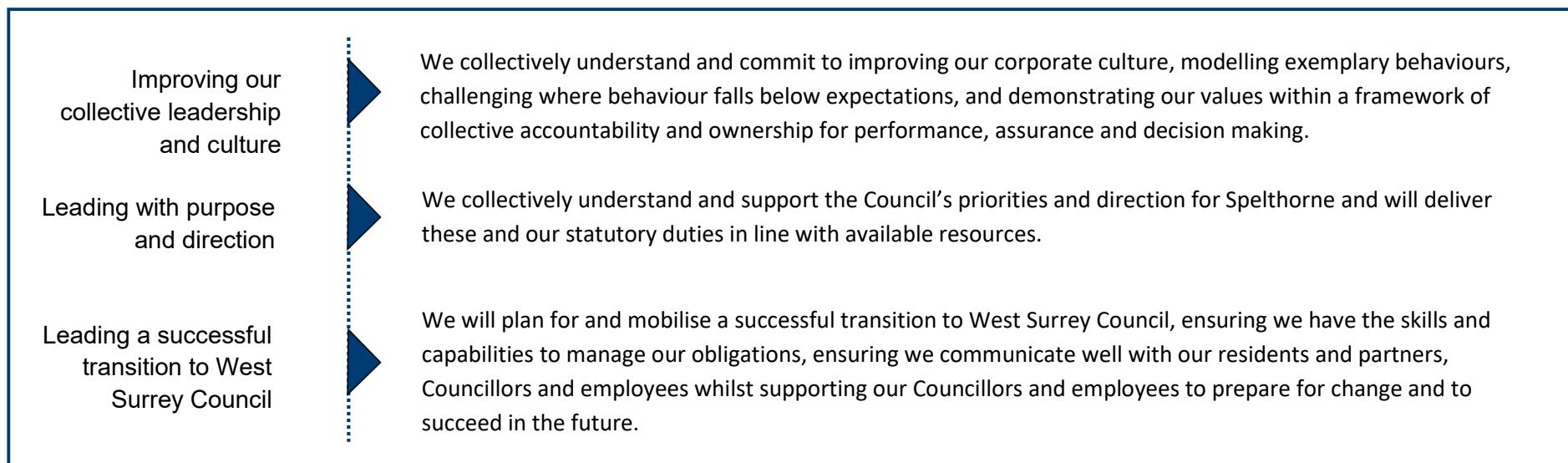
What we are seeking to achieve

We are committed to rebuilding trust and confidence in and within the Council through strong leadership that demonstrates a clear purpose and strategic direction. Through this priority we will implement the foundations for exemplary place and corporate leadership matched with a commitment to a corporate culture that actively strives to improve transparency, accountability, ownership and collaboration. We will commit to modelling positive leadership behaviours externally with partners and within the Council between Officers and Councillors and between service areas.

This priority will be delivered through three interlinked workstreams:

1. Improving collective leadership and culture
2. Leading with purpose and direction
3. Leading a successful transition to West Surrey Council

As a result of these workstreams, we will demonstrate:



Our Priority Plan in detail

WORKSTREAM: IMPROVING OUR COLLECTIVE LEADERSHIP AND CULTURE

Workstream Objective and Work packages	Output	Outcome	Assuring our improvement
The requirement to improve standards, ownership and performance that enables the Council to change and transition is a priority for every Councillor and every officer, with evidence of improvement experienced in actions, behaviours, ownership and accountability, communications and performance.	Communication and engagement on the practices of good behaviours underpinning the Nolan Principles. KPI demonstrate a reduction in standards complaints and / or grievances.	Improvement in collaboration and the culture of working between Councillors and officers through recognising improvement and safely transitioning to West Surrey is a joint endeavour. Improvement in accountability for performance and behaviours through an uptick in commitment to personal, political group, executive accountability.	Commissioner Review Independent Councillor Survey Independent Staff Survey Professional / Peer Review or Feedback

WORKSTREAM: LEADING WITH PURPOSE AND DIRECTION

Workstream Objective and Work packages	Output	Outcome	Assuring our improvement
<p>Review the purpose and direction of the Council and through strong and accountable leadership determine how the Council will serve and engage with its partners and communities, whilst recognising the constraints the Council is operating under.</p> <p>Direction 1 (k)(l)</p>	Clear statement of priorities	<p>Improvement in public and partner confidence in the Council, as Councillors provide visible leadership through a clearly articulated, achievable and prioritised direction for the Council.</p> <p>Improvement in collaboration and the culture of working between Councillors and officers demonstrated through collectively agreeing purpose and direction.</p>	<p>Commissioner Review</p> <p>Independent Councillor Survey</p> <p>Independent Staff Survey</p>
<p>Service planning is undertaken, based on Council priorities, mirrors the requirements for improvement in how we deliver of priorities and is delivered within more limited resource availability.</p> <p>Direction 1 (g)</p>	<p>Service planning process that is transparent, meets directions, priorities and performance expectations.</p> <p>Capability to deliver service plans, with an emphasis on benefits realisation and post-completion reviews to shared lessons learned.</p> <p>Revised approach to personal development plans and objectives and training plan developed.</p>	<p>Improvement in collaboration and the culture of working between Councillors and officers in the process and output of the annual service planning process.</p> <p>Improvements in value for money and effectiveness as the service planning process delivers improved outcomes within the constraints of available resources.</p> <p>Improvement in corporate capability through applying programme and project management principles across all relevant services.</p>	<p>Commissioner Review</p> <p>Internal and / or Independent Audit</p> <p>Independent Staff Survey</p>

WORKSTREAM: LEADING A SUCCESSFUL TRANSITION TO WEST SURREY COUNCIL

Workstream Objective and Work packages	Output	Outcome	Assuring our improvement
<p>We will develop a clear LGR transition plan informed by the Surrey LGR transition plan, outlining the actions required, our robust management processes for tracking performance, managing risks and deviations from the plan. We will communicate our expectations to managers and officers and mobilise a programme of activity to support employees and Councillors to develop the capabilities to succeed in the new council.</p> <p>Direction 2</p>	<p>LGR plan, progress tracking and lead accountabilities developed and mobilised.</p> <p>LGR governance arrangements established.</p> <p>Communications plan developed and mobilised, and effectiveness tracked.</p> <p>Officer management development modular programme.</p>	<p>Improvement in corporate capability through applying programme and project management principles across all relevant services.</p> <p>Improvement in risk management through governance assurance, improved quality of information and clarity of accountability requirements.</p> <p>Improvement in the transparency of performance information, with a clear process of officer accountability.</p> <p>Improvement in accountability for performance through reacting to requests in a timely and professional manner</p>	<p>Commissioner Review</p> <p>Internal and / or Independent Audit</p> <p>Independent Councillor Survey</p> <p>Independent Staff Survey</p> <p>Professional / Peer Review or Feedback</p>
<p>We are effective and show professional and capable leadership of the Surrey procurement workstream, delivering a timely and comprehensive plan, being attuned to any risks and communicating effectively.</p> <p>Direction 2</p>	<p>Procurement transition plan</p> <p>Pan-Surrey governance set up</p>	<p>Improvement in policy and practice through an openness to challenge to build the connections that enable us to learn and improve and enable our Peers and Professionals to challenge our practice.</p>	<p>Independent Advisor Reports</p> <p>Internal / Independent Audit</p> <p>Surrey LGR Implementation Board</p>

Workstream Objective and Work packages	Output	Outcome	Assuring our improvement
<p>Arrangements for TUPE, asset transfer, archiving to ensure people, information and data and capital equipment is managed in a safe, legal and compliant way.</p> <p>Direction 2</p>	<p>Commission external specialist expertise if required and backfilling of resources.</p> <p>TUPE and HR plan</p> <p>Data transfer plan</p> <p>Asset transfer plan</p> <p>Contracts register</p> <p>Any other plans required by LGR Programme Team</p>	<p>Improvement in policy and practice through an openness to challenge to enable us to learn and improve and enable our Peers and Professionals to challenge our practice.</p> <p>Improvement in corporate capability by applying programme and project management principles across all relevant activities.</p> <p>Improvement in accountability for performance ensuring all actions are delivered to time and quality expectations.</p> <p>Improvement in risk management through governance assurance and a clear plan, subject to scrutiny and performance management and with clarity of accountabilities, escalation and governance.</p>	<p>Commissioner Review</p> <p>Internal and / or Independent Audit</p> <p>Surrey LGR Implementation Board</p>

Table 4: Strengthening and improving leadership

6. Improving Financial Sustainability

Lead: Cllr. Nichols, Peter Robinson (Commissioner) and Terry Collier Chief Finance Officer (s151) (SRO)

What we are seeking to achieve

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

This priority will be delivered through three interlinked workstreams:

1. Reducing our debt and improving our debt management arrangements
2. Improving our stability through delivering savings and maximising income
3. Improving our financial management capability and practice

As a result of these workstreams, we will demonstrate:

Reducing our debt and improving our debt management arrangements	We have significantly reduced the debt of the Council and reduced debt charges to secure a more stable financial position in the longer term to mitigate future risks and reliance on limited reserves.
Improving our stability through budgetary savings and maximising income	We have implemented a range of actions linked to the service planning cycle to demonstrate significant savings – as well as maximisation of income. We have implemented a range of actions linked to the service planning cycle to demonstrate significant savings – as well as maximisation of income. To ensure that service and programme spending delivers the highest level of service and outcomes within the constrained resources available.
Improving our financial management capability and practice	We have a fit for purpose finance function that demonstrates exemplary leadership and management, implements robust financial controls, and champions effective scrutiny and reporting to enable clear accountability, effective risk management through governance assurance and compliance with statutory requirements and accounting standards. Budget holders will be active in their ownership and management of budgets. Political leaders and Councillors will be equipped to engage meaningfully in scrutiny and challenge.

Our Priority Plan in detail

WORKSTREAM: REDUCING OUR DEBT AND IMPROVING OUR DEBT MANAGEMENT ARRANGEMENTS

Workstream Objective and Work packages	Output	Outcome	Assuring our improvement
<p>We will refinance and reduce our debt level</p> <p>Direction 1 (c)</p>	<p>Completed - Debt refinanced in November 2025 and debt level reduced by £342m</p> <p>Generate capital receipts from the asset rationalisation programme.</p>	<p>Improve risk management as Council debt reduced to a level more commensurate with asset values</p>	Commissioner report
<p>We will ensure the Authority is complying with all relevant rules and guidelines relating to minimum revenue provision (MRP).</p> <p>Direction 1(f)</p>	<p>Completed – Approved at Council – November 2025</p> <p>Included in 2026/27 revenue budget</p> <p>Three-year MTFS approved by Council</p>	<p>Improve policy and practice through Full Council approval of a compliant MRP Policy. MRP calculations based on qualified valuer asset lives and MHCLG regulations and included in the 2026/27 budget and Treasury Management Plan</p>	External Audit Report
<p>We will review the reserve strategy and ensure adequate provision for our Sinking Fund to manage our exposure to risks.</p> <p>Direction 1(e)</p>	<p>Completed - Sinking fund removed as part of new reserves strategy agreed at December 2025 Council</p>	<p>Improvement in risk management through taking action on reserves.</p>	Commissioner Report

WORKSTREAM: IMPROVING OUR STABILITY THROUGH BUDGETARY SAVING AND MAXIMISING INCOME

Workstream Objective and Work packages	Output	Outcome	Assuring our improvement
<p>Implement a radical savings and income rationalisation programme, to enable the Council to move towards achieving a balanced position prior to and beyond achieving unitary status. The savings process is kept under review to update figures, escalate any risk to achieving the savings and continue to explore further improvements to savings, income and revenue maximisation and benefits.</p> <p>Direction 1(a)</p>	<p>Savings plan produced and agreed by Commissioners, CPRC / Council, leading to approval of a balanced deliverable budget for 2026/27.</p> <p>Business cases for savings, income maximisation developed and agreed. For each saving:</p> <ul style="list-style-type: none"> • Owner • Phasing • Delivery confidence rating • Risk and mitigation • Gateway reviews for high-risk savings <p>Set out a pathway of savings options for West Surrey Council to consider</p>	<p>Improvement in value for money as we realise savings and ensures the Council maximises income from fees and charges.</p> <p>Improvement in risk management through governance assurance providing stronger assurance of budget, savings and spending.</p> <p>Improvement in the transparency of performance information, with a clear assurance and review process.</p> <p>Improvement in accountability for performance through more active management by budget holders.</p>	<p>Member, Public and Commissioner scrutiny of 2026/27 budget.</p> <p>Commissioner review November 2026</p>
<p>Detailed plan to generate capital receipts, to pay down further debt is developed and implemented, ensuring that the purpose of assets is reviewed against strategic priorities with a programme of sales</p>	<p>Review of assets and plan developed and agreed. Implementation of the asset rationalisation programme commenced and monitored.</p> <p>Minimum capital receipts of £23m in 2025/26, £155m in 2026/27 and £300m</p>	<p>Improvement in value for money as Council debt is reduced by £300m over the next three years.</p>	<p>Independent Advisor Reports</p> <p>Commissioner report to the new unitary authority.</p>

Workstream Objective and Work packages	Output	Outcome	Assuring our improvement
agreed. Direction 1(a)	over the period 25/26– 28/29		
Develop a capital programme that does not rely on additional borrowing. Direction 1(g)	Council to approve a capital programme that has no additional prudential borrowing for 2026/27.	Improvement in value for money as a capital programme is developed that is based on available resources.	Public and Commissioner Scrutiny of 2026/27 Capital Programme Budget

WORKSTREAM: IMPROVING OUR FINANCIAL MANAGEMENT CAPABILITY AND PRACTICE

Workstream Objective and Work packages	Output	Outcome	Assuring our improvement
We will demonstrate exemplary corporate financial leadership that includes improving the quality and accuracy of information we hold. This includes financial modelling, budgeting and accounting processes matched by implementing an effective internal control environment to safeguard the use of resources and manage risk. Direction 1(f)	<p>Budget process review in time for setting 2026/27 budget. Including standard templates.</p> <p>Monthly budget monitoring reports:</p> <ul style="list-style-type: none"> ▪ Focus on forecast outturn, not variance noise ▪ Include clear recovery actions for overspends ▪ Defined escalation triggers (e.g. red-rated variances) <p>Named accountable budget holders who</p>	<p>Improvement in collaboration and the culture of working between Councillors and officers and satisfaction in the quality and rigour of analysis and reporting.</p> <p>Improvement in risk management through governance assurance, improved financial governance and oversight.</p> <p>Improvement in the quality of decision making through more comprehensive analysis of financial implications.</p>	<p>Audit Committee Annual Report Internal Audit Annual Governance Statement Finance element of new Governance Assurance Register Members Financial</p>

Workstream Objective and Work packages	Output	Outcome	Assuring our improvement
	<p>receive training.</p> <p>CFO sign off on robustness</p> <p>An improved / clean audit report with minimal recommendations for 2025/26 accounts, continued good progress, maintaining current improved arrangements and team of specialists</p>	<p>Improvement in value for money through improved quality of information and transparent financial analysis.</p>	Reporting Group
<p>We will support our Councillors and Committee Chairs to ensure they have the capability and curiosity to scrutinise, challenge and make decisions based on understanding high quality options and advice.</p>	<p>Reduction in written clarification questions</p> <p>Provide councillors with training and guidance to support informed decision-making</p>	<p>Improvement in collaboration and the culture of working between Councillors and officers and satisfaction in the quality of analysis and reporting.</p> <p>Improvements in corporate capability with Councillors equipped to fulfil their fiduciary responsibilities.</p> <p>Improvement in risk management through governance assurance, improved financial governance and oversight.</p> <p>Improvement in the quality of decision making through greater levels of curiosity and questioning and the conduct in meetings.</p>	Commissioner Review
We will redesign and restructure	Complete the financial team restructure	Improvements in corporate capability	Commissioner

Workstream Objective and Work packages	Output	Outcome	Assuring our improvement
<p>the Council's finance service, to ensure the Council has the skills and capacity, commensurate with its financial complexity, to deal with all financial issues and demonstrate a culture of challenge and scrutiny proactively and robustly.</p> <p>Direction 1(h)</p>	<p>and ensure appropriate resourcing is in place by June 2026</p> <p>Undertake skills gap assessment and training, specifically with the Business Partnering team.</p> <p>Recruit quality interim resources to fill gaps, and work with West Surrey councils to share specialist support</p> <p>Establish a governance framework with defined roles and shared ownership</p>	<p>deploying rigorous business partnering approaches, to elevate budgetary management arrangements.</p> <p>Improvement in policy and practice through an openness to challenge to learn and improve and improve professional challenge of our practices.</p> <p>Improvement in assurance and audit as a result of improved capability and challenge.</p>	<p>review</p> <p>Independent Survey of Councillors, particularly Audit Committee Members</p>
<p>We will develop the financial and budget management capability, of officers throughout the Council, ensuring those with budgetary responsibilities are trained, take active accountability for good financial governance and realisation of savings.</p> <p>Direction 1(h)</p>	<p>Provide training to group heads to ensure they own their budgets and savings plans .</p> <p>Monthly service level budget reports circulated to budget holders, with a requirement to feedback on variations, to inform MAT assurance of finance.</p> <p>Outturn and financial performance actively discussed at MAT and MAT+ and reports / assurance provided to Audit Committee.</p>	<p>Improvements in corporate capability, and Improvements in accountability for performance as budget holders are equipped and accountable for budget management.</p> <p>Improvement in assurance and audit as a result of improved capability and challenge.</p> <p>Improvement in Councillor and officer confidence through the demonstrable improvement in reports and analysis.</p>	<p>Independent Survey of Councillors, particularly Audit Committee Members</p>

Table 5: Improving financial sustainability

7. Improving Governance and Assurance

Lead: Cllr Sexton (Leader of the Council), Lesley Seary and Linda Heron (Monitoring Officer)

What we are seeking to achieve

We are committed to rebuilding trust and confidence in the Council through establishing the foundation for governance excellence and corporate accountability. Councillors and Officers will collaborate to improve governance policy and practice. In all we do we will demonstrate exemplary governance, control and risk management, matched with a commitment to a corporate culture of assurance, shared by Councillors and officers, that places a high value on repositioning Spelthorne as a well-run and governed Council. We will assure the Government, Commissioners, residents and partners of our commitment to transparency, accountability and risk aware decision making, to rebuild confidence in the leadership and decision-making of the Council.

This priority will be delivered through three interlinked workstreams:

1. Establishing the foundations for governance excellence
2. Improving Council and committee effectiveness and decision-making practices
3. Creating an exemplary assurance and control framework

As a result of these workstreams, we will demonstrate:

Improving the culture of continuous learning and improvement

We have in place a range of approaches to support our learning and improvement. Considering the corporate learning we can glean from audit recommendations, performance metrics and KPIs, and an openness to feedback from other external sources. We commit to acting on recommendations, to change our practices to implement and embed improvements ensuring these are owned by our officers and Committee Members.

Improving Council and committee effectiveness and decision-making

We will overhaul our approach to decision-making by improving our Officer / Councillor relationships. We will provide early socialisation of options and improve the quality, analysis and timeliness of our reports. We will commit to respectful and robust scrutiny as an ambition to improve Council and committee effectiveness and conduct.

Creating and owning an exemplary assurance and control framework

We have the processes, protocols supported by a culture of accountability, that demonstrates highly effective assurance and control. Councillors and Senior Leaders will collaborate to develop a strong assurance and risk framework to manage risk effectively. Through our framework we will be accountable and transparent internally and externally for our actions.

Our Priority Plan in detail

WORKSTREAM: IMPROVING THE CULTURE OF CONTINUOUS LEARNING

Workstream Objective and Work packages	Output	Outcome	Assuring our improvement
<p>Recommendations from Audit reports are understood and acted upon and the learning from improving process is shared via Service Leads to ensure the learning and new processes are owned and consistently implemented.</p> <p>Direction 1(d)</p>	<p>Plan of internal audit reviews</p> <p>Regular review of all internal audit reports. Monitoring all recommendations and actions to ensure completion – by MAT, service committees and Audit committee.</p> <p>Review as part of the Annual Governance Review / Statement and learning included in the Governance Improvement Plan.</p>	<p>Improvement in policy and practice through an openness to challenge that improves governance practice.</p> <p>Improvement in accountability for performance across all levels of executive and political leadership and activity</p>	<p>Commissioner Review</p> <p>Internal and / or Independent Audit</p>
<p>Establish internal assurance arrangements via MAT and MAT+ that actively demonstrate the organisation is learning from feedback received and working corporately to share learning and improve. With people held to account for activities they are responsible and have ownership of.</p> <p>Direction 1 (d)(h)(k)</p>	<p>Adaptations to MAT and MAT+, to increase focus on performance, assurance and corrective action.</p> <p>Other internal meetings demonstrate clarity of purpose with expectations for pre-preparation and accountabilities for actions.</p> <p>PMO data and performance tracking.</p> <p>A revised suite of progress / performance</p>	<p>Improvement in assurance and audit through implementation of rigour in internal processes.</p> <p>Improvement in policy and practice through an openness to challenge particularly related to audit, scrutiny and governance.</p> <p>Improvement in corporate capability developing the skills and behaviours required in a well governed council, committed to continual improvement.</p>	<p>Commissioner Review</p> <p>Internal and / or Independent Audit</p>

Workstream Objective and Work packages	Output	Outcome	Assuring our improvement
	<p>reports.</p> <p>Internal performance monitoring reporting and action planning.</p> <p>Annual governance review considers all areas of learning.</p>	<p>Improvement in accountability for performance through assessing and responding to trends and clear lines of accountability for corrective actions.</p> <p>Improvement in the transparency of performance information by conducting reviews and sharing the lessons learned from well/poor service performance.</p>	

WORKSTREAM: CREATING AND OWNING AN EXEMPLARY ASSURANCE AND CONTROL FRAMEWORK

Workstream Objective and Work packages	Output	Outcome	Assuring our improvement
<p>Policies and processes that maximise transparency and accountability are developed, ensuring compliance with the Nolan Principles and relevant Codes of Conduct. Through strong leadership and training there is a commitment to a culture of good governance demonstrated throughout the organisation.</p>	<p>Governance and Assurance Framework, including:</p> <ul style="list-style-type: none"> ▪ Assurance objectives for every team and officer integral to the service planning processes. ▪ Revised governance procedures scoped and developed. ▪ Councillor Code of Conduct. ▪ Councillor Development and Mentoring Programme. 	<p>Improvement in Councillor and officer confidence through clear requirements, training, development and mentoring, resulting in a more capable organisation with appropriate knowledge and skills.</p> <p>Improvement in public and partner confidence in the Council as a well-managed organisation, with a stronger focus on local democracy.</p> <p>Improvement in policy and practice through</p>	<p>Commissioner Review</p> <p>Independent Councillor Survey</p> <p>Internal and / or Independent Audit</p>

Workstream Objective and Work packages	Output	Outcome	Assuring our improvement
Direction 1(d)	<ul style="list-style-type: none"> ▪ CIPFA self-assessment. ▪ Financial regulations ▪ New Governance Assurance Register 	<p>an openness to challenge that improves governance practice.</p> <p>Improvement in accountability for performance across all levels of executive and political leadership and activity.</p>	
<p>The Council's assurance and audit functions are re-set, ensuring a strong grounding in integrity and ethical principles matched with high levels of capability, expertise and professional rigour to ensure a fit for purpose function.</p> <p>Direction 1 (d)(h)</p>	<p>Internal Audit Plan that is collaboratively developed.</p> <p>Clear ownership / accountability for the tracking of internal audit actions, assuring the Audit Committee.</p> <p>Relationship management with SIAP.</p>	<p>Improvement in assurance and audit through implementation of rigour in internal processes and compliance testing.</p> <p>Improvement in policy and practice through an openness to challenge particularly related to audit, scrutiny and governance.</p>	<p>Internal and / or Independent Audit</p> <p>External Audit of Accounts</p>
<p>Create a Council-wide strong risk managed operating environment, where risk is robustly assessed, and openly discussed and high risks are actively managed through a collaborative approach with Councillors, officers and Auditors.</p> <p>Direction 1 (d) (h)</p>	<p>Governance Assurance approach to risk management developed, agreed, implemented, owned and embedded including:</p> <ul style="list-style-type: none"> • Governance Assurance and Framework • Governance assurance monitoring and reporting through service committees, with Audit Committee overview of arrangements. • Training for all Councillors and 	<p>Improvement in risk management through governance assurance and the awareness of risk, evident in decision papers, decision making, options analysis and delivery plans.</p> <p>Improvement in policy and practice through an openness to challenge including Chartered Institute of Public Finance and Accountancy (CIPFA) and specialist financial, commercial and legal expertise to support the understanding of risks and issues.</p>	<p>External and Internal Audit Risk Review</p> <p>Independent Advisor Reports</p>

Workstream Objective and Work packages	Output	Outcome	Assuring our improvement
	<ul style="list-style-type: none"> senior staff • New Governance Assurance Register 		

WORKSTREAM: IMPROVING COUNCIL AND COMMITTEE EFFECTIVENESS AND DECISION-MAKING ARRANGEMENTS

Workstream Objective and Work packages	Output	Outcome	Assuring our improvement
<p>The foundations for effective decision making are understood, implemented, adhered to and demonstrated through improved officer / councillor engagement and socialisation of well researched and articulated options prior to formal decision making.</p> <p>Direction 1 (d)</p>	<p>Forward Plan shares information on option socialisation, decision making and assurance.</p> <p>Councillor briefing programme and newsletter.</p> <p>Senior sponsor identified to champion improvements in reporting by April 2026.</p>	<p>Improvement in Councillor and officer confidence through reduction of errors and openness to receiving feedback if reports are not of the quality expected.</p> <p>Improvement in corporate capability developing the skills and behaviours required for briefing councillors.</p>	<p>Commissioner Review</p> <p>Independent Member Survey</p> <p>Independent Staff Survey</p> <p>Internal Audit</p>
<p>The quality, accuracy and timeliness of reports is prioritised, with senior managers accepting accountability for ensuring reports from their service area comply with new processes and met expectations and</p>	<p>Revised report template / process requirements by Feb 2026.</p> <p>Requirements set in objectives (job profiles) that are assessed, and feedback</p>	<p>Improvement in the quality of decision making through well-written reports, with well drafted options, supported by clear risk analysis and internal scrutiny to assess impact on resourcing.</p> <p>Improvement in corporate capability and the</p>	<p>Commissioner Review</p> <p>Independent Member Survey</p>

Workstream Objective and Work packages	Output	Outcome	Assuring our improvement
<p>Committee needs.</p> <p>Direction1 (d)</p>	<p>received and acted upon.</p> <p>Non-negotiable sign off process for reports / rejection.</p> <p>Accurate, well written reports that outline all the relevant information needed by Members to make informed decisions.</p>	<p>skills of report writing.</p> <p>Improvement in accountability for performance - resetting expectations for quality</p>	
<p>Democratic accountability is elevated through public meetings conducted in a professional, respectful and constructive manner. Ensuring a high level of scrutiny of papers and business that is debated openly and concluded effectively.</p> <p>Audit Committee effectiveness is elevated through a clearer understanding of remit, using independent members and training Councillors to improve scrutiny of governance and financial controls.</p> <p>Direction 1(d)</p>	<p>Development of comprehensive Committee Work Programmes, covering pre-scrutiny, assurance and decision making. Named contacts to consult with Chairs and Committee members in advance of public meetings to facilitate the resolution of emerging issues.</p> <p>Conflict resolution policy adopted April 2026.</p> <p>Fully implement the audit of Governance recommendations approved by Audit Committee by May 2026</p> <p>Specific training for Chairs & Councillors.</p> <p>Reduction in standards/grievance issues.</p>	<p>Improvement in Councillor and officer confidence through forums and meetings being conducted in a respectful and skilful way.</p> <p>Improvement in collaboration and the culture of working between Councillors and officers by the development of a conflict resolution approach that clarifies mutual accountabilities.</p> <p>Improvement in the quality of decision making through pre-decision scrutiny as a key driver of effective policy development.</p> <p>Improvement in public and partner confidence in the Council through demonstrable scrutiny and audit of policies, assurance, financial performance tracking.</p>	<p>Independent Councillor Survey</p> <p>Independent Staff Survey</p> <p>Commissioner Review</p> <p>Centre for Governance and Scrutiny</p>

Workstream Objective and Work packages	Output	Outcome	Assuring our improvement
	Independent members appointed to the Audit Committee for the 2026/2027.		

Table 6: Improving governance and assurance

8. Improving Commercial, Regeneration and Housing

Lead: Cllr. Nichols, Cllrs Williams/Doran/Gibson, Mervyn Greer and Deborah McLaughlin (Commissioner) and Coralie Holman (SRO)

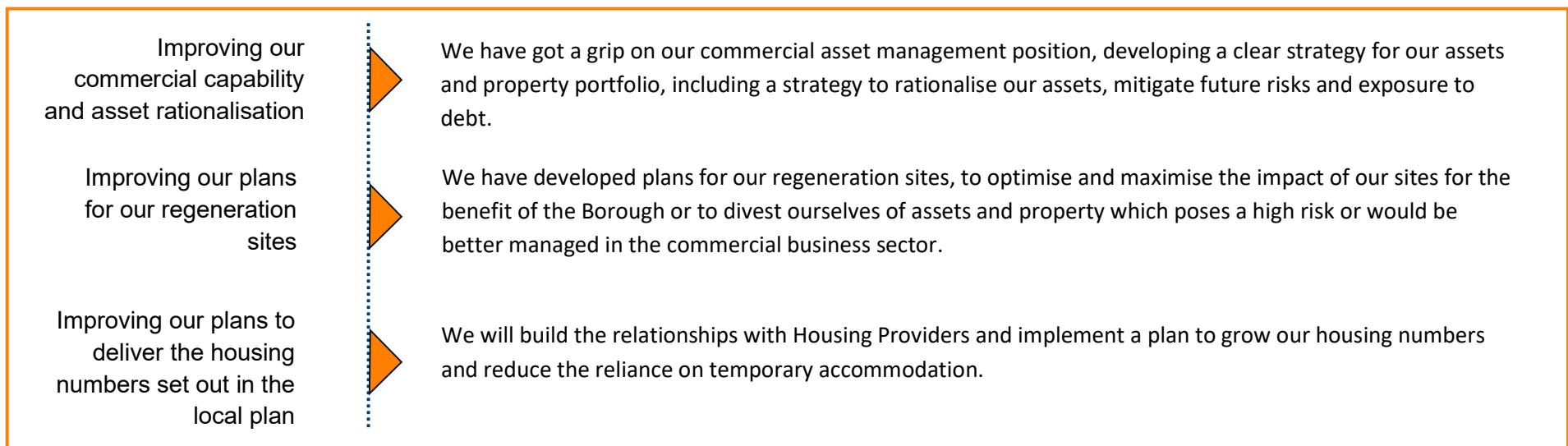
What we are seeking to achieve

We are committed to reducing our exposure to commercial risks whilst simultaneously strengthening our commercial decision making, regeneration, affordable housing delivery, asset management and procurement functions. achieving the best value of our property assets. A commercial strategy and asset reduction plan will be developed and introduced, supported by stronger governance, improved procurement and better data management. We will pursue targeted disposals and develop realistic and credible plans for our regeneration sites. We will have a renewed focus on developing partnerships with developers and Registered Providers to increase housing provision and reduce reliance on temporary accommodation.

This priority will be delivered through three interlinked workstreams:

1. Improving our commercial capability and asset rationalisation planning
2. Improving our plans for our regeneration sites
3. Deliver the housing numbers set out in the Local Plan

As a result of these workstreams, we will demonstrate:



Our Priority Plan in detail

WORKSTREAM: IMPROVING OUR COMMERCIAL CAPABILITY AND ASSET RATIONALISATION

Workstream Objective and Work packages	Output	Outcome	Assuring our improvement
<p>Strengthen our workforce capability through targeted resourcing, blending our internal team with external specialists to ensure we have access to all required specialisms to develop our plans and to identify and mitigate our commercial risks.</p> <p>Direction 1 (h)</p>	<p>Plan, for the programme, identifying the external commissions and interim, specialist support.</p> <p>Procurement and contracts for specialists, includes a timeline of deliverables</p>	<p>Improvement in corporate capability by broadening and supplementing the internal skills and commercial capabilities.</p> <p>Improvement in policy and practice through an openness to challenge that enables us to learn and improve and manage complex commercial business.</p> <p>Improvement in risk management through governance assurance, accessing external, specialist commercial capabilities.</p>	<p>Commissioner Review</p> <p>Professional / Peer Review or Feedback</p>
<p>Analyse portfolio data to optimise asset performance, model operating and maintenance costs. Link to the sinking fund and model longer term financial requirements and financial management capability.</p> <p>Direction 1 (i)</p>	<p>Up-to-date valuations for all assets and property.</p> <p>Detailed reviews of all assets and property data.</p> <p>Forward financial projections built into the MTFS and Sinking Fund.</p> <p>Property portfolio risk plan.</p> <p>Developed strategy for BP site (SW corner and main site)</p>	<p>Improvement in policy and practice through an openness to challenge linked to performance data and valuations.</p> <p>Improvement in value for money through improved quality of information and transparent commercial and financial analysis.</p> <p>Improvement in risk management through governance assurance improved quality of information.</p>	<p>Internal and / or Independent Audit</p> <p>External Audit of Accounts</p>

Workstream Objective and Work packages	Output	Outcome	Assuring our improvement
<p>Strengthen our governance of our commercial portfolio, analysing data to support option development and risk management. Systems capture all data and financial risks to ensure active contract management and governance of the portfolio throughout the whole commercial lifecycle.</p> <p>Direction 1 (h)(i)</p>	<p>Commercial management procurement review by June 2026 leading to a commercial strategy and procurement framework.</p> <p>Contract management audit to confirm standardisation of practice across the council by June 2026 and a confirmed contract register.</p> <p>Commercial governance framework agreed for commercial portfolio, esp. covering the financial interface.</p> <p>Engagement plan for lead Councillors, to build knowledge.</p> <p>Property management system developed and updated.</p>	<p>Improvement in the quality of decision making through access to options on optimisation or divestment, built on comprehensive and validated data.</p> <p>Improvement in value for money through improved oversight and enforcement of procurement and contract stipulations.</p> <p>Improvement in assurance and audit through robust contract management.</p> <p>Improvement in assurance and audit through implementation of rigour in commercial processes.</p>	Internal and / or Independent Audit

WORKSTREAM: DEVELOPING OUR PLANS FOR OUR REGENERATION SITES

Workstream Objective and Work packages	Output	Outcome	Assuring our improvement
<p>Following, valuations, develop a Property and Asset rationalisation and divestment plan to support debt reduction and manage the risk exposure of the Council.</p> <p>Direction 1 (i)</p>	<p>Expertise procured for valuations and assessments.</p> <p>Rationalisation and Divestment Plan produced and options debated with Councillors.</p> <p>Commence divestment of property and assets.</p>	<p>Improvement in policy and practice through an openness to challenge as a utilising data and evidence to develop a clear plan.</p> <p>Improvement in value for money through divestment of assets.</p> <p>Improvement in risk management through governance assurance and improved quality of information.</p>	Internal and / or Independent Audit
<p>Produce an asset disposal strategy for Housing Regeneration sites, to achieve best value and support Council priorities.</p>	<p>Marketing Strategy for Regen sites agreed following the appointment of Agents</p> <p>Divest the housing sites portfolio and receive capital, following the appointment of developer/investor.</p>	<p>Improvement in policy and practice through an openness to challenge, utilising data and evidence to develop a clear plan.</p> <p>Improvement in value for money and risk management through divestment of assets and achieving savings on holding costs.</p>	

WORKSTREAM: IMPROVING OUR PLAN TO DELIVER THE HOUSING NUMBERS SET OUT IN THE LOCAL PLAN

Workstream Objective and Work packages	Output	Outcome	Assuring our improvement
<p>Accelerate activity to meet our Housing Targets, including meaningful external engagement to accelerate sites.</p> <p>Develop an Affordable Housing Supplementary Planning Document (SPD), to set out our plan for affordable home development.</p> <p>Direction 1 (j)</p>	<p>Housing plan, to advance housing sites to development, leading to an increased pipeline of new housing including affordable housing</p> <p>Comprehensive programme of engagement with landowners, housing developers and registered providers undertaken.</p> <p>Agents engaged to market sites. Affordable Housing principles developed and agreed (Q1 2026)</p>	<p>Improvement in policy and practice through an openness to challenge to plan and to advance housing sites.</p> <p>Improvement in the quality of decision making through clarity on sites and numbers.</p> <p>Improvement in public and partner confidence in the Council through a plan for affordable homes.</p> <p>Improvement in accountability for performance demonstrated through an increased pipeline of new housing development, including affordable housing</p>	<p>Internal and / or Independent Audit</p> <p>Independent Partner and Stakeholder Survey</p> <p>Commissioner Review</p>
<p>To determine the future Knowle Green Estates, noting the requirement to reach a position prior to vesting the West Surrey Authority.</p>	<p>Appointed consultants to produce a report on the viability of the company.</p> <p>Appoint consultants to undertake a stock conditions survey and red book valuation.</p> <p>Council decision on KGE future, and implementation of agreed KGE strategic decision.</p> <p>Alignment with housing LGR work to</p>	<p>Improvement in the quality of decision making through access to options based on an independent assessment of KGE viability.</p> <p>Improvement in collaboration and the culture of working between Councillors and officers through engagement and the development of options for KGE.</p>	

Workstream Objective and Work packages	Output	Outcome	Assuring our improvement
	handover responsibility.		
<p>Develop a plan to reduce our reliance on temporary accommodation, including early prevention strategies, and a savings reduction plan for temporary accommodation costs.</p> <p>Direction 1 (j)</p>	<p>Action plan with accountabilities specified developed (Q1 2026) following the MHCLG Desktop Peer Review of reliance on temporary accommodation.</p> <p>Savings reduction plan developed to be effective during 2026/27.</p> <p>Early Prevention plan of alternatives will follow the completion of the action plan.</p> <p>Procurement strategy for the use of temporary accommodation will be developed as part of the action plan.</p>	<p>Improvement in public and partner confidence in the Council through a plan to reduce temporary accommodation reliance.</p> <p>Improvement in value for money through reduction in reliance on high-cost temporary accommodation and delivery better housing outcomes and solutions</p>	<p>Commissioner Review</p> <p>MHCLG Review</p> <p>Internal and / or Independent Audit</p>

Table 7: Improving Commercial, Regeneration and Housing

9. Defining our Improvement Outcomes

Through our revised IRP, the cultural weaknesses identified as endemic across the Council will be reversed and our Councillors, executive leaders and officers will demonstrate a commitment to continually improving through challenge, scrutiny, learning and accountability. To track our progress, we have developed this evaluation framework to enable quantitative and qualitative assessment of our improvement and recovery. This allows for the fact that whilst some aspects of improvement are measurable (such as having the correct policies in place and measuring key performance indicators) other aspects of our improvement will require a judgement to be made on how well the Council has improved.



Improvement in collaboration and working culture between officers and between Councillors

- Agreed 2026 priorities sets out clear areas for formalised corporate collaboration.
- Improved communications between officers and Councillors.
- Implement matrix/collaboration teams where required ensuring clarity of purpose and role.
- A conflict resolution approach is developed and implemented for areas where there are conflicting roles, or perspectives, that act as a detriment to effective collaboration.
- Meaningful engagement in the setting of 2026 priorities.
- Enhanced Committee Services or Comms role to improve the flow of information between the officers and Councillors.
- Communication and / or lead officers develop protocols for closer engagement with local Ward Councillors to update and engage them.
- Named roles assigned responsibilities for working with Committees e.g. Audit, and with Councillors serving on external boards.
- Clear development of Member / Officer protocol and review processes.

Improvement in Councillor and officer confidence

- Respectful behaviours build mutual trust and confidence between Councillor and officers are tested.
- Belief that there has been a meaningful and sustained change in the approach to openness and transparency.
- Councillor forums and meetings are conducted in a respectful way.
- Councillors are engaged to set the needs for their annual training and development and receive training and development to support their role.
- Councillor attendance and participation is monitored, and political groups engaged in a review of quality of engagement.
- Councillors with roles on audit or other committees are given training and development to support them to succeed.
- A Councillor / officer protocol is drawn up, so Councillors know who to approach with questions or queries.
- Use of independents in Committees, as advisors or mentors to improve capability if required.
- Councillors provided with proportionate information on issues relating to the general business of the Council, the IRP and to matters relating to their wards to improve their knowledge and capability to support the improvement required in public confidence.
- All officers are engaged in work to disseminate the future direction and focus of the Council.
- All officers are engaged in contributing to discussion on the change programme in their teams.
- All officers are supported to develop objectives that are clear in their contribution to the direction of their team and the organisation.
- All officers receive clear and consistent communication from managers and the senior leaders.
- A regular programme of feedback and engagement is implemented to support the change programme.

- Residents have access to more information, support and customer service as a result of implementing the IRP improvements and LGR.
- A resident communication plan is developed and supported.
- Service changes are supported by meaningful equalities impact assessments to identify risks and issues to inform decision making.
- Councillors are supported to offer well run local surgeries, case work and respond to queries more effectively.
- Partners and stakeholders have access to more information, and customer service because of improvements in performance monitoring.
- Service planning options place a requirement to engage with relevant partners and stakeholders and to capture any insights and report on any risks.
- Strategic and locally significant partners are formally recognised as part of the stakeholder engagement plan and invited to be part of regular communications and engagement.

- The development, oversight and operation of an enhanced performance management framework for officers.
- Job profiles clarify skills, behaviours and performance expectations alongside the technical elements required.
- Recruitment and selection strategies test the capabilities needed, through use of alternatives to just interview, probation targets and standards are set and managers actively manage.
- 360-degree appraisals are used where appropriate.
- 100% of Personal Development Reviews are completed and clear improvement and development plans including self-reflective reviews are undertaken, managed and followed up on.
- Councillors are supported to participate in a capability assessment, using PDPs or the Councillor Charter. Councillors have independent support to review / appraise the Chief Executive.

- Support, networking and alignment with professional bodies is encouraged as a means of shaping policy and practice and reviewed as part of the Personal Development Review process.
- Recommendations of professional expert bodies are consistently acted upon.
- Professional body engagement is part of the stakeholder engagement plan, with relationships prioritised by named lead officers.

Improvement in the transparency of performance information	<ul style="list-style-type: none">Performance indicators for publishing data to relevant Committees and Boards are established and reviewed.Data is reviewed for completeness and corrective action taken if performance data is incomplete.Where performance information highlights a risk or issue materialising, there is additional communication if required to brief on this.
Improvement in assurance and audit	<ul style="list-style-type: none">Annual governance review is comprehensive, built on evidence from Councillors, Leadership, Commissioners and engaging appropriately with partners and stakeholders.Audit Committee introduce a comprehensive Annual ReportAnnual governance review is supported by a well-documented governance improvement plan for 26/27, and a plan of improvements is shared with West Surrey. Governance Improvement Plan is actively monitored by MAT and the relevant Council Committees.Independent expertise and auditing are used to test strength in governance and systems to provide assurance of increasing rigour and capability in the internal operating environment.
Improvement in accountability for performance	<ul style="list-style-type: none">Performance improvement and capability deficit processes for officers are developed, well understood, and monitored.Performance management and disciplinary policies and processes are redefined and managers and officers aware of compliance requirements and target dates for action planning improvement.Where team performance is poor, deep dives, pulse surveys and independent expertise are implemented to identify the root causes and plan for improvement.Through governance arrangements and improved reporting performance issues are escalated and a clear action plan agreed.
Improvement in responsiveness to Councillors and Residents	<ul style="list-style-type: none">Protocols and metrics for public responsiveness are agreed and implemented as part of the new Protocol and external engagement. Metrics are tracked.Complaints are monitored corporately and at the Audit Committee for trends and corrective actions plans are developed and implemented.Correlation with compliments is monitored and reviewed.

Table 8: Measuring our improvement

10. Measuring and assuring our improvement

To demonstrate our effectiveness and improvement, we will seek to assure Government, our local partners, stakeholders, residents, businesses, and our Councillors and employees of our improvement progress through an openness to external review and independent validation and testing. Our approach to independent assurance of progress is detailed in the table 9 below.

Assurance Approach	Priority and workstream	Focus for the assurance activity	Outcome to test
Commissioner Review	All	<p>Assuring and testing:</p> <ol style="list-style-type: none">confidence that the political leadership of Spelthorne is capable, aware of their role, and committed to working collaboratively to discharge their responsibilities.confidence that Member and officers are committed to maintaining a high degree of openness, transparency and accountability in discharging their financial and governance leadership.confidence that the actions and commitments made in this Plan will sustain a longer-term programme of improvement that extends beyond the ending of government intervention into the new West Surrey Council.	<ul style="list-style-type: none">All outcomes
Independent Councillor Survey	Strengthening and improving leadership <ul style="list-style-type: none">Improving our collective leadership and cultureLeading with purpose and directionLeading a successful transition to West Surrey Improving governance and assurance <ul style="list-style-type: none">Improving a culture of learningImproving Council and Committee effectiveness and decision-making practicesCreating an exemplary assurance and control framework	<p>Assuring and testing:</p> <ol style="list-style-type: none">whether Councillor and officer roles and accountabilities and requisite behaviours are clear and understood, specifically for any additional Councillor responsibilities on Audit, other Committees or arms-length bodies or partnerships e.g. Knowle Green Estatesownership and contribution to the development of the purpose, direction and priorities, set out in the Corporate Plan.whether improvements in confidence, understanding and embeddedness of Council strategy, governance and finance is evident.whether collaboration and working relationships with officers across all areas of the Council are more productive and collaborative.	<ul style="list-style-type: none">Improvement in collaboration and a culture of working between Councillors and officers.Improvement in the quality of decision making.Improvement in the transparency of information on performance.Improvement in

Assurance Approach	Priority and workstream	Focus for the assurance activity	Outcome to test
		<ol style="list-style-type: none"> 5. whether information and option analysis required to make decisions supports Councillors understanding of requirements, risk and implications. 6. whether financial information and reporting is sufficient to enable Councillors to understand the progress being made and any risks and challenges. 7. whether the organisation, through training and development, is supporting Councillors to maximise understanding and personal contribution. 8. whether resident confidence in the Council as reported to Councillors is improving. 	accountability for performance.
Independent Staff Survey	<p>Strengthening and improving leadership</p> <ul style="list-style-type: none"> ▪ Improving our collective leadership and culture ▪ Leading with purpose and direction ▪ Leading a successful transition to West Surrey <p>Improving governance and assurance</p> <ul style="list-style-type: none"> ▪ Improving a culture of learning ▪ Improving Council and Committee effectiveness and decision-making practices ▪ Creating an exemplary assurance and control framework 	<p>Assuring and testing:</p> <ol style="list-style-type: none"> 1. whether Councillor and officer roles and accountabilities and requisite behaviours are clear and understood. 2. whether collaboration and working with Councillors and across the different areas of the Council are improving. 3. whether there is greater confidence in the direction and strategic purpose of the Council and clarity as to how this translates into team and personal purposes and objectives. 4. whether there is greater understanding of individual officers' purpose and value in delivering the required outcomes. 5. whether the organisation, through training and development, is supporting officers to maximise understanding and personal contribution and resilience. 6. understanding of core governance processes, delegations and expectations of personal accountability. 	<ul style="list-style-type: none"> ▪ Improvement in Councillor and officer confidence ▪ Improvement in collaboration and a culture of working between Councillors and officers. ▪ Improvement in accountability for performance
Independent Resident Survey	<p>Strengthening and improving leadership</p> <ul style="list-style-type: none"> ▪ Improving our collective leadership and culture ▪ Leading with purpose and direction ▪ Leading a successful transition to 	<p>Assuring and testing:</p> <ol style="list-style-type: none"> 1. whether the Council has a clear purpose and direction, and its priorities are clearly communicated. 2. whether increased community engagement and openness to public scrutiny is evident. 	<ul style="list-style-type: none"> ▪ Improvement in public and partner confidence in the Council. ▪ Improvement in

Assurance Approach	Priority and workstream	Focus for the assurance activity	Outcome to test
	<p>West Surrey</p> <p>Improving governance and assurance</p> <ul style="list-style-type: none"> Improving a culture of learning Improving Council and Committee effectiveness and decision-making practices Creating an exemplary assurance and control framework <p>Improving our financial sustainability</p> <ul style="list-style-type: none"> Improving our stability through budgetary savings and maximising income 	<ol style="list-style-type: none"> whether the experience of engaging and contacting the Council for routine enquiries improves and is more responsive and consistent. whether communication and transparency of relevant and important information about the Council is made increasingly available. 	responsiveness to residents and Councillors
Independent Partner and Stakeholder Survey	<p>Strengthening and improving leadership</p> <ul style="list-style-type: none"> Improving our collective leadership and culture Leading with purpose and direction Leading a successful transition to West Surrey <p>Improving governance and assurance</p> <ul style="list-style-type: none"> Improving a culture of learning Improving Council and Committee effectiveness and decision-making practices Creating an exemplary assurance and control framework 	<p>Assuring and testing:</p> <ol style="list-style-type: none"> whether commissioned service delivery partners are engaged and have increased understanding of the purpose, direction and priorities of the Council. whether roles and relationships of Council Officers and Service Providers are clearly understood. whether service plans provide medium term clarity into procured and commissioned services and engagement on plans is comprehensive. whether information on performance, outcomes and delivery is open and transparent. whether commissioned partners are supported to improve. whether officer and Councillor oversight and governance requirements are clear. 	<ul style="list-style-type: none"> Improvement in public and partner confidence in the Council. Improvement in value for money. Improvement in accountability for performance Improvement in policy and practice through an openness to challenge
Centre for Governance and Scrutiny	<p>Improving governance and assurance</p> <ul style="list-style-type: none"> Improving a culture of learning Improving Council and Committee effectiveness and decision-making practices 	<p>Assuring and testing:</p> <ol style="list-style-type: none"> whether the Council has a capable governance / scrutiny environment, with the skills and knowledge required to deliver a high performing scrutiny environment within a committee system. whether information and options analysis support greater 	<ul style="list-style-type: none"> Improvement in the quality of decision making. Improvement in collaboration and a

Assurance Approach	Priority and workstream	Focus for the assurance activity	Outcome to test
		<p>Councillor scrutiny pre-decision and post decision making.</p> <ol style="list-style-type: none"> 3. whether Councillors are trained and developed and have the knowledge and skills to be capable and effective. 4. whether evidence of effective scrutiny leads to demonstrable improvements in decision making. 	<p>culture of working between Councillors and Officers.</p> <ul style="list-style-type: none"> ▪ Improvement in policy and practice through an openness to challenge
External and / or Internal Audit	<p>Strengthening and improving leadership</p> <ul style="list-style-type: none"> ▪ Leading with purpose and direction <p>Improving governance and assurance</p> <ul style="list-style-type: none"> ▪ Improving a culture of learning ▪ Improving Council and Committee effectiveness and decision-making practices ▪ Creating an exemplary assurance and control framework <p>Improving our financial sustainability</p> <ul style="list-style-type: none"> ▪ Reducing our debt and improving our debt management arrangements ▪ Improving our stability through budgetary savings and maximising income ▪ Improving our financial management capability and practice 	<p>Assuring and testing:</p> <ol style="list-style-type: none"> 1. whether the revised annual service planning approach is robust and balances requirements for a focus on strategy-led, with resource planning process and demonstrates robust internal governance. 2. whether there are any significant risks to capability or capacity. 3. whether the governance framework is aligned to best value duty and CIPFA requirements for good governance. 4. whether governance and financial processes are robust and whether over time through testing, these are evident and embedded throughout teams in the Council and in any commissioned partners or arms-length bodies where the Council is the Accountable Body. 5. Whether for arm's length companies and partnerships, risks and governance requirements are understood and built into the governance assurance framework e.g. managing conflicts of interest. 6. whether officers and Councillors understand risk management requirements and responsibilities under the governance assurance arrangements. 7. whether risk management through risk assurance is embedded in all teams and over time whether the culture of a risk is evident in decision making and analysis of information and options presented in all reports and financial and governance implications. 8. whether divestments are properly valued and accounted for and 	<ul style="list-style-type: none"> ▪ Improvement in value for money. ▪ Improvement in risk management through governance assurance. ▪ Improvement in assurance and audit. ▪ Improvement in the quality of decision making. ▪ Improvement in collaboration and a culture of working between Councillors and Officers.

Assurance Approach	Priority and workstream	Focus for the assurance activity	Outcome to test
		<p>reported in accordance with financial and accounting requirements.</p> <p>9. whether the External / Internal Audit reports demonstrate increasing satisfaction with the impact of financial management.</p>	
External Expertise Validation	<p>Strengthening and improving leadership</p> <ul style="list-style-type: none"> Improving our collective leadership and culture Leading with purpose and direction Leading a successful transition to West Surrey <p>Improving governance and assurance</p> <ul style="list-style-type: none"> Improving a culture of learning Improving Council and Committee effectiveness and decision-making practices Creating an exemplary assurance and control framework <p>Improving our financial sustainability</p> <ul style="list-style-type: none"> Improving our financial management capability and practice 	<p>Assuring and testing:</p> <ol style="list-style-type: none"> the embeddedness of the vision, purpose and priorities, set out in Council priorities, amongst democratic and executive leaders and throughout the Council. whether strategic planning is evidence-led and whether service priorities support the delivery of the Best Value duty and statutory responsibilities of the Council. whether new arrangements are driving improvements in corporate capability, effectiveness and efficiency. whether the external experience of engagement with the Council improves and is consistent. whether the improvement and change planning process is well-led politically and corporately and the desired outcomes are clearly understood. whether there is demonstrable evidence of cultural change and an openness to learning and improvement that tests progress against a peer high performing Council. whether the governance, control and reporting environment has the foundations to be a high performing Council. whether the financial leadership and financial management capability is sufficient and rigorous. 	<ul style="list-style-type: none"> Improvement in collaboration and a culture of working between Councillors and officers. Improvement in public and partner confidence in the Council. Improvements in the transparency of performance information. Improvements in accountability for performance. Improvements in Councillor and officer confidence. Improvement in the quality of decision making. Improvement in policy and practice through an openness to challenge

Table 9: Approach to assuring our improvement

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Committee Report Checklist

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

Stage 1

Report checklist – responsibility of report owner

ITEM	Yes / No	Date
Councillor engagement / input from Chair prior to briefing	N/A	
Commissioner engagement (if report focused on issues of concern to Commissioners such as Finance, Assets etc)	Yes	18/12/2025
Relevant Group Head review	Yes	15/12/2025
MAT+ review (to have been circulated at least 5 working days before Stage 2)	Yes	18/12/2025
This item is on the Forward Plan for the relevant committee	Yes	02/12/2025
	Reviewed by	
Finance comments	N/A	
Risk comments	LO	13/01/2026
Legal comments	LH	07/01/26
HR comments (if applicable)	N/A	

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

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

Stage 2

Report checklist – responsibility of report owner

ITEM	Completed by	Date
Monitoring Officer commentary – at least 5 working days before MAT	L Heron	07/01/26
S151 Officer commentary – at least 5 working days before MAT	T.Collier	07/01/26
Confirm final report cleared by MAT	Y	13/01/2026

Corporate Policy and Resources Committee

17 February 2026

Title	<i>Corporate Key Performance Indicator Report – Quarter 2 2025/26</i>
Purpose of the report	To inform and assure
Report Author	<i>Sandy Muirhead – Group Head, Commissioning and Transformation</i>
Ward(s) Affected	All Wards
Exempt	No
Exemption Reason	Not applicable
Corporate Priority	Community Addressing Housing Need Resilience Environment Services
Recommendations	Committee is asked to: To consider the Corporate Key Performance Indicators (KPIs) data for Quarter 2 2025/26.
Reason for Recommendation	The Council has a suite of performance indicators which enable services and the Council to monitor performance over a financial year and address any issues if performance is faltering.

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

What is the situation	Why we want to do something
<ul style="list-style-type: none">Across the Council services have key performance indicators which enable them to benchmark their performance year on year or quarter by quarter, depending on the KPI.The 2025/26 Q1 Corporate KPI performance results have been published to the Council's external website, demonstrating the Council's commitment	<ul style="list-style-type: none">To ensure transparency in activities and performanceTo demonstrate the delivery of services

to accountability and continuous improvement.	
This is what we want to do about it	These are the next steps

• Ensure that KPIs are reported across the organisation to highlight the services performance and opportunities for improvement.

• Review the current Corporate KPI list to develop an updated set for 2026/27 to ensure the new KPIs align with the Council's priorities, such as Houses in Multiple Occupation (HMOs), Local Government Reorganisation, and the Improvement and Recovery Plan.

• Continue to monitor corporate KPIs on a quarterly basis, to highlight performance and identify opportunities for improvement.

• Utilise the CFO Insights tool from external auditors Grant Thornton, to provide service benchmarking beyond Surrey.

• Publish Q2 Corporate KPI performance results on the Council Website, once the report has been acknowledged by Committee.

• Developing a refreshed KPI set for 2026/27

2. Key issues

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

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

2.3 The Corporate KPI report includes structured narratives for each KPI, providing valuable context and insight into performance trends. Additionally, background information on selected KPIs helps to explain their relevance and how they contribute to service delivery. This improved format supports more informed decision making and promotes greater transparency and engagement with performance data. Where metrics remain consistent or comparable, references to the previous year's figures are included to provide a more comprehensive view of the Council's performance. In cases where indicators have changed significantly, direct comparison is not possible.

2.4 It is important to note that some KPIs are expressed as percentages while others use absolute numbers because they measure different types of performance.

2.5 Percentages are used when the KPI reflects a proportion or rate, such as "percentage of planning minor applications processed within statutory timeframes" or "DFG Applications completed within 6 months." This shows performance relative to a total, making it easier to compare across different Local Authorities.

2.6 Numbered figures are used when the KPI tracks a count or volume, such as "Average number of days taken to assess new Housing Benefit claims" or

“Number of leisure activities delivered in target communities over the year.” These provide concrete quantities that indicate workload or output.

- 2.7 It is recognised that there is value of providing both percentage and numeric data for greater transparency and operational insight. Where the data is available, we will explore options to include corresponding numeric figures alongside percentage-based KPIs in the 2026/27 reporting cycle.
- 2.8 A standardised approach to KPI reporting will enhance the Council’s ability to assess performance consistently and identify opportunities for improvement across all services.
- 2.9 Making KPI data more routinely published and easily accessible will strengthen accountability and help build greater public trust in service performance.
- 2.10 During 2025/26 Q1, Surrey Chief Executives agreed to discontinue their quarterly benchmarking exercise, due to the significant LGR work underway across all Surrey Councils. Spelthorne will continue to make full use of tools such as CFO insights (provided by external auditors Grant Thornton) to support comparative performance analysis. It is important to note that the availability of comparative data remains limited because official reporting bodies often publish with delays, and KPI metrics can also vary amongst Councils.

2.11 **Results**

2.12 **The Q2 performance report highlights:**

- 2.13 28 out of 30 KPIs are rated green, indicating strong performance across services and showing that targets are largely being met. This reflects strong overall service delivery. Pages 1 and 2 in Appendix A provide a full list of KPI’s along with their RAG status.
- 2.14 2 KPIs are rated Amber, suggesting performance is slightly below target in this area and may require attention or support.
- 2.15 KPI B1 – *Number of Full time equivalent Registered Building Inspectors* is currently rated amber. While the FTE increased in Q2, further recruitment is still required in Q3 and Q4 to reach the target of 4 FTE. Ongoing changes within the Building Control industry in recent years, have continued to affect the ability of Local Authorities to recruit qualified inspectors.
- 2.16 KPI F1 - *Percentage of disputed invoice paid within 30 days* is rated amber. The target for this is 100%, and the Council’s performance is slightly below this at 97.02%. While the majority of disputed invoices are being paid within the required timeframe, there remains a small shortfall against the target. Continued monitoring and timely management of disputed invoices will support meeting the expected timeframes.
- 2.17 All Q2 KPI data have been submitted by services within the given timeframe, demonstrating full reporting coverage and a strong commitment to transparency and accountability. This reflects consistent and reliable data collection across all service areas, contributing to a complete and accurate performance picture.
- 2.18 Human Resources have three comparative KPIs because they are designed to track trends over time rather than measure performance against fixed targets. HR activity naturally fluctuates due to recruitment cycles and

workforce changes, so comparing quarter-on-quarter or year-on-year provides a more meaningful indication of movement and supports informed workforce planning.

2.19 Benchmarking

- 2.20 Benchmarking information will be included in the 2025/26 annual report because it relies on complete, validated data from all local authorities for the full financial year. Publishing at year end ensures accuracy, consistency, and fairness in comparisons, as partial or quarterly figures can be misleading due to seasonal variations.
- 2.21 Benchmarking will include measuring against other West Surrey Councils and statistical near neighbours.
- 2.22 The use of external benchmarking tools (like CFO Insights) demonstrates a commitment to learning from others and maintaining strategic oversight.

3. Options appraisal and proposal

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

4. Risk implications

- 4.1 Extenuating circumstances can mean key performance indicators are not achieved, and this will vary with the service concerned.
- 4.2 There is a potential risk to changes in legislation which could impact the accuracy or relevance of certain performance statistics. Where feasible, services will assess and adapt the affected KPIs to reflect any legislative changes, ensuring continued relevance and reliability in performance reporting.
- 4.3 If poor performance is identified through KPI monitoring, services will investigate the underlying causes and implement appropriate mitigation measures. This proactive approach ensures that issues are addressed promptly and that continuous improvement remains a core focus across the organisation.

5. Financial implications

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

6. Legal comments

- 6.1 Performance Management is within the remit of Corporate Policy and Resources Committee; other than that there are no legal implications arising directly from this report.

Corporate implications

7. S151 Officer comments

7.1 The S151 Officer confirms that there are not direct financial implications arising from this report. Good performance management arrangements can help contribute towards picking up on a timely basis issues which may have financial and budgetary implications.

8. Monitoring Officer comments

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

9. Procurement comments

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

10. Equality and Diversity

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

11. Sustainability/Climate Change Implications

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

12. Other considerations

12.1 Not applicable

13. Timetable for implementation

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

14. Contact

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

14.2 Leigh Street – l.street@spelthorne.gov.uk

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

Background papers: There are none.

Appendices:

Appendix A - CORPORATE KPI Q2 2025_26_REPORT

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Spelthorne Borough Council

Corporate Key Performance Indicators Report

Quarter 2 2025/26

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

[Click here to view benchmarking performance](#)

Spelthorne Borough Council

Corporate Key Performance Indicators Report

Quarter 1 2025/26

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

C1 - Communications Performance

Corporate Priority	Community	Year	Qtr.	Actual	RAG
KPI Description	Post 2 social media messages per day.	2025/26	Q1	171%	Green
Target	100%		Q2	100%	Green
Service Area	Communications		Q3		
Group Head	Jennifer Medcraff		Q4		
Narrative	above target, campaigns include flood action week, Stoptober, SBA, Mayoral events, elections and recycling.				

C2 - Communications Performance

Corporate Priority	Community	Year	Qtr.	Actual	RAG
KPI Description	Publish Bulletin magazine 3x a year	2025/26	Q1	100%	Green
Target	100%		Q2	100%	Green
Service Area	Communications		Q3		
Group Head	Jennifer Medcraff		Q4		
Narrative	on target, winter edition published in November				

E1 – Economic Development Performance

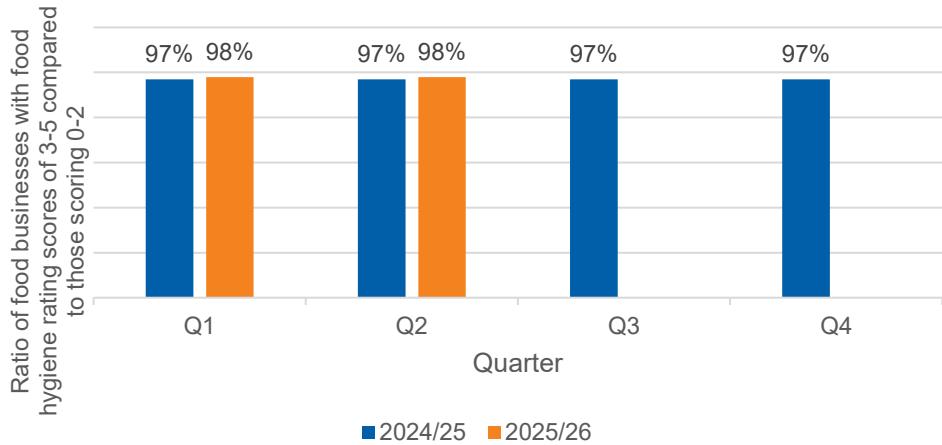
Corporate Priority	Community, Resilience	2025/26	Year	Qtr.	Actual	RAG
KPI Description	Number of supported business through direct engagement		Q1	120	Green	
Target	200 per annum		Q2	30	Green	
Service Area	Economic Development		Q3			
Group Head	David Anderson		Q4			
Narrative	We didn't support as many businesses as we envisaged on a 1-2-1 basis as the Spelthorne Business Awards took precedence. We are introducing a new business support programme in Jan 2026 which will increase engagement. However still within target of reaching 200 by Q4 as we are on 65% currently after 2 quarters.					

EH1 – Environmental Health Performance

Corporate Priority	Community	Year	Qtr.	Actual	RAG	
KPI Description	% Ratio of food businesses with food hygiene rating scores of 3-5 compared to those scoring 0-2.	2025/26	Q1	98%	Green	
			Q2	98%	Green	
	92% per quarter		Q3			
			Q4			
Service Area	Environmental Health					
Group Head	David Anderson					
Narrative	This figure is above target but will constantly be changing depending on food inspections achieved and what conditions are found at the time of the inspection.					

Background information

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

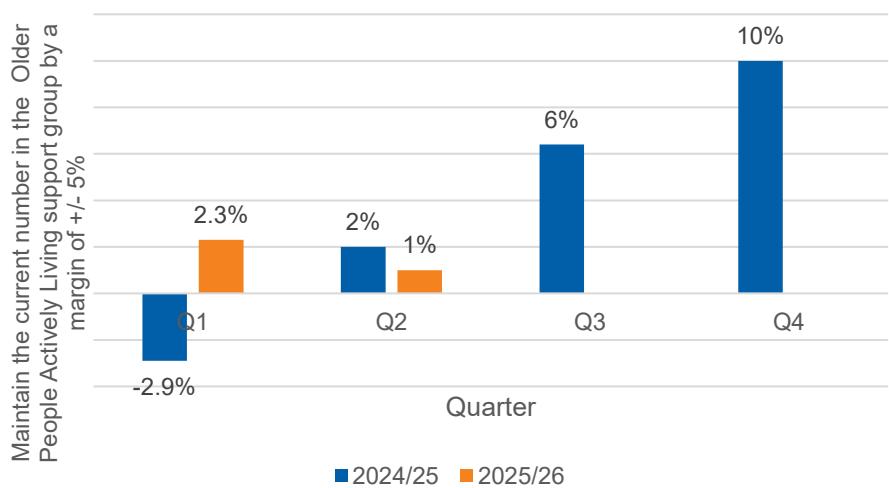


IL1 – Independent Living Performance

Corporate Priority	Community	Year	Qtr.	Actual	RAG
KPI Description	Maintain the current number in the Older People Actively Living support group	2025/26	Q1	+ 2.3%	Green
Target	Margin of +/- 5%		Q2	+ 1 %	Green
Service Area	Independent Living		Q3		
Group Head	Karen Sinclair		Q4		
Narrative	One new client joined the service in Q2. We are currently within or target margin of +/- 5%				

Background information

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

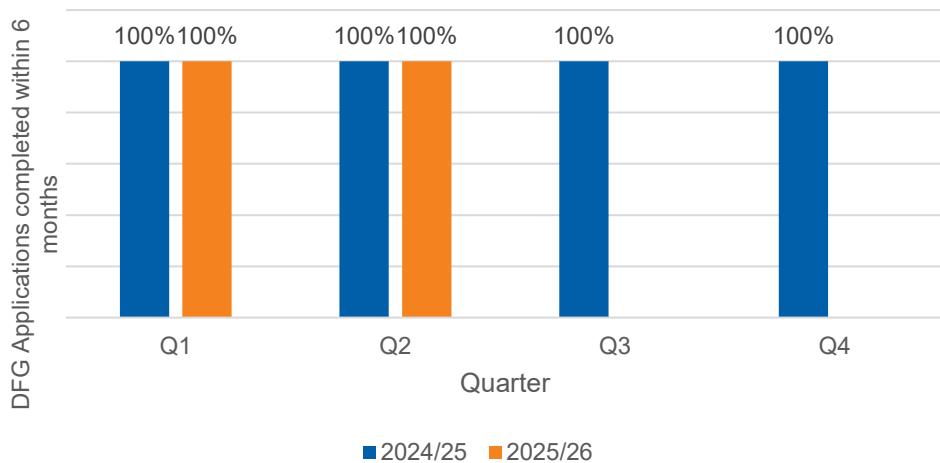


IL2 – Independent Living Performance

Corporate Priority	Community; Services	Year	Qtr.	Actual	RAG
KPI Description	DFG Applications completed within 6 months	2025/26	Q1	100%	Green
Target	95%		Q2	100%	Green
Service Area	Independent Living		Q3		
Group Head	Karen Sinclair		Q4		
Narrative	All applications were completed within target time.				

Background information

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

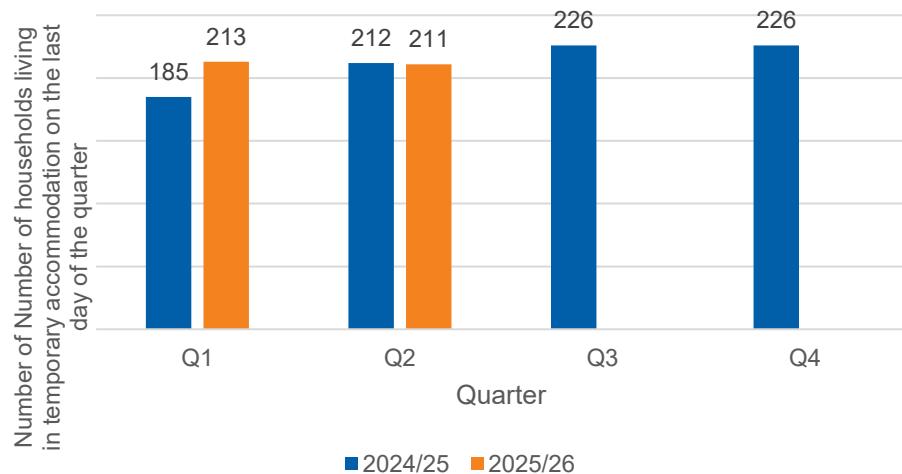


H1 – Housing Options Performance

Corporate Priority	Addressing Housing Need	Year	Qtr.	Actual	RAG
KPI Description	Number of households living in temporary accommodation on the last day of the quarter	2025/26	Q1	213	Green
Target	(no more than) 250		Q2	211	Green
Service Area	Housing Options		Q3		
Group Head	Karen Sinclair		Q4		
Narrative	Figures are similar to the previous quarter and are well within the target range.				

Background information

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

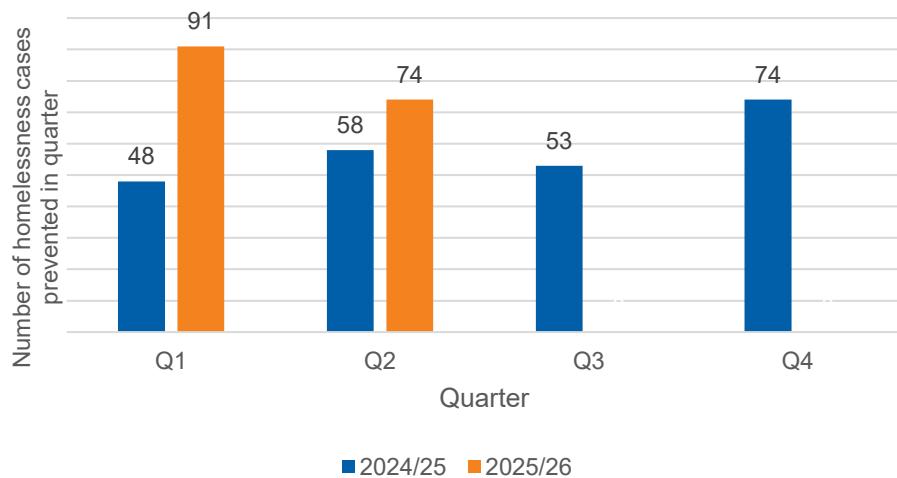


H2 – Housing Options Performance

Corporate Priority	Addressing Housing Need	2025/26	Year	Qtr.	Actual	RAG
KPI Description	Number of homelessness cases prevented in quarter		Q1	91	Green	
Target	120 per annum		Q2	74	Green	
Service Area	Housing Options		Q3			
Group Head	Karen Sinclair		Q4			
Narrative	Q1 figures higher due to more support housing vacancies available. Q2 figures more comparable with Q4 2024/2025 figures of 74					

Background information

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

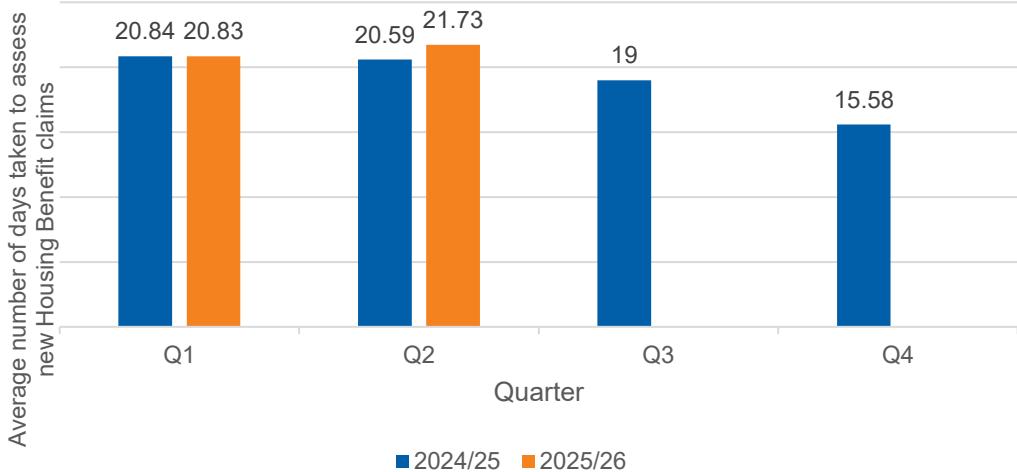


H3 – Housing Benefit Performance

Corporate Priority	Services	2025/26	Year	Qtr.	Actual	RAG
KPI Description	Average number of days taken to assess new Housing Benefit claims			Q1	20.83	Green
Target	Within 25 days			Q2	21.73	Green
Service Area	Housing Benefit			Q3		
Group Head	Karen Sinclair			Q4		
Narrative	Increased by 0.9 days from Q1 but still within target. We are taking less than 25 days to assess new claims, which indicates the service is delivering well against the KPI target.					

Background information

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

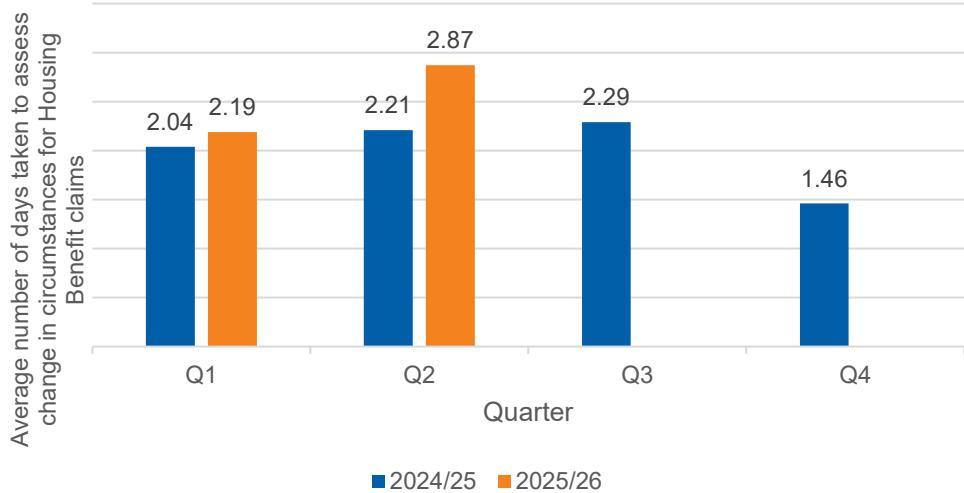


H4 – Housing Benefit Performance

Corporate Priority	Services	2025/26	Year	Qtr.	Actual	RAG
KPI Description	Average number of days taken to assess change in circumstances for Housing Benefit claims.		Q1		2.19	Green
Target	Within 7 days		Q2		2.87	Green
Service Area	Housing Benefit		Q3			
Group Head	Karen Sinclair		Q4			
Narrative	The average number of days increased by 0.68 days (compared to Q1) but remains within the target range.					

Background information

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



A1 – Assets Performance

Corporate Priority	Resilience	Year	Qtr.	Actual	RAG
KPI Description	Rent Collection		Q1	94%	Green
Target	80% collection within 14 days of quarter day; 90% by quarter end		Q2	100%	Green
Service Area	Assets (Investments)		Q3		
Group Head	Coralie Holman		Q4		
Narrative	100% collection by quarter end, excluding uncollectable rent. (Celebrus £52k)				

A2 – Assets Performance

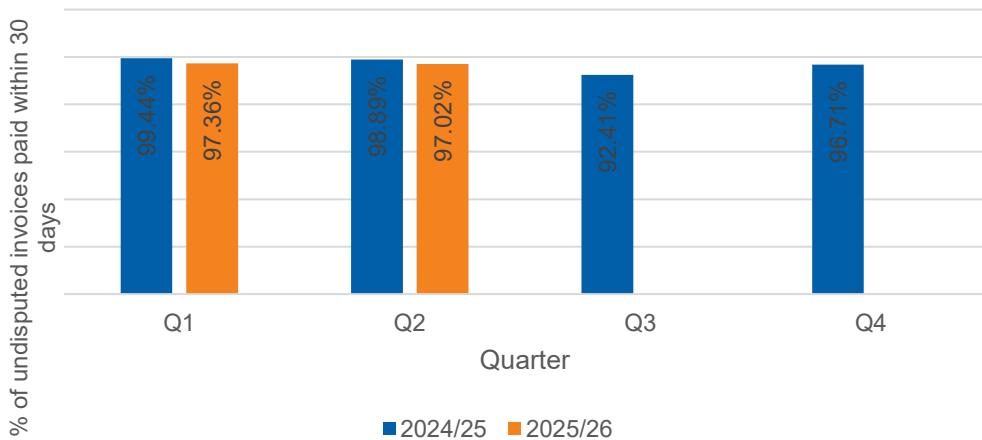
Corporate Priority	Resilience	Year	Qtr.	Actual	RAG
KPI Description	Accurate Budget setting and monitoring for income and expenditure across the portfolio, every financial year.		Q1	100%	Green
Target	Budget remains within a +/- 5% tolerance		Q2	95%	Green
Service Area	Assets (Overarching Assets)		Q3		
Group Head	Coralie Holman		Q4		
Narrative	Q2 actual is currently 5% above budget because of lettings at Charter, Elmbrook and Roundwood not materialising and unbudgeted costs specifically Thames Tower for cladding, refurbishment of the 11th floor and agency fees (following early lease re-gears)				

F1 – Finance Performance

Corporate Priority	Services	Year	Qtr.	Actual	RAG
KPI Description	% of undisputed invoices paid within 30 days	2025/26	Q1	97.36%	Amber
Target	100%		Q2	97.02%	Amber
Service Area	Finance (income and payments)		Q3		
Group Head	Altin Bozhani		Q4		
Narrative	Slight reduction on Quarter 1				

Background information

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



I1 – ICT Performance

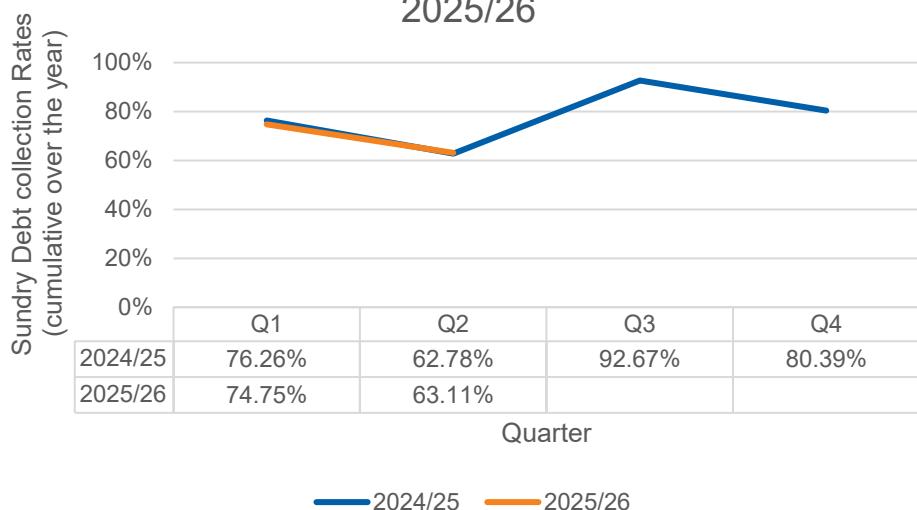
Corporate Priority	Resilience	Year	Qtr.	Actual	RAG
KPI Description	Helpdesk Calls	2025/26	Q1	61.98%	Green
Target	50% closed within 24 hours		Q2	55.89%	Green
Service Area	ICT		Q3		
Group Head	Sandy Muirhead		Q4		
Narrative	Reduction due to the roll-out of new laptops for all staff, but still above target.				

CS1 – Customer Services Performance

Corporate Priority	Resilience	Year	Qtr.	Actual	RAG
KPI Description	Sundry Debt Collection Rates	2025/26	Q1	74.75%	Green
Target	90% cumulative over the year		Q2	63.11%	Green
Service Area	Customer Services		Q3		
Group Head	Sandy Muirhead		Q4		
Narrative	Sundry debt collection is influenced by payment terms, debtor type, and legal or contractual delays. Quarterly figures reflect collection within each period, not cumulative performance, and may fluctuate due to timing of large or delayed invoices. Up by 1.2% compared to 24/25 Q2				

Background information

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

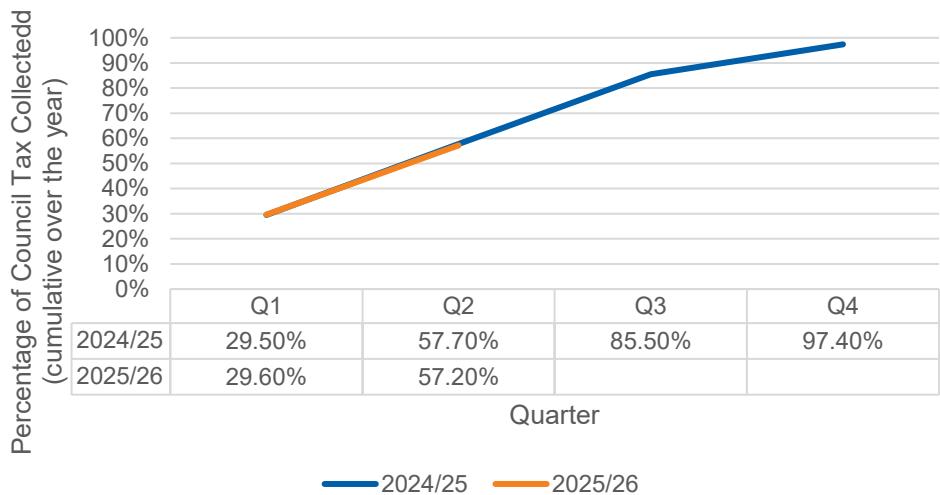


CS2 – Customer Services Performance

Corporate Priority	Resilience	Year	Qtr.	Actual	RAG
KPI Description	Percentage of Council tax collected	2025/26	Q1	29.6%	Green
Target	98.5% cumulative over the year		Q2	57.20%	Green
Service Area	Customer Services		Q3		
Group Head	Sandy Muirhead		Q4		
Narrative	Percentage is calculated as the total Council Tax received so far this year, compared to the total amount due for the year, based on a standard 10-month billing period. Council tax collection in Spelthorne is influenced by payment schedules, council tax support schemes, economic conditions and local recovery practices. True collection performance cannot be fully assessed until the final instalment period has passed, as many accounts are paid later in the year and interim figures may not reflect final outcomes. Down by 0.5% compared to 24/25 Q2				

Background information

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

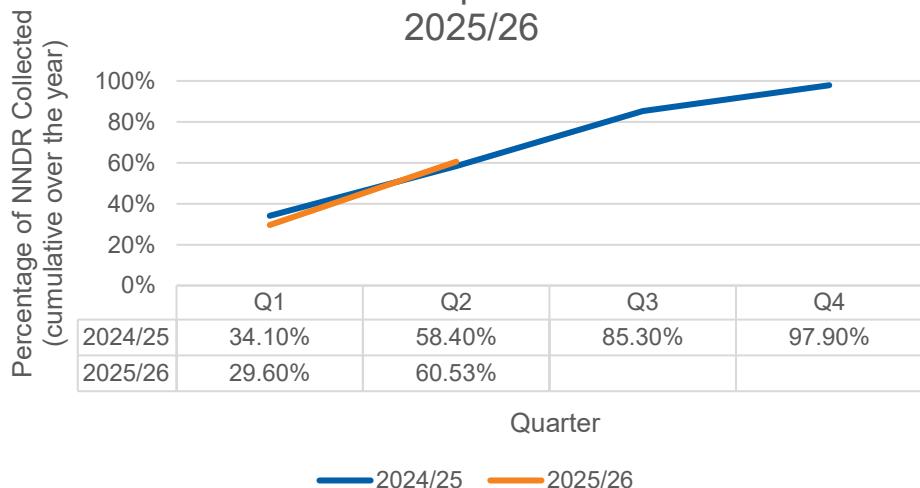


CS3 – Customer Services Performance

Corporate Priority	Resilience	Year	Qtr.	Actual	RAG
KPI Description	Percentage of NNDR collected	2025/26	Q1	34.42%	Green
Target	98% cumulative over the year		Q2	60.53%	Green
Service Area	Customer Services		Q3		
Group Head	Sandy Muirhead		Q4		
Narrative	Percentage is calculated as the total Business Rate received so far this year, compared to the total amount due for the year, based on a standard 10-month billing period. Business rates collection is influenced by payment plans, reliefs, economic conditions, and enforcement activity, and may not be fully measurable until the final instalment period has passed. Up by 2.1% compared to 24/25 Q2				

Background information

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



HR1 – Human Resources Performance

Corporate Priority	Resilience	Year	Qtr.	Actual	RAG
KPI Description	Percentage of staff turnover	2025/26	Q1	15.38%	For Info Only
Target	For comparison		Q2	15.38%	For Info Only
Service Area	Human Resources		Q3		
Group Head	Sandy Muirhead		Q4		
Narrative	This is a rolling year-to-date figure calculated from the total number of staff leaving (voluntarily and non-voluntary) as a percentage of total staff in post.				

HR2 – Human Resources Performance

Corporate Priority	Resilience	Year	Qtr.	Actual	RAG
KPI Description	Average number of working days lost to staff sickness absence – short term.	2025/26	Q1	3.10 days	For Info Only
Target	For Comparison		Q2	2.93 Days	For info only
Service Area	Human Resources		Q3		
Group Head	Sandy Muirhead		Q4		
Narrative	Rolling year to date number of working days/shifts lost due to short term sickness absence (20 days or less). This is calculated by the number of short-term sickness absence days divided by the number of FTE staff. Reduced by 0.17% from Q1				

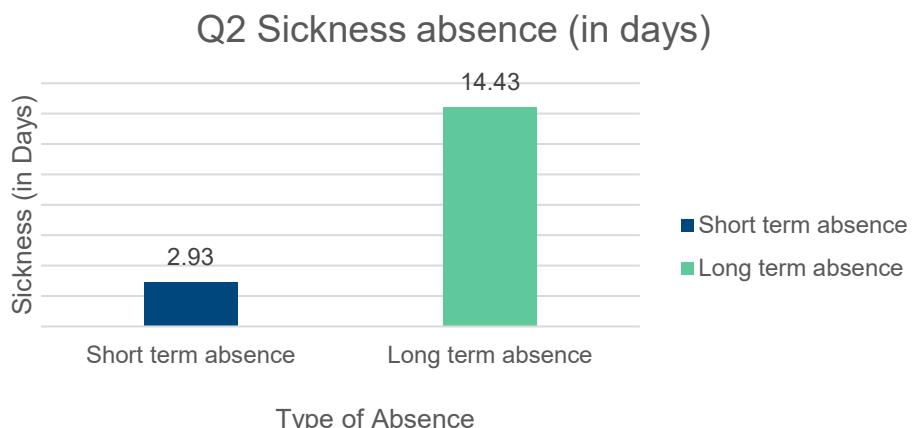
HR3 – Human Resources Performance

Corporate Priority	Resilience	Year	Qtr.	Actual	RAG
KPI Description	Average number of working days lost to staff sickness absence – Long Term	2025/26	Q1	15.60 days	For Info Only
Target	For comparison		Q2	14.43 days	For info only
Service Area	Human Resources		Q3		
Group Head	Sandy Muirhead		Q4		
Narrative	Rolling year to date number of working days/shifts lost due to long term sickness absence. This is calculated by the number of long-term sickness absence days divided by the number of FTE staff. Reduced by 1.17% from Q1				

Background information

Q2 Information

As this chart shows, there is a noticeable difference in sickness levels for Q2. The trend will continue to be monitored.



CC1 – Climate Change Performance

Corporate Priority	Environment	Year	Qtr.	Actual	RAG
KPI Description	Reduction to meet Net Zero Scope 1 and 2 emissions by 2030 target. We are also only reporting on gas and electricity consumption.	2025/26	Q1	237.25 tCO2e	Amber
			Q2	115.26 tCO2e	Green
			Q3		
			Q4		
Target	Reduce emissions by at least 148.84 (TCO2e) each year				
Service Area	Climate Change				
Group Head	Sandy Muirhead				
Narrative	<p>Reduction in consumption across gas, electricity and fleet emissions compared to Q2 FY24/25. Total reduction of 115.26tCO2e compared to Q2 FY24/25 due to reduced consumption and the renewable energy electricity tariff meaning emissions factor of electricity is 0.</p> <p>*Q1 figure has changed due to retrospective billing changing around gas consumption and the introduction of the renewable energy electricity tariff.</p>				

N1 – Neighbourhood Services Performance

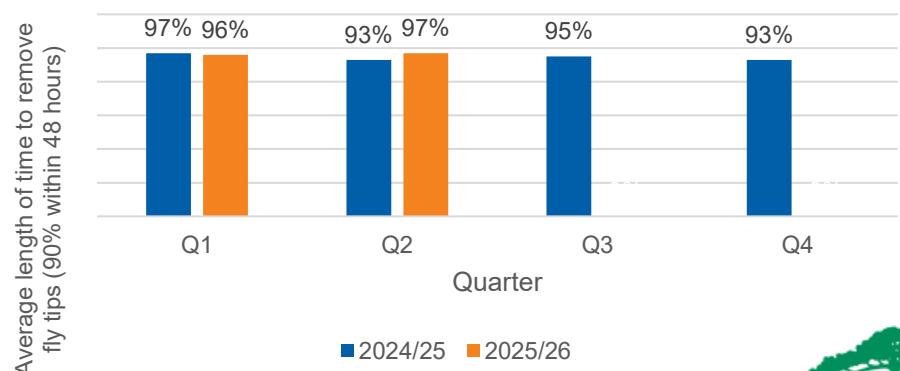
Corporate Priority	Environment	Year	Qtr.	Actual	RAG
KPI Description	Recycling rate - percentage of household waste recycled, reused and composted (NI192)	2025/26	Q1	45.50%	Green
Target	40%		Q2	42.40%	Green
Service Area	Neighbourhood Services		Q3		
Group Head	Jackie Taylor		Q4		
Narrative	Rolling 12-month figure, calculated by comparing the amount of waste sent for recycling, reuse and composting against the total waste collected. This figure includes street sweepings. Data provided by the Surrey Environment Partnership. Q2 is lower due to fewer garden waste collections.				

N2 – Neighbourhood Services Performance

Corporate Priority	Environment	Year	Qtr.	Actual	RAG
KPI Description	Average length of time to remove fly tips	2025/26	Q1	96%	Green
Target	90% within 48 hours		Q2	97%	Green
Service Area	Neighbourhood Services		Q3		
Group Head	Jackie Taylor		Q4		
Narrative	287 fly tips were reported and removed in Q2				

Background information

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

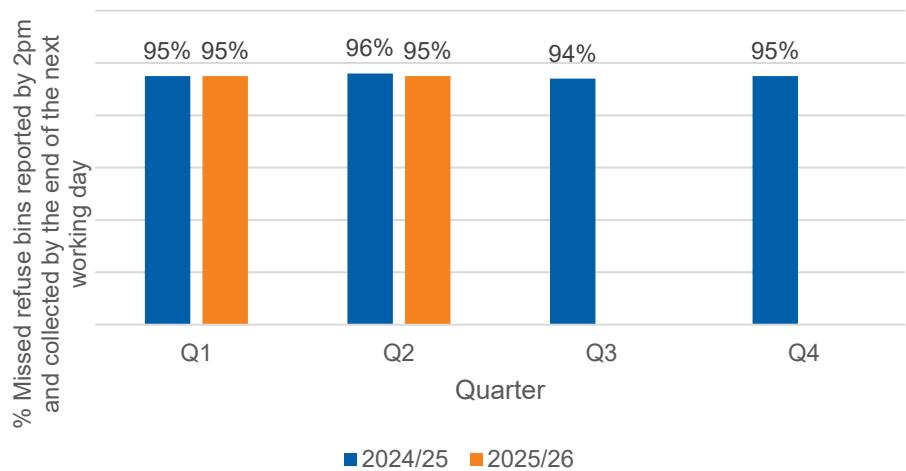


N3 – Neighbourhood Services Performance

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

Background information

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



L1 – Leisure and Community Development Performance

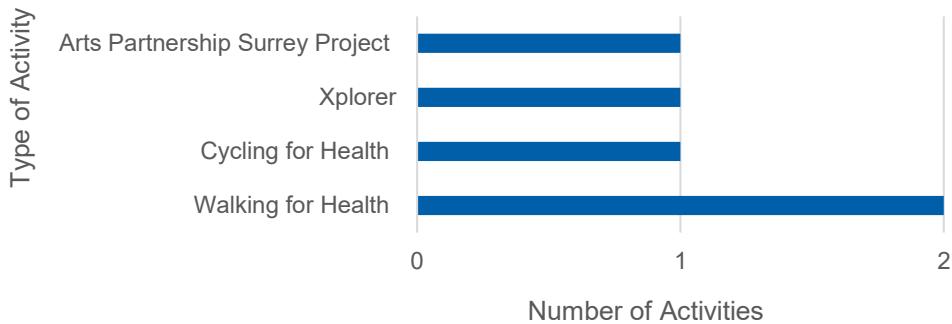
Corporate Priority	Community; Services	Year	Qtr.	Actual	RAG
KPI Description	Run community leisure activities in our less advantaged areas, working with community groups to deliver & promote these.	2025/26	Q1	13	Green
			Q2	5	Green
			Q3		
			Q4		
Target	At least 50 Community Leisure Activities delivered in target communities over the year				
Service Area	Leisure and Community Development				
Group Head	Karen Sinclair				
Narrative	On track for annual target. Breakdown of activities to for Q2: Walking for Health x 2, Cycling for Health x 1, Xplorer x 1, Arts Partnership Surrey Project x 1				

Background information

Q2 Information

As this chart shows, several varied Community Leisure activities were delivered in Q2.

Community leisure activities delivered in target communities



B1 – Building Control Performance

Corporate Priority	Services				
KPI Description	People and skills: number of full-time equivalent Registered Building Inspectors (RBI) resource allocated against number of projects requiring RBIs resource	Year	Qtr.	Actual	RAG
Target		2025/26	Q1	2 FTE	Amber
Service Area			Q2	2.6 FTE	Amber
Group Head			Q3		
Narrative			Q4		

P1 – Development Management Performance

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

P2 – Development Management Performance

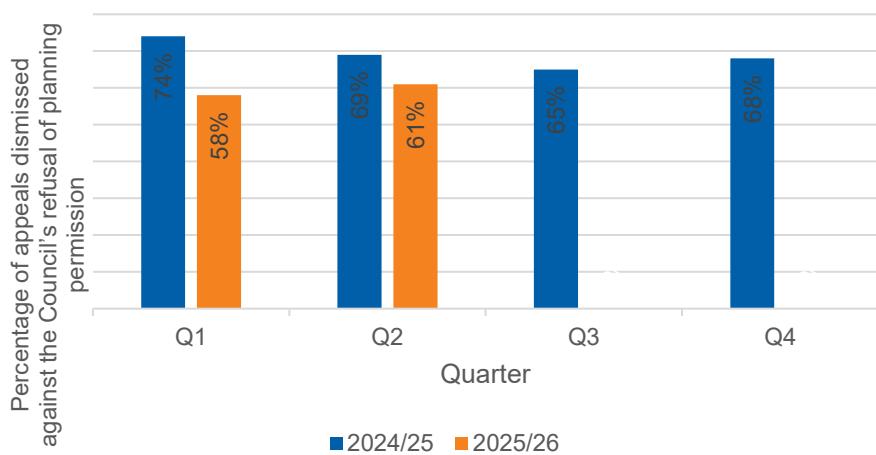
Corporate Priority	Services					
KPI Description	Quality of Major development (Apr 22 - Mar 24)	Year	Reporting Period			
Target	10% or less	2025/26	Apr 23 – Mar 25			
Service Area	Development Management	Actual	8.1%			
Group Head	David Anderson	RAG	Green			
Narrative	Number of major applications determined: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

P3 – Development Management Performance

Corporate Priority	Services	Year	Qtr.	Actual	RAG
KPI Description	Percentage of appeals dismissed against the Council's refusal of planning permission	2025/26	Q1	58%	Amber
			Q2	61%	Green
			Q3		
			Q4		
Target	60%				
Service Area	Development Management				
Group Head	David Anderson				
Narrative	<p>Percentage of appeals dismissed against the Council's refusal of planning permission. This is a cumulative figure for the year. Higher outturn is better. This is a cumulative figure for the year- Oct 2024 to Sept 2025. Result slightly higher than the Q1 result. Q2 Target was achieved.</p> <p>Total number of appeal decisions: 39</p> <p>Total number of appeals dismissed: 24.</p>				

Background information

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

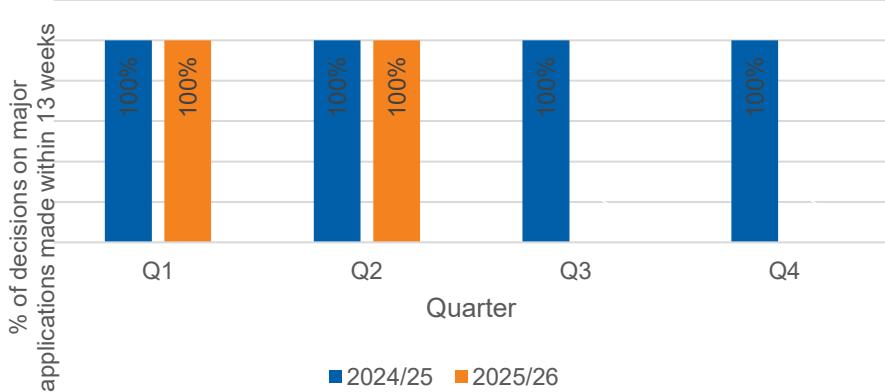


P4 – Development Management Performance

Corporate Priority	Services	Year	Qtr.	Actual	RAG
KPI Description	Percentage of decisions on major applications made within 13 weeks	2025/26	Q1	100%	Green
Target			Q2	100%	Green
Service Area			Q3		
Group Head			Q4		
Narrative	Q2 Target achieved. Figure for each quarter (as per the Combined Development Control (PS1 and PS2) Form) of the percentage of decisions on applications made within 13 weeks. Higher outturn is better. Number of major applications determined: 5 Number determined on time: 5				

Background information

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



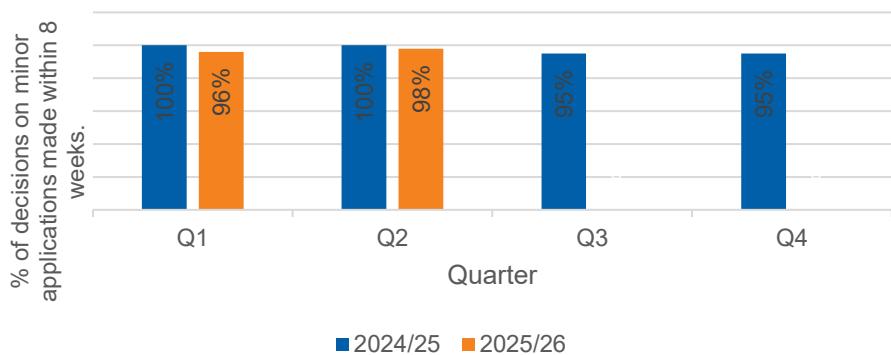
Major applications – any application that involves residential development of ten or more dwellings or on a site greater than 0.5 ha; floorspace greater than 1,000 sqm.

P5 – Development Management Performance

Corporate Priority	Services	Year	Qtr.	Actual	RAG
KPI Description	Percentage of decisions on minor applications made within 8 weeks.	2025/26	Q1	96%	Green
Target	70%		Q2	98%	Green
Service Area	Development Management		Q3		
Group Head	David Anderson		Q4		
Narrative	There is a 2% increase from Q1 figures and target for Q2 was achieved. Number of minor applications determined: 46 Number determined-on target: 45				

Background information

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



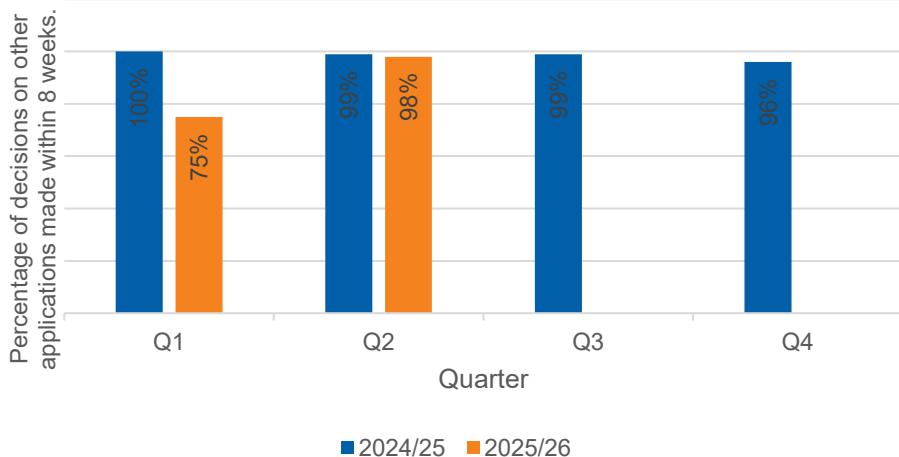
Minor applications – residential development between one and nine dwellings; floorspace less than 1,000 sqm.

P6 – Development Management Performance

Corporate Priority	Services	Year	Qtr.	Actual	RAG
KPI Description	Percentage of decisions on other applications made within 8 weeks.	2025/26	Q1	75%	Green
Why is this indicator important?	TBC		Q2	98%	Green
Target	70%		Q3		
Service Area	Development Management		Q4		
Group Head	David Anderson				
Narrative	Target achieved. Figure for each quarter (as per the Combined Development Control (PS1 and PS2) Form) of the percentage of decisions on applications made within 8 weeks. Higher outturn is better. Number of other applications determined: 97 Number determined on time: 95				

Background information

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



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

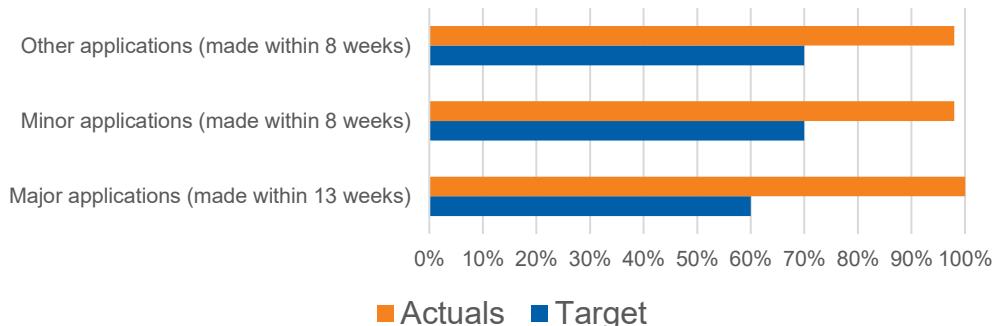
P7 – Development Management Performance

Corporate Priority	Services	Year	Qtr.	Actual	RAG
KPI Description	Percentage of planning enforcement investigations commenced within timeframes	2025/26	Q1	97%	Green
Why is this indicator important?	TBC		Q2	98%	Green
Target	95%		Q3		
Service Area	Development Management		Q4		
Group Head	David Anderson				
Narrative	This is a cumulative figure for the year- Oct 2024 to Sept 2025. There is a marginal 1% increase from Q1 figures, but target was achieved.				

Background information

The chart below shows that the targets for Q2 have been exceeded for all types of planning applications.

% of decisions on applications made within statutory timescales



Benchmarking Performance:

Benchmarking information will be included in the 2025/26 annual report because it relies on complete, validated data from all local authorities for the full financial year. Publishing at year-end ensures accuracy, consistency, and fairness in comparisons, as partial or quarterly figures can be misleading due to seasonal variations.

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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	Emailed Cllr Sexton & Cllr Bateson	6/1/26
Commissioner engagement (if report focused on issues of concern to Commissioners such as Finance, Assets etc)	PR	23/12/25
Relevant Group Head review	SM	26/11/25
MAT+ review (to have been circulated at least 5 working days before Stage 2)	Emailed g.groupheads	19/12/25
This item is on the Forward Plan for the relevant committee	Advised Committees	4/12/25
	Reviewed by	
Finance comments (circulate to Finance)	BH	8/12/25
Risk comments (circulate to Lee O'Neil)	LO	8/1/26
Legal comments (circulate to Legal team)	LH	11/12/25
HR comments (if applicable)	HR Report	

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

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

Stage 2

Report checklist – responsibility of report owner

ITEM	Completed by	Date
Monitoring Officer commentary – at least 5 working days before MAT	L Heron	11/12/25
S151 Officer commentary – at least 5 working days before MAT	T.Collier	5/12/25
Confirm final report cleared by MAT		

Corporate Policy and Resources Committee

Monday 17 February 2026

Title	Pay Award 2026/27 and Pay Award 2025/26 (back dated award)
Purpose of the report	To make a decision and a recommendation to Council
Report Author	Debbie O'Sullivan/Angela Tooth, Human Resources Managers
Ward(s) Affected	Not applicable
Exempt	No
Exemption Reason	Not applicable
Corporate Priority	This item is not in the current list of Corporate Priorities but still requires a Committee and Council decision.
Recommendations	<p>The Corporate Policy and Resources Committee is asked to recommend to Council a pay award for 2026/27 and a backdated pay award for 2025/26 is approved as follows:</p> <ol style="list-style-type: none">1. 2026/27 A consolidated pay award of 4% on all spinal points and personal salaries (across the board increase).2. 2025/26 A consolidated backdated pay award of 0.2% in recognition of the difference between the National Pay Award and Spelthorne Council's pay award of the previous two year period. Payment to be backdated to 1 April 2025
Reason for Recommendation	<p>As a result of moving to local pay on 1 April 2019, the pay award for 2026/27 and any backdated award for previous years is to be decided by full Council.</p> <p>The pay award is made to help attract and retain staff and is in recognition of their ongoing hard work and dedication in supporting the Council's services particularly during Local Government Reorganisation (LGR).</p>

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

What is the situation	Why we want to do something
<ul style="list-style-type: none"> Pay awards are reviewed annually and in consultation with UNISON Due regard is given to the National Pay Award 	<ul style="list-style-type: none"> Pay awards are agreed annually to be paid from 1 April each year The local pay award requires full Council agreement
This is what we want to do about it	These are the next steps
<ul style="list-style-type: none"> Agree the proposed pay award for 2026/27 Agree the backdated pay award for 2025/26 	<ul style="list-style-type: none"> If agreed both awards will be processed in the April 2026 payroll.

2. Key issues

- 2.1 With effect from 1 April 2019 Spelthorne Borough Council (Spelthorne) became a local pay and local terms and conditions employer. Pay awards are to be decided by full Council and the Corporate Policy and Resources Committee (CPRC).
- 2.2 CPRC are asked to recommend to Council the consolidated (built into base) pay award of 0.2% for 2025/26 and 4% for 2026/27 to be applied to all pay scales and personal salaries.
- 2.3 Clause 2.1 of the Collective Agreement between Spelthorne and UNISON states the following:
“Spelthorne will give due regard to the NJC, JNC and JNC for Chief Executives National Pay Award”
- 2.4 A two year pay award of 2.8% was agreed by Council for the 2024/25 and 2025/26 pay awards. The National Pay Award for 2024/25 was 2.5% and for 2025/26 was 3.2%. The 2025/26 National Pay Award was agreed in July 2025 to be effective from 1 April 2025.
- 2.5 Overall, the National Pay Award was in total higher than Spelthorne's local pay award over the two-year period and CPRC are asked to recommend to Council a consolidated (built into base) payment of 0.2% back dated to 1 April 2025 to reflect the difference.
- 2.6 Based on 2025/26 pay scales (Appendix 1), Spelthorne currently pay lower than the national pay scales (Appendix 2) up to Spelthorne's scale point 19 (Scale 4) (national spinal column point 13). The bottom NJC spinal column point will also be deleted in April 2026 thus compacting this issue. The gap is bigger when the national Outer Fringe Area Allowance is included. Spelthorne's neighbouring councils include London Boroughs who are on National Pay and receive the Fringe Allowance and consideration needs to be given to pay to ensure we remain competitive and attractive to candidates.

- 2.7 The National Living Wage for 2026/27 has been increased to £12.71 with effect from 1 April 2026. Spelthorne have always aimed to pay higher than the National Living Wage, along with many other Councils and the National Pay Award.
- 2.8 As of 1 April 2025, the hourly rate for Spelthorne's lowest scale point is £12.44. If these proposals are agreed, this hourly rate will increase to £12.96 which means there will be a 25 pence per hour difference between the National Living Wage and Spelthorne's lowest scale point.
- 2.9 The Medium Term Financial Strategy which was approved by CPRC on 10 November 2025 and considered by Council on 11 December 2025 highlighted the 4% pay increase assumption.
- 2.10 Spelthorne, along with many other local authorities face significant financial challenges and need to make savings over the next 18 months in particular with the impact of Local Government Funding Review and Statutory Intervention. This has been factored into these recommendations whilst acknowledging that Spelthorne needs to recruit and retain staff in a competitive and changing market and sector.
- 2.11 In order to continue to deliver high quality services, Spelthorne's focus is on retaining the breadth and depth of skills, technical knowledge and managerial experience we have, together with the ability to attract suitable and qualified candidates for vacant posts. Recruitment and attracting the right candidates continue to be challenging.
- 2.12 For the period July to September 2025 the Office for National Statistics reported annual growth in employees' average earnings was 4.6% for regular earnings. This is more than the proposed pay review and previous pay reviews. This is for public and private sector.
- 2.13 As of November 2025, the annual inflation rate as measured by the Consumer Prices Index was 3.2%. Inflation will be impacting all staff who are continuing to experience cost of living increases and may affect their decision on whether to seek higher paid employment or remain with Spelthorne. This could lead to a loss of experienced, qualified employees. The proposed pay award will give employees a small real-terms pay increase.
- 2.14 This proposal has been subject to consultation and negotiation, within the limits of the Collective Agreement, between the Chief Executive, Deputy Chief Executive, Human Resources and UNISON as further detailed below.
- 2.15 UNISON made a pay submission to the Chief Executive on 22 September 2025. Consultation meetings were held. The last meeting was held on 3 December 2025 and UNISON confirmed their acceptance of Spelthorne's pay offer. UNISON's response to the pay offer is attached as Appendix 3.
- 2.16 Clause 1.4 of the Collective Agreement, Mechanism and timetable for deciding pay awards states:

"UNISON may make representations to Corporate Policy and Resources Committee when they consider the budget for the following year. The Corporate Policy and Resources Committee will consider any pay submission/representation from UNISON before they make a recommendation to Council for the Local Pay Award for the following year."

2.17 UNISON may choose to make their own submission/representation to Corporate Policy and Resources Committee.

2.18 This explains the main criteria upon which the decision is to be based.

3. Options appraisal and proposal

3.1 Option 1 To approve the backdated pay award for 2025/26 (backdated to 1 April 2025) of 0.2% and to approve the 2026/27 pay award of 4% as detailed in this report. This is required to remain competitive with our comparators and will demonstrate a commitment to all staff. **Preferred option.**

3.2 Option 2 To decline approval of the backdated pay award and approve the 2026/27 pay award. This would require re-negotiation with UNISON under the Collective Agreement. Consideration would also need to be given to the National Living Wage increase. Spelthorne's pay award in total over the last 2 years would be less than the National Pay Award.

3.3 Option 3 To decline approval of the pay award or award a lower pay award. This would require re-negotiation with UNISON under the Collective Agreement. Lower scale points would be increased with effect from 1 April 2026 to ensure compliance with the National Living Wage. This would cause compression between scale points with minimal difference between them. This would also have an impact on morale, motivation and retention.

3.4 Option 4 To just increase pay to the lower salary scale points. This would cause compression between scale points with minimal or no difference between them. This would also affect morale, motivation and retention on higher graded staff. This would require re-negotiation with UNISON under the Collective Agreement.

4. Risk implications

4.1 The well-publicised cost of living rises may impact retention and recruitment of staff where other organisations may offer higher salaries and benefits. A fair and equitable pay review will go towards mitigating this risk.

4.2 A fair and equitable pay increase will assist morale and retention in a period of change with implementation of the Improvement and Recovery Plan and Local Government Reorganisation.

5. Financial implications

5.1 The cost of approving the backdated pay award for 2025/26 to 1 April 2025 of 0.2%, including National Insurance and employer pension costs is £48,700. This amount is included in budget monitoring projections for 2025/26.

5.2 The cost of approving the 2026/27 pay award of 4% including National Insurance and employer pension costs is £959,600. This additional cost is included in the draft Medium Term Financial Strategy agreed at 11 December 2025 Council.

6. Legal comments

6.1 Consultation with UNISON has followed the process detailed in the Collective Agreement.

6.2 The recommended decision is within the terms of reference of Corporate Policy and Resources Committee.

Corporate implications

7. S151 Officer comments

7.1 The S151 Officer confirms that all financial implications have been taken into account and that the recommendations if approved would be fully funded from within the 2026/27 budget.

8. Monitoring Officer comments

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

9. Procurement comments

Not applicable

10. Equality and Diversity

10.1 The pay award is across all pay scales and personal salaries and all staff are included.

11. Sustainability/Climate Change Implications

11.1 There will be no impact on climate change issues

12. Other considerations

12.1 If agreed, the total pay award as detailed above, is applicable to all staff including those on protected salaries, personal salaries and apprentices.

12.2 If agreed, the percentage increase will be applied to certain allowances that are increased annually in line with any pay award.

12.3 Under clause 1.1 of the Collective Agreement, Section 1: Arrangement for agreeing the Spelthorne Local Pay Award it states the following:

“Spelthorne will give due regard to the NJC, JNC and JNC for Chief Executives National Pay Award.”

There has been no indication of any proposals for the 2026/27 National Pay Award save for the deletion of spinal column point 2 in the NJC pay spine. Should the 2026/27 National Pay Award be higher than the Spelthorne Local Pay Award, due consideration will be given to proposing to Council that the Local Pay Award meets the National Pay Award, subject to affordability.

13. Timetable for implementation

13.1 Council approves Budget for 2026/27

13.2 The backdated pay award will be effective from 1 April 2025.

13.3 The 2026/27 pay award will be effective from 1 April 2026.

14. Contact

14.1 Angela Tooth – a.tooth@spelthorne.gov.uk

14.2 Debbie O’Sullivan - d.o’sullivan@spelthorne.gov.uk

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

Background papers: There are none.

Appendices: **Appendix 1: Spelthorne current pay scales (from April 2025)**
 Appendix 2: National pay Scales
 Appendix 3: UNISON's response to the pay offer

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Appendix 1

Pay scales effective from April 2025



Scale 1	
6	£23,354
7	£23,708
8	NOT IN USE
9	NOT IN USE
10	£23,976
11	£24,307

Scale 2	
11	£24,307
12	£24,774
13	£25,287

Scale 3	
14	£25,677
15	£26,093
16	£26,591
17	£27,084

Scale 4	
18	£27,683
19	£28,649
20	£29,609
21	£30,619

Scale 5	
22	£31,368
23	£32,226
24	£33,215
25	£34,202

Scale 6	
26	£35,081
27	£36,175
28	£37,298

Management 1	
29	£39,051
30	£40,295
31	£41,498
32	£42,659

Management 2	
33	£43,858
34	£45,050
35	£45,943
36	£47,107

Management 3	
37	£48,377
38	£49,730
39	£51,285
40	£52,595

Senior Management 1	
42	£55,250
43	£56,584
44	£57,919
45	£59,168

Senior Management 2	
46	£61,118
47	£62,471
48	£63,809
49	£65,146

Spinal Point	
6	£23,354
7	£23,708
8	NOT IN USE
9	NOT IN USE

Management 2	
11	£24,307
12	£24,774
13	£25,287
14	£25,677

Management 3	
17	£27,084
18	£27,683
19	£28,649
20	£29,609

Senior Management 1	
24	£33,215
25	£34,202
26	£35,081
27	£36,175

Senior Management 2	
30	£40,295
31	£41,498
32	£42,659
33	£43,858

Spinal Point	
8	NOT IN USE
9	NOT IN USE
10	£23,976
11	£24,307

Deputy Group Head 1	
51	£65,601
52	£66,904
53	£68,388
54	£69,857

Deputy Group Head 2	
55	£71,330
56	£73,613
57	£75,410
58	£77,197

Group Head Grade	
61	£82,938
62	£85,466
63	£87,903
64	£90,140

Deputy CX	
73	£100,276
74	£102,728
75	£105,187
76	£107,640

Chief Executive	
91	£124,839
92	£127,900
93	£130,973
94	£134,039

Spinal Point	
36	£47,107
37	£48,377
38	£49,730
39	£51,285

Management 2	
40	£52,595
41	£53,931
42	£55,250
43	£56,584

Management 3	
44	£57,919
45	£59,168
46	£61,118
47	£62,471

Senior Management 1	
48	£63,809
49	£65,146

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ANNEX 1

SCP	01-Apr-24		01-Apr-25	
	per annum	per hour	per annum	per hour
1	<i>Deleted wef 01 Apr 23</i>			
2	£23,656	£12.26	£24,413	£12.65
3	£24,027	£12.45	£24,796	£12.85
4	£24,404	£12.65	£25,185	£13.05
5	£24,790	£12.85	£25,583	£13.26
6	£25,183	£13.05	£25,989	£13.47
7	£25,584	£13.26	£26,403	£13.68
8	£25,992	£13.47	£26,824	£13.90
9	£26,409	£13.69	£27,254	£14.13
10	£26,835	£13.91	£27,694	£14.36
11	£27,269	£14.13	£28,142	£14.58
12	£27,711	£14.36	£28,598	£14.82
13	£28,163	£14.60	£29,064	£15.07
14	£28,624	£14.84	£29,540	£15.31
15	£29,093	£15.08	£30,024	£15.56
16	£29,572	£15.33	£30,518	£15.82
17	£30,060	£15.58	£31,022	£16.08
18	£30,559	£15.84	£31,537	£16.35
19	£31,067	£16.10	£32,061	£16.62
20	£31,586	£16.37	£32,597	£16.89
21	£32,115	£16.65	£33,143	£17.18
22	£32,654	£16.93	£33,699	£17.47
23	£33,366	£17.29	£34,434	£17.84
24	£34,314	£17.79	£35,412	£18.36
25	£35,235	£18.26	£36,363	£18.84
26	£36,124	£18.72	£37,280	£19.32
27	£37,035	£19.20	£38,220	£19.81
28	£37,938	£19.66	£39,152	£20.29
29	£38,626	£20.02	£39,862	£20.66
30	£39,513	£20.48	£40,777	£21.14
31	£40,476	£20.98	£41,771	£21.65
32	£41,511	£21.52	£42,839	£22.21
33	£42,708	£22.14	£44,075	£22.85
34	£43,693	£22.65	£45,091	£23.37
35	£44,711	£23.17	£46,142	£23.91
36	£45,718	£23.70	£47,181	£24.46
37	£46,731	£24.22	£48,226	£25.00
38	£47,754	£24.75	£49,282	£25.54
39	£48,710	£25.25	£50,269	£26.06
40	£49,764	£25.79	£51,356	£26.62
41	£50,788	£26.32	£52,413	£27.16
42	£51,802	£26.85	£53,460	£27.71
43	£52,805	£27.37	£54,495	£28.25

NB: hourly rate calculated by dividing annual salary by 52.143 weeks (which is 365 days divided by 7) and then divided by 37 hours (the standard working week)

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Appendix 3

PAY AWARD 2026/2027

Daniel Charles Mouawad
Chief Executive
Spelthorne Borough Council

Spelthorne Branch Executive and Deputy Branch executive.
SCC UNISON Branch

05 December 2025

Dear Daniel,

On behalf of the branch executive, I would like to thank you as the Chief Executive of Spelthorne Borough Council, your management team and HR for our recent negotiations concerning the next staff pay award.

We recognise that as a local borough council SBC is constantly having to balance its finances to provide its statutory obligations and help support all the discretionary services that it has committed to. Conscious that all staff including UNISON members help deliver these services we try to make reasonable claims on behalf of all staff when considering pay and conditions within the wider 'cost of living' crises.

That we have constantly tried to reclaim the pay disparity created by successive governments in their drive to cut costs, our claims have often seemed excessive, but we believe that the wider financial crisis has degraded our pay unnecessarily, especially when we serve the wider community and should be considered vital to society. We do however recognise that affordability generally dictates the salaries and pension contributions that SBC can make, especially when set against future costs.

It is uncertain how much longer we will have the ability to negotiate locally, and it is recognised that future negotiation may take a form that we are unfamiliar with. But we would like to thank you for all your efforts to treat staff as fairly as you have and thank you also for your recognition of UNISON as the chief representative of staff.

Under the terms of the existing collective bargaining agreement between the current Management of Spelthorne Borough Council and the current UNISON branch executive, who are authorised to make this claim, negotiate and then agree the current pay claim on behalf of its union members, I confirm that the UNISON branch executive agree the terms and conditions of the latest pay offer for the period 1st April 2026 to 1st April 2027, and which will be set as a consolidated 4% pay increase across the board. Thank you.

Kind regards,

Graham Clarke and Stuart Duguid
UNISON Surrey County Council, Spelthorne Branch



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 – emailed to Cllr Sexton	yes	26/1/26
Commissioner engagement (if report focused on issues of concern to Commissioners such as Finance, Assets etc)	yes	7/1/26
Relevant Group Head review	yes	7/1/26
MAT+ review (to have been circulated at least 5 working days before Stage 2)	yes	7/1/26
This item is on the Forward Plan for the relevant committee	yes	9/2/26
	Reviewed by	
Finance comments (circulate to Finance)	n/a	
Risk comments (circulate to Lee O'Neil)	yes	7/1/26
Legal comments (circulate to Legal team)	LH	09/01/26
HR comments (if applicable)	HR report	

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

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

Stage 2

Report checklist – responsibility of report owner

ITEM	Completed by	Date
Monitoring Officer commentary – at least 5 working days before MAT	L Heron	09/01/26
S151 Officer commentary – at least 5 working days before MAT	T Collier	09/1/26
Confirm final report cleared by MAT	MAT	21/01/26

Corporate Policy and Resources Committee

17 February 2026

Title	Pay Policy Statement 2026/27
Purpose of the report	To make a recommendation to Council
Report Author	Debbie O'Sullivan/Angela Tooth, Human Resources Manager
Ward(s) Affected	Not applicable
Exempt	No
Exemption Reason	Not applicable
Corporate Priority	This item is not in the current list of Corporate Priorities but still requires a Committee/Council decision
Recommendations	Committee is asked to: Agree the Pay Policy Statement and recommend to Council for approval.
Reason for Recommendation	The Pay Policy Statement must be agreed by Council and be published by 31 March each year.

1. Executive summary of the report

What is the situation	Why we want to do something
• Annual Pay Policy to be published to enable payments to be made for the next financial year 2026/27.	• It is a statutory requirement to publish the Pay Policy by 31 March each year
This is what we want to do about it	These are the next steps
• Recommend to Council that the Pay Policy Statement is approved	• Full Council to consider and approve so the Pay Policy can be published in line with requirements.

2. Key issues

2.1 Local authorities are required to publish an annual pay policy statement to increase transparency regarding the use of public funds to pay council staff. This requirement was set out in the Localism Act 2011 with guidance on items to be included issued by the Secretary of State for Communities and Local Government.

2.2 Pay Policy Statements must be agreed by full Council and be published by 31 March each year to apply to pay decisions during the next financial year.

2.3 The Pay Policy Statement must set out the Council's policies on a range of issues relating to the pay of its workforce, particularly its senior staff and the lowest paid employees. The statement must set out the policies for the financial year relating to:

- Remuneration of its Chief Officers
- Remuneration of its lowest paid employees
- The relationship between the remuneration of its Chief Officers and the remuneration of those employees who are not Chief Officers
- The publication of and access to information relating to remuneration of Chief Officers.

2.4 The term 'Chief Officer' in this context is as set out in the Local Government and Housing Act 1989 ('the Act') and includes

- The Head of Paid Service (the Chief Executive)
- The Monitoring Officer
- Statutory and non-statutory Chief Officers under section 2 of the Act
- A deputy Chief Officer mentioned in section 2 of the Act

This is a wider definition than is usually understood by the term: in other contexts, the term Chief Officer at Spelthorne is used to mean posts on Management Team (Chief Executive and Deputy Chief Executives only).

2.5 It is up to the Council to determine who its lowest paid employees are, but they must give reasons as to why they have defined them as such. At Spelthorne the lowest paid employees are those in jobs paid at the lowest grade and apprentices.

2.6 The term 'remuneration' is defined as follows:

- The Chief Officer's salary
- Any bonuses payable
- Any charges, fees or allowances payable by the Council to the Chief Officer
- Any benefits in kind to which the Chief Officer is entitled as a result of their office or employment
- Any increase in or enhancement of the Chief Officer's pension entitlement where the increase or enhancement is as a result of the resolution of the Council
- Any amounts payable by the Council to the Chief Officer on the Chief Officer ceasing to hold office under or be employed by the Council other than amounts that may be payable by virtue of any enactment.

- 2.7 The statement must be approved by a resolution of Council before it comes into force. It can be amended by resolution after the financial year is underway but, if it is amended, it must be published on the Council's website.
- 2.8 There has been no further guidance from the Secretary of State this financial year.
- 2.9 This explains the main criteria upon which the decision is to be based.
- 2.10 Employing authorities are also required to publish a policy on how they propose to exercise certain discretions under the Local Government Pension Scheme, Local Government Compensation Regulations and the Local Government Injury Regulations. As a minimum, an employing authority is required to publish a policy on the mandatory discretions within these regulations.
- 2.11 The Discretions Policy is an Appendix of the Pay Policy Statement and is attached as **Appendix 2**. The Policy includes the mandatory discretions for Award of Additional Pension and Inward Transfer of Pension Rights which are useful to be included.

3. Options appraisal and proposal

- 3.1 The draft Pay Policy Statement for 2026/27 is in the **Appendix 1**. It is proposed that the Council resolves to approve the Pay Policy Statement for 2026/27.
- 3.2 There are no options as it is a statutory requirement that the Pay Policy Statement for 2026/27 is published by 31 March 2026

4. Risk implications

Spelthorne needs to publish a Pay Policy Statement by 31 March each year in order to be able to pay and remunerate employees. Failure to do so will mean that it will breach its contractual and legal obligations to pay employees. It is a statutory requirement to do so and failure to meet this deadline will result in payments to staff not being made on time.

5. Financial implications

No direct financial implications to the Pay Policy Statement 2026/27. All pay decisions in the year must be in accordance with the published pay policy statement.

6. Legal comments

- 6.1 The Council has a statutory duty to provide a Pay Policy Statement for each financial year (section 38 of the Localism Act 2011). The Pay Policy Statement must comply with the relevant provisions in the Localism Act 2011 and give regard to any guidance issued or approved by the Secretary of State. The Pay Policy Statement that accompanies this report assists in discharging this statutory duty.
- 6.2 Arrangements for pay and employment must comply with relevant employment legislation, the Council's Standing Orders, Scheme of Delegation, policies, procedures and arrangements, staff terms and conditions of employment and the regulations of the Local Government Pension Scheme. Arrangements for compensation for loss of office must comply with the Council's Discretionary Policy.
- 6.3 The matters contained in the Pay Policy Statement include arrangements which are part of the contractual terms and conditions of employment, which cannot be changed without prior consultation.
- 6.4 Since February 2015 there is also a requirement to publish other information on senior salaries/posts following the government's publication of the Local Government Transparency Code 2014. This information is published on the Council's website alongside the Pay Policy Statement and is updated annually.
- 6.5 Approval of the Pay Policy Statement is a matter for the Council (Article 4 – para 4.1 of the Constitution) on the recommendation of the Corporate Policy and Resources Committee (part 3(b) of the Constitution).

Corporate implications

Spelthorne Borough Council is required to approve and publish Pay Policy Statement annually. The Council is an individual employer in its own right and has autonomy on pay elements that are appropriate to local circumstances. The provisions in the Localism Act 2011 and the guidance do not seek to change this or to determine what decisions on pay should be taken or what policies individual employing authorities should have in place. Rather, the provisions require that authorities are more open about their own local policies and how their local decisions are made.

7. S151 Officer comments

The Section 151 Officer has provided comments and input into the report on the pension fund within Appendix 1.

8. Monitoring Officer comments

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

9. Procurement comments

There are no procurement implications arising directly from this report.

10. Equality and Diversity

The Pay Policy Statement is in relation to all staff and will be accessible by all staff.

Arrangements for pay will take into account the full scope of the job including the complexity of work, range of responsibilities and the skills and experience required to undertake them, having regard to the need for equal pay for work of equal value.

In accordance with the Equality Act 2010, reasonable adjustments are made to ensure safe working and to remove, prevent or reduce any obstacles there may be in carrying out a role.

11. Sustainability/Climate Change Implications

None

12. Other considerations

This is the last Pay Policy Spelthorne Borough Council will publish. From 2027 financial year, it will become part of West Surrey.

13. Timetable for implementation

The Pay Policy Statement for the 2026/27 financial year must be agreed by Council by 31 March 2026 and be published on the website. All pay decisions in the year will be in accordance with the published pay policy statement and any agreed amendments.

14. Contact

Angela Tooth and Debbie O'Sullivan

Background papers: There are none.

Appendices:

Appendix 1: Pay Policy Statement 2026/27

Appendix 2: Discretions Policy

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Pay Policy Statement for 2026/27

Spelthorne Borough Council

Pay Policy Statement 2026/27

1 Purpose

This Pay Policy Statement is the annual statement as required by the Section 38(1) of the Localism Act 2011 and applies for the financial year 2026/27. The purpose is to provide transparency about how Spelthorne Borough Council uses public funds to pay staff.

The statement sets out Spelthorne Borough Council's policies relating to the remuneration of chief officers, the remuneration of its lowest paid employees, and the relationship between the remuneration of Spelthorne Chief Officers and other employees.

2 Definitions

For the purposes of this Pay Policy Statement, the following definitions will apply:

2.1 Chief Officers

The following Spelthorne Borough Council posts are included in the definition of chief officers:

- a) The Head of Paid Service designated under section 4(1) of the Local Government and Housing Act 1989.

This is the Chief Executive

- b) The Monitoring Officer designated under section 5(1) of that Act.

This is the Group Head Corporate Governance

- c) A statutory chief officer mentioned in section 2(6) of that Act.

This is the Deputy Chief Executive who acts as the Chief Finance Officer.

- d) Non statutory chief officers mentioned in section 2(7) of that Act.

This is the other Deputy Chief Executive post.

Pay Policy Statement for 2026/27

- e) For the purposes of this Pay Policy Statement the definition of deputy chief officers is wider than the definition contained within section 2(8) of that Act. In this Pay Policy Statement, deputy chief officers are those posts, including those considered in the nature of support services, reporting directly to the statutory and non-statutory chief officers i.e. Head of Paid Service, the Monitoring Officer, the Chief Finance Officer and the other Deputy Chief Executive:

Reporting to the Chief Executive

Deputy Chief Executive (Chief Finance Officer, Section 151)
Deputy Chief Executive
Group Head Corporate Governance
Head of Communications and Customer Experience

Reporting to the Group Head Corporate Governance (monitoring officer)

Legal Services Manager (Deputy Monitoring Officer)

Reporting to the Deputy Chief Executive (Chief Finance Officer) and the other Deputy Chief Executive

Group Head Commissioning and Transformation
Group Head Neighbourhood Services
Group Head Community Wellbeing
Group Head Place, Protection and Prosperity
Group Head for Assets

Any staff turnover at Chief Officer level, restructures during the year or secondments to cover short-term requirements may alter reporting relationships which could change the roles reporting to specific Chief Officer posts.

2.2 Management Team

Spelthorne Borough Council's Management Team is the Chief Executive, the two Deputy Chief Executive posts and Monitoring Officer.

2.3 Pay

In addition to salary, remuneration includes fees, allowances, benefits in kind and termination payments.

2.4 Lowest paid employees

Pay Policy Statement for 2026/27

Refers to those staff employed within grade Scale 1 of the Council's pay framework, which is the lowest grade on the Council's pay framework. Currently there are 51 posts, 11.4% of the Council's filled establishment, at this level.

2.5 Employees who are not a chief officer

Refers to all staff who are not covered under the 'Chief Officer' group above, including the lowest paid employees.

3 Pay framework – general principles applying to all staff

3.1 General approach

Remuneration at all levels needs to be adequate to recruit, retain and develop a skilled and flexible workforce to deliver services to the community and fulfil the Council's business objectives. Remuneration must be fair and reasonable in the circumstances and not unnecessarily excessive. Each Council has responsibility for balancing these factors in the light of the unique challenges locally and retaining flexibility to deal with circumstances that might arise. Pay arrangements must comply with relevant legislation. Salary payments for individual postholders are pro-rated where they are employed for less than full time. Salary and other payments are pensionable payments in accordance with the Pensions Regulations., Terms and conditions of employment are local Spelthorne terms and conditions as amended by Spelthorne. The 2026/27 Pay Policy will be the last one published by Spelthorne before the move to West Surrey under Local Government Reorganisation (LGR).

3.2 Responsibility for decisions on remuneration

Decisions on pay are made in line with Spelthorne Borough Council's Scheme of Delegation and in accordance with employment policies, procedures and arrangements in place, as well as staff terms and conditions of employment.

Approval for any change to the Chief Executive's salary is by the Leader of the Council if within the salary scale and existing policies or otherwise by the Corporate Policy and Resources Committee/Council. Approval for any changes to the salary range for Management Team posts below Chief Executive is by the Head of Paid Service (Chief Executive) in consultation with the Leader. Approval for changes for posts below Management Team are the responsibility of the Head of Paid Service and Management Team or Group Head within the budget, council policy framework and delegations.

Pay awards are considered annually for staff. Spelthorne Borough Council operates local arrangements for deciding pay awards in consultation and negotiation with the Spelthorne Branch of UNISON ("UNISON"), within the limits of the Collective Agreement between

Pay Policy Statement for 2026/27

UNISON and Spelthorne. The pay award is decided by full Council as part of the annual budget process. Retention, affordability and local circumstances will be taken into consideration as part of this decision.

3.3 Salary grades and grading framework

Grades are determined by taking account of the full scope of the job including the complexity of work, range of responsibilities and the skills and experience required to undertake them, having regard to the need for equal pay for work of equal value. Each grade consists of a number of points from the Spelthorne pay spine, from the bottom to the top of the grade. The top of grade is considered to be the rate of pay for a fully experienced, qualified and competent post holder. Incremental progression is subject to satisfactory performance. Accelerated increments can be awarded in exceptional circumstances within the grade but not beyond the top of the grade. Incremental progression for the two Deputy Chief Executives is subject to performance and achievement of targets.

3.4 New starters joining the Council

Appointments are made at the bottom of the salary scale, or at an appropriate point taking into account relevant skills and experience, and staff progress through the scale to the maximum of the grade over a number of years as experience is gained, subject to satisfactory performance.

3.5 Allowances and additional payments

Additional payments may be approved by the Chief Executive, Deputy Chief Executives and Management Team in the case of a member of staff undertaking additional duties for an extended period of time outside the normal responsibilities of their post or to complete specific tasks. For example, to cover the duties of a vacant post which is at a higher grade, to undertake additional work in relation to a time-limited project, or where a formal partnership/secondment arrangement is in place with another local authority resulting in additional duties, responsibilities, complexity and working hours and it is not appropriate to otherwise change the grade of the post.

Spelthorne Borough Council will consider paying a recruitment, retention or market supplement allowance in order to maintain service provision where it has been difficult to recruit to a vacant post or to retain staff in a particular service and specific criteria are met. Recruitment, retention and market payments are a separate payment, not consolidated into salary, and are subject to review and removed when no longer justified. The payments are pensionable, subject to the rules of the LGPS and the Pensions Regulations.

Pay Policy Statement for 2026/27

Essential user and casual user car allowances are payable where staff are required to use their own vehicles for council business. A non-pensionable car allowance is applied to the Chief Executive and Deputy Chief Executive posts. A non-pensionable car allowance is applied to Group Head posts on Chief Officer local terms and conditions of employment. Committee Allowance payments are payable where staff are required to attend Council meetings outside normal working hours (except for Management Team and Chief Officer posts who do not receive additional payment).

3.6 Pay awards

Pay awards are considered annually for staff, or before the end of a current pay award if a different duration is agreed. Spelthorne Borough Council operates local arrangements for deciding pay awards in consultation and negotiation with UNISON, within the limits of the Collective Agreement between UNISON and Spelthorne. Pay awards are decided by full Council as part of the annual budget process. Retention, affordability and local circumstances will be taken into consideration as part of this decision.

3.7 Pension scheme

All Spelthorne staff including Chief Officers are eligible to join the Local Government Pension Scheme with employee contributions tiered according to salary band. Employee contributions range from 5.5% for pensionable pay up to £17,800 to 12.5% for pensionable pay above £203,001 (the top rate does not apply to any Spelthorne posts).

The Council's current service contribution as employer is currently 17.3%. Additionally, there is a past service deficit contribution paid as a single lump sum by the Council. The figure for this was £1,246,000 in 2025/26. Moving forwards from 2026/27 Surrey Pension Fund is combining the two elements into a single percentage to be applied against individual employees and this will equate in 2026/27 to a percentage of 23.1%. This is a saving in the combined percentage of 1.5% and reflects the impact of the Surrey Pension Fund moving into surplus. This percentage would have been maintained at the same level for a further two years but with Local Government Reorganisation a new contribution rate will need to be calculated for West Surrey for 2027/28.

3.8 Policy on employing someone who has taken redundancy from another authority

An individual who has been made redundant from another council, or authority covered by the Modification Order, may apply to work at Spelthorne Borough Council and would be considered against the required criteria for the post. If they accept an offer of employment with Spelthorne before the end of their employment with the other council to take effect within 4 weeks of leaving, then they will not be due a redundancy payment from the previous employer and will retain

Pay Policy Statement for 2026/27

continuity of service. If the gap is longer than 4 weeks their continuous service is broken, which means that they would have no eligibility for redundancy payments until they have 2 years further service.

3.9 Policy on employing someone who is also drawing a pension

In line with the Pension Regulations Spelthorne Borough Council has a flexible retirement policy and will consider requests from staff who wish to draw their pension and continue working in a reduced capacity. Requests will only be agreed where there is a salary saving through either reduced hours or responsibility.

An individual who is drawing a pension in relation to a previous employment may apply to work at Spelthorne and would be considered against the criteria for the post. If they are appointed, the salary will be in accordance with the grade for the job, with abatement of their pension subject to the rules of the appropriate pension scheme of the pension in payment, as applies at the time.

3.10 Policy on increase in or enhancement to pension entitlements

Pension entitlements are in line with the Local Government Pension Scheme Regulations and Spelthorne Pensions Policy in operation at the time.

Spelthorne's Pension Policy was agreed by the Council on 27 February 2020. It applies to all Spelthorne employees including Chief Officers. The Pension Policy is attached as Appendix 2 (to the Pay Policy Statement).

3.11 Payment arrangements

Employees, including chief officers, are paid through payroll and subject to appropriate income tax, pension and national insurance deductions.

4 Level and elements of remuneration for chief officers

4.1 Salaries for chief officers

Spelthorne policy is to pay chief officers according to the Spelthorne salary grade appropriate for the duties and responsibilities of the job. Each grade consists of a number of points from the Spelthorne pay spine, from the bottom to the top of the grade.

The salary paid to Group Head posts depends upon the range of responsibilities and consists of a salary range of a number of increments taken from a 4-point Group Head Salary band.

Pay Policy Statement for 2026/27

The current full time salary scales for chief officer posts listed in Paragraph 2.1 above are set out in the table below. Where posts are filled on a part-time basis the post holders are paid pro-rata to their contractual hours.

Post	Bottom of salary range	Top of salary range
Chief Executive	£124,839	£140,492
Deputy Chief Executives	£100,276	£112,798
Group Head Corporate Governance	£82,938	£90,140
Legal Services Manager and Deputy Monitoring Officer	£55,250	£69,857
Group Heads	£82,938	£90,140
Head of Communications and Customer Experience	£61,118	£65,146

Any restructures during the year or secondments to cover short-term requirements may alter reporting relationships and could change the roles reporting to specific Chief Officer posts, with the appropriate salary range from Spelthorne grades applying.

4.2 Other pay elements for chief officers

A non-pensionable car allowance is applied to the Chief Executive, Deputy Chief Executives and Group Head posts as part of the total remuneration package. Current car allowance values are £7,348 for the Chief Executive and £5,715 for the Deputy Chief Executives and Group Heads.

The salaries for chief officer and Chief Executives / Chief Officers (the Chief Executive, Deputy Chief Executives, Group Heads (and certain professional posts) are inclusive salaries with no additional recompense for additional hours worked, for attendance at Council or other meetings outside of normal working hours, for expenses, for telephone use or for business mileage, except for journeys of 100 miles or more. A mileage rate equivalent to the HMRC rate for company cars applies (13p per mile for most vehicles) for journeys of 100 miles or more.

Professional fees required for the post are paid (for example membership of CIPFA for the Chief Finance Officer and legal practising certificate for the monitoring officer).

A separate allowance is paid for the statutory monitoring officer and Section 151 officer duties. The Monitoring Officer receives an annual allowance of £6000 per annum and the Section 151 Officer receives an annual allowance of £8000.04 per annum

Pay Policy Statement for 2026/27

Election fees are paid separately for additional duties and responsibilities undertaken as elections fall. The Deputy Chief Executive (Section 151 Officer) acts as Returning Officer at elections and other chief officers may receive payments for any additional work undertaken during a national or local election as deputy returning officers, presiding officers or poll clerks at polling stations or for working at the election counts. Election fees are set as elections are called taking account of guidance issued by the Ministry of Justice.

4.3 Remuneration of chief officers on recruitment

Starting salaries are at the bottom of the salary scale, or at an appropriate point taking into account relevant skills and experience.

Chief Executive and Management Team or Group Head approval is required before recruitment to any post below management team level. Approval to fill posts at Management Team level and for Group Heads requires the agreement of the Leader of the Council, with selection decisions made by a member Appointments Committee and ratified by Council if required (for Chief Executive). New appointments may be eligible for removal expenses under the Council's Home Relocation Policy.

4.4 Increases and additions to remuneration for each chief officer

Pay awards are considered annually for staff including Chief Officer, or before the end of a current pay award. Spelthorne operate local arrangements for deciding pay awards in consultation and negotiation with UNISON, within the limits of the Collective Agreement between UNISON and Spelthorne. Pay awards are decided by full Council as part of the annual budget process. Retention, affordability and local circumstances will be taken into consideration as part of this decision.

Changes to salary ranges and other pay elements must be agreed by the Leader/Appointments Committee/Council for the Chief Executive, by the Chief Executive in conjunction with the Leader for Deputy Chief Executive posts and by the Chief Executive and Management Team for all other posts.

4.5 Performance related pay for chief officers

There is no additional performance related pay for Spelthorne chief officers or any other staff. Progression through increments is subject to satisfactory performance. Incremental progression for Deputy Chief Executives is subject to performance and achievement of targets. Once an employee reaches the top of their salary scale there is no opportunity to earn more.

4.6 Bonuses for chief officers

Pay Policy Statement for 2026/27

There are no bonuses available for chief officers or for other staff.

4.7 The approach to the payment of chief officers on their ceasing to hold office under or to be employed by the authority

Spelthorne's Discretionary Compensation Policy agreed by the Executive on 6 February 2007 and confirmed by Cabinet in January 2020, sets out the approach for payments in the event of termination on the grounds of redundancy and efficiency of the service. There is a consistent method of calculating redundancy pay which is applied to all redundant employees, including chief officers, with the level of redundancy pay calculated using the statutory matrix with a multiplier of 2 and at actual weekly earnings (to a maximum of 60 weeks' pay for staff with over 20 years local government service). The redundancy payment is intended to recompense employees for the loss of their livelihood and provide financial support whilst they seek alternative employment and applies when a post is deleted. In the case of termination on efficiency grounds payments would depend on the circumstances of the case and would exceed the amount due for redundancy only in exceptional circumstances, to a maximum of 104 weeks.

The taxation of termination payments is in accordance with statutory provisions.

4.8 Additional payments for chief officers

Additional payments may be approved in the case of a chief officer undertaking additional duties for an extended period of time outside the normal responsibilities of their post. For example, to undertake additional responsibilities, to cover the duties of a vacant post which is at a higher grade, to undertake additional work in relation to a time-limited project, or where a formal partnership/secondment arrangement is in place with another local authority resulting in additional duties, responsibilities, complexity and working hours and it is not appropriate to otherwise change the grade of the post.

5. The remuneration of the lowest paid employees

The lowest paid employees are those in posts graded at Scale 1, which has a current salary range from £23,354 to £24,307 per annum.

The pay rate at the bottom of scale 1 is £12.44 per hour compared to the national minimum wage of £12.21 per hour (National Minimum Wage rate from 1 April 2025 for workers aged 21 and over). The current rate for 18-20 year olds is £10.85 per hour. This rate will be uplifted from April 2026 to £12.71 per hour for workers aged 21 and over, £10.85 per hour for workers aged 18-20.

Young people employed as Apprentices for the temporary period of their apprenticeship training are paid on an appropriate pay rate taking

Pay Policy Statement for 2026/27

into account the level of work and level of qualifications to be obtained with a minimum of the appropriate statutory minimum wage rates. The National Minimum Wage rate is £7.55 per hour (April 2025 rate) for apprentices aged under 21 years increasing to £8 per hour in April 2026.

6. The ratio between the highest and lowest paid staff member

The ratio between the highest and lowest paid salary is 6:1. The lowest salary rate is £23,354, the top of the Chief Executive's salary scale is £140,492.

7. The relationship between the highest paid employee and employees who are not chief officers

The ratio between the median earnings across the organisation and the taxable pay of the highest paid employee (the Chief Executive) is 4:1

The ratio between the mean average earnings across the organisation and the taxable pay of the highest paid employee (the Chief Executive) is 4:1

8. Salary and severance payments over £100,000

- 8.1 Spelthorne has three posts with a salary package above £100,000, the Chief Executive and Deputy Chief Executives. The appointment of a new Chief Executive is made in accordance with the Council's Constitution and statutory provisions. There would be a report to members on the arrangements for an appointment, including the salary level, and the appointment would be made by a member Appointments Committee and confirmed after ratification by full Council.
- 8.2 Severance payments are made in accordance with the Council's Discretionary Compensation Policy. Redundancy payments are based on the statutory matrix and Spelthorne multiplier to a maximum of 60 weeks' pay. Severance payments on the grounds of efficiency will exceed that level only in exceptional circumstances.

9. The publication of and access to information relating to remuneration of chief officers

The annual pay policy statement is published on the Spelthorne Borough Council website where it can be easily accessed by tax payers and external organisations.

Appendix 1 Pay Policy Statement effective from April 2026

Appendix 2 Discretions Policy

Appendix 2
Discretions Policy

Spelthorne Borough Council

Local Government Pension Scheme

Payment of Discretionary Compensation to Employees

Policy on Exercise of Employer Discretions

Spelthorne Borough Council as an employer is under a legal duty to prepare and publish a written statement of its policy relating to certain discretionary powers under the Regulations which apply to the Local Government Pension Scheme (“the LGPS”).

Spelthorne Borough Council is also under a duty to formulate, publish and keep under review a policy that Spelthorne Borough Council applies in exercising discretionary powers under Regulations relating to the payment of compensation to employees whose employment is terminated as a result of redundancy or certain other reasons.

This document is intended to comply with these duties and in the following table, sets out the discretionary powers concerned, identifies the relevant Regulation that gives Spelthorne Borough Council the discretion and describes how the discretion will be exercised.

The policy set out in this document will not be departed from except as provided for in the policy or following a variation to the policy approved by Spelthorne Borough Council.

The statement is not a definitive statement of the law and is subject to the provisions of the relevant Regulations.

The Regulations that apply to the LGPS are:

- The Local Government Pension Scheme Regulations 2013 (these are referred to as the “Pensions Regulations”);
- The Local Government Pension Scheme (Transitional Provisions, Savings and Amendment) Regulations 2014 (referred to as the “Transitional Regulations”);
- The Local Government Pension Scheme (Benefits, Membership and Contributions) Regulations 2007 applied to the LGPS before 1 April 2014, are preserved in part on a transitional basis by the Transitional Regulations and are referred to as the “Benefits Regulations”

The Regulations which apply to the payment of compensation to employees whose employment is terminated as a result of redundancy, other specified reasons or injury are:

- The Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006 (referred to as the “Compensation Regulations”).
- The Local Government (Discretionary Payments) (Injury Allowances) Regulations 2011 (referred to as the “Injury Regulations”).

In the table below:

- (1) “The Scheme” or “the Pension Scheme” means the LGPS and “the Fund” or “the Pension Fund” means the fund maintained under the LGPS;
- (2) “Member” means a member of the LGPS;
- (3) “Active Member” means a member in employment and paying, or treated as paying, contributions to the LGPS, or absent from employment for a reason mentioned in Regulation 11 of the Pensions Regulations.
- (4) References to a member with transitional protection are those who can count membership accrued before 1 October 2016 and who have statutory transitional protection under the Transitional Regulations, wholly or partly, from changes that would otherwise be made to their pension entitlements and/or from actuarial reductions that would otherwise be applied to their pension benefits as a result of the coming into force of the Pensions Regulations on 1 April 2014.
- (5) References to a member meeting “the 85 year rule” are those members whose age in whole years when added to the member’s total membership in whole years is 85 years or more.

The power to exercise and to take any decision in relation to each of the discretions is delegated to Spelthorne Borough Council.

This statement was approved by Council and is intended to comply with Spelthorne Borough Council's duties under Regulation 60 of the Pensions Regulations, Regulation 7 of the Compensation Regulations and Regulation 14 of the Injury Regulations.

Appendix 2

Discretions Policy

No.	Area	Regulation	Discretion	Policy Summary	Explanation
1	Whether to vary an employee's contribution band	Regulations 9 and 10 Pensions Regulations	Members must pay pension contributions at the appropriate rate set on 1st April or the first day of active membership, if later. The employer may vary the contribution rate if there is a change in employment or a material change that affects the member's pensionable pay.	Spelthorne Borough Council may vary the employee's contribution rate if there is a material change and each case will be considered on its merits	Contribution bands are set on 1st April but the employer may change them if a member changes jobs or has a material pay increase / decrease.
2	Whether to increase assumed pensionable pay in certain specific circumstances	Regulation 21(5), 21(5A) and 21(5B) Pension Regulations	If a member is absent as a result of illness, child related leave or reserve forces leave their pension benefits may be based on assumed pensionable pay (APP). If, in the employer's opinion, the member's APP is materially lower than their pay in the twelve months preceding the absence they can either include (1) a "regular" lump sum received during that period or (2) substitute a higher pensionable pay having regard for their earnings in that period.	Spelthorne Borough Council may increase assumed pensionable pay and each case will be considered on its merits.	If a member's APP is lower than their regular pensionable pay the employer can either substitute a higher rate of pay, based on the pay they received in the year before the absence began, or include regular lump sums received during that period.
3	Funding of Additional Pension Contributions	Regulations 16(2)(e) and 16(4)(d) Pension Regulations	Whether to fund, in whole or in part, a shared cost additional pension contributions (SCAPC) on behalf of an active member by regular contributions (Regulation 16 (2)(e)) or by lump sum (Regulation 16(4)(d)). NOTE: The amount of additional pension that may be credited to an active member's pension accounts may not exceed the overall additional pension limit of £8903 (2025/26) and uplifted annually.	Spelthorne Borough Council will only contribute towards APCs in exceptional circumstances.	The employing authority can choose to pay additional pension contributions on behalf of active employees.
4	Shared Cost Additional Voluntary Contributions (SCAVCs)	Regulation 17(1) and Schedule 1 (definition of SCAVC) Pension Regulations	Whether to contribute towards a Shared Cost Additional Contribution arrangement. Pre2014 SCAVCs also fall under Regulation 17 by virtue of Regulation 15(2A) Transitional Regulations.	Spelthorne Borough Council will pay SCAVC contributions where an employee has elected to pay AVCs by salary sacrifice. The amount of these employer SCAVC contributions will not exceed the amount of salary sacrificed by the employee. This discretion is subject to the employee meeting the conditions for acceptance into the salary sacrifice shared cost AVC scheme and may be withdrawn at any time	An employer can choose to contribute towards a SCAVC.
5	Whether to grant early payment of pension on compassionate grounds (pre-1st April 1998 leavers)	Regulation D11(2)(c) of 1995 Regulations	Whether to agree to early payment of pension benefits from age 50 on compassionate grounds. The employer should note that pension benefits paid before age 55 may attract an unauthorised payments surcharge and they may have to pay a strain cost because the pension benefits cannot be reduced.	Spelthorne Borough Council will only contribute to early payment of pension in exceptional circumstances.	The employer may agree to payment from age 50, but they may incur an unauthorised payments surcharge and/or a capital cost.
No.	Area	Regulation	Discretion	Policy Summary	Explanation

6	Flexible Retirement	Regulation 30(6), Pensions Regulations. Regulations 11(2) and (3) of Transitional Regulations	<p>Whether to agree to an employee aged 55 or over reducing their hours of work or their grade so that they may receive all or some of their retirement pension while still employed.</p> <p>Whether, in addition to any pre -1st April 2008 pension benefits which the member must draw, to permit the member to draw; (a) all, part or none of benefits accrued between 1st April 2008 and 31st March 2014 and (b) all, part or none of the pension benefits built up after 31st March 2014</p>	<p>Spelthorne Borough Council will only award flexible retirement in exceptional circumstances.</p> <p>Decisions are delegated to Management Team for cases up to Group Head and to Corporate Policy and Resources Committee for members of Management Team.</p>	<p>The employing authority can agree to an employee aged 55 or over drawing all or some of their pension and continuing to work in the same employment on reduced hours, pay or grade.</p> <p>The employer should note that granting consent would trigger the rule of 85 (Age plus service is 85 or more) and may require a one-off payment.</p>
7	Switching on the 85-year rule	Schedule 2 of the Transitional Regulations	Whether to switch on the 85-year rule under Regulation 1(2) and 1(3) of Schedule 2 of the Transitional Regulations.	Spelthorne Borough Council will only switch on the rule of 85 in exceptional circumstances.	The employer can agree to switch on the rule of 85, which may mitigate reductions that would, otherwise, apply but the employer may have to make a one-off payment.
8	Waiving of Actuarial Reduction to Pensions	Regulation 30(8), Pensions Regulations. Schedule 2 of Transitional Regulations	<p>(Post 2014) Whether to agree to waive, in whole or in part, any actuarial reduction that would otherwise apply to the pension paid to a former employee aged 55 or over under 30(5) or 30(6) [flexible retirement] using regulation 30(8) of the Pension Regulations.</p> <p>(Pre 2014) Whether to waive actuarial reductions entirely under 30(5) or 30A(5) [deferred pensioner members] of the Benefits Regulations and Regulation 2(1), of Schedule 2 of the Transitional Regulations.</p>	<p>Spelthorne Borough Council will only waive actuarial reductions in exceptional circumstances.</p> <p>Decisions are delegated to the Chief Executive in consultation with the Leader for cases below Management Team and to Corporate Policy and Resources Committee for cases at Management Team.</p>	<p>The employing authority can agree to waive reductions to the pension of a member aged 55 or over who has left employment or been granted flexible retirement. The employer may be required to make a capital payment if they do so.</p>
9	Award of Additional Pension	Regulation 31, Pensions Regulations	<p>To award additional pension at full cost to the employer:</p> <p>(1) an active member; or</p> <p>(2) a former active member who was dismissed by reason of redundancy, business efficiency or mutual consent on grounds of business efficiency.</p> <p>NOTE: Any additional pension awarded (including any additional pension purchased by the employer or the member under Regulation 16 of the Pensions Regulations) may not exceed the overall additional pension limit of £8903 (2025/26) and uplifted annually.</p> <p>Additionally, in the case of a member falling within (2) above, the resolution to award additional pension must be made within 6 months from the date on which the employment ended.</p>	<p>Spelthorne Borough Council will only award additional pension in exceptional circumstances.</p> <p>Decisions are delegated to the Chief Executive in consultation with the Leader for cases below Management Team and to Corporate Policy and Resources Committee for cases at Management Team.</p>	<p>This means the employing authority has the power to award additional pension to an active member.</p> <p>The employer can also award additional pension to members who leave on the grounds of redundancy, business efficiency or mutual consent on grounds to business efficiency - up to six months after termination.</p> <p>The employer would be required to make a capital payment (in addition to the cost of purchase) if the member retired early on any grounds apart from permanent ill-health.</p>

No.	Area	Regulation	Discretion	Policy Summary	Explanation
10	Aggregation of Benefits: Concurrent Employments	Regulation 22 (7)(b), Pensions Regulations	Whether to allow an active member with concurrent employments, who ceases an employment with an entitlement to a deferred pension, more than 12 months to elect not to have their deferred pension aggregated with their active member's pension account.	Spelthorne Borough Council will only extend the deadline in exceptional circumstances.	The employing authority can allow a member who leaves one of two (or more) employments - held at the same time - longer than 12 months to elect not to combine the deferred pension with the ongoing active pension.
11	Aggregation of Benefits: Deferred Member becoming Active Member	Regulation 22 (8)(b), Pensions Regulations	Whether to allow a deferred member who becomes an active member longer than 12 months in which to elect not to have their deferred benefits aggregated with the benefits in their active member's pension account.	Spelthorne Borough Council will only extend the deadline in exceptional circumstances.	The benefits are usually aggregated (joined-up) unless the member elects to keep them separate. The employing authority can agree to a former member having longer than 12 months to choose not to combine their pensions.
12	Aggregation of Benefits: Deferred Member becoming Active Member (pre-2014 membership)	Regulation 10(6)(b) Transitional Regulations	Whether to allow a deferred member who becomes an active member longer than 12 months in which to elect for their pre-2014 deferred benefits to be aggregated with their active member's pension account (but, technically, they would lose the final salary link if they have not made an election under 5(5) Transitional Regulations within twelve months of becoming an active member of 2013 scheme).	Spelthorne Borough Council will only extend the deadline in exceptional circumstances.	The pre-2014 preserved benefits will be kept separate unless the member makes a positive election to aggregate them. The employing authority can agree to a former member having longer than 12 months to choose to combine their pensions.
13	inward Transfer of Pension Rights	Regulation 100, Pensions Regulations	Whether to allow an employee who has been an active member in their current employment for more than 12 months to ask for the transfer of certain accrued pension rights to be considered. NOTE: Regulation 100(6) of the Pensions Regulations requires that a request must be made within 12 months beginning with the date on which the member first became an active member in an employment or such longer period as the employer and the Administering Authority may allow. The discretion is, therefore, only exercisable if both the Employing Authority and the Administering Authority agree.	Spelthorne Borough Council will only extend the deadline in exceptional circumstances.	Members who have been in the pension scheme for more than twelve months can ask for a transfer -in to be considered - but it will only be investigated if both the employing authority and the administering authority agreed.
14	Redundancy Payments.	Regulation 5, Compensation Regulations 2006	Whether to base redundancy pay on actual pay where actual pay exceeds the statutory maximum under the Employment Rights Act 1996 (£719 from April 2025).	Spelthorne Borough Council may pay statutory improved redundancy payments and each case will be considered on its merits and any limits under Regulations.	The employer can base the calculation of a week's pay for redundancy on actual pay if it is higher than the statutory limit (currently £719 from 6 April 2025). Any calculation will be subject to the new and potential Regulations detailed in Regulation 6 and may be reduced accordingly.

No.	Area	Regulation	Discretion	Policy Summary	Explanation
15	Compensation for loss of Employment.	Regulation 6, Compensation Regulations 2006	<p>Whether to pay compensation to a person whose employment ceases</p> <ul style="list-style-type: none"> - by reason of redundancy; - in the interests of the efficient exercise of the employing authority's functions; or in the case of a joint appointment, because the other holder of the appointment leaves. <p>NOTE: Compensation may not be paid under this Regulation if: - a person's period of membership of the Pension Scheme has been increased under Regulation 12 of the Benefits Regulations 2007 (see above); or - a person has been awarded an additional pension under Regulation 13 of the Benefits Regulations 2007 (see above).</p> <p>In all cases the amount of compensation paid under this Regulation may not exceed 104 week's pay less any redundancy payment payable.</p> <p>In all cases the decision to pay compensation under this Regulation must be made no later than 6 months after the date of termination of the person's employment.</p>	<p>Spelthorne Borough Council will only award compensation for loss of employment in exceptional circumstances.</p> <p>Payments to be agreed by the Chief Executive in consultation with the Leader or the Chief Financial Officer in consultation with the Leader as appropriate.</p> <p>Payments to be agreed by Council for the Chief Executive, Management Team and Statutory Officers.</p> <p>Redundancy payments to be at twice statutory minimum using Government redundancy calculator (to maximum of 60 weeks). To be inclusive of statutory redundancy payments. The policy will be kept under review. The Council retains the right to change the policy at any time. No added years.</p> <p>All redundancy payments to be calculated on the employee's actual week's pay (not including allowances unless agreed).</p> <p>Redundancy payments as a result of the Transfer of Undertakings Protection of Employment Regulations (TUPE)</p> <p>Other redundancy payments may apply as a result of a TUPE transfer.</p> <p>Efficiency of the Service a one off lump sum payment, based on the merits of each individual case, up to the maximum of 104 weeks' pay. No added years</p> <p>The Exit Cap Regulations which came into force on 4 November 2020 have been revoked.</p> <p>Further exit pay and pension reforms are expected to be re-introduced (timing not known). Any exit payments will be in line with any regulations and caps in force at the time.</p>	<p>The employing authority can make an award of up to 104 weeks' pay (less any statutory redundancy payment payable). Subject to the maximum regulatory statutory maximum.</p> <p>The Exit Cap Regulations which came into force on 4 November 2020 have been revoked.</p> <p>Further exit pay and pension reforms are expected to be re-introduced (timing not known). Any exit payments will be in line with any regulations and caps in force at the time.</p>

No.	Area	Regulation	Discretion	Policy Summary	Explanation
16	Injury Allowances	14(1) of the Compensation Regulations 2011	<p>Scheme employers (LGPS employers), apart from admission bodies, must formulate, publish and keep under review a policy on:</p> <ol style="list-style-type: none"> whether to make an injury award to those who sustain an injury or contract a disease as a result of anything they were required to do in performing the duties of their job and in consequence of which they: <ul style="list-style-type: none"> suffer a reduction in remuneration, or cease to be employed as a result of an incapacity which is likely to be permanent and which was caused by the injury or disease, or die leaving a surviving spouse, civil partner or dependent, and if the Scheme employer has a policy to make such payments, how it will determine the amount of injury allowance to be paid? 	<p>Spelthorne Borough Council will only pay injury allowances in exceptional circumstances</p>	<p>An employing authority may award an injury allowance to employees who contract an injury or illness related to their employment.</p>

This Policy is effective from 27 February 2020. The Policy will be kept under review. Any future changes to the policy will come into effect one month after the amended policy is agreed and published. The Council retains the right to change the Policy at any time.

Reviewed by Council 26 February 2026

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Corporate Policy and Resources Committee

17th February 2026

Title	Draft Detailed Revenue Budget and Medium-Term Financial Strategy 2026/27 – 2028/29
Purpose of the report	To make a decision and a recommendation to Council
Report Author	Terry Collier - Chief Finance Officer
Ward(s) Affected	All Wards
Exempt	No
Exemption Reason	N/A
Corporate Priority	Community Addressing Housing Needs Resilience Environment Services Statutory Direction issued May 2025
Recommendations	<p>The Committee is asked to:</p> <ol style="list-style-type: none"> 1. Consider the statutory Section 25 and Section 26 report of the Chief Finance Officer (Section 151 Officer) in Appendix J in determining: <ol style="list-style-type: none"> (a) The proposed budget for 2026/27; (b) The medium-term financial plans for 2026/27 – 2028/29; (c) The robustness of estimates and reserves projections 2. Note, the level of projected reserves at 31.03.26 is £32.2m and available earmarked reserves forecast to be available are £21.7m as set out in Appendix F; 3. Recommend that the Council approve: <ol style="list-style-type: none"> 3.1 The General Fund Revenue Budget for 2026/27 including: <ol style="list-style-type: none"> a) The General Fund Budget Requirement of £19.318m for 2026/27. See Appendix A for full details. b) Growth and pressures of £1.252m for 2026/27. Please see Table 2, paragraph 2.28, for full details. c) Proposed savings of £5.752m for 2026/27. See Appendix D for full details.

	<p>3.2 An increase in the Council's element of the Council Tax for a Band D property by £6.64 per annum for 2026/27 (2.90%) giving a Band D Council Tax of £235.50 per year, excluding the precepts from Surrey County Council, and the Surrey Police and Crime Commissioner.</p> <p>3.3 Notes the following Council tax increases and precepts as detailed in Appendix I</p> <ul style="list-style-type: none"> a) Surrey County Council has increased Council Tax for a Band D property to £1,938.42 per annum, a 4.99% increase on 2025/26, resulting in a precept of £80,014,295; b) The Police and Crime Commissioner for Surrey has increased Council Tax for a Band D property to £352.57 per annum, a £15 or 4.4% increase on 2025/26, resulting in a precept of £14,553,420 c) This results in an overall Band D Council Tax of £2,526.49 for Spelthorne Residents an increase of £113.71, 4.5%. d) The Spelthorne Council element of the Council Tax is 9.3% of the total bill for Spelthorne residents. <p>3.4 The calculations for determining the Council Tax requirement for the year 2026/27 in accordance with the Local Government Finance Act 1992 as set out in the Council Tax Resolution in Appendix I.</p> <p>3.5 The Fees and Charges for 2026/27 as set out in Appendix H.</p> <p>3.6 Continuing the complete disregard of war pension / armed forces pension income from benefit calculations as set out in paragraph 2.22 of this report.</p>
Reason for Recommendation	Approval of the Council's Revenue Budget is reserved to Council. Council has a statutory responsibility to set a balanced budget

1. Executive summary of the report

What is the situation	Why we want to do something
<ul style="list-style-type: none"> • The Council is facing a challenging financial future with an estimated revenue budget gap for 2026/27 before taking into account savings and the use of reserves. 	<ul style="list-style-type: none"> • The Council has a statutory responsibility to set a balanced budget, and councillors need to ensure agreement is reached on a set of strategies which will deliver a sustainable financial position.

<p>Reasons (paragraph 2.23 - 2.28) for this include:</p> <ul style="list-style-type: none"> Impact on Revenue Budget of applying a compliant Minimum Revenue Provision (MRP) policy. Council no longer being able to rely on a net income stream from investment assets to subsidise services. Medium term funding reductions arising from Local Government Funding reform. Demand pressures such as needed for further temporary accommodation. Uncommitted reserves are projected to be £21.7m at 31.03.26 of which £11.6m is proposed to be used to balance the 2026/27 revenue budget. Please see Table 9 in paragraph 2.64 for details. Based on unit costs benchmarking the Council is high spending in comparison to statistical neighbours <p>Medium term financial planning is complicated by the Surrey Local Government Reorganisation process with Spelthorne due to be replaced with a new West Surrey Council in April 2027.</p>	<ul style="list-style-type: none"> Statutory Directions issued by MHCLG in May 2025 require the Council to implement "A plan to achieve financial sustainability and to identify and close any short and long-term budget gaps across the period of its medium-term financial strategy (MTFS), including a robust multi-year savings plan that reflects the costs and risks identified in the Best Value Inspection report and by external auditors (paragraph 2.9)." To ensure a sustainable financial legacy to the successor unitary authority, it needs to understand the medium-term financial challenges and agree a strategy for addressing them.
<p>This is what we want to do about it</p> <ul style="list-style-type: none"> Progress an assets rationalisation programme to reduce debt, MRP charges and associated risks. Progress the deletion of vacant posts that have minimal impact on service provision, unless highlighted in this report. Align service arrangements and fees and charges with the other component authorities of the new unitary council some of which are generally higher Implement savings of £39.9m that have been built into the 2026/27 budget, including £1m to be identified in-year. Please see Appendix D and Table 3, paragraph 2.42, for details. Appropriate capitalisation of one-off transformation expenditure relating to 	<p>These are the next steps</p> <ul style="list-style-type: none"> Recommend to Council on 26th February 2026 to approve the draft Budget for 2026/27 and Medium Term Financial Strategy for 2026/27- 2028/29. To progress through the generation of in-year savings options for consideration by Councillors

<p>LGR, and the Improvement and Recovery transformation workstreams.</p> <ul style="list-style-type: none"> • Apply the revised Reserves Strategy to use £11.6m of available revenue reserves to close the budget gap (after taking into account savings and capitalisation of transformation costs). 	
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2. Background: requirements for setting a balanced budget and ensuring a sustainable medium-term financial strategy (MTFS)

- 2.1.1 This report sets out the draft Budget proposals for Spelthorne Borough Council for 2026/27 and an updated MTFS for the Council. It addresses the requirements of the statutory directions and actions of the Improvement and Recovery Plan approved by Council. This Budget provides the detailed financial plan for the last financial year of the Council's existence.
- 2.2 The MTFS provides a financial framework over a medium-term period, extending beyond the end of the Council's existence, within which financial stability can be achieved and sustained. It sets out the financial strategies to support the delivery of the Council's vision, key strategic outcomes, priorities and sustainable services for both the Council and the successor unitary West Surrey Council.
- 2.3 The report is informed by the changes to the Minimum Revenue Provision (MRP) policy and Debt Rescheduling approved at 17.11.25 Full Council, and the planned asset rationalisation programme to further mitigate MRP charges and reduce risks. The draft Budget and updated MTFS draw together the implications to the Council of these changes together with changes to grants, business rates, cost pressures and other demands.
- 2.4 Surrey Local Government Reorganisation (LGR) will take effect from 1 April 2027 which means Spelthorne will cease to exist as an independent sovereign body from that date. However, a MTFS will still be produced so that the estimates can be passed to a new shadow unitary authority to be considered as part of the baseline for its budget setting process from 2027/28 onwards.
- 2.5 The Budget and MTFS bring together key issues affecting the:
 - Revenue Budget
 - Capital Strategy and Capital Programme – see separate report on the Agenda
 - Treasury Management Strategy, including revised MRP policy - see separate report on this Agenda
 - Reserves Strategy – see Appendix F

Structure of this report

2.6 This report will:

- Outline our starting position and set out how Spelthorne's Budget and MTFS need to adapt to the current context including the statutory Best Value directions and external auditor recommendations;
- The Budget and MTFS is also framed by the context of the Surrey Local Government Reorganisation process with Spelthorne Borough Council merging into West Surrey Council on 1st April 2027. This makes financial projections beyond 2026/27 indicative, but at the same time reinforces the importance of leaving a sustainable medium-term financial position to pass across to the new council;
- Overall proposed approach of the Council to closing the budget gap;
- Set out the key pressures impacting on the Council's financial position;
- Set out the proposed actions, including savings and efficiencies being built into the Budget, approach to fees and charges being proposed to help mitigate the pressures;
- After taking into account savings realistically available to offset pressures, highlight the resulting Budget Gap for 2026/27;
- Summarise the resulting projected Budget Gaps over the period 2026/27 to 2028/29 and explain how key components such as management of reserves' balances are designed to ensure a sustainable financial future for the remainder of Spelthorne's time and to pass on a viable financial plan for the new unitary council.

Budget Starting Point

2.7 At the time of setting the 2025/26 Budget in February 2025, projections provided to Council set out a significant budget gap for 2026/27, and this was before factoring in the additional costs of significantly increased MRP as a result of implementing a new compliant MRP Policy (as referenced in paragraph 2.3). The Budget Gaps identified when the Council set its revenue budget for 2025/26 and the Outline Budget for period 2026/27 to 2028/29 in February 2025, identified the following revenue budget gaps:

	2026/27 £m	2027/28 £m	2028/29 £m
Budget gap	3.9	6.9	8.6

2.8 It can be seen from the above that the Council even before the impact of applying MRP and refinancing changes, was facing a challenging budget process for 2026/27.

Context for the MTFS

Impact of complying with Statutory Directions and External Auditor Recommendations

2.9 A key context for the Council and its budget position is the Best Value Intervention which happened in May 2025. The [Statutory Directions](#), issued by the Ministry of Housing, Communities and Local Government (MHCLG) included a number of requirements in respect of financial management that are addressed in the MTFS:

- A plan to achieve financial sustainability and to identify and close any short and long-term budget gaps across the period of its medium-term financial strategy (MTFS), including a robust multi-year savings plan that reflects the costs and risks identified in the Best Value Inspection report and by external auditors.
- A plan to ensure the Authority's capital, investment and treasury management strategies are sustainable and affordable, including an asset rationalisation programme for assets and commercial investments.
- A comprehensive and strict debt reduction plan, demonstrating how overall capital financing requirement and external borrowing will be reduced over a realistic but expedient timescale, reducing debt servicing costs.
- A plan to ensure the Authority is complying with all relevant rules and guidelines relating to the financial management of the Authority, including updating the minimum revenue provision (MRP) policy.
- A plan to reconfigure the Authority's services commensurate with the Authority's available financial resources.

2.10 The External Auditor recommendations set out in their 2023/24 Annual Audit report included:

- Robust plans are approved to address the medium-term budget gaps and reinstate it transformation programme as a matter of urgency
- Urgently review the options for the suspended housing projects
- Root causes of budget growth are identified and explained to Members to ensure the accuracy of financial plans

2.11 The External Auditor in their 2024/25 Annual Audit report recommendations included the following recommendations:

- The Medium-Term Financial Plan should be updated to reflect new costs and risks identified by the best value inspection; appointment of Commissioners; and adoption of an Improvement and Recovery Plan.
- To update the Medium-Term Financial Plan, the Council should include all relevant additional costs associated with changes to minimum revenue provision (MRP); with asset valuations, refurbishments and upgrades; with breaks in commercial income as tenancies come up for renewal; and with the recruitment of skilled resources to lead recovery and improvement.

2.12 The financial impact of implementing the statutory directions and external auditor recommendations are included in the draft Budget.

2.13 The additional cost of complying with statutory MRP guidelines are largely mitigated by debt rescheduling and adopting an asset rationalisation strategy. Since 2019/20, Spelthorne had been assuming a £10m contribution per annum to its revenue

budget from investment property surpluses. With increased costs and reducing returns, this benefit can no longer be assumed. The £10m contribution represented approximately 30% of the Council's gross expenditure, excluding Housing Benefits. Spending is also on average 30% higher in comparison to statistically similar councils.

2.14 Grant funding changes- significant changes to the local government funding system are being phased in from 2026/27. The Provisional Funding Settlement was announced in late December, showing a significant increase in 2026/27 and then yearly reductions of funding over the following two financial years as shown by Table 1, below. The increase in 2026/27 is partially offset by £0.836m reduction in business rates income projected to be retained in 2026/27.

Table 1 Grant Funding change for the MTFS period

	2025-26	2026-27	2027-28	2028-29
Grants	£'000	£'000	£'000	£'000
Core Spending Power Guarantee	1,728	0	0	0
Revenue Support	116	5,406	4,448	3,453
New Homes Bonus	12	0	0	0
National Insurance Contribution	197	0	0	0
100% income protection	0	392	886	1,415
Total	2,053	5,798	5,334	4,868
Yearly change £'000 - Increase/(Decrease)		3,745	(464)	(466)
Yearly change % Increase/(Decrease)		182%	(8%)	(9%)

2.15 Whilst the provisional funding settlement was again relatively late this year, in part due to the lateness of the Chancellor's Budget on 26th November, one longer term positive is that there is a three-year settlement which gave councils increased medium-term certainty. This will aid the financial planning for the new West Surrey Council. (their funding allocation will be made up from combining their constituent district and boroughs' allocations, and the split of the funding allocations of Surrey County Council).

Business Rates Reset and Business Rates Pooling

2.16 In 2026/27, the government is implementing a full reset of business rates. A business rates reset establishes new baseline funding levels for local authorities. The reset is on basis of gross rateable values on 31.03.26 and will involve an updated assessment of need to redistribute business rates income. This process is separate from the 2026 revaluation of properties, which adjusts the rateable value of individual properties to ensure fair redistribution of liabilities among ratepayers.

2.17 There is little to gain from business rate pooling (this is where a combination of districts and boroughs combine with their county council to offset the potential to pay a levy on business rates growth above the baseline. In 2026/27, all councils should be relatively close to the baseline) and potentially risks from so doing, so the Surrey districts and boroughs and County Council have agreed not to create a business rates pool for 2026/27. This means in contrast to previous years Spelthorne will not be in the Surrey Business Rates Pool as there will be no pool to join.

There is a net underlying movement of £0.836m in retained business rates from £4.910m to £4.704m.

Overall Approach to Closing the Budget Gap

2.18 In seeking to close the budget gap through implementing proportionate efficiencies and savings, the Council will be careful not to pre-empt decisions for the incoming West Surrey Council. The Council, in considering further savings during 2026/27, will not for example be looking to close or reduce Community Centres provision as the unitary will want to have the discretion to consider best how to maximise synergies from having Community Centres in the same council as statutory adult social services.

2.19 Therefore, the Council **will not**, as part of savings options to be considered:

- reduce the number of community centres
- reduce the leisure centre provision
- reduce the amount of parks and open spaces being provided
- remove the Spelride service

2.20 The generation of savings within the budget will in turn facilitate the funding of policy priorities of the Council, such as tackling Homes in Multiple Occupation, retaining the Jobs and Skills Hub, and progressing the Staines Masterplan. There is therefore an element of prioritisation with the draft Budget.

2.21 Given the scale of the budget gap, it is important to increase Council Tax to the maximum level without requiring a referendum. It is therefore recommended that Council Tax should increase by 2.9% in 2026/27. The same rate of increase has been assumed for year 2 to 4 (although the unitary authority is also likely to have an additional 2% headroom for Adult Social Care precept). The combined impact, in 2026-27, of a rise in council tax base of 1.62% and a proposed increase of 2.9% equates to a £0.425m increase in council tax income.

There will be a harmonisation of council tax rates in 2027/28 across the new unitary council. The calculation of the rate is based on a weighted average of council tax levels using the council tax base for the boroughs in West Surrey. Spelthorne is slightly below the weighted average, around 0.1% for the current County and Borough charge. This means the starting point before any increase in 2027/28 will be approximately £2,176.35 as opposed to this year's proposed charge for both of £2,173.95, £2.43 more.

2.22 The Council believes it is sensible and appropriate to re-confirm the Council's position with respect to the complete disregard of war pension/armed forces pension income from benefit calculations. If the full amount is disregarded, the cost of this measure falls on the local authority as only the first £10.00 is disregarded by central government. Spelthorne have agreed to do this for our Council tax support scheme. The Council have always disregarded the full amount since the housing benefit scheme came into existence along with practically every other local authority, the cost to the authority in the last subsidy claim was £1,738. The Council intend to continue to make this disregard for 2026/27.

Pressures

2.23 An element of the additional spending in 2026/27 is in relation to the cost of homelessness in Spelthorne, due to the Council's proximity to London. The draft 2026/27 budget accounts for an increase in costs of c£0.200m to cover pressures in

this area. Similar to other Surrey boroughs, the Council provides preventative services to adults in the community (Independent Living Services including Community Centres, Meals on Wheels, and Community Alarms) that in other parts of the country are provided by County or Unitary Councils.

2.24 As had been anticipated, the impact of the national Business Rates Reset for Spelthorne has been adverse, with an estimated net decrease in retained business rates of £0.843m (previously £4.9m). 2026/27 has seen a significant number of changes to the way the business rates retention scheme operates nationally including a full reset of how much business rates councils are allowed to retain.

Impact of complying with rules and guidelines on MRP

2.25 The MRP policy and calculations have been updated using revised asset lives. The implication of compliance, as set out in the MRP Policy report to Full Council on 17.11.25, is a £40m pressure for 2026/27 (ie MRP for 2026 at £53m is £40m more than the £13m MRP for 2025/26). This is dependent on assumed asset disposals in 2025/26.

Without mitigating action to fund this cost pressure would have used all available revenue reserves, prompted a s114 notice and a request for Exceptional Financial Support from government as the Council would not have been able to balance the 2026/27 Budget. Exceptional Financial Support merely allows the Council to capitalise revenue spending which in turn adds additional MRP and interest charges. It is not additional grant.

2.26 Mitigating actions include debt rescheduling approved at Full Council on 17.11.25 and a managed investment and regeneration asset rationalisation programme.

Other Pressures

2.27 The Council has provisionally agreed a local pay settlement for its staff of 4% for 2026/27 under the Local Pay Agreement with the local Unison branch which will add £1.024m to the revenue budget. A 2.5% per annum increase has been assumed for 2027/28 and 2028/29 based on Bank of England projections around inflation and wage growth.

2.28 The table overleaf shows the main pressures for each year:

Table 2 Budget pressure area for the MTFS period

Pressures	2026/27	Comment
	£'000s	
Service Area		
Pay Agreement	1,024	Local settlement of 4% for 2026/27 and a backdated settlement of 0.2% for 2025-26.
Third Party Inflation	281	2% inflation for third party service providers.
Unavoidable Growth	1,252	Please see Appendix C for full details.
Subtotal Service Area	2,557	
Corporate Items		
Discount on Early Loan Redemption	(34,261)	Discount on Early Loan Redemption
Minimum Revenue Provision	40,103	Implementation of the New MRP Policy
Sinking Fund Contributions	5,052	Contribution to be ended in 2026-27
Loan Interest Payment	7,461	Increase reflects restructuring of loan portfolio in 2025-26.
Interest receivable	99	Various interest receivable covering lending activity.
Reduction in Collection Fund Surplus	76	
Subtotal Corporate Items	18,529	
Total	21,086	

The Budget Gap Challenge

2.29 All of the above pressures result in a budget gap which needs to be mitigated to ensure that a balanced and sustained budget can be set.

Debt rescheduling

2.30 Rescheduling all loans maturing over 10 years totalling £905m in November 2025 has enabled the Council to reduce its outstanding loan debt by £342m from £1,057m at 31 March 2025 to £715m – a 32% reduction.

2.31 The £34m annual discount generated from restructuring the debt will be credited to revenue over a 10-year period in line with Local Authority Capital Financial Regulations.

Savings

- 2.32 A key strand of the Budget in order to limit the extent to which reserves are drawn down will be progressing over the remaining year of the Council's existence a programme to deliver savings which are achievable in that timescale, and in the context of Local Government Reorganisation.
- 2.33 The generation of savings within the budget in turn facilities the funding of policy priorities of the Council such as tackling Homes in Multiple Occupation, retaining the Jobs and Skills Hub, and progressing the Staines Masterplan. There is therefore an element of prioritisation in the draft Budget.
- 2.34 The Finance team will be working with Group Heads and Budget heads, and with some external expertise to scrutinise and drill down into unit cost benchmarking against the other councils that will form West Surrey and relevant "nearest neighbours" to better understand the Council's cost base and to identify opportunities for reducing net cost i.e. through reducing cost or increasing income. The focus will be measures which can be implemented and generate benefits within the time remaining before vesting day of the new council. This rules out significant IT systems changes, changing office footprint etc. The MTFS builds in a target assumption of additional £1m part year savings to be delivered in 2026/27.
- 2.35 The only way the Council would be able to make such significant reductions in its expenditure is to consolidate its service provision with other district councils and with upper tier service provision which Local Government Reorganisation in West Surrey will help to achieve.
- 2.36 An assumption of £1m deleted posts savings has been built into the projection for 2026/27.
- 2.37 Employers' pension contributions (these are revalued every three years for each local government pension fund) based on advice from the actuaries for the Surrey Local Government Pension Fund, it has been confirmed that employer contribution rates for the period 2026/27 to 2028/29 will fall from 24.6% to 23.1%. This is a budget saving of £0.550m per annum.
- 2.38 Investment & Regeneration covers the council's regeneration asset and investments. The saving of £2.120m is mainly due to reduced landlord costs that cover refurbishment and management costs.
- 2.39 A significant amount of work has been undertaken to find upfront savings which can be built into the 2026/27 budget. These are listed in Appendix D and total £39.9m. This includes taking into account £1m savings relating to the deletion of vacant posts.
- 2.40 **Table 3** overleaf, shows the impact of savings per area. Across Revenue line covers savings from pension £0.550m, referenced above and savings to be allocated of £1m.

Table 3 Budget Savings

Area	£'000
Supported Housing Team	219
Environment Enhancements	98
Parks	107
Commissioning & Transformation	383
Community & Wellbeing	150
Assets	965
Place, Protection & Prosperity	100
Finance & Corporate Services	61
Pension - Employer Contributions	550
Savings target to be achieved by the Council in 2026/27	1,000
Investment & Regeneration property	2,120
Total	5,752

Use of specific grants to support individual services

2.41 In order to manage a £320k financial pressure in the Strategic Planning Service, an amount has been allocated from reserves and grants, this is set out in table 4, below.

The allocation is part of the overall reserve allocation stated in Tables 9 and 10 in paragraph 2.64.

Table 4 - Use of Specific Reserves/Grants	
Strategic Planning	£000
Environmental Impact Reserve	154
MHCLG – Custom Build Grant Local Authority Grant	90
MHCLG – New Burdens funding for the Brownfield Register	26
Funding for Masterplan from Assets	50
Total	320

Fees and charges

2.42 The default assumption is that for those fees and charges over which the Council has discretion to set the fee level, the fees and charges will rise by at least 5% in 2026/27. As part of the LGR transition process, the Council will be undertaking benchmarking analysis to compare its fees with the other component districts and boroughs in the new unitary authority.

2.43 Where fees in the other councils for specific services differ, the Council will look to align our fees to move towards those of the other councils. An example of this, which the Council has acted on is Meals on Wheels charges where the Council is moving its fees closer to the West Surrey average. This is in the expectation that

when the new unitary authority sets its fees and charges, it will level up rather than level down the fees which will apply across its area. The Council, by taking steps to align, will be helping residents to adjust to the higher rates which are likely to be applicable as a result of LGR. Fees projections are shown in Appendix H, and a summary in table 5 below.

Table 5 Summary of Fees and charges changes,

Committees	2025/26	2026/27	Movement Increase/ (Decrease)
	Budget £'000	Draft £'000	£'000
Business Infrastructure & Growth Committee	204	205	0
Community Wellbeing & Housing Committee	1,876	2,093	217
Corporate Policy & Resources Committee	580	505	(75)
Environment & Sustainability Committee	4,187	4,240	53
Total	6,847	7,043	196

Mitigations and solutions available to the Council

Budget Gap Covered by Reserves

2.44 The Council legally needs to set a balanced budget, ideally it would do this by reducing costs to match available resources. However, given the significant budget pressures set out in this report resulting from implementing a compliant MRP policy this is not possible. As such the Council will use £8.8m of reserves to balance the 2026/27 budget.

Budget Gap after pressures, savings, grant changes and use of reserves

2.45 Table 6 overleaf shows how budget pressures, savings and grant changes set out in this report result in a budget gap and the proposed use of reserves to close it. For details of the gap are available in Appendix A/B.

Table 6 Budget Gap

Budget Gap	£'000
Council Tax Increase	(425)
Grants change	(3,745)
Business rates change	836
Pressures	21,086
Savings	(5,752)
Fees and Charges	(196)
Change in use of reserves	(3,009)
Gap	8,796
Use of reserves	(8,796)
Net Gap	0

2.46 The budget deficit is after assuming the use of a PWLB loan discount of £342m for early repayment of loans which is then spread equally over the next 10 years. The expiry of this will need to be factored into future financial planning.

2.47 **Table 7** below summarises the changes between the 2025/26 revised budget and 2026/27 budget at net service expenditure level:

Flexible Use of Capital Receipts

2.48 The Council in December 2025 approved a Flexible Use of Capital Receipts Policy (see Appendix G). In accordance with Section 15(1) of the Local Government Finance Act 2003, the Secretary of State is empowered to issue Directions allowing revenue expenditure incurred by local authorities to be treated as capital expenditure. Where such a direction is made, the specified expenditure can then be funded from capital receipts under the Regulations. This will then allow the Council to capitalise as eligible expenditure, transformation expenditure relating to IRP and LGR.

2.49 It is proposed that transitional costs incurred as part of the process of moving towards the unitary authority can be treated as qualifying expenditure. The Council's share of the estimated £35m pre-vesting Surrey LGR costs is £0.557m. It is proposed that this is capitalised and funded from receipt. Equally, elements of the Improvement and Recovery Plan, which are driving transformation, are qualifying expenditure. In total, expenditure of £1.133m is proposed to be capitalised and funded from reserves.

Table 7: Summary of Changes from 2025/26 to Draft 2026/27 Budget

	2025/26	2026/27	Difference Increase/ (Decrease)
	Original Budget £000	Draft Budget £000	£000
Gross Expenditure	64,955	57,771	(7,184)
Less: Fees/Charges and Specific Grants	(16,618)	(18,368)	(1,750)
Less: Housing Benefits Grant	(21,556)	(14,522)	7,034
Net Expenditure	26,781	24,882	(1,900)
Broken down by Service Area			
Assets Mgt.	2,086	1,923	(163)
Commissioning & Transformation	5,742	5,235	(507)
Community & Wellbeing	3,994	4,079	85
Finance & Corporate Services	5,269	4,017	(1,252)
Legal and Elections	1,974	2,043	69
Neighbourhood Services	3,806	3,082	(724)
Place, Protection & Prosperity	3,911	4,504	592
Total Expenditure at Service Level	26,781	24,882	(1,900)
Investment & Regeneration property	(45,581)	(42,629)	2,952
<i>Net Rental Income receivable</i>	(41,199)	(43,319)	(2,120)
<i>Sinking Fund and Mng Costs</i>	(4,382)	690	5,072
Minimum Revenue Provision	13,025	53,127	40,103
Loan Interest	25,425	32,886	7,461
Loan Discount	-	(34,261)	(34,261)
Prior yr exp on Housing Schemes write-off	8,710	-	(8,710)
Interest Receivable	(2,112)	(2,013)	99
Budget Requirement	26,247	-	31,991
General Government Grants	(2,053)	(5,798)	(3,745)
Business Rates	(4,910)	(4,074)	836
Appropriation to/(from) Reserves:	(9,110)	(2,801)	6,309
Net Budget Requirement	10,173	19,318	9,145
Collection Fund (Surplus)/Deficit	(877)	(801)	76
Income from Council Tax	(9,296)	(9,721)	(425)
Net Position - Over/ (Under) budget	0	8,796	8,796
Appropriation from reserves to close the budget gap	(0)	(8,796)	(8,796)
Balance at Year-end	-	-	-

2.50 Appendix E shows a more detailed view of Total Expenditure at Service Level budget movements by services within each area. Appendix B shows the Budget movements since the draft MTFS of 11th December 2025.

Medium Term Financial Strategy (MTFS)

2.53 The objectives of the MTFS are to look beyond the 2026/27 year detailed Budget and are:

- To set a path to financial sustainability for the new unitary authority
- To significantly reduce debt levels through asset rationalisation

An ongoing measured approach to asset rationalisation to continue beyond 2026/27 into the medium-term, ensuring that best value is achieved, this includes addressing the follow aspects:

- Remove risks for the future unitary authority in respect of investment and regeneration property risks

- Assuming a compliant MRP Policy continues to be applied addressing the recommendations of the Best Value Inspection report, the Statutory Directions and the recommendations of the external auditor
- To have a plan to reduce service costs to comparable levels of other district councils
- To have an unqualified audit opinion on the 2026/27 statement of accounts to give assurance to West Surrey Council
- To satisfy MHCLG that the Council has complied with all of the Statutory Directions by the end of 2026/27.

Table 8 overleaf summarises the current projected budget position across the MTFS period.

Table 8 Service Area Budget projection across MTFS period

	2025/26	2026/27	2027/28	2028/29
	Original Budget £000	Draft Budget £000	Draft Budget £000	Draft Budget £000
Gross Expenditure	64,955	57,771	55,706	54,802
Less: Fees/Charges and Specific Grants	(16,618)	(18,368)	(19,040)	(19,499)
Less: Housing Benefits Grant	(21,556)	(14,522)	(14,522)	(14,522)
Net Expenditure	26,781	24,882	22,144	20,782
Broken down by Service Area				
Assets Mgt.	2,086	1,923	2,023	2,126
Commissioning & Transformation	5,742	5,235	5,397	5,562
Community & Wellbeing	3,994	4,079	3,031	3,112
Finance & Corporate Services	5,269	4,017	1,688	(146)
Legal and Elections	1,974	2,043	2,381	2,464
Neighbourhood Services	3,806	3,082	2,994	2,907
Place, Protection & Prosperity	3,911	4,504	4,629	4,757
Total Expenditure at Service Level	26,781	24,882	22,144	20,782
Investment & Regeneration property	(45,581)	(42,629)	(30,363)	(23,912)
<i>Net Rental Income receivable</i>	(41,199)	(43,319)	(31,073)	(24,642)
<i>Sinking Fund and Mng Costs</i>	(4,382)	690	710	730
Minimum Revenue Provision	13,025	53,127	37,078	34,663
Loan Interest	25,425	32,886	28,804	26,152
Loan Discount	-	(34,261)	(34,261)	(34,261)
Prior yr exp on Housing Schemes write-off	8,710	-	-	-
Interest Receivable	(2,112)	(2,013)	(1,759)	(1,658)
Budget Requirement	26,247	-	31,991	21,643
General Government Grants	(2,053)	(5,798)	(5,334)	(4,868)
Business Rates	(4,910)	(4,074)	(2,000)	(2,358)
Appropriation to/(from) Reserves:	(9,110)	(2,801)	(514)	(514)
Net Budget Requirement	10,173	19,318	13,795	14,026
Collection Fund (Surplus)/Deficit	(877)	(801)	-	-
Income from Council Tax	(9,296)	(9,721)	(10,153)	(10,604)
Net Position - Over/ (Under) budget	0	8,796	3,642	3,422
Appropriation from reserves to close the budget gap	(0)	(8,796)	(3,642)	(3,422)
Balance at Year-end	-	-	-	-

- 2.55 The estimated remaining budget gap for 2026/27 of £8.8m reduces in the following years.
- 2.56 If the Council sought to solely close the Budget gap over the MTFS period 2026/27 – 2028/29 by use of reserves this would consume £19.7m of reserves. Leaving a balance of total reserves of £14.242m and £2.033m of earmarked revenue reserves as per Table 9 below. Further savings will need to be identified following LGR to ensure that the new Council can operate without using reserves which is not sustainable.
- 2.57 As highlighted above, under Surrey Local Government Reorganisation, Spelthorne is due to cease to exist on 1st April 2027. With the Council's abolition, there is little scope for the Council to reap the benefits from savings initiatives, but the work done now will generate benefits over the medium-term for the successor authority.

Reserves

- 2.58 A key strand of the MTFS for both Spelthorne and West Surrey councils will be to use the reserves the Council has available to help smooth the impacts of the financial challenges across the MTFS period.
- 2.59 Reserves should be maintained above a minimum level as assessed by the S151 Officer as part of his Section 25 Statement on the Budget (see Appendix J). This is the minimum level that, if there is a risk that reserves are projected to fall below, immediate corrective action will need to be taken to bring the level of reserves back to that level.
- 2.60 As set out in the proposals for Local Government re-organisation in Surrey, the new unitary authorities are likely to face significant costs to implement the re-organisation and significant budget pressures going forward. Therefore, it is important for the future sustainability of the new unitary authorities and the services that they need to deliver, that reserves are maintained at current levels and are not reduced unnecessarily before the implementation of LGR.
- 2.61 As at 31 March 2025, the Council held £56.2m in revenue reserves. Of this, £8.3m related to developer contributions (CIL), £3m formed part of the Business Rates Equalisation Reserve set aside to fund future deficits, and £0.065m and £0.149m have been earmarked in the Bronzefield and Building Control reserves respectively to meet future commitments.
- 2.62 This left £40.9m of earmarked revenue reserves available at the start of 2025/26 that the Council could use to support its budget.
- 2.63 The Reserves Strategy in Appendix F shows repurposing the Sinking Funds and other uncommitted earmarked reserves, reflecting the fact that the Council is no longer planning to hold its investment assets long term in line with the Statutory Directions. As a result, these reserves will be released to support the transition period and help close the MTFS budget gaps.
- 2.64 As shown in Table 9 below, using £24.0m of reserves in 2025/26 to cover the originally planned use of reserves of £10.3m and the projected overspend of £13.7m (based on Q3 monitoring). This leaves an estimated balance of £32.2m in available reserves as at 31 March 2026. Tables 10 provides an analysis of projected reserve levels over the MTFS period.

Table 9 Total Estimated Balances in Earmarked Revenue Reserves as at 31 March 2026

Movement in Earmarked Reserves Summary to end of 2025-26			
	Earmarked Reserves	Ringfenced Reserves/General Fund	Total Reserves
	£'000	£'000	£'000
Opening Balances			
Developer Contributions (CIL) Reserves		8,319	
Business Rates (element to cover future deficits, Bronzefield and Building Control Reserves		3,000	11,319
General Fund Reserve		4,065	4,065
Available Earmarked Reserves	40,862		40,862
Total Reserves at 31.03.25	40,862	15,384	56,246
2025/26 Approved Usage Earmarked	(5,452)		(5,452)
Q3 Projected Outturn at 31st December 2025	(13,689)		(13,689)
2025/26 Approved Usage CIL		(1,871)	(1,871)
2025/26 Approved Usage Business Rates		(3,000)	(3,000)
Projected use of reserves – 2025/26	(19,141)	(4,871)	(24,012)
Projected reserves at 31.03.26	21,721	10,513	32,234
<i>Of which</i>			
<i>Earmarked</i>			21,721
<i>CIL</i>			6,448
<i>Business Rates</i>			0
<i>General Fund Reserve</i>			4,065
Projected Reserves at 31.03.26			32,234

Table 10 Projected Earmarked Reserves over MTFS period 2026/27 – 2028/29

	Earmarked Reserves Use	Earmarked Reserves Balance	Ringfenced Reserves Use	Ringfenced Reserves Balance	Total Reserves Balance
	£'000	£'000	£'000	£'000	£'000
Balance at 31.03.26		21,721		10,513	32,234
In year contributions			2,600		
In year use 2026/27	(2,801)		(2,674)		
To close 2026/27 deficit	(8,796)				
Balance at 31.03.27		10,124		10,439	20,563
In year contributions			1,100		
In year use 2027-28	(514)		(215)		
To close 2027/28 deficit	(3,642)				
Balance at 31.03.28		5,968		11,324	17,292
In year contributions			1,100		
To close 2028/29 deficit	(514)		(215)		
Deficit 2028/29	(3,422)				
Balance at 31.03.29		2,033		12,209	14,242

In year contributions are drawn for committed and dedicated areas of spend known in advance during the year. To close the budget deficit, it is used at year to cover the potential budget gap which it is accurate only at year end.

Capital Strategy

2.65 A full Capital Strategy for 2026/27 will come to Council in February 2026. In the context of local government reorganisation and Best Value Intervention, the strategy will reflect the following:

- Maintain a minimal Capital Programme with no major multi-year capital projects being commenced which would extend beyond March 2027.
- Financing the Capital Programme is mainly from grants and capital receipts, thus avoiding the need to borrow in line with the Statutory Direction to implement a strict debt reduction policy.
- Capitalising some transformation costs which will allow them to be funded from capital receipts.

3 Options appraisal and proposal

3.1 Option 1: Accept the proposed Budget and updated MTFS. The recommended option is to accept the proposed MTFS, in so doing the Council would be complying with the statutory directions and implementing one of the actions from the "Improving Financial Sustainability" theme of the Improvement and Recovery Plan. The MTFS in turn provides the parameters for then working up a balanced budget for 2026/27.

3.2 Option 2: Make modifications to the proposed budget ensuring that any amendments still result in a balanced budget.

3.3 Option 3: Reject the proposed budget. This is not recommended as councils have a statutory obligation to set a balanced budget annually.

3.4 With respect to the savings strand within the proposed budget, proposals will be reported back to Councillors on options for consideration, setting out impacts on services.

4 Risk implications

4.1 Key financial risks are included on the Corporate Risk Register: The following risks should be considered when agreeing the recommendations of this report:

<i>Risk Description</i>	<i>Mitigations</i>	<i>RAG status</i>
The impact of Devolution and Local Government Reorganisation	Currently the Council has a £0.557m budget for LGR costs. As the Budget and updated MTFS sets out the Council will capitalise transformation costs related to LGR and fund from capital receipts	Amber
External factors, outside of the control of the Council, will be	Demand and inflationary growth evidence based on	Amber

<i>Risk Description</i>	<i>Mitigations</i>	<i>RAG status</i>
<p>subject to volatility with upward volatility creating a financial risk on the Budget and MTFS.</p>	<p>the most up to date information at the time of budget setting</p> <p>Robust monthly in year monitoring to capture volatility / potential volatility to ensure mitigating actions can be implemented</p> <p>Monitoring reported through the governance channels including Corporate Risk Register/scrutiny to ensure areas of risk are transparent and addressed</p> <p>Significant reserve balances which could be applied</p>	
<p>That the target level of in-year savings proves undeliverable</p>	<p>Council to consider a broad range of savings sufficient in value and scope to deliver target. Savings delivery to be informed by data analysis, input from managers, and engagement with councillors</p>	Amber
<p>The assets rationalisation programme from which financial modelling underpins the Budget and updated MTFS, proceeds more slowly and or rationalisation values prove less than anticipated. Slippage in delivery of receipts or values has potential to have significant impact on MRP provision required to be charged to Revenue and in turn the Budget gap.</p> <p>Financing the capital programme in 2025/26 and reducing MRP charges in 2026/27 are predicated on using £26.5m of capital receipts in 2025/26. Failure to achieve expected asset values will impact MRP in 2026/27. For example, if capital receipts</p>	<p>The Council is appointing through a framework a specialist that has the skills to assist with an asset rationalisation programme.</p>	Amber

<i>Risk Description</i>	<i>Mitigations</i>	<i>RAG status</i>
generated were either late or less than anticipated by £10m, this would increase MRP in 2026/27 by £3.3m.		

5 Financial implications

5.1 Financial implications are set out in the report above.

6. Legal comments

6.1 Section 151 of the Local Government Act 1972 requires that every local authority make arrangements for the proper administration of their financial affairs.

6.2 Section 31A of the Local Government Finance Act 1992 ("the 1992 Act") requires billing authorities to calculate their Council Tax requirements in accordance with the prescribed requirements of that section. The function of setting the Council Tax is the responsibility of Full Council. The Council is required by the 1992 Act to make estimates of gross revenue expenditure and anticipated income, leading to a calculation of a budget requirement and the setting of an overall budget to ensure proper discharge of the Council's statutory duties and to lead to a balanced budget. The budget should include sufficient allowances for contingencies and financial reserves.

6.3 Section 30(6) of the 1992 Act requires the Council to agree its budget and Council Tax resolutions before 11 March 2026.

6.4 Local authorities owe a fiduciary duty to Council tax payers, which means it must consider the prudent use of resources, including control of expenditure, financial prudence in the short and long term, the need to strike a fair balance between the interests of Council tax payers and ratepayers and the community's interest in adequate and efficient services and the need to act in good faith in relation to compliance with statutory duties and exercising statutory powers.

6.5 Section 25 of the Local Government Act 2003 require that, when the Council is making the calculation of its budget requirement, it must have regard to the report of the Chief Finance (section 151) Officer as to the robustness of the estimates made for the purposes of the calculations and the adequacy of the proposed financial reserves. It is essential, as a matter of prudence that the financial position continues to be closely monitored.

6.6 Full Council is responsible for setting the overall budget framework. However, some of the proposed savings will be subject to further analysis and decision making and as such the savings are an estimate. Individual service decisions will be subject to Committee approval, taking account of the statutory framework, any requirement to consult and consideration of overarching duties, such as the public sector equality duty.

6.7 The Local Government Act 2003 and associated regulations set out rules in relation to use of capital reserves. S.15 requires local authorities to have regard to relevant statutory guidance. The statutory guidance on flexible use of capital receipts confirms that local authorities cannot borrow to finance service delivery, however they can use capital receipts from sale of assets to finance the revenue costs of reforming services. The guidance states that qualifying expenditure is expenditure on a project

that is designed to generate ongoing revenue savings in the delivery of public services or transform service delivery in a way that reduces costs or demand for services in future years. The Council is expected to publish an annual Flexible Use of Capital Receipts Strategy, although this can be included in wider strategy documents.

Corporate implications

7. S151 Officer comments

7.1 The Council has a statutory duty to set a balanced budget. The focus of this report is to pull together the pressures and uncertainties the Council is facing in setting a balanced budget and to set out a set of strategies and parameters which will help ensure an ongoing sustainable future both for the Council and the successor unitary. The report sets out the proposals for a balanced Budget for 2026/27 will need to be balanced. In order to achieve a balanced budget in total it has been necessary to use £11.5m of reserves. This level of reserves usage could be sustained one year beyond 2026/27 before the reserves would be exhausted. Hence essential that through the unitary transformation process significant longer-term savings are achieved.

8. Monitoring Officer comments

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

9. Procurement comments

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

10. Equality and Diversity

10.1 There are no direct diversity implications identified in this report. Moving forwards where savings are being evaluated have the potential to impact on equality and diversity, equality impact assessments will be undertaken.

11 Sustainability/Climate Change Implications

11.1 Addressing climate change priorities continues to be a priority of the Council and is likely to be priority for the new unitary. Potentially there are significant overlaps between reducing running costs and reducing use of resources such as heating, energy, materials and reducing emissions and moving towards the Council's goal of reaching net-zero. In reviewing savings opportunities, it therefore it will be important to look at alignment with climate change objectives.

12 Other considerations

12.1 There are none.

13. Timetable for implementation

13.1 The Council's Budget is due to be approved on 26th February 2026.

14. Contact

Terry Collier, Chief Finance Officer, T.Collier@spelthorne.gov.uk

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

Background papers: There are none.

Appendices:

- Appendix A - Summary of General Fund Revenue 2025/26 to 2028/29 by Committee
- Appendix B - 2026/27 General Fund Revenue Budget Movement since 11th December
2025 Version - Group Head Structure
- Appendix C - Unavoidable Revenue Expenditure Pressures 2026/27
- Appendix D - General Fund Revenue Savings 2026/27
- Appendix E -Yearly Revenue Budget Movements
- Appendix F - Reserves Strategy
- Appendix G - Flexible Capital Receipts Strategy
- Appendix H - Draft Fees and Charges - Statutory & Discretionary
- Appendix I - Council Tax Resolution 2026/27
- Appendix J - Robustness of Reserves and Estimates, S151 Officer's comments
- Appendix K- Local Government Finance Glossary
- Appendix L - What is the Minimum Revenue Provision (MRP)

Committee Report Checklist

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

Stage 1

Report checklist – responsibility of report owner

ITEM	Yes / No	Date
Councillor engagement / input from Chair prior to briefing	Y	09/02/2026
Commissioner engagement (if report focused on issues of concern to Commissioners such as Finance, Assets etc)	Y	09/02/2026
Relevant Group Head review	Y	06/02/2026
MAT+ review (to have been circulated at least 5 working days before Stage 2)	Y	06/02/2026
This item is on the Forward Plan for the relevant committee		
Finance comments (circulate to Finance)	Y	31/1/26
Risk comments (circulate to Lee O'Neil)	Y	04/02/26
Legal comments (circulate to Legal team)	LH	04/02/26
HR comments (if applicable)	N/A	N/A

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

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

Stage 2

Report checklist – responsibility of report owner

ITEM	Completed by	Date
Monitoring Officer commentary – at least 5 working days before MAT	L Heron	04/02/26
S151 Officer commentary – at least 5 working days before MAT	T. Collier	31/1/26
Confirm final report cleared by MAT	T. Collier	06/02/26

Appendix A - Summary of General Fund Revenue Budget 2025/26 to 2028/29 - Committee Structure

	2025/26 Original Budget £000	2026/27 Draft Budget £000	2027/28 Draft Budget £000	2028/29 Draft Budget £000
Gross Expenditure	64,955	57,752	55,686	54,783
Less: Fees/Charges and Specific Grants	(16,618)	(18,368)	(19,040)	(19,499)
Less: Housing Benefits Grant	(21,556)	(14,522)	(14,522)	(14,522)
Net Expenditure	26,781	24,862	22,124	20,762
Broken down by Committee				
Corporate Policy & Resources Committee	11,098	10,111	7,523	7,059
Business Infrastructure & Growth Committee	2,510	2,361	2,337	2,193
Community Wellbeing & Housing Committee	6,217	5,775	5,717	5,366
Environment & Sustainability Committee	6,956	6,635	6,567	6,164
Total Expenditure at Service Level	26,781	24,882	22,144	20,782
Investment & Regeneration property	(45,581)	(42,629)	(30,363)	(23,912)
<i>Net Rental Income receivable</i>	(41,199)	(43,319)	(31,073)	(24,642)
<i>Sinking Fund and Mng Costs</i>	(4,382)	690	710	730
Minimum Revenue Provision	13,025	53,127	37,078	34,663
Loan Interest	25,425	32,886	28,804	26,152
Loan Discount	-	(34,261)	(34,261)	(34,261)
Prior yr on yr exp on Housing Schemes write-off	8,710	-	-	-
Interest Receivable	(2,112)	(2,013)	(1,759)	(1,658)
Budget Requirement	26,247	31,991	21,642	21,766
General Government Grants	(2,053)	(5,798)	(5,334)	(4,868)
Business Rates	(4,910)	(4,074)	(2,000)	(2,358)
Appropriation to/(from) Reserves:	(9,111)	(2,801)	(514)	(514)
Net Budget Requirement	10,173	19,318	13,795	14,026
Collection Fund Surplus/(deficit)	(877)	(801)	-	-
Income from Council Tax	(9,296)	(9,721)	(10,153)	(10,604)
Net Position - Over/ (Under) budget	(0)	8,796	3,642	3,422
Appropriation from reserves to close the budget gap		(8,796)	(3,642)	(3,422)
Balance at Year-end	(0)	-	-	-

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	2026/27	2026/27	2026/27	Comment
	Draft Budget	Draft Budget	Movement Increase/ (Decrease) against 11th December	
	11/12/2025	17/02/2026	£000	
Gross Expenditure	56,832	55,507	(1,325)	Thorough review, efficiency forecast adjustments.
Less: Fees/Charges and Specific Grants	(17,698)	(16,975)	723	Thorough review, efficiency forecast adjustments.
Less: Housing Benefits Grant	(14,522)	(14,522)	0	
Net Expenditure	24,613	24,010	(602)	
Net Service Expenditure				
Assets Mgt.	2,122	1,865	(257)	Reduction driven by staff efficiencies , deleted vacant posts
Commissioning & Transformation	5,516	5,082	(434)	£132k staff efficiency savings (deleted vacant posts); the rest on running costs (£302k).
Community & Wellbeing	3,951	3,894	(57)	Efficiency savings in running costs.
Finance & Corporate Services	3,819	4,374	555	Increase mostly because budget realignments to increase transparency and to reflect the correct service (£518k) and, increase of £38k on external audit feesand other.
Legal and Elections	1,958	1,967	9	Driven by running cost adjustment due to forecasted service demand.
Neighbourhood Services	3,333	2,977	(357)	£161k due to staff efficiencies (deleted vacant posts) , the rest (£196k) due to net impact of reimbursements and running costs.
Place, Protection & Prosperity	3,915	3,852	(63)	Driven by efficiency savings on running costs .
Net Expenditure	24,613	24,010	(602)	
Inflation and Pay	1,012	1,013	1	No change as driven by the 4% pay rise on salary base.
Savings	(276)	(1,393)	(1,117)	Driven by efficiency savings especially cashable unallocated savings sitting in corporate resources (£1m) and the rest (£117k) efficiencies from Asset Mng (£57k) and Community and Wellbeing (£60k)
Unavoidable Growth Expenditure	548	1,252	704	Driven by staff budget because of increased demand in HMO licencing , increased application validation and enforcements.
Total Expenditure at Service Level	25,897	24,882	(1,015)	
Investment & Regeneration property	(41,381)	(42,629)	(1,248)	Driven mostly by lower landlord costs.
Minimum Revenue Provision	51,428	53,127	1,699	Increase due to inclusion of KGE loans (£412k), leases (£515k), increase in MRP provision (£377k) and the rest (£395k) due to review of unsupported borrowing in investment properties and land and buildings. It must be emphasised that lease impact is offset by an increase in earmarked revenue (£449k) leaving only a net bottom line impact of £66k.
Loan Interest	29,782	32,803	3,021	The increase is due to loan restructure driven by the latest review of costs of our loans, and reflects inclusion of KGE and leases interest, previously siting separately.
Loan Discount	(34,261)	(34,261)	0	Redeemed PWLB loan discount
Prior yr to yr exp on Housing Schemes write-off	0	0	0	
Interest Receivable	(2,056)	(1,932)	124	Improvements in few other interest receivable budget areas.
Budget Requirement	29,408	31,991	2,583	
General Government Grants	(5,970)	(5,798)	172	Lead by the latest announced provisional local government figures as previously was based on estimates.
Business Rates	(3,800)	(4,074)	(274)	Improvement advised by the external specialist advisor.
Appropriation to/(from) Reserves:	(2,342)	(2,801)	(459)	Driven mostly by the allocation of earmarked reserve to offset the impact of leases on MRP
Net Budget Requirement	17,296	19,318	2,022	
Collection Fund Surplus/(deficit)	0	(801)	(801)	
Income from Council Tax	(9,721)	(9,721)	0	
Net Position - Over/ (Under) budget	7,575	8,796	1,221	
Appropriation from reserves to close the budget gap	(7,575)	(8,796)	(1,221)	
Net Budget Balance	0	0	0	

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Service	Descriptions	Additional Resource Required	Cost £000	Comments
Strategic Planning	Staines Masterplan (as required by IRP)	Consultant	82.5	Cost of consultancy will depend on the final output required, which will be developed through work with Members and Commissioners.
		1x FTE Senior Officer (Contractor)	60	The Officer time required to deliver the Masterplan is beyond the capacity of the Team. Resource requirements (in time and experience) for the development of the Design Code indicate that delivery of the masterplan at pace will require 1x fte at a senior level. In the current LGR environment and as evidenced by recent challenges with recruitment to fixed term roles, the most expedient route to fill this role is through the use of a contractor. The IRP requires an extensive community engagement programme for the masterplan work. As far as possible this will be managed through existing budgets and resources but may be subject to change depending on the requirements agreed in the final programme.
	(DCO process, to submission/Examination. Further resources will be required for Examination Phase)	1x FTE Senior Officer (Contractor)	60	The current capacity within the team is not sufficient to manage the DCO process regarding Heathrow Expansion. Based on the experience gained through the last DCO process, this will require an officer of senior level in the Strategic Planning team to oversee the day-to-day management through the process and to coordinate the input from teams across the Council. The resource requirement is likely to be greater than the previous DCO as a result of the two proposals being put forward on this occasion. It is likely that this funding will be met in part through cost recovery from the applicant(s), but the mechanism for this has not yet been agreed, and we must budget accordingly. This is an area where discussions are ongoing and it is not possible to expand further at this time. There will also be a requirement to use external experts for some areas, but the cost of this is not yet known and therefore not included at this time. Any costs incurred through the Examination of the DCO will need to be funded by the LPA's and will not be subject to cost recovery.
		Affordable Housing SPD	37.5	The production of an Affordable Housing SPD has been in the future plan for the Strategic Planning team to produce in house, however, in light of the accelerated timescale set out in the IRP the team does not have capacity to produce this SPD.
Environmental Health	HMO	HMO agency for 2627 has been added to further reduce the backlog of HMO applications	100	This bid relates only to the additional resource required by the Environmental Health (£100k) and there is also a Planning Enforcement element which will kick in once we have the Article 4 Direction covering the whole Borough in March 2026 and when we adopt a planned SPD controlling HMO growth in the Borough.
Environmental Health	Temp staff cost in Env Health Residential for Renters Rights	2X EH Renters Rights Technical Officers	133	Renters' rights re the legal protections and entitlements given to individuals who rent or lease residential properties.
Planning Development	HMO enforcement	Planning Enforcement element which will kick in once we have the Article 4 Direction covering the whole Borough in March 2026 and when we adopt a planned SPD controlling HMO growth in the Borough	60	£60k to cover increased work, which cannot be absorbed by the existing team planning enforcement team.
Leisure Centres	NNDR Rate Relief at Leisure Centres	Level of discretionary rate relief for the Eclipse and Sunbury leisure centres now run by Places for People (PfP).	53.6	The mandatory rate relief is funded by the Government as only a portion of the 10% discretionary relief is covered. The 2026 Annual cost to Spelthorne Borough Council is £53.6k
Supported Housing Team	Solar film – Harper	Protection measures for H&S due to excess summer temps in resident rooms	7	
	Staffing Costs –White House	Increase in staff costs to include NI & Pension & overtime	60	
	Harper House – operational contracts inc Voids/ R&M	Previous budgets did not allow for void works and/or the full cost of service contracts	29	
	White House – operational contracts inc Voids/ R&M	Previous budgets did not allow for void works and/or the full cost of service contracts	59	
Assets	Legal fees for municipal portfolio		5	Legal fees for adverse possession and boundary disputes. This has been unbudgeted
	Business rates for municipal portfolio		15	to date and Finance have requested contained within budget
				Old Library void pre-letting/obtaining planning. Mitigation will be implemented
Finance & Corporate Services	Commissioners		490	Appointed by the central government under Best Value duty directive (Local Government Act 1999)
Finance & Corporate Services		Total Unavoidable Expenditure Pressure - Revenue	1,252	

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Service Area	Area	£000
Supported Housing		
	White House & Harper House	
	Increase In income	12
	Increase In income	24
	Staffing provision mainly covers White House	76
	Out of hours call is done on a rota at a set weekly cost	107
Environment & Sustainability		
	ENV ENHANCEMENTS	
	Staffing Efficiencies, removal of vacant posts	73
	Decrease in Protective Clothing Budget	10
	Running cost efficiencies	15
Parks	Staffing Budget Efficiencies	107
	Commissioning & Transformation	
ICT	Staffing Budget Efficiencies	94
Customer Services	Staffing Budget Efficiencies	56
Community & Wellbeing		
	Reduction in voluntary grants programme	61
Leisure & Summary mgt Fees	Staffing Budget Efficiencies	10
	Uplift in fee from contract and CPI increase from Sept.	637
Longford Housing		
	Lease finished in Aug25	257
Assets		
	Increase in income from municipal portfolio, old library letting	20
	Increase in income from municipal portfolio, uplifts in rent from rent reviews/lease expiries est, and Knowle Green Nursey.	37
	Savings due to refinement of planned maintenance requirements	257
	Facilities Management -Staffing Budget Efficiencies	69
Planning Dev Consultants	Budget efficiencies	100
Finance & Corporate Services		
	Halving the Better Neighbourhood Grants of £1k per councillor to achieved a £19.5k saving .	20
	Corporate Publicity Efficiencies and Other	42
Across Revenue Budget	Across Revenue Budget savings to be allocated	
	Pension - Employer Contributions	550
	Savings target to be achieved by the Council in 2026/27	1,000
Investment & Regeneration property	Net Rental income increase driven by reduced landlord costs.	2,120
Total		£5,752

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Appendix E Yearly Budget Movements					Appendix E
Committee/Service	Original 2025/26	Proposed 2026/27	Change from 2025/26	Increase Decrease	Brief Explanation for increase or decrease in budget
	£000s	£000s	£000s	%	
Corporate Policy & Resources Committee					
<u>Senior Management</u>					
Chief Executive	245	262	17	7%	A combination of pay rise and pension costs (past contributions) previously charged to corporate pot.
Deputy Chief Executives	320	351	31	10%	A combination of pay rise and pension costs (past contributions) previously charged to corporate pot.
MAT Secretariat & Support	109	118	9	9%	A combination of pay rise and pension costs (past contributions) previously charged to corporate pot.
Project Management	721	785	63	9%	A combination of pay rise and pension costs (past contributions) previously charged to corporate pot.
Sub Total - Senior Management	1,394	1,515	120	9%	
<u>Support Functions</u>					
Accountancy	1,048	1,303	256	24%	IRP costs of £75k for support of consultants for accounts closing and remainder relates to restructure and Mole Valley partnership ending.
Audit	253	357	103	41%	Expected uplift of £32k for the existing contract with Reigate & Banstead BC and remainder relates to uplift to the existing contract with Hampshire County Council to provide internal audit service
Corporate Governance	335	362	27	8%	Inflationary increases
Corporate Management	1,202	1,157	(45)	-4%	£616k expected IRP funding from capital receipts & additional costs of £94k relating to IRP Programme Co-ordinator, 19.5k savings on Better Neighbourhood Grants, offset by £490k to cover Commissioners costs.
Corporate Publicity	472	428	(45)	-9%	Deletion of 1 post & savings identified against software & Consultants budget
Payroll	80	85	5	6%	Inflationary increases
HR	454	489	36	8%	Inflationary increases
Information & Comms Technology	1,294	1,213	(81)	-6%	Deletion of 2 posts and reduction in hours for another post
Insurance	368	395	26	7%	Based on 2026-27 estimates from LB Sutton
Legal	740	739	(1)	0%	
Building Control	21	120	98	459%	Reduction in income budgets due to loss of business to the private sector.
Sub Total - Support Functions	6,268	6,646	378	6%	
<u>Customer Focused Services</u>					
CServ Management & Support	1,312	1,363	51	4%	
Electoral Registration	295	287	(8)	-3%	
Democratic Rep & Management	424	455	31	7%	
Committee Services	340	319	(21)	-6%	£18k uplift of NI costs in line with actual costs and remainder relating to inflationary increases
Elections	11	36	25	228%	Deletion of 1 post
Land Charges	(28)	(3)	24	88%	Shadow Authority elections due in May 2026 and assuming Govt will not fully reimburse costs.
Sub Total - Customer Focused Services	2,354	2,457	103	4%	Reduction in expected income to be received due to property market slowing down.
<u>Overheads</u>					
Unapportionable Central O/heads	1,083	(506)	(1,589)	-147%	£1.246m Budget removed following the changes to pension payments. The rest (£342.8) includes savings still to be allocated to individual services.
Sub Total - Overheads	1,083	(506)	(1,589)	-147%	
Corporate Policy & Resources Committee Total	11,098	10,111	(987)	-9%	

Appendix E Yearly Budget Movements					Appendix E
Committee/Service	Original 2025/26	Proposed 2026/27	Change from 2025/26	Increase Decrease	Brief Explanation for increase or decrease in budget
	£000s	£000s	£000s	%	
Business Infrastructure & Growth Committee Total					
Asset Mgn Administration	358	317	(41)	-12%	Reduction in salaries due to posts offered up as savings.
Bus Station	26	24	(2)	-9%	In year savings for 2025/26 reflected in 2026/27 budget.
Development Properties	67	119	52	78%	Security and void-related costs for the sites.
Economic Development	324	286	(38)	-12%	Reduction in salaries due to posts offered up as savings, & overall saving in marketing/stimulate economic activity
Facilities Management	699	683	(15)	-2%	
General Property Expenses	(81)	(132)	(51)	-62%	Some Municipal rent increases as well as additional rental income expected
Incubator	19	23	4	22%	Closure of Business incubator at Summit Centre, relocation to Knowle Green
Planned Maintenance Programme	1,413	1,316	(98)	-7%	Movement from Sunbury LC maintenance budget as the costs are managed by the assets team. Partially offset by some programmed and responsive maintenance savings
Shared Prosperity Fund	0	0	0	0%	
Staines Market	(61)	(59)	3	5%	
Staines Town Centre Management	(373)	(385)	(12)	-3%	
Jobs and Skills Hub	120	170	50	41%	No longer receiving one-off SCC Grant (Direct Award Contract).
Business Infrastructure & Growth Committee Total	2,510	2,361	(149)	-6%	

Appendix E Yearly Budget Movements
Appendix E

Committee/Service	Original 2025/26	Proposed 2026/27	Change from 2025/26	Increase Decrease	Brief Explanation for increase or decrease in budget
	£000s	£000s	£000s	%	
Community Wellbeing & Housing Committee					
Arts Development	33	32	(1)	-3%	
Community Care Administration	460	488	29	6%	
Community Centres	552	563	11	2%	
Community Development	39	39	0	0%	
Community Safety	325	342	17	5%	
Food Safety	1	1	0	0%	
General Grants	231	170	(61)	-26%	Reduction in grants budget agreed at committee meeting 13/1/26
Homelessness	1,485	1,854	369	25%	Loss of Homelessness Prevention Grant & Rough Sleeper grant to RSG.
Home Improvement Agency	0	(42)	(42)	0%	New budget for DFG management fee - funds DFG officers and any surplus reinvested back into funding DFGs.
Assets Homelessness	(60)	(49)	11	18%	Service brought back in house.
Housing Benefits Admin	469	535	67	14%	Reduction in budget of £100k of DWP admin grant
Housing Benefits Payments	113	113	0	0%	
Housing Needs	1,790	1,853	64	4%	Inflationary rises on pay and pension increase.
Leisure Administration	385	418	33	8%	Inflationary rises on pay and pension increase.
Leisure Centres	64	(636)	(700)	-1100%	Uplift in management fee for Yr2 - includes a CPI uplift as per the contract.
Licensing	39	38	(2)	-4%	
Meals on Wheels	120	57	(64)	-53%	Increase of MoW fee from £5 to £6.50. Uplift to leases budget as out of contract and costs increased.
Museum	(5)	(5)	0	0%	
Opal High Needs	55	113	58	105%	1.0 FTE omitted from 2025/26 budget. Now included in financial year 2026/27.
Public Halls	(22)	(24)	(2)	-7%	Inflationary increases
Public Health	5	14	10	198%	Increased budget as figures are increasing year on year & it is a statutory requirement
Refugee Schemes	(43)	(325)	(282)	-651%	Closure of Longford Village as lease came to an end Aug25
Resource Centre	14	13	(1)	-2%	
Rodent & Pest Control	17	17	0	1%	
SAT	178	174	(4)	-2%	
Social Prescribing	46	95	49	106%	Loss of grant funding - revenue reserves funding the deficit.
Spelthorne Family Support	0	0	0	0%	
Step-Down Accommodation	0	(0)	(0)	0%	
Sports and Active Lifestyle	17	13	(4)	-19%	In year savings for 2025/26 reflected in 2026/27 budget.
Sunbury Golf Club	(50)	(50)	0	0%	
Taxi Licensing	(67)	(54)	14	20%	More realistic budget put forward as under achieved income the past 3 years
Youth	29	19	(11)	-36%	In year savings for 2025/26 reflected in 2026/27 budget.
Community Wellbeing & Housing Committee Total	6,217	5,775	(442)	-7%	

Appendix E Yearly Budget Movements					Appendix E
Committee/Service	Original 2025/26	Proposed 2026/27	Change from 2025/26	Increase Decrease	Brief Explanation for increase or decrease in budget
	£000s	£000s	£000s	%	
Environment & Sustainability Committee					
Abandoned Vehicles	4	4	0	3%	
Allotments	(20)	(24)	(4)	-18%	Savings identified of £2k and remainder relating to inflationary increases
Car Parks	(484)	(495)	(11)	-2%	
Cemeteries	(411)	(433)	(22)	-5%	
Depot	123	123	(0)	0%	
Emergency Planning	96	76	(20)	-21%	Reduction of contract costs
Energy Initiatives	10	11	0	2%	
Environmental Enhancements	14	4	(10)	-70%	Savings identified for 26/27 onwards
Environmental Health Admin	1,430	1,795	365	25%	£100k Agency growth bid to deal with HMO's, plus 2x additional FTEs from in year growth bid, also relating to HMOs
Environmental Protection Act	145	97	(48)	-33%	Removal of one-off growth bid from 2025/26
Grounds Maintenance	1,948	1,736	(211)	-11%	Additional income of £284k to manage highway verges and weeds maintenance within Spelthorne on behalf of Surrey County Council, partially off-set by higher pension costs and Trees management
Neighbourhood Serv Mgt Support	1,417	1,490	73	5%	Inflationary increases
Parks Properties project	3	5	2	55%	Council Tax budget input for 2026/27
Parks Strategy	(12)	(12)	0	2%	
Planning Development Control	892	1,025	133	15%	More realistic budget put forward as income under achieved the past 3 years
Planning Policy	993	977	(16)	-2%	
Refuse Collection	1,084	1,030	(54)	-5%	
Street Cleaning	873	824	(49)	-6%	
Waste Recycling	(1,174)	(1,623)	(449)	-38%	Deletion of 3 posts & 1 post moved against Refuse Collection Higher pEPR Grant income of £634k from Govt. and expected higher income of £22k from Surrey Heath BC, partially off-set by expected payments due to them due to change of financial mechanism
Water Courses & Land Drainage	26	27	1	2%	
Environment & Sustainability Committee Total	6,956	6,635	(322)	-5%	
Overall Service Budget	26,781	24,882	(1,900)	-7%	

Spelthorne Borough Council's Reserves Strategy for 2026/27

What are Reserves?

Reserves are revenue resources the Council has accumulated over time and set aside for a particular purpose as part of an integrated approach to the financial management of the Authority over the short, medium and long-term.

What the Law and the Chartered Institute of Public Finance and Accountancy (CIPFA) say about reserves:

The Local Government Act 2003 (section 25) requires local authorities, when setting their budgets and the level of Council tax, to have regard to the advice of the Chief Financial Officer, namely the officer appointed under s.151 of the Local Government Act 1972 ("the CFO"), on the adequacy of the proposed financial reserves.

The CIPFA Financial Management (FM) Code states that

- Local authorities are directed to have regard to the level of reserves when considering their budget requirement. Consequently, reserves are a recognised and intrinsic part of financial planning and budget setting. The assessment of 'adequate' and 'necessary' levels of reserves is a matter for local authorities to determine. It is the responsibility (with statutory backing in England and Wales) of the CFO to advise the local authority on the appropriate level of reserves and the robustness of the estimates.
- A well-managed authority, with a prudent approach to budgeting, should be able to operate with a level of general reserves appropriate for the risks (both internal and external) to which it is exposed.
- These should be maintained at a level appropriate for the profile of the authority's cash flow and the prospect of having to meet unexpected events from within its own resources.
- The budget report should include details of the earmarked reserves held, and explain the purpose of each reserve, together with the estimated opening balances for the year, details of planned additions/withdrawals and the estimated closing balances
- The budget report includes a statement by the chief finance officer on the robustness of the estimates and a statement on the adequacy of the proposed financial reserves

What is a Reserves Strategy?

A reserves strategy sets out the choices we make in relation to the level and purposes for which we hold the reserves we have accumulated. It is made up of three key elements:

1. Our strategic intent – what we are seeking to achieve through holding reserves;
2. Our programme – the level of reserves we hold and our plans for their use over in 2026/27 and in 2027/28 onwards when the reserves will be passed across to the successor unitary and
3. Our framework – the way we will determine the level of reserves we need, manage those reserves and plan for their use in line with best practice and statutory requirements. Together these elements set out our ambition for reserves, the nature of

that ambition and how we provide assurance.

Usable and Unusable Reserves

In accordance with the CIPFA Code of Practice on Local Authority Accounting in the United Kingdom (the Code) our reserves are categorised in the Statement of Accounts as either usable or unusable.

The Code describes usable reserves as those that represent resources that the authority might use to support service delivery at the reporting date. Some usable reserves may have restrictions upon their use dependent upon the relevant legislative requirements.

Unusable reserves are not available to use to support service delivery at the reporting date. These reserves arise from either:

- a) statutory adjustments required to reconcile balances to the amounts chargeable to council tax (or rents) for the year, in order to comply with legislation, or
- b) accounting gains or losses recognised in other comprehensive income and expenditure in accordance with accounting standards adopted by the Code, rather than in the surplus or deficit on the provision of services

This strategy relates to usable reserves only.

Why do we need a Reserves Strategy?

The Council needs to keep up to date a Reserves Strategy to understand the purposes for which it is holding reserves and the risks those reserves are seeking to mitigate, and ensure that the levels of those reserves are appropriate for the risks the Council is facing

Whilst the Council, at the time of setting the Strategy, may only have a year and half of existence left as a sovereign council it has a responsibility to be mindful of the risks it will be passing on the successor unitary and how a Reserves Strategy can help mitigate some of those risks.

The Council is operating in a complex and uncertain world and faces many of the same risks as other councils. These include:

- Unforeseen events, emergencies
- General economic impacts on both the council and its residents as a result of higher inflation or higher interest rates resulting in more households presenting in need of housing support, or tenants in the Council's assets becoming less willing to pay current rental levels
- Uncertainty of business rates income streams due to complexities and timing issues around appeals
- Fluctuations in investment returns including from investment assets

The above risks can be related to the different purposes for which the Council holds reserves:

General Contingency – the General Fund Reserve acts as a general contingency or buffer again impact of unforeseen events or emergencies

Equalisation Reserves- the Business Rates Equalisation Reserve or the Interest Rate Equalisation reserve are examples. The Sinking Funds Reserves were originally designed to equalise or smooth out the impact of dips in investment income rental streams on the Revenue Budget

Reserves to deal with timing differences between the receipt of funds and the application of funds – for example grants unapplied where the Council may receive grants in advance of meeting the criteria for applying those funds. The UK Shared Prosperity Reserve was an example of this.

Reserves to supplement risk mitigation arrangements – for example the Insurance fund reserve.

Reserves to fund future anticipated spending requirements – for example, setting aside of service charge income for Harper House and White House to build up funds which can be applied in future to assist in funding maintenance costs. Similarly, the Environmental Impact Reserve, Social Housing Initiatives Fund, and Green Belt Fighting Reserve represent funds which have been set aside or earmarked to address future specific spending requirements.

Mitigating risk relating to investment and commercial activity -

The Council through its reliance on investment assets income streams is exposed to the risk of future decline in those net income streams, potentially due to greater voids, higher rent-free incentives, increased refurbishment costs etc. The potential risk is that income reduces below financing costs and not only would the Council be able to rely on a subsidy from the income stream to support the Revenue Budget but a financing shortfall would squeeze the Revenue Budget. It was in anticipation of this risk that the Council established Sinking Funds earmarked reserves at the time of acquisition of the investment assets to seek to build up sufficient funds to offset the risk of future dips in rental income.

The Best Value intervention has directed the Council to reduce this risk for itself and the successor unitary by undertaking a comprehensive investment assets disposal programme. This means that that over the medium term the reliance on this income stream will be removed and the exposure to the risk of voids or maintaining those assets will cease. Therefore, the need to hold earmarked sinking funds reserves for the original long-term reasons has fallen away. Instead, there is now a short to medium term period of additional Revenue Budget pressure, part of which could be eased by apply some use of re-purposed Sinking Funds reserves.

How does it fit with our other strategies?

The Reserves Strategy is a key underpinning strategy for the Medium-Term Financial Strategy which identifies over the medium-term Revenue Budget pressures. Having a clear Reserves Strategy helps identify how Reserves can be used to help allow the Council and its successor unitary time to make transformational change to help close budget gaps.

Our Reserves

General Fund Balance Reserve (£3.895m as at 31/3/25)- The General Fund Balance Reserve acts as a corporate contingency to cushion the impact of unexpected events or emergencies. It also provides a working balance to help cushion the impact of uneven cash flows and avoid unnecessary temporary borrowing.

There is no statutory minimum for the level of General Fund Balance to be held although it is widely accepted that a minimum of 5% of net budget is best practice. In making a recommendation as to the level of General Fund Balance Reserve which should be maintained, the Section 151 Officer considers.

Useable Earmarked Reserves

As at the end of 2024/25 these totalled (including Revenue Grants balances unapplied) £36.8m with the largest component being earmarked sinking fund reserves (£26.3m) set aside to smooth potential future dips in investment income rental.

Developer's Contributions

As at end of 2024/25 these totalled £8.3million. These are received in relation to Section 106 affordable housing agreements and Community Infrastructure Levy agreements. These funds can only be used to support expenditure agreed under the agreements and are therefore not available to the Council to use for other purposes.

Capital Receipts (£2.681m as at 31/3/25)

Balance of capital receipts as at 31/3/25 was £2.7m.

Capital Receipts can only be used to fund capital expenditure, or eligible expenditure under the Flexible Use of Capital Receipts Strategy or to pay down outstanding debt.

Unapplied Capital Grants

As at 31/3/25 these totalled £1.8m and are only used to fund capital expenditure in accordance with the terms of the grants. The funds are not available to support the Revenue Budget.

Use of the Reserves

In 2025/26 there is an additional £7m of MRP being applied to Revenue relating to MRP on surplus assets (in line with accounting requirements that once capital projects are aborted that MRP starts to be applied). This had not been anticipated in the original budget for 2025/26 and it is decided to make use of repurposed Sinking Funds Reserves to offset the impact on the Revenue Budget. **Movement on Usable Revenue Reserves from £54.9m to £30.9m.**

The Medium-Term Financial Strategy is currently projected budget gaps for 2026/27 to 2028/29 as shown in the Table below.

Estimated Budget Gaps

	26-27	27-28	28-29
	£m	£m	£m
Budget Gaps after in year use of reserves	8.8	3.6	3.4

Estimated End of Year Useable Earmarked Revenue Reserves

	25/26 £'000	26/27 £'000	27/28 £'000	28/29 £'000
<u>Opening Balance</u>				
Earmarked Reserves	40,862	21,721	10,124	5,968
In-year usage of available reserves to close budget gap	(19,141)	(11,597)	(4,155)	(3,936)
Balance at year end	21,721	10,124	5,968	2,033
<u>Opening Balance</u>				
Ringfenced Reserves	11,319	6,448	6,374	7,259
In year contributions		2,600	1,100	1,100
In-year use to cover committed spend	(4,871)	(2,674)	(215)	(215)
Balance at year end	6,448	6,374	7,259	8,144
General Fund Reserve	4,065	4,065	4,065	4,065
Closing Balance	32,234	20,563	17,292	14,242

Summary of the purpose's reserves are currently held for at 31.03.25

Name of Earmarked Reserves	Purpose of Earmarked Reserve	Value of reserve at 31.12.25 £'000
Revenue Grants Unapplied	These are grants received by the council but not yet used. They are held in reserve to be applied in future years, often for specific services or projects they were awarded for.	6,213
Insurance Fund	A reserve for covering insurance claims, premiums, or self-insured liabilities. It provides a financial buffer for unexpected events (e.g. property damage, legal claims).	50
Planned Spending Funds	Money set aside for specific future projects or known upcoming costs, i.e. Housing Initiatives Fund, New Schemes Revenue Projects, Interest Equalisation, Bridge Street. This helps the council manage financial planning and avoids sudden funding gaps.	10,312
Acquired Properties Fund	Sinking Funds related to the management, maintenance, or development of the Council's investment properties. There are properties the council has purchased for regeneration, housing, and investment purposes.	26,261
Youth Council Fund	Supports activities, initiatives, or projects led by or for the youth council, engaging young people in local democracy and decision-making.	20
Local Environmental Assessment Fund	A reserve supporting environmental assessments, studies, or other work in relation to development decisions and conservation efforts.	154
Green Belt Fund	For projects to protect and enhance the green belt, often creation of green belt areas, improvements to environmental amenity, and preservation of green spaces.	619
Harper & White House Accommodation Fund	A reserve for accommodation-related services or improvements in specific properties (Harper & White House).	153
Woodthorpe Recreation Ground & Fordbridge Park Fund	Funds set aside for the two local recreation grounds for upkeep, investment/development of these two local areas and recreation grounds.	80
Contributions from Developers	This reflects Section 106 and Community Infrastructure Levy (CIL) funds contributed by developers to support infrastructure and community facilities e.g. Local Plan, Planning Develop Appeal, Open Stanwell Play Facility, etc.	8,319
Earmarked Reserves 31st March		52,181
<i>Plus</i>		
General fund Revenue Reserve		4,065
Total Revenue Reserves		56,246
<i>Plus Capital Reserves</i>		
Capital Receipts Reserve		2,681
Unapplied Capital Grants		2,105
Total Usable Reserves		61,032

Appendix G**Flexible Use of Capital Receipts Strategy 2026-27**

This strategy applies from the **1st of April 2025** until **31st March 2030** but will be reviewed on an annual basis as part of the budget setting process.

Background and Rules of Qualification 1.1 This strategy sets out Spelthorne Borough Council's approach to the use of the Government's Direction for the Flexible Use of Capital Receipts, in accordance with Section 15(1) of the Local Government Act 2003. 1.2 The Secretary of State, through Section 15 (1) of the Local Government Act 2003, gave local authorities the power to spend up to 100% of capital receipts from the disposal of property, plant, and equipment assets on the revenue costs of reform projects. This flexibility is limited to the application of those capital receipts received in the years to which this direction applies and does not allow borrowing to finance the revenue costs of service reform. From 2016/17 Local Authorities were given the power to use capital receipts from the disposal of property, plant and equipment assets received in the years in which this flexibility is offered, to spend up to 100% of their fixed asset receipts (excluding Right to Buy receipts) on the revenue costs of reform projects. Local Authorities may not use their existing stock of capital receipts to finance the revenue costs of reform; therefore, capital receipts realised before 2016/17 cannot be used flexibly under these arrangements.

- The Council has the flexibility to apply capital receipts to fund transformation projects as enabled by the Secretary of State's Direction and outlined in the Government's Statutory Guidance on the flexible use of capital receipts. The current extension of flexibility would have ceased in March 2025, but it was announced by Government alongside the Provisional Settlement on 18 December 2023 that the current scheme, which currently applies to expenditure and receipts incurred between 1st April 2022 and 31st March 2025, has been extended to 31st March 2030. Therefore, to make eligible use of the scheme the capital receipts, and any qualifying revenue expenditure, need to be incurred between **1st April 2022 and 31st March 2030**.
- The authority should prepare an annual strategy that includes separate disclosure of the individual projects that will be funded, or part funded through capital receipts flexibility and that the strategy is approved by Full Council or the equivalent.
- This initial Strategy may be replaced by another Strategy ("the revised Strategy") at any time during the year, on one or more occasions. The initial Strategy should specify the circumstances in which a revised Strategy is to be prepared, but a revised Strategy may be prepared in other circumstances, if at any time it is considered to be appropriate. When setting a revised Strategy its impact on the local authority's Prudential Indicators shall be considered and whether it is necessary to amend the Prudential Indicators at the same time
- Qualifying revenue expenditure is time-limited expenditure incurred by the Council on any project that is designed to generate ongoing revenue savings in the delivery of public services and/or transform service delivery to reduce

costs or demand for services in future years for any of the public sector delivery partners. Although set-up and implementation costs of any new processes or arrangements can be classified as qualifying expenditure, the ongoing revenue costs of the new processes or arrangements are excluded.

- An important feature of this flexibility requires the Council to demonstrate the highest standards of accountability and transparency and each individual project that will be funded or part-funded in this way must be disclosed and approved by a meeting of the Council.
- For 2026-27 and through to the current available extended period (31st March 2030), the Council initially proposes to use the flexibility to fund up to **£1.123m** of qualifying transformation expenditure. **Table 2** below sets out specific projects which could qualify for the use of capital receipts. Further schemes may be identified during the year which meet the use of capital receipts criteria. In this case, these schemes will be reported to a meeting of the Committee.
- The Council's use of capital receipts to fund transformation projects will continue to be subject to development and approval of robust business cases. The business cases will need to demonstrate that:
 - (a) The initiative will transform services, generate future savings, or reduce future costs; and
 - (b) The costs being funded are implementation or set up costs and not ongoing operational revenue costs.

2. Flexible Use of Capital Receipts Process

- Flexible use of capital receipts is a means to fund one-off project costs which enable the process of transformation and the resulting benefit realisation. In applying this funding, several measures have been applied to ensure that the qualifying funding criteria are met. These include a robust approval process that is applied whenever the use of capital receipts is considered and to ensure that this funding source is only applied to qualifying expenditure.
- Governance includes reporting accountability to the Committee and regular performance reporting with detailed monitoring undertaken to provide assurance over the value of qualifying spend benefits realisation and the delivery of anticipated outcomes.
- This strategy allows the flexible use of capital receipts but does not determine they have to be used for the purpose set out. It provides flexibility to use capital receipts to fund the expenditure detailed if it is determined that is the best funding stream to use.
- Approval of projects and allocation of funds arising from the use of flexible capital receipts will be at the discretion of the Committee in consultation with the Chief Finance Officer (S151 officer), in accordance with this strategy.
- There are a wide range of projects that could generate qualifying expenditure, and the list below is not prescriptive. Examples of projects include:
 - Funding the cost of service, implementing the Council Best Value Inspection recommendations and the Improvement and Recovery Plan actions.
 - Sharing back-office and administrative services with one or more other council or public sector bodies.

- Investment in service reform feasibility work, e.g., setting up pilot schemes.
- Collaboration between local authorities and central government departments to free up land for economic use.
- Funding the cost of service reconfiguration, restructuring or rationalisation where this leads to ongoing efficiency savings or service transformation.
- Driving a digital approach to the delivery of more efficient public services and how the public interacts with constituent authorities where possible.
- Aggregating procurement on common goods and services where possible, either as part of local arrangements or using Crown Commercial Services or regional procurement hubs or Professional Buying Organisations.
- Improving systems and processes to tackle fraud and corruption in line with the Local Government Fraud and Corruption Strategy – this could include an element of staff training.
- Setting up commercial or alternative delivery models to deliver services more efficiently and bring in revenue (for example, through selling services to others); and Integrating public facing services across two or more public sector bodies (for example children's social care or trading standards) to generate savings or to transform service delivery.
- Contributing towards the transformation Surrey Local Government Reorganisation process.

3. Impact on Affordability of Prudential Borrowing

- The Council will have due regard to the requirements of the Prudential Code and the impact on the prudential indicators. Capital receipts from the sale of assets are used to finance the Council's Capital Strategy. The Council currently has unallocated capital receipts which can be used to fund this Strategy, therefore the utilisation of receipts for capital receipts flexibility will not have an impact on the Council's prudential indicators.
- The incremental impact on the Council's Prudential Indicators of **£0.566m** additional Capital Expenditure in 2025/26 due to its Flexible use of Capital Receipts Strategy might slightly change the CFR balances set out in Table 1 below:

Table 1 – Flexible Use of Capital Receipts change to Prudential Indicators

Prudential Indicators	2025/26 £m	2026/27 £m	2027/28 £m	2028/29 £m
Capital Financing Requirement	1,097	889	804	703
Operational Boundary	748	699	560	532
Authorised Borrowing Limited	1,097	889	804	702

4. Projects to be Funded from Flexible Use of Capital Receipts

4.1 The Council intends to apply capital receipts of up to **£0.566m** in 2026/27. Projects which are likely to qualify for the capital receipts flexibility are shown in Table 2 below.

Table 2 – 2025/26 Projects to be Funded from Flexible Use of Capital Receipts

	Description of Project	Qualifying Expenditure	Service Transformation	Planned use of Capital Receipts £000	Committee
	Contribution towards creation of new unitary and estimated cost of £35m across Surrey pre-vesting day	Contribution towards the Surrey LGR	As set out in LGR business case	250,000	CPRC
	To achieve financial sustainability through disciplined planning, effective governance, and transparent porting. Reducing operating costs	Statement of accounts financial accounting	As set out in the Improvement and Recovery Plan (IRP)	75,000	CPRC
Regeneration and Housing Theme	To develop a strategy for the council's regeneration sites which provide realistic and credible plans for the sites, increases the provision of housing, reduces homelessness, and minimises the use of temporary accommodation and assessing the viability of Knowle Green Estates company	Appoint experts to develop a Staines Masterplan to support housing and regeneration, and agree timelines for delivery (£60k). Consultant for affordable housing SPD (£30k). Strategic planning to deliver may need assistance in other areas or an interim to lead on other service priorities under IRP and service support (57k). Programme Co-ordinator re-recruit (£94k).	As set out in the Improvement and Recovery Plan (IRP)	241,000	CPRC
				566,000	

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CP&R - Fees and Charges Projections - Statutory & Discretionary					Appendix H		Commentary
	Income 24/25	Budget 25/26	Forecast 25/26	Budget 26/27	F&C Increase Total £'	Budget Increase (- Decrease)%	
BUSINESS INFRASTRUCTURE-GROWTH	£	£	£	£			
Property Fees	1,292	4,400	3,500	4,600	200	5%	
Staines Market	202,628	200,000	200,000	200,000	-	0%	
BUSINESS INFRASTRUCTURE-GROWTH TOTALS	203,920	204,400	203,500	204,600	200		
COMMUNITY WELLBEING & HOUSING - 2026/27 FEES AND CHARGES PROJECTION	£	£	£	£			
Day Centres							
Fordbridge Centre - room hire	7,499	14,800	18,000	15,000	200	1%	
Greeno Centre - room hire	1,190	2,000	1,200	2,000	-	0%	
Older Peoples Services	16,060	14,700	18,100	17,500	2,800	19%	Budget historically lower then actual, this was realigned in FY26.
OPAL Group	129,631	152,900	123,000	152,900	-	0%	
Staines Community Centre - room hire	1,646	5,000	5,000	5,000	-	0%	
Licensing - Street Trading	15,870	16,100	19,900	16,700	600	4%	
Food Safety	635	-	-	-	-	0%	
Funerals	4,173	3,900	3,900	10,000	6,100	156%	increase in forecast given by Budget Holder. Spoke to Fidelma 28/01/26, who confirmed that perhaps the increase is a little ambitious. At the time the forecast was provided, there was an expectation of better debt recovery procedures, and in reality many burials do not have estate funds to cover them.
Health and Safety	-	-	-	-	-	0%	
Bed & Breakfast	1,383,142	1,202,200	1,206,500	1,244,000		3%	Increased recovery of Rough Sleeper Initiative based on increasing B&B Budget for accommodation to reflect prior year actuals and current year trend. General B&B budget recover FY25 vs FY26 increased by £5.4k and RSI increased by £41.7k (FY25 £35.6k budgeted increased in FY26 to £72k)
					41,800		
Licensing							
Animal welfare	6,336	-	-	-	-	0%	
Gambling Act Fees	10,561	13,100	13,100	13,700	600	5%	
HMO Licensing Scheme	74,866	30,300	105,000	105,000	74,700	247%	Tracey requested budget to be increased to £105K, due to increased volume of licences & 'Walk on the Wild Side' in April
Licensing Act Fees	2,816	3,800	2,300	3,000	800	-21%	

CP&R - Fees and Charges Projections - Statutory & Discretionary					Appendix H		Commentary
	Income 24/25	Budget 25/26	Forecast 25/26	Budget 26/27	F&C Increase Total £'	Budget Increase (- Decrease)%	
Mobile Homes	£ 302	£ -	£ 400	£ 400	400	0%	
Scrap Metal Dealers	-	900	900	900			
Retail	68,336	82,400	82,900	85,700	3,300	4%	
Meals On Wheels	178,743	175,400	215,000	271,500	96,100	55%	
Pavement Licensing	2,520	-	1,300	1,200	1,200		
Shepperton Hall	23,889	29,900	29,900	31,400	1,500	5%	
Water Testing Charges	-	-	-	-		0%	
Rodent & Pest Control	950	500	2,800	500	-	0%	
SAT							
Membership	3,227	1,600	5,600	1,700	100	6%	Budget increased as agreed with GH
Spelride	56,373	55,800	57,800	58,600	2,800	5%	Budget increased as agreed with GH
Taxi Licensing	45,216	71,000	47,800	56,700	- 14,300	-20%	BH agreed to budget reduction based on previous two years trends
COMMUNITY WELLBEING & HOUSING TOTALS	2,033,980	1,876,300	1,960,400	2,093,400	217,100		
CORPORATE POLICY & RESOURCES	£	£	£	£			
Building Control	321,049	427,500	343,900	343,800	- 83,700	-20%	26-27 budget based on a more realistic assessment of current income
Electoral Registration	2,561	1,000	2,000	1,100	100	10%	Although Fees income has been increased, all Fees & Charges are statutory
Legal Fees	18	10,400	35,700	37,500	27,100	261%	Budget moved from other reimbursements to Legal Other Fees from 26/27 with 5% overall increase
Local Land Charges	137,054	140,700	121,500	122,600	- 18,100	-13%	Budget decrease due to lack of reduced demand in housing market.
CORPORATE POLICY & RESOURCES TOTALS	460,682	579,600	503,100	505,000	- 74,600		
ENVIRONMENT & SUSTAINABILITY	£	£	£	£			

CP&R - Fees and Charges Projections - Statutory & Discretionary					Appendix H		Commentary
	Income 24/25	Budget 25/26	Forecast 25/26	Budget 26/27	F&C Increase Total £'	Budget Increase (- Decrease)%	
Abandoned Vehicles	£ -	£ -	£ -	£ -		0%	
Allotments	47,925	44,400	53,000	46,600	2,200	5%	Budget increased by 5%
Car Parks	1,515,959	1,658,800	1,766,200	1,663,800	5,000	0%	
Cemeteries	512,762	447,500	497,500	469,900	22,400	5%	Budget increased by 5%
Pollution Prevention & Control Act	2,931	3,200	3,200	3,200	-	0%	
Spelthorne In Bloom	50,864	52,500	52,500	55,100	2,600	5%	Budget increased by 5%
Housing Enforcement/ Licensing - Housing	55	-	-	-	-	0%	
Parks Strategy							
Filming Rights	5,750	3,500	1,000	3,500	-	0%	No increase
Football	591	1,100	600	1,100	-	0%	No increase
Funfairs	4,473	4,800	4,500	4,800	-	0%	No increase
Outdoor Group Fitness Training fees	-	-	-	-	-	0%	
Tennis	-	-	-	-	-	0%	
Usage of Parks	-	-	-	-	-	0%	
Planning Development Control							
Pre-Application Charges	57,563	76,400	100,000	100,000	23,600	31%	Planning the use of pre applications as much as possible. Local Plan adoption could lead to more, pre applications going through. Increase based on historical trends. More realistic budget put forward as under achieved income the past 3 years
Planning Application Fees	477,405	717,700	717,700	567,200	- 150,500	-21%	
Planning Miscellaneous Fees	207	-	-	-	-	0%	
Refuse Collection							
Domestic - Bins for New Developments	78,671	46,000	25,000	48,300	2,300	5%	Budget increased by 5%
Domestic - Green Waste Bins	962,535	1,024,300	1,001,300	1,165,200	140,900	14%	Budget increased, Green waste bins of 240 lt are up by 14%
Domestic - Bulky Items	2,910	15,500	500	15,500	-	0%	
Non Domestic	79,060	91,000	77,300	95,600	4,600	5%	
Strategic Planning							
Custom and Self Build Register	-	-	-	-	-	0%	
S106 Monitoring Fees	-	-	-	-	-	0%	
Works in Default	2,336	-	-	-	-	0%	
ENVIRONMENT & SUSTAINABILITY TOTALS					53,100		

CP&R - Fees and Charges Projections - Statutory & Discretionary						Appendix H	Commentary
	Income 24/25	Budget 25/26	Forecast 25/26	Budget 26/27	F&C Increase Total £'	Budget Increase (- Decrease)%	
	£	£	£	£			
TOTAL FEES & CHARGES INCOME	6,500,470	6,847,000	6,967,300	7,042,800	195,800	3%	

Fees and Charges

2026/27

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A full schedule of the fees and charges for all Council services for the coming year

Community Wellbeing & Housing

Day Centres

Greeno & Fordbridge Centres (Community Use)

Committee/Meeting Rooms

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Mon-Fri Evening (per hour)	558	£19.00	£20.00	E	Discretionary
Saturday (per hour)	561	£25.00	£30.00	E	Discretionary

Large Hall

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Mon-Fri Evening (per hour)	551	£30.00	£35.00	E	Discretionary
Saturday Day Time Rates before 6.00 PM (per hour)	553	£35.00	£40.00	E	Discretionary
Saturday Evening after 6.00 PM (per hour)	554	£50.00	£55.00	E	Discretionary
Sunday (per hour)	555	£50.00	£55.00	E	Discretionary

Quiet Lounge

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Mon-Fri Evening (per hour)	562	£19.00	£20.00	E	Discretionary
Saturday Day Time Rates before 6.00 PM (per hour)	564	£30.00	£35.00	E	Discretionary
Saturday Evening after 6.00 PM (per hour)	565	£35.00	£40.00	E	Discretionary

Greeno & Fordbridge Centres (Semi Commercial Use e.g. Weight Watchers and Dance Classes)

Large Hall

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Mon - Fri Evening (per hour)	1,222	£35.00	£40.00	E	Discretionary

Fees and Charges

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				VAT	
Saturday Day Time Rates before 6.00 PM (per hour)	1,223	£40.00	£45.00	E	Discretionary
Saturday Evening after 6.00 PM (per hour)	1,224	£65.00	£70.00	E	Discretionary
Sunday (per hour)	1,225	£65.00	£70.00	E	Discretionary

Older Peoples Services

Membership Fees

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Joint Day Centre/Spelride	959	£30.00	£35.00	S	Discretionary
Non SBC Resident	604	£30.00	£35.00	S	Discretionary
SBC Resident	603	£19.00	£20.00	S	Discretionary

OPAL Group (High Needs)

Attendance Fees (Daily Charge)

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
OPAL	1,692	£45.00	£50.00	O	Discretionary
OPAL	1,691	£45.00	£50.00	O	Discretionary

Staines Community Centres (Community Use)

Upstairs meeting room

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Mon-Fri Evening (per hour)	1,435	£19.00	£20.00	E	Discretionary
Saturday Daytime (per hour)	1,436	£25.00	£30.00	E	Discretionary
Saturday Evening (per hour)	1,437	£35.00	£40.00	E	Discretionary
Sunday all day (per hour)	1,438	£35.00	£40.00	E	Discretionary

Upstairs or downstairs area

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Mon-Fri Evening (per hour)	1,431	£25.00	£30.00	E	Discretionary
Saturday Daytime (per hour)	1,432	£30.00	£35.00	E	Discretionary
Saturday Evening (per hour)	1,433	£45.00	£50.00	E	Discretionary
Sunday all day (per hour)	1,434	£45.00	£50.00	E	Discretionary

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VATII

Staines Community Centres (Semi-Commercial Use)

Upstairs meeting room

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Mon-Fri Evening (per hour)	1,443	£25.00	£30.00	E	Discretionary
Saturday Daytime (per hour)	1,444	£30.00	£35.00	E	Discretionary
Saturday Evening (per hour)	1,445	£45.00	£50.00	E	Discretionary
Sunday all day (per hour)	1,446	£45.00	£50.00	E	Discretionary

Upstairs or downstairs area

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Mon-Fri Evening (per hour)	1,439	£30.00	£30.00	E	Discretionary
Saturday Daytime (per hour)	1,440	£35.00	£40.00	E	Discretionary
Saturday Evening (per hour)	1,441	£55.00	£60.00	E	Discretionary
Sunday all day (per hour)	1,442	£55.00	£60.00	E	Discretionary

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Environmental Health

Licensing

Street Trading

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
New Application Submission Fee	1,243	£105.00	£110.00	S	Discretionary

Street Trading - Occasional and Temporary

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Occasional Street Trader Event (Multi Trader) 21 plus traders(New Fee))	1,818	£600.00	S	Discretionary	
Occasional Street Trader Event (Multi Trader) under 20 traders (New Fee)	1,819	£335.00	S	Discretionary	
One month street trading consent (New Fee)	1,820	£205.00	S	Discretionary	

Street Trading - Per Annum

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
a) Consent For Mobile Shops, Ice Cream Vans And The Like For Not More Than 30 Minutes In Any One Place: All Residential Areas Where Streets Are Not Classified Roads	101	£1,080.00	£1,134.00	S	Discretionary
b) Consent For Mobile Shops, Ice Cream Vans And The Like For Not More Than 30 Minutes In Any One Place: Sites In Classified Roads Which Are Not Prohibited Streets	102	£1,080.00	£1,134.00	S	Discretionary
c) Consent For Sites Adjacent To The Public Highway (Static Sites), for Specified Periods From Identified Sites During Street Trading Hours	103	£1,080.00	£1,134.00	S	Discretionary

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VATII

Food Safety

Food Safety

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Voluntary Surrender Of Foodstuffs Certificate	308	£90.00	£95.00	S	Discretionary
Food Hygiene Rating Scheme					
Request for re-inspection under the Food Hygiene Rating Scheme	1,592	£240.00	£265.00	S	Discretionary
Foodstuffs For Export					
Per Certificate (If Visit Needed)	307	£195.00	£205.00	O	Discretionary
Per Certificate (If Visit Not Needed)	306	£100.00	£105.00	O	Discretionary
Imported Foodstuffs					
Officer Hourly Rate	309	£85.00	£85.00	O	Discretionary

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Funerals

Welfare Funerals

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Recovery of officer time	1,453	£75.00	£80.00	S	Discretionary

Health and Safety

Health and Safety

Health And Safety At Work Act 1974

Officer Statement Of Facts - hourly rate

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
	314	£77.00	£85.00	O	Discretionary

Homelessness

Homelessness

Bed & Breakfast

Charge Is Maximum Eligible For Housing Benefit (2 Bed Rate, Per Week, Per Individual)

Record	2025/26 Charge	2026/27 Charge	VAT	Statute
550	£288.46	£288.46	O	Statutory

Charge Is Maximum Eligible For Housing Benefit (4 Bed Rate, Per Week, Per Individual)

1,320	£413.01	£413.01	O	Statutory
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Licensing

Animal Welfare

New or renewal application (Plus all associated vet fees and charges)

Arranging for the Provision of Boarding (Application Fee 468, Grant Fee 132)

Record	2025/26 Charge	2026/27 Charge	VAT	Statute
1,585	£568.00	£600.00	O	Discretionary

Boarding for cats (Application Fee 468, Grant Fee 132)

1,577	£568.00	£600.00	O	Discretionary
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Boarding in dogs in kennels - (Application Fee 468, Grant Fee 132)

1,575	£568.00	£600.00	O	Discretionary
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Dog Breeders - (Application Fee 468, Grant Fee 132)

1,569	£568.00	£600.00	O	Discretionary
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Dog Day Care (Application Fee 468, Grant Fee 132)

1,579	£568.00	£600.00	O	Discretionary
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Each additional licensable activity/inspection

1,588	£125.00	£135.00	O	Discretionary
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Each additional site visit to hosts as part of the arrangers licence application/ renewal

1,610	£125.00	£135.00	O	Discretionary
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Hiring out horses (Application Fee 468, Grant Fee 132)

1,571	£568.00	£600.00	O	Discretionary
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Home boarders (dogs only) (Application Fee 468, Grant Fee 132)

1,573	£568.00	£600.00	O	Discretionary
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Keeping or training animals for exhibition (Application Fee 468, Grant Fee 132)

1,583	£568.00	£600.00	O	Discretionary
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Replacement Licence

1,591	£65.00	£70.00	O	Discretionary
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Re-rating Inspection.

1,587	£285.00	£300.00	O	Discretionary
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Selling Animals as Pets (Application Fee 468, Grant Fee 132)

1,581	£568.00	£600.00	O	Discretionary
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Animals

Variation to any Animal Licence

Record	2025/26 Charge	2026/27 Charge	VAT	Statute
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				VATII
				O Discretionary
Variation to Licence with no visit required	1,024	£105.00	£115.00	
Variation to Licence with visit	1,025	£285.00	£300.00	O Discretionary

Zoo and Dangerous Wild Animal Licences

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Dangerous Wild Animals (Plus all associated vet fees and Charges)	1,611	£570.00	£600.00	O	Discretionary
Initial zoo applications (plus all associated vet fees and charges)	1,023	£570.00	£600.00	O	Discretionary

Gambling Act 2005

Gambling Act Fees

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Adult Gaming Centres: a) New Applications	488	£2,000.00	£2,000.00	O	Statutory
Adult Gaming Centres: b) Annual Fees	489	£1,000.00	£1,000.00	O	Statutory
Adult Gaming Centres: c) Variations	490	£1,000.00	£1,000.00	O	Statutory
Adult Gaming Centres: d) Transfers	491	£1,200.00	£1,200.00	O	Statutory
Adult Gaming Centres: e) Reinstatements	492	£1,200.00	£1,200.00	O	Statutory
Adult Gaming Centres: f) Provisionals Statements	493	£2,000.00	£2,000.00	O	Statutory
Adult Gaming Centres: g) Licence Application (Provisional Statement Holders)	494	£1,200.00	£1,200.00	O	Statutory
Adult Gaming Centres: h) Copy of licence	927	£25.00	£25.00	O	Statutory
Adult Gaming Centres: i) Notification of change	926	£50.00	£50.00	O	Statutory
Betting Premises (Excluding Tracks): a) New Applications	467	£2,700.00	£2,700.00	O	Statutory
Betting Premises (Excluding Tracks): b) Annual Fees	468	£600.00	£600.00	O	Statutory
Betting Premises (Excluding Tracks): c) Variations	469	£1,500.00	£1,500.00	O	Statutory
Betting Premises (Excluding Tracks): d) Transfers	470	£1,200.00	£1,200.00	O	Statutory
Betting Premises (Excluding Tracks): e) Reinstatements	471	£1,200.00	£1,200.00	O	Statutory
Betting Premises (Excluding Tracks): f) Provisionals Statements	472	£3,000.00	£3,000.00	O	Statutory
Betting Premises (Excluding Tracks): g) Licence Application (Provisional Statement Holders)	473	£1,200.00	£1,200.00	O	Statutory
Betting premises (Excluding Tracks): h) Copy of licence	921	£25.00	£25.00	O	Statutory
Betting premises (Excluding Tracks): i) Notification of change	920	£50.00	£50.00	O	Statutory
Bingo Clubs: a) New Applications	460	£3,500.00	£3,500.00	O	Statutory
Bingo Clubs: b) Annual Fees	461	£1,000.00	£1,000.00	O	Statutory

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				VATII	
				O	Statutory
Bingo Clubs: c) Variations	462	£1,750.00	£1,750.00	O	Statutory
Bingo Clubs: d) Transfers	463	£1,200.00	£1,200.00	O	Statutory
Bingo Clubs: e) Reinstatements	464	£1,200.00	£1,200.00	O	Statutory
Bingo Clubs: f) Provisionals Statements	465	£3,500.00	£3,500.00	O	Statutory
Bingo Clubs: g) Licence Application (Provisional Statement Holders)	466	£1,200.00	£1,200.00	O	Statutory
Bingo Clubs: h) Notification of change	918	£50.00	£50.00	O	Statutory
Bingo Clubs: i) Copy of licence	919	£25.00	£25.00	O	Statutory
Club Gaming Permit (Where The Applicant Holds A Club Premises Certificate Under The Licensing Act 2003): e Application Fee (New Permit)	519	£100.00	£100.00	O	Statutory
Club Gaming Permit (Where The Applicant Holds A Club Premises Certificate Under The Licensing Act 2003): t Application Fee (Conversion Of Part 2 / Part 3 Registration)	520	£100.00	£100.00	O	Statutory
Club Gaming Permit (Where The Applicant Holds A Club Premises Certificate Under The Licensing Act 2003): c Annual Fee	521	£50.00	£50.00	O	Statutory
Club Gaming Permit (Where The Applicant Holds A Club Premises Certificate Under The Licensing Act 2003): c Renewal Fee	522	£100.00	£100.00	O	Statutory
Club Gaming Permit (Where The Applicant Holds A Club Premises Certificate Under The Licensing Act 2003): e Variation Fee	523	£100.00	£100.00	O	Statutory
Club Gaming Permit (Where The Applicant Holds A Club Premises Certificate Under The Licensing Act 2003): f Copy Of Permit	524	£15.00	£15.00	O	Statutory
Club Gaming Permit: a) Application Fee (New Permit)	513	£200.00	£200.00	O	Statutory
Club Gaming Permit: b) Application Fee (Conversion Of Part 2 / Part 3 Registration)	514	£100.00	£100.00	O	Statutory
Club Gaming Permit: c) Annual Fee	515	£50.00	£50.00	O	Statutory
Club Gaming Permit: d) Renewal Fee	516	£200.00	£200.00	O	Statutory
Club Gaming Permit: e) Variation Fee	517	£100.00	£100.00	O	Statutory
Club Gaming Permit: f) Copy Of Permit	518	£15.00	£15.00	O	Statutory
Family Entertainment Centre: a) New Applications	481	£2,000.00	£2,000.00	O	Statutory
Family Entertainment Centre: b) Annual Fees	482	£750.00	£750.00	O	Statutory
Family Entertainment Centre: c) Variations	483	£1,000.00	£1,000.00	O	Statutory
Family Entertainment Centre: d) Transfers	484	£950.00	£950.00	O	Statutory
Family Entertainment Centre: e) Reinstatements	485	£950.00	£950.00	O	Statutory
Family Entertainment Centre: f) Provisionals Statements	486	£2,000.00	£2,000.00	O	Statutory
Family Entertainment Centre: g) Licence Application (Provisional Statement Holders)	487	£950.00	£950.00	O	Statutory

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				VATII
				O Statutory
Family Entertainment Centre: h) Copy of licence	925	£25.00	£25.00	O Statutory
Family Entertainment Centre: i) Notification of change	924	£50.00	£50.00	O Statutory
Licensed Premises - Notification Of Intent To Use Automatic Entitlement (1-2 Machines)	495	£50.00	£50.00	O Statutory
Licensed Premises Gaming Machine Permit (3+ Machines): a) Application Fee (New Permit)	496	£150.00	£150.00	O Statutory
Licensed Premises Gaming Machine Permit (3+ Machines): b) Application Fee (Conversion Of S34 Permit)	497	£100.00	£100.00	O Statutory
Licensed Premises Gaming Machine Permit (3+ Machines): c) Annual Fee	498	£50.00	£50.00	O Statutory
Licensed Premises Gaming Machine Permit (3+ Machines): d) Variation Fee	499	£100.00	£100.00	O Statutory
Licensed Premises Gaming Machine Permit (3+ Machines): e) Transfer Fee	500	£25.00	£25.00	O Statutory
Licensed Premises Gaming Machine Permit (3+ Machines): f) Change Of Name	501	£25.00	£25.00	O Statutory
Licensed Premises Gaming Machine Permit (3+ Machines): g) Copy Of Permit	502	£15.00	£15.00	O Statutory
Prize Gaming Permit: a) Application Fee (New Permit)	508	£300.00	£300.00	O Statutory
Prize Gaming Permit: b) Application Fee (Conversion Of S34 Permit)	509	£100.00	£100.00	O Statutory
Prize Gaming Permit: c) Renewal Fee	510	£300.00	£300.00	O Statutory
Prize Gaming Permit: d) Change Of Name	511	£25.00	£25.00	O Statutory
Prize Gaming Permit: e) Copy Of Permit	512	£15.00	£15.00	O Statutory
Small Society Lotteries: a) New Registration	525	£40.00	£40.00	O Statutory
Small Society Lotteries: b) Annual Fee	526	£20.00	£20.00	O Statutory
Tracks: a) New Applications	474	£2,500.00	£2,500.00	O Statutory
Tracks: b) Annual Fees	475	£1,000.00	£1,000.00	O Statutory
Tracks: c) Variations	476	£1,250.00	£1,250.00	O Statutory
Tracks: d) Transfers	477	£950.00	£950.00	O Statutory
Tracks: e) Reinstatements	478	£950.00	£950.00	O Statutory
Tracks: f) Provisionals Statements	479	£2,500.00	£2,500.00	O Statutory
Tracks: g) Licence Application (Provisional Statement Holders)	480	£950.00	£950.00	O Statutory
Tracks: h) Copy of licence	923	£25.00	£25.00	O Statutory
Tracks: i) Notification of change	922	£50.00	£50.00	O Statutory
Unlicensed Family Entertainment Centre Gaming Machine Permit: a) Application Fee (New Permit)	503	£300.00	£300.00	O Statutory
Unlicensed Family Entertainment Centre Gaming Machine Permit: b) Application Fee (Conversion Of S34 Perm	504	£100.00	£100.00	O Statutory
Unlicensed Family Entertainment Centre Gaming Machine Permit: c) Renewal Fee	505	£300.00	£300.00	O Statutory
Unlicensed Family Entertainment Centre Gaming Machine Permit: d) Change Of Name	506	£25.00	£25.00	O Statutory

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Unlicensed Family Entertainment Centre Gaming Machine Permit: e) Copy Of Permit

507

£15.00

£15.00

VAT
II
O Statutory

HMO Licensing Scheme

HMO Licence

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Cancelled licence application (to cover aborted work on processing the application)	1,695	£175.00	£185.00	O	Discretionary
e) Penalty for late or incomplete applications	1,012	£175.00	£185.00	O	Discretionary

HMO Licence:- 5% discount of licence fee given for membership of professional landlord association; 10% discount of licence fee given for landlord accreditation with recognised scheme

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
a) Application for a new licence (of which processing fee £818; maintenance fee £1,312)	1,724	£1,368.00	£2,130.00	O	Discretionary
Application for a licence renewal (of which processing fee £818; maintenance fee £1312)	1,725	£1,368.00	£2,130.00	O	Discretionary

Licensing Act 2003

Licensing Fees

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Application For Provisional Statement Where Premises Are Being Built etc (Sec 29)	444	£315.00	£315.00	O	Statutory
Application For Transfer Of A Premises Licence (Section 42)	447	£23.00	£23.00	O	Statutory
Application To Vary Licence To Specify Individual As Premises Supervisor (Section 37)	446	£23.00	£23.00	O	Statutory
Change Of Relevant Registered Address Of Club (Section 83,(1) Or (2))	451	£10.50	£10.50	O	Statutory
Duty To Notify Change Of Name Or Address (Section 127)	454	£10.50	£10.50	O	Statutory
Interim Authority Notice Following Death Etc Of Licence Holder (Section 47)	448	£23.00	£23.00	O	Statutory
Notification Of Change Of Name And Address (Section 33)	445	£10.50	£10.50	O	Statutory
Notification Of Change Of Name Or Alteration Of Rules Of The Club (Section 82)	450	£10.50	£10.50	O	Statutory
Personal Licence	423	£37.00	£37.00	O	Statutory
Personal Licence Grant Or Renewal (Section 117)	442	£37.00	£37.00	O	Statutory
Right Of Freeholder Etc To Be Notified Of Licensing Matters (Section 178)	455	£21.00	£21.00	O	Statutory
Temporary Events Notice	422	£21.00	£21.00	O	Statutory
Temporary Events Notice (Section 100)	441	£21.00	£21.00	O	Statutory
Theft, Loss etc Of Certificate Or Summary (Section 79)	449	£21.00	£21.00	O	Statutory

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				VAT	II
				O	Statutory
Theft, Loss etc Of Personal Licence (Section 126)	453	£10.50	£10.50	O	Statutory
Theft, Loss etc Of Premises Licence Or Summary (Section 25)	443	£10.50	£10.50	O	Statutory
Theft, Loss etc Of Temporary Event Notice (Section 110)	452	£10.50	£10.50	O	Statutory

Licensing Register Entries

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
For All Entries (If Plans Are Required)	440	£3,000.00	£3,000.00	O	Statutory
For All Entries (No Plans Are Required)	439	£1,000.00	£1,000.00	O	Statutory
Per Individual Copy	438	£26.00	£26.00	O	Statutory

Premises Licence

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Minor Variation	917	£89.00	£89.00	O	Statutory

Premises Licence - Annual Fee

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
A	431	£70.00	£70.00	O	Statutory
B	432	£180.00	£180.00	O	Statutory
C	433	£295.00	£295.00	O	Statutory
D	434	£320.00	£320.00	O	Statutory
E	435	£350.00	£350.00	O	Statutory

Premises Licence - Annual Fee (For Town Centre Pubs Only)

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
D X 2	436	£640.00	£640.00	O	Statutory
E X 3	437	£1,050.00	£1,050.00	O	Statutory

Premises Licence - New And Full Variation Applications

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
A	424	£100.00	£100.00	O	Statutory
B	425	£190.00	£190.00	O	Statutory
C	426	£315.00	£315.00	O	Statutory
D	427	£450.00	£450.00	O	Statutory
D X 2	429	£900.00	£900.00	O	Statutory
E	428	£635.00	£635.00	O	Statutory
E X 3	430	£1,905.00	£1,905.00	O	Statutory

Mobile Home Site Licensing Scheme

Mobile Home Site Licence

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
a) Application for a new site licence - 1 to 5 pitches	1,336	£605.00	£640.00	O	Discretionary
b) Application for a new site licence - 6 to 24 pitches	1,337	£705.00	£745.00	O	Discretionary
c) Application for a new site licence - 25 to 99 pitches	1,338	£780.00	£820.00	O	Discretionary
d) Application for a new site licence - 100+ pitches	1,339	£925.00	£975.00	O	Discretionary
e) Application to alter conditions to a site licence - 1 to 5 pitches	1,340	£290.00	£305.00	O	Discretionary
f) Application to alter conditions to a site licence - 6 to 24 pitches	1,341	£300.00	£315.00	O	Discretionary
g) Application to alter conditions to a site licence - 25 to 99 pitches	1,342	£315.00	£335.00	O	Discretionary
h) Application to alter conditions to a site licence - 100+ pitches	1,343	£340.00	£360.00	O	Discretionary
i) Application to transfer a site licence	1,344	£165.00	£175.00	O	Discretionary
j) Annual fee - 1 to 5 pitches	1,345	£230.00	£245.00	O	Discretionary
k) Annual fee - 6 to 24 pitches	1,346	£285.00	£300.00	O	Discretionary
l) Annual fee - 25 to 99 pitches	1,347	£320.00	£340.00	O	Discretionary
m) Annual fee - 100+ pitches	1,348	£395.00	£415.00	O	Discretionary
n) Recover of cost of enforcement - hourly rate	1,415	£80.00	£85.00	O	Discretionary
o) Fit and proper person register application fee	1,693	£435.00	£460.00	O	Discretionary

Pollution

Scrap Metal Dealers

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Scrap Metal collector fee	1,307	£415.00	£440.00	O	Discretionary
Scrap Metal dealer site license fee	1,308	£655.00	£690.00	O	Discretionary
Scrap Metal Licence Variation	1,315	£75.00	£80.00	O	Discretionary
Scrap Metal replacement of Licence	1,316	£35.00	£40.00	O	Discretionary

Retail

Fees and Charges

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VATII

Registration for skin piercing treatments: acupuncture, tattooing, skin piercing, electrolysis, semi-permanent skin colouring

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Practitioner registration	458	£280.00	£295.00	O	Discretionary
Registration of premises	459	£280.00	£295.00	O	Discretionary
Replacement certificate	935	£65.00	£70.00	O	Discretionary
Variation of registration	1,430	£75.00	£80.00	O	Discretionary

Sex establishment licence fee

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Change of licence details	1,269	£205.00	£220.00	O	Discretionary
New, Renewal, Intermediate, Temporary	1,268	£4,025.00	£4,230.00	O	Discretionary

Sex Shop Registration

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
New, Renewal, Intermediate, Temporary	456	£4,025.00	£4,230.00	O	Discretionary
Transfer Of Licence	457	£4,025.00	£4,230.00	O	Discretionary

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Meals On Wheels

Luncheon Clubs

Service Fees

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Charge Per Meal	609	£5.00	£6.00	O	Discretionary

Meals on Wheels

Service Fees

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Charge for Sandwich	1,683	£2.00	£3.00	O	Discretionary
Charge Per Meal	608	£5.00	£6.00	O	Discretionary

Pavement Licensing

Fees and Charges

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Pavement Licensing

Pavement Licensing

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Street Pavement License New	1,785	£500.00		O	Discretionary
Street Pavement License Renewal	1,679	£100.00	£350.00	O	Discretionary

Public Halls

Shepperton Hall

Community Use (9am to Midnight) (Hire to local groups)

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Mon-Fri 9am to 5pm per hour	641	£25.00	£30.00	E	Discretionary
Mon-Fri After 5pm per hour	642	£30.00	£35.00	E	Discretionary
Sat 9am to 6pm per hour	643	£35.00	£40.00	E	Discretionary
Sat After 6pm per hour	644	£55.00	£60.00	E	Discretionary
Sunday 9am to 10.30pm per hour	645	£55.00	£60.00	E	Discretionary

Semi Commercial Use (9am to Midnight) (Commercial firms providing a community benefit)

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Mon-Fri 9am to 5pm per hour	1,006	£35.00	£40.00	E	Discretionary
Mon-Fri After 5pm per hour	1,016	£40.00	£45.00	E	Discretionary
Sat 9am to 6pm per hour	1,021	£40.00	£45.00	E	Discretionary
Sat After 6pm per hour	1,031	£70.00	£75.00	E	Discretionary
Sunday 9am to 10.30pm per hour	1,221	£70.00	£75.00	E	Discretionary

Public Health

Water Testing Charges

Private water supply

a) Private water supply sample (each visit)= officer hourly rate plus PLUS all associated external sampling, laboratory and reporting costs

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
	1,027	£100.00	£104.00	O	Statutory

Fees and Charges

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							VATII
							O Statutory
	Analysing a sample taken during monitoring of Group B parameters and monitoring under regulation 11, = office hourly rate PLUS all associated external sampling, laboratory and reporting costs	1,034	£63.50	£66.00			
b)	Risk Assessment (each assessment) = officer hourly rate, PLUS all associated costs for commissioning appropriately trained and competent specialists	1,028	£63.50	£66.00			O Statutory
c)	Investigation (per investigation) = officer hourly rate, PLUS all associated costs for commissioning competent specialists (including sampling, laboratory analysis, risk assessment and engineering)	1,029	£63.50	£66.00			O Statutory
d)	Granting an Authorisation (per authorisation) = officer hourly rate, PLUS all associated external costs	1,030	£63.50	£66.00			O Statutory
e)	Analysing a Sample Taken Under Regulation 10 (for parameters referred to in paragraph (1)(a) to (e) of that regulation) = officer hourly rate, PLUS all associated external sampling, laboratory and reporting costs	1,032	£63.50	£66.00			O Statutory
f)	Analysing a Sample Taken during monitoring of Group A parameters = officer hourly rate, PLUS all associated external sampling, laboratory and reporting costs	1,033	£63.50	£66.00			O Statutory

Rodent & Pest Control

Rodent and Pest Control

Pest Control

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Bedbugs (based on a 3 bedroom property, more than 3 bedrooms subject to survey)	1,260	£135.00	£0.00	S	Discretionary
Fleas, Cockroaches etc. (based on a 3 bedroom property, more than 3 bedrooms subject to survey)	327	£105.00	£0.00	S	Discretionary
Mice (Up to 3 visits)	326	£80.00	£0.00	S	Discretionary
Rats (Up to 3 visits)	325	£65.00	£0.00	S	Discretionary
Wasps (per visit)	1,629	£80.00	£0.00	S	Discretionary

Stray Dogs

Stray Dogs - Collection Fee (comprising of £25 statutory fee, contractor collection fee £187)

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Plus Kennelling of £30/day, if the owner wants their dog delivered back to them £40, and any vet fees incurred £295 charged in addition		£235.00	£250.00	O	Discretionary

SAT

Fees and Charges

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Spelride Accessible Transport (S A T)

Membership

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Annual	758	£24.00	£25.00	Z	Discretionary

Spelride

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Per Single Trip	759	£5.00	£6.00	Z	Discretionary
Return Trip	760	£9.00	£10.00	Z	Discretionary

Taxi Licensing

Taxi Licensing fee structure

Cancellation of booked appointment fee

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
	1,718	£44.00	£46.00	O	Discretionary

Change of Vehicle

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
	1,707	£180.00	£189.00	O	Discretionary

DBS

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
	1,717	£48.50	£48.50	O	Discretionary

Discounted HC vehicle with wheelchair accessibility

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
	1,709	£128.50	£149.00	O	Discretionary

Discounted PH vehicle with wheelchair accessibility

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
	1,708	£130.00	£137.00	O	Discretionary

English & Numeracy Test & Retest

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
	1,716	£32.00	£34.00	O	Discretionary

Hackney Carriage Conditions Test & Retest

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute

Fees and Charges

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	Record	2025/26 Charge	2026/27 Charge	VAT	Statute	VATII
	1,713	£54.00	£57.00	O	Discretionary	
Hackney Carriage Geographic Test & Retest	Record 1,712	2025/26 Charge £76.00	2026/27 Charge £80.00	VAT O	Statute Discretionary	
New Driver Hackney Carriage (1 year)	Record 1,696	2025/26 Charge £249.00	2026/27 Charge £275.00	VAT O	Statute Discretionary	
New Driver Hackney Carriage (3 year)	Record 1,697	2025/26 Charge £429.00	2026/27 Charge £464.00	VAT O	Statute Discretionary	
New Driver Private Hire (1 year)	Record 1,698	2025/26 Charge £253.00	2026/27 Charge £280.00	VAT O	Statute Discretionary	
New Driver Private Hire (3 year)	Record 1,699	2025/26 Charge £429.00	2026/27 Charge £466.00	VAT O	Statute Discretionary	
Operators 1 year	Record 1,710	2025/26 Charge £367.00	2026/27 Charge £385.00	VAT O	Statute Discretionary	
Operators 5 year	Record 1,711	2025/26 Charge £1,030.00	2026/27 Charge £1,082.00	VAT O	Statute Discretionary	
Private Hire Conditions Test & Retest	Record 1,714	2025/26 Charge £54.00	2026/27 Charge £57.00	VAT O	Statute Discretionary	
Private Hire Geographic Test & Retest	Record 1,715	2025/26 Charge £54.00	2026/27 Charge £57.00	VAT O	Statute Discretionary	
Reissue of PH/HC driver or vehicle licence due to any other reason	Record 1,719	2025/26 Charge £29.00	2026/27 Charge £30.00	VAT O	Statute Discretionary	

Fees and Charges

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VATII

Renewal Driver Hackney Carriage (1 year)

Record	2025/26 Charge	2026/27 Charge	VAT	Statute
1,700	£233.00	£260.00	O	Discretionary

Renewal Driver Hackney Carriage (3 year)

Record	2025/26 Charge	2026/27 Charge	VAT	Statute
1,701	£468.00	£505.00		Discretionary

Renewal Driver Private Hire (1 year)

Record	2025/26 Charge	2026/27 Charge	VAT	Statute
1,703	£236.00	£262.00	O	Discretionary

Renewal Driver Private Hire (3 year)

Record	2025/26 Charge	2026/27 Charge	VAT	Statute
1,704	£457.00	£494.00	O	Discretionary

Replacement of plates

Record	2025/26 Charge	2026/27 Charge	VAT	Statute
1,720	£27.00	£28.00		Discretionary

Upgrade Private Hire Driver to Hackney Carriage Driver (Includes 1 attempt at conditions test, 1 attempt at geographic test, vehicle check & processing & issuing driver and vehicle licence)

Record	2025/26 Charge	2026/27 Charge	VAT	Statute
1,702	£234.00	£246.00	O	Discretionary

Vehicle Hackney Carriage

Record	2025/26 Charge	2026/27 Charge	VAT	Statute
1,705	£260.00	£287.00	O	Discretionary

Vehicle Private Hire

Record	2025/26 Charge	2026/27 Charge	VAT	Statute
1,706	£257.00	£270.00	O	Discretionary

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Fees and Charges

2026/27

Printed Date: 02/12/2025

Last modified: 02/12/2025



A full schedule of the fees and charges for all Council services for the coming year

Business Infrastructure-Growth

Asset Management

Property Fees

Work charges (general fees)

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Consent under Lease (assignment, alterations etc.)	1,493	£485.00	£510.00	S	Discretionary
Disposal of Council land (at third party's request)	1,496	£905.00	£950.00	S	Discretionary
Entering into a new Lease	1,487	£905.00	£950.00	S	Discretionary
Entering into a new Licence	1,488	£485.00	£510.00	S	Discretionary
Lease Renewal (substantially new terms)	1,489	£725.00	£760.00	S	Discretionary
Lease Renewal (substantially same terms as before)	1,490	£545.00	£570.00	S	Discretionary
Licence Renewal (substantially new terms)	1,491	£390.00	£410.00	S	Discretionary
Licence Renewal (substantially same terms as before)	1,492	£300.00	£315.00	S	Discretionary
New Wayleave, Easement etc.	1,494	£605.00	£635.00	S	Discretionary
Regularisation of encroachment	1,495	£605.00	£635.00	S	Discretionary

Work charges (third sector fees)

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Consent under Lease (assignment, alterations etc.)	1,503	£240.00	£250.00	S	Discretionary
Disposal of Council land (at third party's request)	1,506	£905.00	£950.00	S	Discretionary
Entering into a new Lease	1,497	£450.00	£475.00	S	Discretionary
Entering into a new Licence	1,498	£240.00	£250.00	S	Discretionary
Lease Renewal (substantially new terms)	1,499	£360.00	£380.00	S	Discretionary
Lease Renewal (substantially same terms as before)	1,500	£270.00	£285.00	S	Discretionary

Fees and Charges

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					VATII	
					S	Discretionary
Licence Renewal (substantially new terms)		1,501	£190.00	£200.00		
Licence Renewal (substantially same terms as before)		1,502	£150.00	£160.00		
New Wayleave, Easement etc.		1,504	£300.00	£315.00		
Regularisation of encroachment		1,505	£300.00	£315.00		

Staines Market

Markets

Staines High Street

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Ad Hoc Rentals (Price on Application)	1,425			S	Discretionary
Casual Pitch (Friday)	1,252	£52.00	£52.00	S	Discretionary
Casual Pitch (Saturday)	109	£59.00	£59.00	S	Discretionary
Causal Pitch (Wednesday)	108	£52.00	£52.00	S	Discretionary
Permanent Pitch (Friday)	111	£47.00	£47.00	S	Discretionary
Permanent Pitch (Saturday)	110	£52.00	£52.00	S	Discretionary
Permanent Pitch (Wednesday)	1,253	£47.00	£47.00	S	Discretionary

Fees and Charges

2026/27



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A full schedule of the fees and charges for all Council services for the coming year

Corporate Policy and Resources

Building Control

Building Control

Building Control

Sale Of Approval Notices

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Sale Of Approval Notices	357	£30.00	£35.00	S	Discretionary

Building Control Research

Additional Copies of Documents/Notices

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Additional Copies of Documents/Notices	360	£40.00	£45.00	S	Discretionary

Historical Research Per Hr (Inc 4 Copies)

Historical Research Per Hr (Inc 4 Copies)	359	£90.00	£95.00	S	Discretionary
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Charges For Certain Small Buildings And Extensions - Additional Charge (Non Part P Electrician)

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
01 Extensions Under 10m ² (single storey)	1,074	£355.00	£375.00	S	Discretionary
02 Extensions 10m ² - 40m ² (single storey)	1,075	£355.00	£375.00	S	Discretionary
03 Extensions 40m ² - 100m ² (single storey)	1,076	£355.00	£375.00	S	Discretionary
04 Two storey extension not exceeding 40m ²	1,077	£355.00	£375.00	S	Discretionary
05 Two storey extension 40m ² - 100m ²	1,078	£355.00	£375.00	S	Discretionary
06 Two storey extension 100m ² to 200m ²	1,080	£355.00	£375.00	S	Discretionary
07 Loft conversion without dormers (max 60m ²)	1,081	£355.00	£375.00	S	Discretionary
08 Loft conversion that includes a dormer or changes to roof line (max 60m ²)	1,082	£355.00	£375.00	S	Discretionary
09 Erection or extension of a non exempt domestic detached garage or carport up to 100m ²	1,083	£355.00	£375.00	S	Discretionary
10 Erection of a single storey domestic garage extension or carport up to 100m ²	1,084	£355.00	£375.00	S	Discretionary

Fees and Charges

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				VATII
				S
11	Conversion of a domestic garage to habitable rooms (max 40m2)	1,085	£355.00	£375.00
12	Alterations to extend or create a basement up to 100m2	1,086	£355.00	£375.00

Charges For Certain Small Buildings And Extensions - Building Notice Charge (Note 1)

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
00	227	£0.00	£0.00	S	Discretionary
01	228	£830.00	£870.00	S	Discretionary
02	229	£1,200.00	£1,260.00	S	Discretionary
03	230	£1,410.00	£1,475.00	S	Discretionary
04	231	£1,410.00	£1,475.00	S	Discretionary
05	232	£1,780.00	£1,870.00	S	Discretionary
06	1,046	£2,110.00	£2,215.00	S	Discretionary
07	1,047	£990.00	£1,040.00	S	Discretionary
08	1,048	£1,175.00	£1,230.00	S	Discretionary
09	1,049	£660.00	£690.00	S	Discretionary
10	1,050	£780.00	£820.00	S	Discretionary
11	1,051	£925.00	£970.00	S	Discretionary
12	1,052	£1,805.00	£1,895.00	S	Discretionary

Charges For Certain Small Buildings And Extensions - Inspection Charge

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
00	220	£0.00	£0.00	S	Discretionary
01	221	£620.00	£670.00	S	Discretionary
02	222	£885.00	£960.00	S	Discretionary
03	223	£1,095.00	£1,175.00	S	Discretionary
04	224	£1,095.00	£1,175.00	S	Discretionary
05	225	£1,470.00	£1,570.00	S	Discretionary
06	1,053	£1,800.00	£1,915.00	S	Discretionary
07	1,054	£675.00	£740.00	S	Discretionary
08	1,055	£860.00	£930.00	S	Discretionary
09	1,056	£450.00	£490.00	S	Discretionary

Fees and Charges

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					VATII
					S
10	Erection of a single storey domestic garage extension or carport up to 100m2	1,057	£570.00	£620.00	Discretionary
11	Conversion of a domestic garage to habitable rooms (max 40m2)	1,058	£610.00	£670.00	Discretionary
12	Alterations to extend or create a basement up to 100m2	1,059	£1,495.00	£1,595.00	Discretionary

Charges For Certain Small Buildings And Extensions - Plan Charge

		Record	2025/26 Charge	2026/27 Charge	VAT	Statute
00	No Fee Required i.e. Cavity Wall	213	£0.00	£0.00	S	Discretionary
01	Extensions Under 10m2 (single storey)	214	£210.00	£200.00	S	Discretionary
02	Extensions 10m2 - 40m2 (single storey)	215	£315.00	£300.00	S	Discretionary
03	Extensions 40m2 - 100m2 (single storey)	216	£315.00	£300.00	S	Discretionary
04	Two storey extension not exceeding 40m2	217	£315.00	£300.00	S	Discretionary
05	Two storey extension 40m2 - 100m2	218	£315.00	£300.00	S	Discretionary
06	Two storey extension 100m2 to 200m2	1,060	£315.00	£300.00	S	Discretionary
07	Loft conversion without dormers (max 60m2)	1,061	£315.00	£300.00	S	Discretionary
08	Loft conversion that includes a dormer or changes to roof line (max 60m2)	1,062	£315.00	£300.00	S	Discretionary
09	Erection or extension of a non exempt domestic detached garage or carport up to 100m2	1,063	£210.00	£200.00	S	Discretionary
10	Erection of a single storey domestic garage extension or carport up to 100m2	1,064	£210.00	£200.00	S	Discretionary
11	Conversion of a domestic garage to habitable rooms (max 40m2)	1,065	£315.00	£300.00	S	Discretionary
12	Alterations to extend or create a basement up to 100m2	1,066	£315.00	£300.00	S	Discretionary

Charges For Certain Small Buildings And Extensions - Regularisations (Note 2)

		Record	2025/26 Charge	2026/27 Charge	VAT	Statute
00	No Fee Required i.e. Cavity Wall	234	£0.00	£0.00	O	Discretionary
01	Extensions Under 10m2 (single Storey)	235	£1,035.00	£1,090.00	O	Discretionary
02	Extensions 10m2 - 40m2 (single Storey)	236	£1,495.00	£1,570.00	O	Discretionary
03	Extensions 40m2 - 100m2 (single storey)	237	£1,760.00	£1,845.00	O	Discretionary
04	Two storey extension not exceeding 40m2	238	£1,760.00	£1,845.00	O	Discretionary
05	Two storey extension 40m2 - 100m2	239	£2,225.00	£2,335.00	O	Discretionary
06	Two storey extension 100m2 to 200m2	1,067	£2,640.00	£2,770.00	O	Discretionary
07	Loft conversion without dormers (max 60m2)	1,068	£1,235.00	£1,295.00	O	Discretionary
08	Loft conversion that includes a dormer or changes to roof line (max 60m2)	1,069	£1,465.00	£1,540.00	O	Discretionary
09	Erection or extension of a non exempt domestic detached garage or carport up to 100m2	1,070	£788.00	£865.00	O	Discretionary

Fees and Charges

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				VAT	
10	Erection of a single storey domestic garage extension or carport up to 100m2	1,071	£975.00	£1,025.00	O Discretionary
11	Conversion of a domestic garage to habitable rooms (max 40m2)	1,072	£1,155.00	£1,210.00	O Discretionary
12	Alterations to extend or create a basement up to 100m2	1,073	£2,255.00	£2,370.00	O Discretionary

Street Numbering & Re-Numbering

		Record	2025/26 Charge	2026/27 Charge	VAT	Statute
a)	Renaming Property Per Property	367	£75.00	£80.00	O	Discretionary
b)	Single Property	363	£125.00	£135.00	O	Discretionary
c)	2-5 Properties	364	£170.00	£180.00	O	Discretionary
d)	6-10 Properties	365	£240.00	£255.00	O	Discretionary
e)	11 Plus Properties (£100 plus an additional £2 per property up to a max of £300)	366	£240.00	£255.00	O	Discretionary

Domestic Alterations to a Single Building - Building Notice Charge

Electrical work (non competent persons scheme)

		Record	2025/26 Charge	2026/27 Charge	VAT	Statute
	Any electrical work	1,115	£500.00	£525.00	S	Discretionary

Internal alterations, installation of fittings (not electrical) and/or structural alterations

		Record	2025/26 Charge	2026/27 Charge	VAT	Statute
01	Estimated cost less than £5,000	1,109	£540.00	£565.00	S	Discretionary
02	Estimated cost exceeding £5,000 and up to £25,000	1,110	£845.00	£885.00	S	Discretionary
03	Estimated cost exceeding £25,001 and up to £50,000	1,111	£1,105.00	£1,160.00	S	Discretionary
04	Estimated cost exceeding £50,001 and up to £75,000	1,112	£1,715.00	£1,800.00	S	Discretionary

Renovation of thermal element

		Record	2025/26 Charge	2026/27 Charge	VAT	Statute
	Renovation of thermal element to a single dwelling	1,108	£540.00	£565.00	S	Discretionary

Underpinning

		Record	2025/26 Charge	2026/27 Charge	VAT	Statute
	Underpinning (POA)	1,107			S	Discretionary

Window replacement (non competent persons scheme)

		Record	2025/26 Charge	2026/27 Charge	VAT	Statute
	Per installation over 20 windows	1,114	£445.00	£470.00	S	Discretionary
	Per installation up to 20 windows	1,113	£305.00	£320.00	S	Discretionary

Domestic Alterations to a Single Building - Inspection Charge

Electrical work (non competent persons scheme)

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Any electrical work (Inc in Plan Charge)	1,105	£0.00	£0.00	S	Discretionary

Internal alterations, installation of fittings (not electrical) and/or structural alterations

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
01 Estimated cost less than £5,000 (Inc in Plan Charge)	1,099	£0.00	£0.00	S	Discretionary
02 Estimated cost exceeding £5,000 and up to £25,000 (Inc in Plan Charge)	1,100	£535.00	£570.00	S	Discretionary
03 Estimated cost exceeding £25,001 and up to £50,000	1,101	£790.00	£845.00	S	Discretionary
04 Estimated cost exceeding £50,001 and up to £75,000	1,102	£1,400.00	£1,485.00	S	Discretionary

Renovation of thermal element

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Renovation of thermal element to a single dwelling (Inc in Plan Charge)	1,098	£0.00	£0.00	S	Discretionary

Underpinning

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Underpinning (Price on Application)	1,097	£0.00	£0.00	S	Discretionary

Window replacement (non competent persons scheme)

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Per installation over 20 windows (Inc in Plan Charge)	1,104	£0.00	£0.00	S	Discretionary
Per installation up to 20 windows (Inc in Plan Charge)	1,103	£0.00	£0.00	S	Discretionary

Domestic Alterations to a Single Building - Plan Charge

Electrical work (non competent persons scheme)

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Any electrical work	1,095	£500.00	£525.00	S	Discretionary

Internal alterations, installation of fittings (not electrical) and/or structural alterations

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
01 Estimated cost less than £5,000	1,089	£540.00	£565.00	S	Discretionary
02 Estimated cost exceeding £5,000 and up to £25,000	1,090	£315.00	£300.00	S	Discretionary
03 Estimated cost exceeding £25,001 and up to £50,000	1,091	£315.00	£300.00	S	Discretionary
04 Estimated cost exceeding £50,001 and up to £75,000	1,092	£315.00	£300.00	S	Discretionary

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VATII

Renovation of thermal element

Renovation of thermal element to a single dwelling

Record	2025/26 Charge	2026/27 Charge	VAT	Statute
1,088	£540.00	£565.00	S	Discretionary

Underpinning

Underpinning (POA)

Record	2025/26 Charge	2026/27 Charge	VAT	Statute
1,087			S	Discretionary

Window replacement (non competent persons scheme)

Per installation over 20 windows

Record	2025/26 Charge	2026/27 Charge	VAT	Statute
1,094	£445.00	£470.00	S	Discretionary

Per installation up to 20 windows

Record	2025/26 Charge	2026/27 Charge	VAT	Statute
1,093	£305.00	£320.00	S	Discretionary

Domestic Alterations to a Single Building - Regularisation Charge

Electrical work (non competent persons scheme)

Any electrical work

Record	2025/26 Charge	2026/27 Charge	VAT	Statute
1,125	£625.00	£655.00	O	Discretionary

Internal alterations, installation of fittings (not electrical) and/or structural alterations

01 Estimated cost less than £5,000

Record	2025/26 Charge	2026/27 Charge	VAT	Statute
1,119	£670.00	£705.00	O	Discretionary

02 Estimated cost exceeding £5,000 and up to £25,000

1,120	£1,055.00	£1,110.00	O	Discretionary
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03 Estimated cost exceeding £25,001 and up to £50,000

1,121	£1,380.00	£1,450.00	O	Discretionary
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04 Estimated cost exceeding £50,001 and up to £75,000

1,122	£2,145.00	£2,250.00	O	Discretionary
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Renovation of thermal element

Renovation of thermal element to a single dwelling

Record	2025/26 Charge	2026/27 Charge	VAT	Statute
1,118	£670.00	£705.00	O	Discretionary

Underpinning

Underpinning (POA)

Record	2025/26 Charge	2026/27 Charge	VAT	Statute
1,117			O	Discretionary

Window replacement (non competent persons scheme)

Per installation over 20 windows

Record	2025/26 Charge	2026/27 Charge	VAT	Statute
1,124	£560.00	£620.00	O	Discretionary

Per installation up to 20 windows

Record	2025/26 Charge	2026/27 Charge	VAT	Statute
1,123	£380.00	£400.00	O	Discretionary

Non Domestic Alterations - Inspection Charge

Alterations not described elsewhere including structural alterations and installation of controlled fittings

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
01 Estimated cost up to £5,000 (Included in Plan Charge)	1,194	£0.00	£0.00	S	Discretionary
02 Estimated cost exceeding £5,000 and up to £25,000	1,195	£590.00	£635.00	S	Discretionary
03 Estimated cost exceeding £25,000 and up to £50,000	1,196	£1,045.00	£1,110.00	S	Discretionary
04 Estimated cost exceeding £50,000 and up to £100,000	1,197	£1,365.00	£1,450.00	S	Discretionary
05 Estimated cost exceeding £100,000 and up to £150,000	1,198	£1,610.00	£1,705.00	S	Discretionary
06 Installation of a Mezzanine floor up to 500m2	1,199	£1,085.00	£1,150.00	S	Discretionary

Office / Shop fit out

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
01 Floor area up to 500m2	1,200	£675.00	£720.00	S	Discretionary
02 Floor area 500m2 to 1000m2	1,201	£1,085.00	£1,150.00	S	Discretionary
03 Change of use of a Building (charged in addition to the above works)(Included in Plan Charge)	1,202	£0.00	£0.00	S	Discretionary

Renovation of thermal element

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
01 Estimated cost up to £50,000 (Included in Plan Charge)	1,191	£0.00	£0.00	S	Discretionary
02 Estimated cost exceeding £50,001 and up to £100,000	1,192	£430.00	£505.00	S	Discretionary
03 Estimated cost exceeding £100,001 and up to £250,000	1,193	£590.00	£635.00	S	Discretionary

Window replacement (non competent persons scheme).

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Per installation over 20 windows (Included in Plan Charge)	1,190	£0.00	£0.00	S	Discretionary
Per installation up to 20 windows (Included in Plan Charge)	1,189	£0.00	£0.00	S	Discretionary

Non Domestic Alterations - Plan Charge

Alterations not described elsewhere including structural alterations and installation of controlled fittings

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
01 Estimated cost up to £5,000	1,180	£605.00	£615.00	S	Discretionary
02 Estimated cost exceeding £5,000 and up to £25,000	1,181	£315.00	£300.00	S	Discretionary

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				S	Discretionary
03 Estimated cost exceeding £25,000 and up to £50,000		1,182	£315.00	£300.00	
04 Estimated cost exceeding £50,000 and up to £100,000		1,183	£365.00	£350.00	
05 Estimated cost exceeding £100,000 and up to £150,000		1,184	£365.00	£350.00	
06 Installation of a Mezzanine floor up to 500m2		1,185	£315.00	£300.00	

Office / Shop fit out

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
01 Floor area up to 500m2	1,186	£315.00	£300.00	S	Discretionary
02 Floor area 500m2 to1000m2	1,187	£315.00	£300.00	S	Discretionary
03 Change of use of a Building (charged in addition to the above works)	1,188	£315.00	£330.00	S	Discretionary

Renovation of thermal element

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
01 Estimated cost up to £50,000	1,177	£580.00	£610.00	S	Discretionary
02 Estimated cost exceeding £50,001 and up to £100,000	1,178	£315.00	£300.00	S	Discretionary
03 Estimated cost exceeding £100,001 and up to £250,000	1,179	£315.00	£300.00	S	Discretionary

Window replacement (non competent persons scheme).

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Per installation over 20 windows	1,176	£445.00	£500.00	S	Discretionary
Per installation up to 20 windows	1,175	£305.00	£320.00	S	Discretionary

Non Domestic Alterations - Regularisation Charge

Alterations not described elsewhere including structural alterations and installation of controlled fittings

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
01 Estimated cost up to £5,000	1,208	£755.00	£790.00	O	Discretionary
02 Estimated cost exceeding £5,000 and up to £25,000	1,209	£1,130.00	£1,185.00	O	Discretionary
03 Estimated cost exceeding £25,000 and up to £50,000	1,210	£1,695.00	£2,095.00	O	Discretionary
04 Estimated cost exceeding £50,000 and up to £100,000	1,211	£2,160.00	£2,270.00	O	Discretionary
05 Estimated cost exceeding £100,000 and up to £150,000	1,212	£2,465.00	£2,590.00	O	Discretionary
06 Installation of a Mezzanine floor up to 500m2	1,213	£1,745.00	£1,835.00	O	Discretionary

Office / Shop fit out

Record	2025/26 Charge	2026/27 Charge	VAT	Statute

Fees and Charges

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				VATII
				O
01 Floor area up to 500m2		1,214	£1,230.00	£1,290.00
02 Floor area 500m2 to1000m2		1,215	£1,745.00	£1,835.00
03 Change of use of a Building (charged in addition to the above works)		1,216	£340.00	£275.00

Renovation of thermal element

		Record	2025/26 Charge	2026/27 Charge	VAT	Statute
01 Estimated cost up to £50,000		1,205	£725.00	£760.00	O	Discretionary
02 Estimated cost exceeding £50,001 and up to £100,000		1,206	£975.00	£1,025.00	O	Discretionary
03 Estimated cost exceeding £100,001 and up to £250,000		1,207	£1,130.00	£1,185.00	O	Discretionary

Window replacement (non competent persons scheme).

		Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Per installation over 20 windows		1,204	£560.00	£585.00	O	Discretionary
Per installation up to 20 windows		1,203	£380.00	£400.00	O	Discretionary

Non Domestic Extensions and New Build - Inspection Charge

All Other Use Classes

		Record	2025/26 Charge	2026/27 Charge	VAT	Statute
01 Floor Area not exceeding 10m2		1,167	£805.00	£875.00	S	Discretionary
02 Floor area exceeding 10m2 but not exceeding 40m2		1,168	£985.00	£1,065.00	S	Discretionary
03 Floor area exceeding 40m2 but not exceeding 100m2		1,169	£1,295.00	£1,390.00	S	Discretionary
04 Floor area exceeding 100m2 but not exceeding 200m2		1,170	£1,705.00	£1,820.00	S	Discretionary

Assembly and Recreational Use & Other Residential (Institution and Other)

		Record	2025/26 Charge	2026/27 Charge	VAT	Statute
01 Floor Area not exceeding 10m2		1,143	£845.00	£915.00	S	Discretionary
02 Floor area exceeding 10m2 but not exceeding 40m2		1,144	£1,295.00	£1,390.00	S	Discretionary
03 Floor area exceeding 40m2 but not exceeding 100m2		1,145	£1,870.00	£1,995.00	S	Discretionary
04 Floor area exceeding 100m2 but not exceeding 200m2		1,146	£2,450.00	£2,605.00	S	Discretionary

Industrial and Storage Use

		Record	2025/26 Charge	2026/27 Charge	VAT	Statute
01 Floor Area not exceeding 10m2 (Inc in Plan Charge)		1,155	£430.00	£480.00	S	Discretionary
02 Floor area exceeding 10m2 but not exceeding 40m2		1,156	£550.00	£605.00	S	Discretionary
03 Floor area exceeding 40m2 but not exceeding 100m2		1,157	£880.00	£950.00	S	Discretionary

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04 Floor area exceeding 100m2 but not exceeding 200m2

1,158 £1,045.00

£1,130.00

VATII

S

Discretionary

Non Domestic Extensions and New Build - Plan Charge

All Other Use Classes

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
01 Floor Area not exceeding 10m2	1,163	£315.00	£300.00	S	Discretionary
02 Floor area exceeding 10m2 but not exceeding 40m2	1,164	£365.00	£350.00	S	Discretionary
03 Floor area exceeding 40m2 but not exceeding 100m2	1,165	£365.00	£350.00	S	Discretionary
04 Floor area exceeding 100m2 but not exceeding 200m2	1,166	£365.00	£350.00	S	Discretionary

Assembly and Recreational Use & Other Residential (Institution and Other)

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
01 Floor Area not exceeding 10m2	1,139	£315.00	£300.00	S	Discretionary
02 Floor area exceeding 10m2 but not exceeding 40m2	1,140	£365.00	£350.00	S	Discretionary
03 Floor area exceeding 40m2 but not exceeding 100m2	1,141	£365.00	£350.00	S	Discretionary
04 Floor area exceeding 100m2 but not exceeding 200m2	1,142	£365.00	£350.00	S	Discretionary

Industrial and Storage Use

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
01 Floor Area not exceeding 10m2	1,151	£315.00	£300.00	S	Discretionary
02 Floor area exceeding 10m2 but not exceeding 40m2	1,152	£365.00	£350.00	S	Discretionary
03 Floor area exceeding 40m2 but not exceeding 100m2	1,153	£365.00	£350.00	S	Discretionary
04 Floor area exceeding 100m2 but not exceeding 200m2	1,154	£365.00	£350.00	S	Discretionary

Non Domestic Extensions and New Build - Regularisation Charge

All Other Use Classes

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
01 Floor Area not exceeding 10m2	1,171	£1,400.00	£1,470.00	O	Discretionary
02 Floor area exceeding 10m2 but not exceeding 40m2	1,172	£1,685.00	£1,770.00	O	Discretionary
03 Floor area exceeding 40m2 but not exceeding 100m2	1,173	£2,070.00	£2,175.00	O	Discretionary
04 Floor area exceeding 100m2 but not exceeding 200m2	1,174	£2,585.00	£2,715.00	O	Discretionary

Assembly and Recreational Use & Other Residential (Institution and Other)

Record	2025/26 Charge	2026/27 Charge	VAT	Statute
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				VATII
01	Floor Area not exceeding 10m2	1,147	£1,445.00	O Discretionary
02	Floor area exceeding 10m2 but not exceeding 40m2	1,148	£2,070.00	O Discretionary
03	Floor area exceeding 40m2 but not exceeding 100m2	1,149	£2,790.00	O Discretionary
04	Floor area exceeding 100m2 but not exceeding 200m2	1,150	£3,515.00	O Discretionary

Industrial and Storage Use

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
01	1,159	£925.00	£945.00	O	Discretionary
02	1,160	£1,140.00	£1,195.00	O	Discretionary
03	1,161	£1,550.00	£1,625.00	O	Discretionary
04	1,162	£1,760.00	£1,845.00	O	Discretionary

Small Domestic Buildings - Building Notices (New Dwellings Up To 300M2 Each)

Number Of Dwellings

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
a) 1	191	£1,785.00	£1,870.00	S	Discretionary
b) 2	192	£2,400.00	£2,520.00	S	Discretionary
c) 3	193	£2,815.00	£2,955.00	S	Discretionary
d) 4	194	£3,225.00	£3,385.00	S	Discretionary
e) 5	195	£3,765.00	£3,950.00	S	Discretionary
f) 6	196	£4,300.00	£4,515.00	S	Discretionary
g) 7	197	£4,755.00	£4,995.00	S	Discretionary
h) 8	198	£5,210.00	£5,470.00	S	Discretionary
i) 9	199	£5,665.00	£5,945.00	S	Discretionary
j) 10	200	£6,120.00	£6,425.00	S	Discretionary
k) exceeding 10 - Price on Application	201			S	Discretionary

Small Domestic Buildings - Inspection Charge (New Dwellings Up To 300M2 Each)

Number Of Dwellings

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
a) 1	169	£1,470.00	£1,570.00	S	Discretionary
b) 2	170	£2,085.00	£2,220.00	S	Discretionary

Fees and Charges

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				VATII
				S
c) 3		171	£2,500.00	£2,655.00
d) 4		172	£2,705.00	£2,885.00
e) 5		173	£3,245.00	£3,450.00
f) 6		174	£3,260.00	£3,515.00
g) 7		175	£3,715.00	£3,995.00
h) 8		176	£4,170.00	£4,470.00
i) 9		177	£4,625.00	£4,945.00
j) 10		178	£5,080.00	£5,425.00
k) exceeding 10 - Price on Application		179		S Discretionary

Small Domestic Buildings - Plan Charge (New Dwellings Up To 300M2 Each)

Number Of Dwellings

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
a) 1	147	£315.00	£300.00	S	Discretionary
b) 2	148	£315.00	£300.00	S	Discretionary
c) 3	149	£315.00	£300.00	S	Discretionary
d) 4	150	£520.00	£500.00	S	Discretionary
e) 5	151	£520.00	£500.00	S	Discretionary
f) 6	152	£1,040.00	£1,000.00	S	Discretionary
g) 7	153	£1,040.00	£1,000.00	S	Discretionary
h) 8	154	£1,040.00	£1,000.00	S	Discretionary
i) 9	155	£1,040.00	£1,000.00	S	Discretionary
j) 10	156	£1,040.00	£1,000.00	S	Discretionary
k) exceeding 10 - Price on Application	157			S	Discretionary

Small Domestic Buildings - Regularisation Charge (New Dwellings Up To 300M2 Each)

Number Of Dwellings

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
a) 1	1,035	£2,230.00	£2,340.00	O	Discretionary
b) 2	1,036	£3,000.00	£3,145.00	O	Discretionary

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					VATII
c) 3		1,037	£3,515.00	£3,695.00	O Discretionary
d) 4		1,038	£4,035.00	£4,235.00	O Discretionary
e) 5		1,039	£4,705.00	£4,940.00	O Discretionary
f) 6		1,040	£5,375.00	£5,645.00	O Discretionary
g) 7		1,041	£5,945.00	£6,260.00	O Discretionary
h) 8		1,042	£6,515.00	£6,840.00	O Discretionary
i) 9		1,043	£7,080.00	£7,435.00	O Discretionary
j) 10		1,044	£7,645.00	£8,030.00	O Discretionary
k) exceeding 10 (POA)		1,045			O Discretionary

Electoral Registration

Electoral Registration

Statutory Fees

		Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Provision of marked register & marked absent voting lists per thousand entries (Statutory Fixed Charge) - Data Copy		1,814	£1.00		O	Statutory
Provision of marked register & marked absent voting lists per thousand entries (Statutory Fixed Charge) - Hard Copy		1,816	£2.00		O	Statutory
Provision of marked register and marked absent voting lists - Data copy		1,813	£10.00		O	Statutory
Provision of marked register and marked absent voting lists per thousand entries - Hard Copy		1,815	£10.00		O	Statutory
Register Of Electors And Marked Copies Of Polling Station Registers Per Sale (Statutory Fixed Charge) - Data Copy	33	£20.00	£20.00		O	Statutory
Register Of Electors And Marked Copies Of Polling Station Registers Per Sale (Statutory Fixed Charge) - Hard Copy	32	£10.00	£10.00		O	Statutory
Register Of Electors And Marked Copies Of Polling Station Registers Per Thousand Names (Statutory Fixed Charge) - Data Copy	31	£1.50	£1.50		O	Statutory
Register Of Electors And Marked Copies Of Polling Station Registers Per Thousand Names (Statutory Fixed Charge) - Hard Copy	30	£5.00	£5.00		O	Statutory
Register of Overseas electors (Statutory Fixed Charge) - Data Copy	1,809	£20.00		O	Statutory	
Register of Overseas electors (Statutory Fixed Charge) - Hard copy	1,811	£10.00		O	Statutory	
Register of Overseas electors for each 100 entries (Statutory Fixed Charge) - Hard copy	1,812	£5.00		O	Statutory	

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				VATII
				O Statutory
Register of Overseas electors for each 100 entries (Statutory Fixed Charge) - Data Copy		1,810	£1.50	
Return Of Election Expenses - Per Copy	35	£0.20	£0.20	O Statutory

Legal Fees

Legal Fees (where £nil charge shown, no equivalent in that year). VAT is applied dependent on whether or not the Council has opted to tax the land or property

Commercial Organisations

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
G. Licence to Assign	1,551	£1,820.00	£1,950.00	S	Discretionary

Legal Fees (where £nil charge shown, no equivalent in that year). VAT is applied dependent on whether or not the Council has opted to tax the land or property

Commercial Organisations

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
A. Lettings and renewals (£0-£50,000 yearly rental income)	1,545	£2,500.00	£2,630.00	S	Discretionary
B. Lettings and renewals (£50,000 - £300,000 yearly rental income)	1,546	£3,500.00	£3,800.00	S	Discretionary
C. Lettings and renewals (£300,000 - £750,000 yearly rental income)	1,547	£5,500.00	£5,775.00	S	Discretionary
D. Lettings and renewals (> £750,000 yearly rental income)	1,548	£8,500.00	£8,925.00	S	Discretionary
E. Rent Deposit Agreement	1,549	£1,500.00	£1,600.00	S	Discretionary
F. Deed of Variation	1,550	£1,820.00	£1,910.00	S	Discretionary
H. Licence to Alter	1,552	£2,500.00	£2,625.00	S	Discretionary
I. Licence to Sublet	1,553	£2,500.00	£2,625.00	S	Discretionary
J. Tenancy at Will	1,554	£600.00	£650.00	S	Discretionary
K. Easement or Wayleave	1,555	£2,500.00	£2,625.00	S	Discretionary
L. Licences	1,556	£1,250.00	£1,310.00	S	Discretionary
M. Surrender	1,557	£2,500.00	£2,625.00	S	Discretionary

Commercial Organisations - Hourly rates

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
A. Solicitor/ Legal Executive with over 8 years experience	1,291	£500.00	£525.00	S	Discretionary
B. Solicitor/ Legal Executive with between 4 to 8 years experience	1,290	£400.00	£420.00	S	Discretionary

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C. Solicitor/ Legal Executive with less than 4 years experience	1,289	£300.00	£315.00	VATII S	Discretionary
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Community Groups

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
A. Lettings and renewals	1,558	£650.00	£680.00	S	Discretionary
B. Rent Deposit Agreement	1,559	£350.00	£370.00	S	Discretionary
C. Deed of Variation	1,560	£450.00	£470.00	S	Discretionary
E. Licence to Alter	1,562	£450.00	£470.00	S	Discretionary
K. Surrender	1,568	£450.00	£470.00	S	Discretionary

Community Groups - Hourly rates

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
B. Solicitor/ Legal Executive with between 4 to 8 years experience	1,299	£170.00	£180.00	S	Discretionary
C. Solicitor/ Legal Executive with less than 4 years experience	1,298	£150.00	£160.00	S	Discretionary

Legal Fees (where £nil charge shown, no equivalent in that year). VAT is applied dependent on whether or not the Council has opted to tax the land or property.

Community Groups

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
J. Grazing Licences (grants and renewals)	1,567	£180.00	£200.00	S	Discretionary

Legal Fees (where £nil charge shown, no equivalent in that year).VAT is applied dependent on whether or not the Council has opted to tax the land or property

Commercial Organisations - Hourly rates

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
D. Trainee/ Paralegal	1,287	£280.00	£295.00	S	Discretionary

Community Groups

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
D. Licence to Assign	1,561	£450.00	£470.00	S	Discretionary
G. Tenancy at Will	1,564	£250.00	£265.00	S	Discretionary
H. Easement or Wayleave	1,565	£650.00	£685.00	S	Discretionary
I. Licences	1,566	£280.00	£295.00	S	Discretionary

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VATII

Community Groups - Hourly rates

A. Solicitor/ Legal Executive with over 8 years experience

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
A. Solicitor/ Legal Executive with over 8 years experience	1,300	£200.00	£210.00	S	Discretionary
D. Trainee/ Paralegal	1,296	£120.00	£125.00	S	Discretionary

Legal Fees (where £nil charge shown, no equivalent in that year)VAT is applied dependent on whether or not the Council has opted to tax the land or property.

Community Groups

F. Licence to Sublet

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
F. Licence to Sublet	1,563	£450.00	£470.00	S	Discretionary

Local Land Charges

A) Service Fees

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
a) Full Search Fees (b+c)	1,248	£275.40	£290.40	S	statutory
b) Con29R Enhanced	1,682	£210.00	£216.00	S	statutory
c) Con29R Surrey County Council Search Fee (payable in addition to the fees above on all full searches completed)	611	£65.40	£74.40	S	statutory
d) Additional Parcel (Con29)	613	£23.40	£26.40	S	statutory
e) Each Con 29 'O' Optional Enquiry	614	£27.60	£31.20	S	statutory
f) Each Additional Enquiry/Solicitors Question	615	£24.60	£26.40	S	statutory
g) Personal Search Con29 Component data per question	1,247	£2.15	£2.40	S	statutory

B) Copying Charges

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Copy Of Duplicate Search	620	£9.10	£9.60	S	statutory
Copy of Tree Preservation Order	1,447	£35.40	£54.00	S	statutory
Each Agreement - Each Following Sheet	619	£1.20	£3.60	S	statutory
Each Agreement - First Sheet	618	£3.96	£7.20	S	statutory

Fees and Charges

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Fees and Charges

2026/27

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A full schedule of the fees and charges for all Council services for the coming year

Environment & Sustainability

Abandoned Vehicles

Abandoned Vehicles

Collection Fee

Collection And Disposal From Private Property

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Collection And Disposal From Private Property	106	£150.00	£160.00	O	Discretionary

Miscellaneous

Collection Fee

E Bikes- Collection charge per Bike

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
E Bikes- Collection charge per Bike	1,808	£92.00	£100.00	S	Discretionary

Supermarket Trolleys - Collection Charge Per Trolley

	750	£90.00	£95.00	S	Discretionary
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Allotments

Allotments

Rental

Gate Key Deposit

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Gate Key Deposit	39	£25.00	£30.00	O	Discretionary

With Piped Water (Per 25.29Sq Meter Per Annum)

	37	£20.00	£21.00	O	Discretionary
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Without Piped Water (Per 25.29Sq Meter Per Annum)

	38	£15.00	£16.00	O	Discretionary
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Car Parks

Dumsey Meadow, Abbey Drive, The Broadway Laleham

Pay And Display

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
a) Up to 1 hour	88	£0.00	£0.00	S	Discretionary
b) Up to 2 hours	89	£2.00	£2.00	S	Discretionary
c) Over 2 hours	90	£4.00	£4.00	S	Discretionary

Green Street & Old Bathing Station, Sunbury

Pay And Display

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
a) Up to 1 hour	1,466	£0.00	£0.00	S	Discretionary
b) Up to 2 hours	1,467	£2.00	£2.00	S	Discretionary
c) Over 2 hours	1,468	£4.00	£4.00	S	Discretionary

Laleham Park/Thameside Car Parks

Pay And Display

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
a) Up to 1 hour	1,229	£0.00	£0.00	S	Discretionary
b) Up to 2 hours	1,228	£2.00	£2.00	S	Discretionary
c) Up to 4 hours	1,230	£4.00	£4.00	S	Discretionary
d) Over 4 hours	1,231	£8.00	£8.00	S	Discretionary
e) 3 consecutive days	1,465	£15.00	£15.00	S	Discretionary

Lammas Park

Pay And Display

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
a) Up to 1 hour	72	£0.00	£0.00	S	Discretionary
b) Up to 2 hours	71	£2.00	£2.00	S	Discretionary
c) Up to 4 hours	73	£4.00	£4.00	S	Discretionary
d) Over 4 hours	74	£8.00	£8.00	S	Discretionary

Fees and Charges

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Manor Park

Local Season Tickets

a) 3 Months

b) 6 months

c) 12 months

Record	2025/26 Charge	2026/27 Charge	VAT	Statute
953	£100.00	£100.00	S	Discretionary
954	£150.00	£150.00	S	Discretionary
955	£200.00	£200.00	S	Discretionary

Pay and Display

a) Up to 1 hour

b) Up to 2 hours

c) Over 2 hours

Record	2025/26 Charge	2026/27 Charge	VAT	Statute
947	£0.00	£0.00	S	Discretionary
948	£2.00	£2.00	S	Discretionary
949	£4.00	£4.00	S	Discretionary

Orchard Meadow, Walled Garden & Thames Street Sunbury

Local Season Tickets

a) 3 Months

b) 6 Months

c) 12 Months

Record	2025/26 Charge	2026/27 Charge	VAT	Statute
85	£100.00	£100.00	S	Discretionary
86	£150.00	£150.00	S	Discretionary
87	£200.00	£200.00	S	Discretionary

Pay And Display

a) Up to 1 hour

b) Up to 2 hours

c) Over 2 hours

Record	2025/26 Charge	2026/27 Charge	VAT	Statute
79	£0.00	£0.00	S	Discretionary
80	£2.00	£2.00	S	Discretionary
81	£4.00	£4.00	S	Discretionary

Other

Off Street Suspensions

Suspensions - reserved parking (one off admin fee)

Record	2025/26 Charge	2026/27 Charge	VAT	Statute
98	£30.00	£30.00	S	Discretionary
1,426	£15.00	£15.00	S	Discretionary

Suspensions - Vehicle Charge Per Day

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Other

Film Concessions (£15-£25 per vehicle per day - Price on application)

Lost Or Replacement Tickets & Entry/Exit Cards

Record	2025/26 Charge	2026/27 Charge	VAT	Statute
99	£15.00	£15.00	S	Discretionary
100	£14.00	£14.00	S	Discretionary

Penalties

Penalty Bands

Full Band 1

Full Band 2

Mitigated Band 1

Mitigated Band 2

Record	2025/26 Charge	2026/27 Charge	VAT	Statute
56	£70.00	£70.00	S	Discretionary
57	£50.00	£50.00	S	Discretionary
58	£35.00	£35.00	S	Discretionary
59	£25.00	£25.00	S	Discretionary

Shepperton Village Hall

Local Season Tickets

a) 3 Months

b) 6 Months

c) 12 Months

Record	2025/26 Charge	2026/27 Charge	VAT	Statute
1,471	£100.00	£100.00	S	Discretionary
1,472	£150.00	£150.00	S	Discretionary
1,473	£200.00	£200.00	S	Discretionary

Pay and Display

a) Up to 1 hour

b) Up to 2 hours

c) Over 2 hours

Record	2025/26 Charge	2026/27 Charge	VAT	Statute
950	£0.50	£0.50	S	Discretionary
951	£2.00	£2.00	S	Discretionary
952	£4.00	£4.00	S	Discretionary

Staines Long-Stay - Monday to Sunday 8am to 7pm

Pay And Display

a) Up to 1 hour

b) Up to 2 hours

c) Up to 3 hours

d) Up to 4 hours

Record	2025/26 Charge	2026/27 Charge	VAT	Statute
46	£1.50	£1.50	S	Discretionary
47	£2.50	£2.50	S	Discretionary
48	£3.50	£3.50	S	Discretionary
1,427	£4.50	£4.50	S	Discretionary

Fees and Charges

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					VATII
					S
e) Up to 5 Hours		49	£5.50	£5.50	Discretionary
f) Over 5 Hours		50	£8.00	£8.00	Discretionary
g) 7pm to 12 midnight		1,753	£2.00	£2.00	Discretionary

Staines Long-Stay - Monday to Sunday Evening Charge

Staines - Town centre car parks

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Sunday Charge (excludes Lammas Park)	1,311	£2.00	£2.00	S	Discretionary

Staines Pay and Display

Contract Parking - Elmsleigh Road, South Street West & Bridge Street

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Up to 12 Months	991	£950.00	£950.00	S	Discretionary

Season Tickets - Kingston Road CP only - Railway Users

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
a) 3 Months	993	£275.00	£275.00	S	Discretionary
b) 12 Months	994	£900.00	£900.00	S	Discretionary

Season Tickets - Staines (working in Staines)

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
a) 3 Months	52	£250.00	£250.00	S	Discretionary
b) 6 Months	53	£450.00	£450.00	S	Discretionary
c) 12 Months	54	£850.00	£850.00	S	Discretionary

Staines Short-Stay

Pay And Display

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
a) Up to 1 hour	40	£1.30	£1.30	S	Discretionary
b) Up to 2 hours	41	£2.40	£2.40	S	Discretionary
c) Up to 3 hours	42	£3.60	£3.60	S	Discretionary
d) Up to 4 hours	43	£4.80	£4.80	S	Discretionary
e) Up to 5 Hours	44	£6.00	£6.00	S	Discretionary

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		45	£12.20	£12.20	VATII	
f) Over 5 Hours					S	Discretionary
g) 7pm to 12 midnight		1,005	£2.00	£2.00	S	Discretionary

The Broadway, Laleham Village

Local Season Tickets

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
a) 3 Months	94	£100.00	£100.00	S	Discretionary
b) 6 Months	95	£150.00	£150.00	S	Discretionary
c) 12 Months	96	£200.00	£200.00	S	Discretionary

Cemeteries

Interment

Adult Grave

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Adult Grave 24 Hour Burial for one only (5 foot)	1,245	£2,450.00	£2,575.00	O	Discretionary
Adult Grave For 1 Interment	725	£1,745.00	£1,830.00	O	Discretionary
Adult Grave For 1 Interment - Casket	726	£1,945.00	£2,040.00	O	Discretionary
Adult Grave For 2 Interments	727	£1,815.00	£1,910.00	O	Discretionary
Adult Grave For 2 Interments - Casket	728	£2,075.00	£2,180.00	O	Discretionary
Brick Vault (Inter only) Include brick vault fee and loss of 1 x grave space	1,305	£3,630.00	£3,810.00	O	Discretionary

Advance Purchase

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Brick Vault - include brick vault fee and lost of 1 x grave space- New for 26/27	1,817	£5,140.00	£5,140.00	O	Discretionary
Cremated Remains PIA*	1,684	£1,920.00	£2,015.00	O	Discretionary
Cremated Remains PIA* Ashford Old Section GOR	1,685	£2,215.00	£2,325.00	O	Discretionary
Purchase in advance of additional earthen grave	785	£4,470.00	£4,695.00	O	Discretionary

Child Grave

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Child Grave For 1 Interment	729	£570.00	£600.00	O	Discretionary
Child Interment within 24 hours	1,414	£700.00	£735.00	O	Discretionary

Fees and Charges

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				VAT	
				II	
Child plot within 24 hours		1,413	£800.00	£840.00	O Discretionary
Stillborn Interment		731	£465.00	£490.00	O Discretionary

Cremated Remains

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Cremated Remains	732	£625.00	£655.00	O	Discretionary
Secondary Interment	1,722	£90.00	£95.00	O	Discretionary

Non Residents/Parishioners Charge

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Treble Fees For Residents out of Borough (Price on Application)	744			O	Discretionary

Memorial Garden

Ashford

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Plot Fee - Cremated remains (old garden of remembrance - Ashford) only	1,001	£1,165.00	£1,225.00	E	Discretionary

Miscellaneous Fees

Exclusive Right - Purchase of

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Issue of duplicate deed of grant (Transfer of ownership)	1,321	£130.00	£140.00	E	Discretionary

Other

Exclusive Right - Purchase of

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Burial in a Vault	1,416	£2,550.00	£2,680.00	E	Discretionary
Child Grave	735	£650.00	£685.00	E	Discretionary
Cremated Remains	734	£1,030.00	£1,080.00	E	Discretionary
Earthern Grave	733	£2,330.00	£2,450.00	E	Discretionary
Earthern Grave within 24 hours (Adult)	1,301	£2,835.00	£2,980.00	E	Discretionary

Exhumation

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Exhumation of ashes (Price on Application)	784			E	Discretionary
Exhumation of body (Price on Application)	1,246			E	Discretionary

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Miscellaneous Fees

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Late Arrival for Service - (TBC, Depending on circumstances)	1,686				Discretionary
Registration Of Assignment (Transfer of ownership)	749	£180.00	£190.00	O	Discretionary

Right to Erect Memorial Bench

Memorial Bench

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Supply & Installation of Memorial Bench -Price on application (Prices may vary depending upon the size and type of bench being provided and installed)	967	£1,674.00	£1,760.00	S	Discretionary

Right to Erect Memorial Plaque

Memorial Tower Plaque

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
10 Yrs	998	£430.00	£450.00	E	Discretionary
15 Yrs	999	£605.00	£635.00	E	Discretionary
25 Yrs	1,000	£810.00	£850.00	E	Discretionary

Right To Erect Monument

1. Traditional Graves

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Additional Inscription	742	£235.00	£245.00	E	Discretionary
Headstone	739	£460.00	£485.00	E	Discretionary
Headstones And Kerbstones	736	£700.00	£735.00	E	Discretionary
Kerbs Only	741	£440.00	£460.00	E	Discretionary
Monument Over 91.5cm (3')	737	£1,215.00	£1,275.00	E	Discretionary
Tablet Or New (New & Additional)	738	£310.00	£325.00	E	Discretionary

2. Garden Of Remembrance Tablet

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Garden of Remembrance Tablet	743	£255.00	£270.00	E	Discretionary

Fees and Charges

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Right to erect Monuments

Installation of Memorials

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Service Permit (Repair, Clean, Replace)	1,723	£60.00	£65.00	E	Discretionary
Temporary wooden cross for one year	1,613	£95.00	£100.00	S	Discretionary

Use Of Chapel

Location

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Ashford And Staines	724	£365.00	£385.00	E	Discretionary

Environmental Protection Act

Environmental Information Regulations 2004

Contaminated Land Enquiries

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
General Inquiries - Hourly Rate	324	£70.00	£75.00	S	Discretionary

Pollution Prevention & Control Act

Additional fee for operating mobile plant without a permit

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
	1,609	£1,188.00	£1,188.00	O	Statutory

Additional fee where Operation subject to reporting obligation of the EC Regulation

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
	1,608	£104.00	£104.00	O	Statutory

LAPPC & LAIPPC substinance charges

Where paid quarterly the total amount payable will be increased by

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
	908	£38.00	£38.00	O	Statutory

LAPPC Annual Subsistence Charge

1.a) Standard process Low

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
	807	£772.00	£772.00	O	Statutory

1.a) Standard process Low (where permit is for a combined Part B and waste installation)

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
	1,235	£876.00	£876.00	O	Statutory

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				VATII
				O Statutory
1.b) Standard process Medium		809	£1,161.00	£1,161.00
1.b) Standard process Medium (where permit is for a combined Part B and waste installation)		1,236	£1,317.00	£1,317.00
1.c) Standard process High		811	£1,747.00	£1,747.00
1.c) Standard process High (where permit is for a combined Part B and waste installation)		1,237	£1,954.00	£1,954.00
2.a) Reduced fee activities (Low)		813	£79.00	£79.00
2.b) Reduced fee activities (Med)		814	£158.00	£158.00
2.c) Reduced fee activities (High)		815	£237.00	£237.00
3.a) PVR I & II combined (Low)		1,234	£113.00	£113.00
3.b) PVR I & II combined (High)		821	£341.00	£341.00
3.c) PVR I & II combined (Med)		820	£226.00	£226.00
4.a) Other reduced fee activities (Low)		825	£228.00	£228.00
4.b) Other reduced fee activities (Med)		826	£365.00	£365.00
4.c) Other reduced fee activities (High)		827	£548.00	£548.00
6.a) Standard mobile plant, for first and second permits (Low)		837	£626.00	£626.00
6.b) Standard mobile plant, for first and second permits (Medium)		838	£1,034.00	£1,034.00
6.c) Standard mobile plant, for first and second permits (High)		839	£1,551.00	£1,551.00
7.a) For the third to seventh permits (Low)		843	£385.00	£385.00
7.b) For the third to seventh permits (Medium)		844	£617.00	£617.00
7.c) For the third to seventh permits (High)		845	£924.00	£924.00
8.a) Eighth and subsequent permits (Low)		849	£198.00	£198.00
8.b) Eighth and subsequent permits (Medium)		850	£314.00	£314.00
8.c) Eighth and subsequent permits (High)		851	£473.00	£473.00

LAPPC charges - Application Fee

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Additional fee for operating without a permit	1,217	£1,188.00	£1,188.00	O	Statutory
Additional fee where a LAPPC application for any of the above is for a combined Part B and waste application	806	£279.00	£279.00	O	Statutory
Other Reduced Fee Activities	801	£362.00	£362.00	O	Statutory
PVR I & II combined	800	£257.00	£257.00	O	Statutory
PVRI, SWOBs, and Dry Cleaners Reduced Fee Activities	799	£155.00	£155.00	O	Statutory
Reduced fee activities: Additional fee for operating without a permit	802	£0.00	£0.00	O	Statutory

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LAPPC mobile plant charges - Application fees

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Number of permits = 1	867	£1,650.00	£1,650.00	O	Statutory
Number of permits = 2	868	£1,650.00	£1,650.00	O	Statutory
Number of permits = 3 through to 8	869	£985.00	£985.00	O	Statutory
Number of permits = 8 and over	874	£498.00	£498.00	O	Statutory

LAPPC subsistence fees

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Late Payment Fees	1,233	£52.00	£52.00	O	Statutory

LAPPC Substantial change

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Reduced fee activities	866	£102.00	£102.00	O	Statutory
Standard process	864	£1,050.00	£1,050.00	O	Statutory
Standard process where the substantial change results in a new PPC activity	865	£1,650.00	£1,650.00	O	Statutory

LAPPC Temporary transfer for mobiles

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
First transfer	861	£53.00	£53.00	O	Statutory
Repeat following enforcement or warning	863	£53.00	£53.00	O	Statutory

LAPPC Transfer and Surrender

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
New operator at low risk reduced fee activity	857	£0.00	£0.00	O	Statutory
Reduced fee activities: partial transfer	860	£47.00	£47.00	O	Statutory
Reduced fee activities: transfer - Price on application	859	£0.00	£0.00	O	Statutory
Standard process partial transfer	856	£497.00	£497.00	O	Statutory
Standard process transfer	855	£169.00	£169.00	O	Statutory
Surrender: all Part B activities	858	£0.00	£0.00	O	Statutory

Reduced fee activity(low)change of operator. additional inspection fee

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
	1,607	£78.00	£78.00	O	Statutory

Grounds Maintenance

Spelthorne In Bloom

Spelthorne In Bloom

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
a) Hanging Basket - Winter	962	£44.00	£45.00	O	Discretionary
b) Window Box - Winter	966	£67.00	£70.00	O	Discretionary
c) Hanging Basket - Summer	961	£71.00	£75.00	O	Discretionary
d) Window Box - Summer	965	£111.00	£120.00	O	Discretionary
e) Round Basket - Winter	1,507	£52.00	£55.00	O	Discretionary
f) Round Basket - Summer	1,508	£79.00	£85.00	O	Discretionary

Housing

Housing Enforcement

Housing Act 1985 - Section 265 Demolition order

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Hourly Rate	1,628	£80.00	£85.00	O	Discretionary

Housing Act 2004 - Section 11,12,20,21,28,29,40 & 43 - Enforcement Notices

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Hourly Rate	356	£80.00	£85.00	O	Discretionary

Immigration Housing Inspection

Cancellation of booked appointment (no fee applies if notification of cancellation is given more than 24 hours in advance)	1,486	£35.00	£40.00	S	Discretionary
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Housing Inspection

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Housing Inspection	915	£205.00	£220.00	O	Discretionary

Parks Strategy

All Recreation Grounds

Filming Rights

Record	2025/26 Charge	2026/27 Charge	VAT	Statute
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		VAT	
		II	Discretionary
Still Photography Per Hour (Price on Application)	142	S	Discretionary
TV or Films (Per Day Or Part Of) (Price on Application)	141	S	Discretionary

Fitness & Personal Training Fees & Licences

Details of fees & charges available at www.spelthorne.gov.uk/fitnesstrainingfees

Record	2025/26 Charge	2026/27 Charge	VAT	Statute
1,417			S	Discretionary

Football

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Adult booking (per 1/2 season)	1,479	£1,300.00	£1,365.00	O	Discretionary
Adult booking (per season, payable in 3 instalments)	1,478	£2,600.00	£2,730.00	O	Discretionary
Adult Booking without pavilion (casual)	1,721	£105.00	£110.00	O	Discretionary
Adult individual bookings	621	£125.00	£130.00	O	Discretionary
Junior booking (per 1/2 season) No pavilion	1,483	£410.00	£430.00	O	Discretionary
Junior booking (per 1/2 season) with pavilion use	1,481	£570.00	£600.00	O	Discretionary
Junior booking (per season, payable in 3 instalments) No pavilion	1,482	£815.00	£855.00	O	Discretionary
Junior booking (per season, payable in 3 instalments) with pavilion use	1,480	£1,155.00	£1,215.00	O	Discretionary
Junior individual bookings No pavilion	639	£40.00	£45.00	O	Discretionary
Junior individual bookings with pavilion use	638	£55.00	£60.00	O	Discretionary

Funfairs

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Daily Hire Charge	145	£915.00	£960.00	E	Discretionary
Deposit Against Damage	144	£1,830.00	£1,920.00	O	Discretionary

Outdoor Group Fitness Training fees

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
3 Monthly Licence Charge - up to 15 people per session, 5-7 times a week	1,797	£180.00	£190.00	S	Discretionary
3 Monthly Licence Charge- up to 15 people per session, 2-4 times a week	1,793	£120.00	£125.00	S	Discretionary
3 Monthly Licence Charge up to 15 people per session, once a week	1,789	£60.00	£65.00	S	Discretionary
6 Monthly Licence Charge - up to 15 people per session, 5-7 times a week	1,796	£324.00	£340.00	S	Discretionary
6 Monthly Licence Charge- up to 15 people per session, 2-4 times a week	1,792	£216.00	£230.00	S	Discretionary
6 Monthly Licence Charge up to 15 people per session, one session a week	1,788	£108.00	£115.00	S	Discretionary
Annual Licence Charge - up to 15 people per session, 5-7 times a week	1,794	£540.00	£570.00	S	Discretionary
Annual Licence Charge - up to 15 people per session, one session a week	1,786	£180.00	£190.00	S	Discretionary

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Annual Licence Charge - up to 15 people per sessions , 2-4 times a week		1,790	£360.00	£380.00		
Annual Licence Charge 16-35 people per session, 2-4 times a week		1,791	£600.00	£630.00		
Annual Licence Charge 16-35 people per session,once a week		1,787	£300.00	£315.00		
Annual Licence Charge16-35 people per session, 5-7 times a week		1,795	£900.00	£945.00		

Tennis (Price on Application)

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Hire of court for private coaching (per hour per court)	792			O	Discretionary

Usage of Parks

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Hire of park for non-charity events	1,329	£690.00	£725.00	E	Discretionary

Planning Development Control

A) Pre-Application Charges

a) Householder Applications - Advice (Written)

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Householder advice on acceptability of a proposal	1,249	£125.00	£135.00	S	Discretionary

b) Householder Applications - Other

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Site Visit and advice on historic buildings	1,251	£250.00	£265.00	S	Discretionary

bb) Trees

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Site visit and advice on trees - development site	1,673	£405.00	£430.00	S	Discretionary
Site visit and advice on trees - householder	1,250	£130.00	£140.00	S	Discretionary

c) Planning Investigation/Research - Commercial Organisations Only

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Investigation/ Research Requiring Both Office And Site Based Work Per Hr	667	£400.00	£420.00	S	Discretionary
Investigation/ Research Requiring Office Based Work Only Per Hr	666	£330.00	£350.00	S	Discretionary

d) Planning Investigation/Research - Service Fees

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
High Hedge Legislation	665	£755.00	£795.00	S	Discretionary

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e) Written Advice (Initial advice plus one additional response)

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
01) Single New Dwelling/Replacement Dwelling	1,303	£380.00	£400.00	S	Discretionary
02) Minor Proposals - 2 - 3 dwellings)	780	£545.00	£575.00	S	Discretionary
02b) Larger Minor Proposal (4-9 dwellings) or up to 1000 sq m commercial/other new build	1,672	£1,045.00	£1,500.00	S	Discretionary
05) Dropped kerbs - confirmation whether planning permission required	1,322	£80.00	£85.00	S	Discretionary
06) Advertisements, per advertisement	1,422	£160.00	£170.00	S	Discretionary
07) Other Miscellaneous developments (as agreed by the Planning Development Management)	1,423	£170.00	£180.00	S	Discretionary
08) Large miscellaneous developments (as agreed by the Planning Development Management)	1,778	£420.00	£445.00	S	Discretionary

f) Meetings (charge per meeting)

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
01) Single New Dwelling/Replacement Dwelling	1,304	£490.00	£515.00	S	Discretionary
02) Minor Proposal (2-3 dwellings)	777	£810.00	£855.00	S	Discretionary
02b) Large Minor Proposal (4-9 dwellings) or up to 1000 sq m commercial/other new build	1,671	£1,750.00	£1,840.00	S	Discretionary
03) Major Proposal 10 - 24 dwellings or 1,000 - 2,000 sq m commercial floor space	776	£3,425.00	£3,600.00	S	Discretionary
05) Strategic Proposals (25 -49 dwellings or 2,000- 10,000sq m commercial floor space)	774	£4,725.00	£4,965.00	S	Discretionary
06) Strategic Proposals (50 -99 dwellings or +10,000 sq m commercial)	775	£7,200.00	£7,560.00	S	Discretionary
07) Advertisements	1,424	£435.00	£460.00	S	Discretionary
08) Planning Performance Agreements for major/complex proposals (Terms to be agreed)	1,454			S	Discretionary

B) Planning Application Fees

c) Outline Applications

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
The site area does not exceed 1 hectare: fee for each 0.1 hectare (or part thereof)	1,727	£578.00	£578.00	S	Statutory
The site area exceeds 2.5 hectares (and an additional £186 for each 0.1 hectare (or part thereof) in excess of 2 hectares, subject to a maximum in total of £202,500)	1,729	£15,433.00	£15,433.00	S	Statutory
The site area is between 1 hectare and 2.5 hectares: fee for each 0.1 hectare (or part thereof)	1,728	£624.00	£624.00	S	Statutory

c) Outline Applications - The erection of buildings (not dwellinghouses)

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
The site area is between 1 hectare and 2.5 hectares: fee for each 0.1 hectare (or part thereof)	1,756	£624.00	£624.00	S	Statutory

d) Full Applications

Record	2025/26 Charge	2026/27 Charge	VAT	Statute

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Erection Of Dwellings (1 To 9 Dwellings): fee for each dwellinghouse

1,730 £578.00

£578.00

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B) Planning Application Fees * Statutory planning application fees are set down by Central Government and will increase in April 2025 resulting in higher fees than shown. Also, the Government is consulting on additional fees changes which may come into effect in 2025/26.

a) Household Development

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Alteration/Addition To Existing Dwelling	669	£258.00	£258.00	S	Statutory
Alteration/Addition To Two Or More Existing Dwellings	670	£509.00	£509.00	S	Statutory
Erection Of Outbuildings, Fences Etc Within Curtilage Of A Dwelling	671	£258.00	£258.00	S	Statutory

b) Outline Applications

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
The site area does not exceed 0.5 hectares: fee for each 0.1 hectare (or part thereof)	1,726	£578.00	£578.00	S	Statutory
The site area exceeds 2.5 hectares (and an additional £186 for each 0.1 hectare (or part thereof) in excess of 2 hectares, subject to a maximum in total of £202,500	672	£15,433.00	£15,433.00	S	Statutory
The site area is between 0.5 and 2.5 hectares: for each 0.1 hectare of the site area (or part thereof)	673	£624.00	£624.00	S	Statutory

d) Full Applications - The erection of dwellinghouses

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Erection Of Dwellings (10 To 50 Dwellings): fee for each dwellinghouse	674	£624.00	£624.00	S	Statutory
Where the number of dwellinghouses to be created by the development exceeds 50 (and £186 for each additional dwelling house in excess of 50 up to a maximum fee of £405,000)	675	£30,860.00	£30,860.00	S	Statutory

e) Erection Of Buildings Other Than Dwellings, Agricultural Buildings, Glasshouses Or Plant And Machinery

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
No new floor space	680	£293.00	£293.00	S	Statutory
Where floor space does not exceed 40m ²	678	£293.00	£293.00	S	Statutory
Where the floor space created is between 40m ² and 1000m ² : fee for each 75m ² (or part thereof)	679	£578.00	£578.00	S	Statutory
Where the floor space created is more than 3750m ² (with £186 for each additional 75m ² in excess of 3750m ² subject to a maximum fee of £405,000)	676	£30,860.00	£30,860.00	S	Statutory

e) Erection Of Buildings Other Than Dwellings, Agricultural Buildings, Glasshouses Or Plant And Machinery

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Where the floor space created is between 1000m ² and 3750m ² : fee for each 75m ² (or part thereof)	677	£624.00	£624.00	S	Statutory

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f) Erection Of Other Agricultural Buildings On Land Used For Purposes Of Agriculture (Other Than Glasshouses)

		Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Where the gross floor space does not exceed 465m ²		686	£120.00	£120.00	S	Statutory
Where the gross floor space exceeds 540m ² but does not exceed 4215m ² £385 for the first 540m ² and an additional £385 for each 75m ² in excess of 540m ²		685	£578.00	£578.00	S	Statutory
Where the gross floor space exceeds 4215m ² £19,049 (and an additional £115 for each 75m ² in excess of 4215 up to a maximum fee of £250,000)		683	£30,860.00	£30,860.00	S	Statutory
Where the gross floor space exceeds 465m ² but does not exceed 540m ²		684	£578.00	£578.00	S	Statutory

g) Erection Of Glasshouses Used For Purposes In Agriculture

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Where the gross floor space does not exceed 465m ²	681	£120.00	£120.00	S	Statutory
Where the gross floor space exceeds 1000m ²	1,731	£3,483.00	£3,483.00	S	Statutory
Where the gross floor space exceeds 465m ² but not more than 1000m ²	682	£3,225.00	£3,225.00	S	Statutory

h) Erection, Alteration Or Replacement Of Plant And Machinery

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Where the site area does not exceed 5 hectares, £385 for each 0.1 hectare of the site area	688	£578.00	£624.00	S	Statutory
Where the site area exceeds 5 hectares £19,049 (an additional £115 for each 0.1 hectares in excess of 5 hectares subject to a maximum of £405,000)	687	£30,860.00	£30,860.00	S	Statutory
Where the site area is less than 1 hectare	1,780		£578.00	S	Statutory
Where the site area is more than 1 hectare but does not exceed 5 hectares: fee for each 0.1 hectare (or part thereof)	1,735	£624.00	£624.00	S	Statutory

i) Applications other than Building Works

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Car Parks, Service Roads Or Other Accesses (Existing Uses Only)	704	£293.00	£293.00	S	Statutory

j) Exploratory Drilling For Oil Or Natural Gas

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Where the site area does not exceed 7.5 hectares: fee for each 0.1 hectare (or part thereof)	699	£686.00	£686.00	S	Statutory
Where the site area exceeds 7.5 hectares (and £204 for each additional 0.1 hectare (or part thereof) in excess of 7.5 hectares up to a maximum fee of £405,000)	1,273	£51,395.00	£51,395.00	S	Statutory

k) Operations (other than exploratory drilling) for the winning And working Of Minerals of oil or natural gas

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Where the site area does not exceed 15 hectares: fee for each 0.1 hectare (or part thereof)	1,736	£347.00	£347.00	S	Statutory

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Where the site area exceeds 15 hectares (and additional £204 for each 0.1 hectare in excess of 15 hectares up to a maximum fee of £105,300)	1,737	£52,002.00	£52,002.00	VATII
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I) Other operations (Winning And Working Of Minerals) excluding oil and natural gas	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Where the site area does not exceed 15 hectares: fee for each 0.1 hectare (or part thereof)	701	£316.00	£316.00	S	Statutory
Where the site area exceed 15 hectares and an additional £186 for each 0.1 hectares in excess of 15 hectares (to a maxiium of £105,000)	1,274	£47,161.00	£47,161.00	S	Statutory
m) The carrying out of any operations not coming within any of the above categories	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
£293 for each 0.1 hectare of the site area, subject to a maximum of £2,535	703	£293.00	£293.00	S	Statutory
For Non-Compliance With Conditions , Including Retention Of Temporary Building (If Not As A Revision)	705	£293.00	£293.00	S	Statutory
n) Change of Use of a building to use as one or more separate dwellinghouses, or other cases:	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Not more than 10 dwellinghouses: fee for each dwellinghouse	1,762	£578.00	£578.00	S	Statutory
o) Change Of Use Of Building To Use As One Or More Separate Dwellings - change of use is from a previous use as a single dwelling house to use as two or more single dwelling houses:	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Not more than 10 dwellinghouses: fee for each dwellinghouse	1,733	£578.00	£578.00	S	Statutory
Where the change of use is to use as between 10 and 50 dwelling houses £385 per new dwelling	1,275	£624.00	£624.00	S	Statutory
where the change of use is to use as more than 50 dwelling houses, £19,049 (and an additional £115 for each dwelling house in excess of 50, up to a maximum fee of £405,000)	1,276	£30,860.00	£30,860.00	S	Statutory
p) The use of land for: a) the disposal of refuse or waste materials; b) the deposit of material VAT remaining after minerals have been extracted from land; or c) the storage of minerals in the open	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Where the site area does not exceed 15 hectares, £195 for each 0.1 hectares of the site area	1,279	£316.00	£316.00	S	Statutory
Where the site area exceeds 15 hectares, £29,112 (and an additional £115 for each 0.1 hectare in excess of 15 hectares, subject to a maximum fee of £65,000)	1,280	£47,161.00	£47,161.00	S	Statutory
q) Other Changes Of Use	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Other Changes Of Use of a building or land	710	£578.00	£578.00	S	Statutory

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r) Concessionary Fees and Exemptions

		Record	2025/26 Charge	2026/27 Charge	VAT	Statute
01) Works To Improve The Disabled Person Access To A Public House, Or To Improve His Access, Safety, Health Or Comfort At His Dwelling House		689			S	Statutory
02) Applications By Parish etc. Councils (Advertisement Applications Also) - Half the normal fee		690			S	Statutory
03) If the application relates to an alternate use of buildings or land within the same Use Class that requires permissions only by the requirements of a condition imposed on a permission granted or deemed to be granted under Part 3 of the		691			S	Statutory
04) Playing Fields (For non-profit making sports clubs and not involving buildings)		692	£578.00	£578.00	S	Statutory
05) Applications for Listed Building Consent; Demolition in a Conservation Area; Works to Trees covered by a Tree Preservation Order or in a Conservation Area; Hedgerow Removal Notice; Certificate of Lawfulness for Proposed Works to a Listed Building		723			S	Statutory
06) If the application is an alternative proposal being submitted on the same site by the same on the same day, where the application of lesser costs then the fee is 50%		695			S	Statutory
07) Alternative Applications For One Site. Highest Of Fees Applicable For Each Alternative And A Sum Equal To Half The Rest.		696			S	Statutory
08) Development Crossing Planning Authority Boundaries, Requiring Several Applications - Only 1 Fee Is Paid To The Authority Having The Larger Site, But Calculated For The Whole Scheme And Subject To Special Ceiling.		697			S	Statutory
09) Reserved Matters Where The Applicants Earlier Reserved Matters Applications Have Incurred Total Fees Equalling That For A Full Application For Entire Scheme		698	£578.00	£578.00	S	Statutory

s) Applications In Relation To Permission In Principle

		Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Fee for each 0.1 hectare of the site area (or part thereof)		1,219	£503.00	£503.00	S	Statutory

t) Advertisements

		Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Advance Signs Directing The Public To A Business		718	£165.00	£165.00	S	Statutory
Advertisements Relating To The Business On The Premises		717	£165.00	£165.00	S	Statutory
Other Advertisements		719	£578.00	£578.00	S	Statutory

u) Fees For Applications For Certificates Of Lawful Use Or Development

		Record	2025/26 Charge	2026/27 Charge	VAT	Statute
For existing use or operation - lawful not to comply with any condition or limitation		1,428	£293.00	£293.00	S	Statutory
For existing use or operation - The amount that would be payable in respect of an application for full planning permission		720			S	Statutory
For proposed use or operation - Half the amount that would be payable in respect of the normal planning fee		722			S	Statutory

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v) Miscellaneous Applications

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Notification of Agricultural Or Forestry Development Or Demolition Under The General Development Order	712	£120.00	£120.00	S	Statutory
Notification of Demolition under the General Development Order	1,281	£120.00	£120.00	S	Statutory
Notification of Telecommunication Development Under The General Development Order	713	£578.00	£578.00	S	Statutory

w) Confirmation of Compliance with planning condition attached to Planning Permission

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Application or removal or variation of a condition following grant of planning permission	1,429	£293.00	£293.00	S	Statutory
Approval of details and/or confirmation that one or more planning conditions have been complied with - all other permissions	979	£145.00	£145.00	S	Statutory
Approval of details and/or confirmation that one or more planning conditions have been complied with - householder permission7s8	978	£43.00	£43.00	S	Statutory

x) Requests for Non Material Amendments

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Householder	783	£43.00	£43.00	S	Statutory
Others	782	£293.00	£293.00	S	Statutory

y) Hazardous Substances Consent

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Applications For Removal Of Conditions And Continuation Of An Existing Consent	716	£250.00	£250.00	S	Statutory
Applications Where Twice The Controlled Quantity Of Substance Is Not Exceeded	714	£313.00	£313.00	S	Statutory
Applications Where Twice The Controlled Quantity Of Substances Will Be Exceeded	715	£500.00	£500.00	S	Statutory

z) Fees For Certain Applications Under The General Permitted Development Order

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
01) Part 4 Class CA (Provision of a temporary state-funded school on "vacant commercial land")	1,509	£120.00	£120.00	S	Statutory
02) Part 4 Class E (temporary use of land or building for the purposes of "commercial film making")	1,510	£120.00	£120.00	S	Statutory
03) Part 7 Class C (erection of a "collection facility" within the curtilage of a shop)	1,511	£120.00	£120.00	S	Statutory
04) Part 14 Class J (Installation of solar panels on a non-domestic building)	1,512	£120.00	£120.00	S	Statutory
05) Larger Home Extensions	1,738	£120.00	£120.00	S	Statutory
06) Additional storeys on a home	1,739	£120.00	£120.00	S	Statutory
07) Change of Use from Commercial/Business/Service (Class E) or Betting Office or Pay Day Loan Shop to mixed use including two flats (C3)	1,740	£120.00	£120.00	S	Statutory
08) Change of Use of a building or land from Commercial/Business/Service (Class E), Hotels (C1), Residential Institutions (C2), Secure Residential Institutions (C2A) to a State Funded School	1,741	£120.00	£120.00	S	Statutory

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09) Change of Use of a building or land within its curtilage from an Agricultural Building to a State Funded School	1,742	£120.00	£120.00	S	Statutory
10) Change of Use of a building and any land within its curtilage from an Agricultural Building to a flexible commercial use within Commercial/Business/Service (E3), Storage or Distribution (B8) or Hotels (C1)	1,743	£120.00	£120.00	S	Statutory
11) Change of Use of a building or land within its curtilage from Commercial/Business/Service (Class E) to dwellinghouses (C3): fee for each dwellinghouse	1,744	£125.00	£125.00	S	Statutory
12) Change of Use of a building or land within its curtilage from an Agricultural Building to Dwellinghouses (C3): fee for change of use or £258 if it includes building operations in connection with the change of use)	1,745	£120.00	£120.00	S	Statutory
13) Change of Use of a building from Betting Office, Pay Day Loan Shop, Launderette, a mixed use combining one of these uses and use as dwellinghouse(s); or Hot Food Takeaways to Dwellinghouses (C3): fee for change of use or £258 if it includes building operations in connection with the change of use)	1,746	£120.00	£120.00	S	Statutory
14) Change of Use of a building or land within its curtilage from Amusement Arcades/Centres and Casinos to Dwellinghouses (C3): fee for change of use or £258 if it includes building operations in connection with the change of use)	1,747	£120.00	£120.00	S	Statutory
15) Moveable structure within the curtilage of a historic visitor attraction or listed pub/restaurant/etc.	1,748	£120.00	£120.00	S	Statutory
16) Construction of not more than 10 new dwellinghouses: fee for each dwellinghouse	1,749	£418.00	£418.00	S	Statutory
17) Construction of between 10 and 50 new dwellinghouses: fee for each dwellinghouse	1,750	£451.00	£451.00	S	Statutory
18) Construction of more than 50 new dwellinghouses: fee plus £135 for each dwellinghouse in excess of 50 up to a maximum fee of £405,000	1,751	£22,309.00	£22,309.00	S	Statutory
Construction of between 10 and 50 new dwellinghouses: fee for each dwellinghouse	1,776	£451.00	£451.00	S	Statutory

C) Planning Miscellaneous Fees

a) Photocopying Charges For Current Applications

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
01) A4 - First Sheet	654	£5.00	£6.00	S	Discretionary
02) A4 - Each Subsequent Sheet	655	£2.00	£3.00	S	Discretionary
03) A3 - First Sheet	656	£6.00	£7.00	S	Discretionary
04) A3 - Each Subsequent Sheet	657	£2.00	£3.00	S	Discretionary
05) A2 - First Sheet	658	£25.00	£30.00	S	Discretionary
06) A2 - Each Subsequent Sheet	659	£4.00	£5.00	S	Discretionary
07) A1 - First Sheet	660	£25.00	£30.00	S	Discretionary
08) A1 - Each Subsequent Sheet	661	£5.00	£6.00	S	Discretionary
09) A0 - First Sheet	662	£25.00	£30.00	S	Discretionary
10) A0 - Each Subsequent Sheet	663	£7.00	£8.00	S	Discretionary

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b) Other Charges

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
01) Additional payment to submit an application by email	1,781	£60.00	£65.00	S	Discretionary
02) Additional payment to submit an application on paper	1,782	£100.00	£105.00	S	Discretionary
03) Enforcement Officer Charges Per Hour: Team Leader £185ph.,	1,783	£185.00	£195.00	S	Discretionary
04) Enforcement Officer Charges Per Hour: Enforcement Officers: £140 ph	1,784	£140.00	£150.00	S	Discretionary

b) Service Fees

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Planning Decision Notice and copies of TPO's (Each)	651	£40.00	£45.00	S	Discretionary

c) Publicity Schedule Of Planning Proposals

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
By email	1,282			S	Discretionary
Paper Copy	664	£130.00	£140.00	S	Discretionary

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Refuse Collection

Collection of Contaminated bins

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Initial charge	1,675	£245.00	£260.00	O	Discretionary
Per Bin lift	1,676	£24.00	£25.00	O	Discretionary

Collection of contaminated waste bins

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Excess waste per bin lift	1,677	£24.00	£25.00	O	Discretionary

Collection of contaminated communal 140 ltr food textile WEEE bins

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Initial charge	1,689	£35.00	£40.00	O	Discretionary

Collection of contaminated communal 140ltr food textile WEEE bins

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Per Bin lift	1,690	£12.00	£13.00	O	Discretionary

Fees and Charges

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Domestic

Purchase of Bins for New Development

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
1100L - Plastic Recycle With Aperture	1,687	£395.00	£415.00	O	Discretionary
140L- Food Waste	1,674	£75.00	£80.00	O	Discretionary

Purchase of bins for New Developments

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
a) 140L - Plastic	793	£75.00	£80.00	O	Discretionary
b) 240L - Plastic	794	£75.00	£80.00	O	Discretionary
c) 660L - Plastic	795	£325.00	£340.00	O	Discretionary
d) 1100L - Plastic	796	£390.00	£410.00	O	Discretionary
e) 1100L - Metal	1,455	£520.00	£545.00	O	Discretionary

Service Fees

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Annual Charge for 240 ltr Green Waste Bin	756	£70.00	£75.00	O	Discretionary
Annual Charge for 660 ltr Green Waste Bin	1,314	£180.00	£190.00	O	Discretionary
Annual charge for emptying of 2nd & 3rd 240L garden bin	1,513	£40.00	£45.00	O	Discretionary
Annual Charge for Green Waste Sack	757	£50.00	£55.00	O	Discretionary
Bulky Items (Excess) And Other Items By Arrangement	755	£215.00	£225.00	O	Discretionary
Provision of a waste skip - on private land	1,312	£315.00	£330.00	S	Discretionary
Replacement AWC Bin	751	£75.00	£80.00	O	Discretionary
Sale of new 240 ltr Green Waste Bin to new scheme members	1,309	£30.00	£35.00	O	Discretionary
Sale of second hand 240 ltr Green waste bin (if available)	1,457	£19.00	£10.00	O	Discretionary

Non - Domestic

Non - Domestic Properties only, not commercial waste (charge for the emptying of each individual bin per occasion)

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
a) Rubbish 240 ltr bin	787	£14.00	£15.00	O	Discretionary
b) Rubbish 660 ltr bin	788	£17.00	£20.00	O	Discretionary

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				VATII
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c) Rubbish - Large 1100 ltr bin		937	£17.00	£20.00
d) Recycling 240 ltr bin		938	£5.00	£6.00
e) Recycling 660 ltr bin		939	£7.00	£8.00
f) Recycling - Large 1100 ltr bin		940	£8.00	£9.00
g) Food Waste - up to 240 ltr bin		1,306	£5.00	£6.00

Non - Domestic Properties only, not commercial waste (disposal cost of each individual bin per occasion)

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
a) Rubbish 240 ltr bin	1,458	£2.00	£3.00	O	Discretionary
b) Rubbish 660 ltr bin	1,459	£5.00	£6.00	O	Discretionary
c) Rubbish - Large 1100 ltr bin	1,460	£9.00	£10.00	O	Discretionary
d) Recycling 240 ltr bin	1,461	£2.00	£3.00	O	Discretionary
e) Recycling 660 ltr bin	1,462	£4.00	£5.00	O	Discretionary
f) Recycling - Large 1100 ltr bin	1,463	£7.00	£8.00	O	Discretionary
g) Food Waste - up to 140 ltr bin	1,464	£4.00	£5.00	O	Discretionary

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Strategic Planning

Custom and Self Build Register

a) Joining Fees

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Joining fee for Part 1 of the register (association)	1,799	£130.00	£140.00	O	Discretionary
Joining fee for Part 1 of the register (individual)	1,798	£80.00	£85.00	O	Discretionary
Joining fee for Part 2 of the register (association)	1,801	£130.00	£140.00	O	Discretionary
Joining fee for Part 2 of the register (individual)	1,800	£80.00	£85.00	O	Discretionary

b) Annual Fees

	Record	2025/26 Charge	2026/27 Charge	VAT	Statute
Annual fee for Part 1 of the register (association)	1,803	£35.00	£40.00	O	Discretionary
Annual fee for Part 1 of the register (individual)	1,802	£35.00	£40.00	O	Discretionary
Annual fee for Part 2 of the register (association)	1,805			O	Discretionary
Annual fee for Part 2 of the register (individual)	1,804			O	Discretionary

Fees and Charges

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S106 Monitoring Fees

Financial Obligation (Fee per Obligation)

5% of Financial Obligation (Capped at £10,000)

Record	2025/26 Charge	2026/27 Charge	VAT	Statute
1,806			O	Discretionary

Non- Financial Obligation (Fee per Obligation)

Record	2025/26 Charge	2026/27 Charge	VAT	Statute
1,807	£600.00	£630.00	O	Discretionary

Works in Default

Works in Default

Works in Default

30% administration fee applied to cost of any works that are carried out in default by Environmental Health

Record	2025/26 Charge	2026/27 Charge	VAT	Statute
1,752			S	Discretionary

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Council Tax Resolution 2026/27

Following consideration of its budget, the Council is required under Statute to make a formal resolution in respect of the amount of Council Tax to be levied in the Spelthorne Borough for the financial year commencing 1st April 2026.

The figures below have been calculated in accordance with regulations made under Sections 31B (3) and 34 (4) of the Local Government Finance Act 1992 (as amended) ("the Act").

1. To note that the Corporate Policy & Resources Committee at its meeting on 9 February 2026, calculated the Council Tax Base 2026/27 for the Council as 41,278.13 in accordance with Regulation 3 of the Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012.
2. That the following amounts now be calculated for the year 2026/27 in accordance with Sections 31 to 36 of the Act:
 - (a) £144,772,100 being the aggregate of the amount which the Council estimates for the items set out in Section 31A (2) (a) to (f) of the Act;
 - (b) £135,051,100 being the aggregate of the amount which the Council estimates for the items set out in Section 31A (3) (a) to (d) of the Act;
 - (c) £9,721,000 being the amount by which the aggregate at 2(a) above exceeds the aggregate at 2(b) above, calculated by this Council in accordance with Section 31A (4) of the Act as its Council Tax requirement for the year.
 - (d) £235.50 being the amount at 2(c) above, divided by the Council Tax base (item 1 above), calculated by the Council, in accordance with Section 31B (1) of the Act, as the basic amount of its Council Tax for the year (including Parish precepts)
 - (e) £0.00 being the aggregate amount of all special items (Parish precepts) referred to in Section 34(1) of the Act
 - (f) £235.50 being the amount at 2(d) above less the result given by dividing the amount at 2(e) above by the Council Tax base, calculated by the Council in accordance with Section 34(2) of the Act as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no special item (Parish precept) relates.
 - (g) That the following amounts be calculated for the year 2026/27 in accordance with Sections 31 to 36 of the Act as amended.

Valuation Band	A	B	C	D	E	F	G	H
	£	£	£	£	£	£	£	£
Spelthorne Borough Council	157.00	183.17	209.33	235.50	287.83	340.17	392.50	471.00

Being the amounts given by multiplying the amount at 2(f) above by the number which, in the proportion set out in Section 5(1) of the Act, is applicable to dwellings listed in a valuation band 'D' calculated by the Council in accordance with Section 36(1) of the Act, as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands.

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3. To note for the year 2026/27 Surrey County Council and the Police and Crime Commissioner for Surrey have stated the following amounts in precepts issued to the Council, in accordance with Section 40 of the Act for each of the categories of dwelling in the Council's area as shown below:

Valuation Band	A	B	C	D	E	F	G	H
	£	£	£	£	£	£	£	£
County Council	1,292.32	1,507.71	1,723.10	1,938.42	2,369.26	2,800.03	3,230.80	3,876.97
Police & Crime Commissioner	235.05	274.22	313.4	352.57	430.92	509.27	587.62	705.14

4. That, having calculated the aggregate in each case of the amounts in 2(g) and 3 above, the Council, in accordance with Sections 30 to 36 of the Local Government Finance Act 1992 as amended by the Localism Act 2011, hereby sets the amounts of Council Tax for the year 2026/27 for each of the categories of dwellings:

Valuation Band	A	B	C	D	E	F	G	H
	£	£	£	£	£	£	£	£
Total Council Tax due	1,684.37	1,965.10	2,245.83	2,526.49	3,088.01	3,649.47	4,210.92	5,053.11

5. The Council has determined that its relevant basic amount of Council Tax for 2026/27 is not excessive in accordance with the principles approved under Section 52ZB of the Act.

As the billing authority, the Council has not been notified by a major precepting authority that its relevant basic amount of council tax for 2026/27 is excessive and therefore the billing authority is not required to hold a referendum in accordance with Section 52ZK of the Act.

6. The payment dates for the statutory ten monthly instalments scheme be set to run from 1 April 2026 to 1 January 2027.

The Council Tax (Administration and Enforcement Regulations 1992 allow customers to opt out of the ten monthly instalment scheme and request payment over a 12-month period.

Where this is requested, the Council authorises that the payment dates are to be on such a day in each month as is most efficient for administrative purposes.

Explanatory Note: The following narrative provides some additional explanation of the figures contained within the formal resolution at section 2.

2(a)	£144,772,100	This represents the gross expenditure of the Council
2(b)	£135,051,100	This represents the total income to the Council, including Government support and share of any Council Tax surplus from prior years
2(c)	£9,721,000	This represents the balance to be raised by Council Tax (including any Parish precepts)
2(d)	£235.50	This represents the average Band D Council Tax for the year (including any Parish precepts)
2(e)	£0.00	This represents the amount reapportioned to specific areas under special expenses or Parish precepts. There are no such charges for Spelthorne Borough Council

APPENDIX I

2(f)	£235.50	This represents the average Band D Council Tax excluding the amounts covered by special expenses or Parish precepts. As there are no such charges in Spelthorne, the Band D amount remains the same as in 2(d)
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Section 25 Report - Section 151 Officer Report on the Robustness of the 2026/27 Budget Estimates and the Adequacy of Reserves

1. Introduction

- 1.9 The Council has a legal duty to set a balanced budget and must take all reasonable factors into account when doing so. Under Section 25(1)(b) of the Local Government Act 2003, the Section 151 Officer (Chief Finance Officer) has a personal responsibility to advise the Council on the robustness of the budget estimates and the adequacy of the Council's reserves when it considers its budget and council tax. The Act requires Members to have regard to this advice when making their decisions.
- 1.10 To support Chief Finance Officers (CFOs) in fulfilling this responsibility, the Chartered Institute of Public Finance and Accountancy (CIPFA) provides guidance on the CFO's role in the budget-setting process, including the requirement to provide a statement on the robustness of estimates and the adequacy of reserves. This statement has been prepared in accordance with that guidance, and Members are advised to consider the content of this report carefully.

2. The robustness of the estimates

- 2.1 The robustness of the estimates involves scrutinising the detailed elements of the budget, weighing all relevant factors, and taking a balanced view of the associated risks. Depending on the level of risk identified within the proposed budget, the Chief Finance Officer is required to consider the Council's contingency arrangements should planned savings not materialise. This report seeks to outline the risks associated with delivering the proposed savings, together with the implications and contingency measures should those savings not be achieved as planned.
- 2.2 In these exceptionally challenging times, councils continue to face the ongoing impacts of the cost-of-living crisis and the housing crisis. In the case of Spelthorne following the Best Value Directions, it is seeking to reduce its risk exposure by paying down debt more rapidly and rationalise its investments assets portfolio. Additionally in April 2027 the Council will be passing across its assets and liabilities to West Surrey Council. It is therefore more important than ever that the Council adopts a careful and prudent approach to budget setting and sets out a medium-term strategy for achieving financial sustainability, for both revenue and capital, and to the assessment and management of budgetary risk.
- 2.3 Whilst in the long term the revised Minimum Revenue Provision Policy adopted by Council in November 2025 will ensure debt is written down faster and reduces longer term risk, in the short term it places greater pressure on the Revenue Budget. One key mitigation of this factor will be the delivery of a medium-term assets rationalisation programme, and a second mitigating approach will be the combination of using reserves and delivering revenue savings to close the Budget gap.

2.4 Officers, will closely monitor movements in interest rates, make informed judgements regarding the recovery of income from fees and charges, and assess and manage the risks affecting the Council's commercial and retail income streams. The ongoing impact of these factors on the Council's current and future financial position will be kept under regular review.

2.5 In light of the challenges outlined earlier in this report, officers will continue to closely monitor collection rates for Council Tax and Business Rates, as well as income from investment assets. The Knowle Green Estates Board will oversee the management of residential rental income, including monitoring rent arrears, reducing costs where possible, and seeking opportunities to increase income, while effectively managing the Council's 174 residential rental units. The Council as the sole shareholder of KGE is currently evaluating options for determining the longer future direction of the assets under the company's control.

2.6 There are a range of other legislative measures in Local Government Acts which are in place to ensure local authorities do not over-commit themselves financially. These include the Chief Finance Officer's power and duty under S114 of the Local Government Finance Act 1988, which requires a report to all members of the Council if there is, or likely to be, unlawful expenditure or an the expenditure of the authority (including expenditure it proposes to incur) in a financial year is likely to exceed the resources, including reserves.

2.7 The Prudential Code issued by the Chartered Institute of Public Finance and Accountancy (CIPFA) which guides local authorities on the affordability of their capital programme. This is addressed in the Treasury Management Strategy 2026/27 report going to February Council.

2.8 The 2003 Act does not provide any specific guidance on how to evaluate the robustness of the estimates. However, it does identify the need to allow for risks and uncertainties that might lead to expenditure exceeding budget by:

- Making prudent allowance in the estimates for inflation, known cost increases, or reductions in income and in addition
- Ensuring that there are adequate reserves to draw on if the estimates are insufficient.

2.9 It is stressed that the advice contained in this report on the appropriate level of reserves is not based on a percentage of spend, but on an assessment of all the circumstances likely to affect the Council. Whilst we are aware that Spelthorne as other West Surrey councils, is in the first wave of Reorganisation, we have for the moment continued business as usual projections. Guidance issued by the Chartered Institute of Public Finance and Accountancy (CIPFA) states the following factors should be considered by the section 151 officer in undertaking an assessment on the overall level of reserves and balances:

- Assumptions regarding inflation, which clearly are of increased significance at present.
- Treatment of demand led pressures.
- Treatment of savings
- Risks inherent in new partnerships etc.

- Financial standing of the authority (i.e., level of borrowing, debt outstanding etc).
- The Authority's track record in budget management
- The Authority's capacity to manage in year budget pressures.
- The Authority's virements and year end procedures in relation to under and overspends.

2.6 Estimates of the level and timing of capital receipts. Given the assets rationalisation programme this will be of particular significance. Timing of realisation of capital receipts relative to the year end date of 31st March has a particular impact on each subsequent year's Minimum Revenue Provision charge to the Revenue Budget.

2.7 In making this assessment, the Section 151 Officer has had regard to the most recent findings and recommendations arising from the Best Value Inspection and reports from the Council's External Auditors, particularly those relating to the need to strengthen medium-term financial planning.

2.8 In assessing the robustness of the Council's budget approach, the Section 151 Officer, working with senior officers and Councillors, has considered the Council's financial position over the next three years and how that impacts on West Surrey's baseline position. The Government has confirmed the outcome of the local government funding reform, which is intended to direct additional resources towards areas with lower tax bases and higher levels of need. This reform has resulted in a redistribution of grant funding between councils and has been accompanied by a reset of business rates. These changes a begin to take effect from 2026/27, with Spelthorne, along with other Surrey councils, over a three-year period will be relatively disadvantaged in real terms but cushioned by a grant floor.

2.9 A full business rates reset also takes effect with effect from 1st April 2026. In 2026/27 Spelthorne is assisted by the business rates safety net. While the reset has highlighted significant challenges from 2026/27 onwards, it also indicates that, given current levels of reserves, the Council has sufficient reserves to balance its budget in 2026/27 and hypothetically in 2027/28 and 2028/29 as well. This is based on the recent updated Reserves Strategy which was approved by the Council in December 2025.

2.10 Over the coming year, the Council will place particular emphasis on two key priorities. First, it will ensure the robust monitoring and delivery of the £1 million of unidentified efficiency savings built into the budget, with progress reported regularly to Councillors. These savings will deliver larger full year benefits for West Surrey. Second, the Council will actively engage with the Surrey Local Government Reorganisation transitional process to help ensure a safe and legal transfer to West Surrey. Once the new Council is established significant transformation work will be undertaken. This is informed by options analysis undertaken by consultants. It is important that the in-year target savings levels are delivered in 2026/27.

2.11 It remains essential that the Council continues to critically review its financial management performance. One of the key messages of the CIPFA Financial Management Code is that responsibility for effective

financial management rests with the whole senior management team, encompassing both Members and officers.

2.12 Key areas of focus over the last 12 Months include:

- Improvements in financial management, governance, and reporting processes as part of the Improvement Plan agreed with government appointed Commissioners.
- The Council has developed and implemented a new MRP Policy to ensure long-term financial sustainability and adherence to updated regulatory guidelines.
- Improved the accuracy and timeliness of the Statement of Accounts, significantly enhancing the quality of financial reporting and transparency. This included a more rigorous review process, which resulted in clearer and more comprehensive financial statements for stakeholders. Improvements in the have been confirmed by the external auditors in their 2024/25 Audit Findings report.
- Refinanced Council debt to reduce outstanding debt by 32.3% - reducing future financial liabilities. The new debt structure aligns with the Council's financial strategy and IRP objectives, providing enhanced financial flexibility and resilience.
- Drafted a new Medium-Term Financial Strategy (MTFS) which outlines clear financial priorities and the pathway to financial recovery over the next 3-5 years.
- Strengthened Financial Governance and Compliance - Implemented improvements in financial governance and compliance, strengthening internal controls and reporting mechanisms in line with the IRP's objectives. Ensured full adherence to regulatory requirements and financial best practices, enhancing the Council's credibility with stakeholders and external auditors.
- Enhanced Stakeholder Engagement and Reporting - Increased transparency and communication around financial performance and the recovery plan by enhancing stakeholder engagement and regular reporting. Developed clear and accessible financial reports for both internal and external audiences, ensuring all key stakeholders were informed and aligned with progress on the IRP. Still progress to be made in improving the clarity and usefulness of reports.
- Improved service delivery and efficiency through more efficient use of resources, faster processing times for payments, better oversight of budgets, and improved accuracy in financial reporting.
- Enhanced service delivery to budget managers across the Council to ensure that services continue to be funded and operate effectively despite the challenges of financial cuts or inflationary pressures, and ongoing improvement through an updated financial management system, which allows for better forecasting, reporting, and compliance.

2.13 The Council and the Finance team have collaborated effectively with the Finance Commissioner to ensure alignment of key financial policies and strategic objectives with the overall Council recovery plan. This includes engaging in collaborative decision-making on critical financial issues and projects, including the adoption of the new MRP Policy, debt refinancing, and the MTFS, driving positive outcomes for the Council's financial health.

Adequacy of Reserves

2.14 The Local Government Act 2003 requires the Chief Finance Officer to report on the adequacy of the Council's financial reserves when the General Fund budget requirement for the year is being considered. Under the Local Government Finance Act 1988, all usable revenue balances held by the Council are, in principle, at the disposal of the General Fund, with the exception of the Collection Fund and Section 106 / Community Infrastructure Levy (CIL) reserves. However, all of Spelthorne Borough Council's reserves have been approved by Council as earmarked and may only be used for their intended purposes.

2.15 The requirement for financial reserves is acknowledged in statute (Local Government Finance Act 1992). There are also safeguards in place to prevent local authorities over-committing themselves financially. These include:

- The balanced budget requirement
- Chief Finance Officer's S114 powers
- The external auditor's responsibility to review and report on financial standing
- The prudential code for capital finance

2.16 The minimum prudent level of reserves that the Council should maintain is a matter of professional judgement. Reserves act as the Council's safety net, providing a contingency to cushion the impact of unexpected events or emergencies, as well as a working balance to manage uneven cash flows. Reserves can also be used to build up funds commonly referred to as earmarked reserves to meet known or anticipated liabilities.

2.17 These issues, together with the Council's Reserves Policy approved by Council at its meeting on 11 December 2025. The Council's General Fund revenue reserve, which acts as the primary contingency reserve, currently stands at £4.1m, representing 20% of the proposed net budget requirement for 2026/27.

2.18 The Chartered Institute of Public Finance and Accountancy (CIPFA), in its Financial Management Code, states that "the aim of the authority's financial reserves is to provide funding for investment in future activities and to act as a safety net in case of short-term financial challenges."

2.19 During the 2023/24 financial year, the Council applied £15.8m from reserves to mitigate the impact of accumulated capitalised costs relating to abortive housing sites that were required to be charged to revenue. In addition, £6.5m of reserves were applied in 2024/25 to offset the impact of the Minimum Revenue Provision (MRP) on regeneration assets reclassified as surplus with effect from 1 April 2024.

2.20 Despite these significant applications, the Council retained a reasonable level of reserves. As at 31 March 2025, total usable reserves stood at £56.2m. Of these £40.9m available from the start of 2025/26 to be used flexibly to support the MTFS. It is estimated that at the end of 2025/26 £21.7m of these reserves will remain available to support future budgets.

2.21 This position must be considered in the context of the Council's outstanding loan debt, which stood at £715m following the refinancing of PWLB debt completed on 25 November 2025.

2.22 Not all reserves are available for use. Some arise from statutory and accounting requirements and are therefore classified as unusable reserves. These reserves cannot be applied for any other purpose and are excluded from the Reserves Strategy, as their creation, purpose, and use are prescribed and not subject to local discretion.

2.23 An effective Reserves Strategy must be subject to regular review and adaptation to reflect the evolving risks faced by the Council. The context in which the Council holds reserves has changed significantly in recent years. Historically, the strategy focused on the long-term retention of investment assets and the management of associated risks through the accumulation of earmarked sinking fund reserves to support the sustainability of rental income streams.

2.24 In May 2025, the Council received Statutory Directions requiring the implementation of a strict debt reduction programme and the disposal of a substantial proportion of its investment assets. Under the Improvement and Recovery Plan, the majority of these assets are expected to be sold over the medium term. As a result, the original rationale for maintaining sinking fund reserves has materially changed.

2.25 In parallel with these Statutory Directions, the Council has revised its Minimum Revenue Provision (MRP) policy to comply with statutory guidance. This revision has led to a significant increase in the annual MRP charge to the Revenue Budget, placing additional pressure on the Council's overall financial position. To help mitigate these pressures, the Council has undertaken a debt rescheduling exercise and will implement an asset rationalisation programme. While these actions will provide some relief, they are not expected to fully offset the ongoing budgetary pressures.

2.26 Consideration has also been given to risks arising from group relationships between the Council and its two subsidiary companies. The more material of these is Knowle Green Estates (KGE), which has loan financing of approximately £45.3m from the Council. This loan exposure is supported by rental income generated from KGE tenants. Over time, rental income is expected to increase through annual rent uplifts, while interest rates on the loans are fixed for a 50-year period. The company operates a target of re-letting void properties within 10 days and has a strong track record in achieving this. Performance on voids is reported monthly to the KGE Board, alongside rent arrears, which remain consistently low.

Conclusion

2.27 The Chief Finance Officer is satisfied that each service budget has been prepared in the context of the Council's corporate strategies, including the Capital Strategy and longer-term financial strategy which means that the

Council is presented with robust estimates as a basis for making decisions about the level of Council tax.

2.28 Having reviewed the Council's reserves position in the context of the current economic and financial environment, it is concluded that the Council continues to operate with an acceptable level of reserves in the near term. However, it is important to note that plans to generate significant additional income and reduce expenditure will need to be developed over the coming year, in conjunction with other West Surrey councils. This will be necessary to mitigate key risks—particularly those relating to commercial property income, potential reductions in government grant and business rates income—and to address rising service costs, most notably the cost of nightly paid temporary accommodation, in order to balance budgets over the life of the Medium-Term Financial Strategy.

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Appendix K

GLOSSARY

Local Authority Treasury Management Terms

Terms	Descriptions
Bond	A certificate of long-term debt issued by a company, government, or other institution, which is tradable on financial markets.
Borrowing	Usually refers to the stock of outstanding loans owed, and bonds issued.
CFR	Capital Financing Requirement. A council's underlying need to hold debt for capital purposes, representing the cumulative capital expenditure that has been incurred but not yet financed. The CFR increases with capital expenditure and decreases with capital finance and MRP.
Capital gain or loss	An increase or decrease in the capital value of an investment, for example through movements in its market price.
CIPFA	The Chartered Institute of Public Finance and Accountancy (CIPFA) is a UK-based international accountancy membership and standard-setting body. The only such body globally dedicated to public financial management.
Collective investment scheme	Scheme in which multiple investors collectively hold units or shares. The investment assets in the fund are not held directly by each investor, but as part of a pool (hence these funds are also referred to as 'pooled funds').
Cost of carry	When a loan is borrowed in advance of need, the difference between the interest payable on the loan and the income earned from investing the cash in the interim.
Counterparty	The other party to a loan, investment, or other contract.
Counterparty limit	The maximum amount an investor is willing to lend to a counterparty, in order to manage credit risk.
Covered bond	Bond issued by a financial institution that is secured on that institution's assets, usually residential mortgages, and is therefore lower risk than unsecured bonds.
CPI	Consumer Price Index - the measure of inflation targeted by the Monetary Policy Committee.
Deposit	A regulated placing of cash with a financial institution. Deposits are not tradable on financial markets.
Diversified income fund	A collective investment scheme that invests in a range of bonds, equity, and property in order to minimise price risk, and also focuses on investments that pay income.
Dividend	Income paid to investors in shares and collective investment schemes. Dividends are not contractual, and the amount is therefore not known in advance.
DMADF	Debt Management Account Deposit Facility – a facility offered by the DMO enabling councils to deposit cash at very low credit risk. Not available in Northern Ireland.

Terms	Descriptions
MHCLG	Ministry of Housing, Communities & Local Government - The Ministry of Housing, Communities and Local Government is central to the mission-driven government, from fixing the foundations of an affordable home to handing power back to communities and rebuilding local governments.
DMO	Debt Management Office – an executive agency of HM Treasury that deals with central government's debt and investments.
Equity	An investment which usually confers ownership and voting rights
Floating rate note (FRN)	Bond where the interest rate changes at set intervals linked to a market variable, most commonly 3-month LIBOR or SONIA
FTSE	Financial Times stock exchange – a series of indices on the London Stock Exchange. The FTSE 100 is the index of the largest 100 companies on the exchange, the FTSE 250 is the next largest 250 and the FTSE 350 combines the two.
GDP	Gross domestic product – the value of the national aggregate production of goods and services in the economy. Increasing GDP is known as economic growth.
Income Return	Return on investment from dividends, interest and rent but excluding capital gains and losses.
GILT	Bond issued by the UK Government, taking its name from the gilt-edged paper they were originally printed on.
LIBID	London interbank bid rate - the benchmark interest rate at which banks bid to borrow cash from other banks, traditionally 0.125% lower than LIBOR.
LOBO	Lender's Option Borrower's option
MMF	Money Market Funds. A collective investment scheme which invests in a range of short-term assets providing high credit quality and high liquidity.
MPC	The Monetary Policy Committee (MPC) decides what monetary policy action the Bank of England will take to keep inflation low and stable.
MRP	Where the Authority finances capital expenditure by debt, it must put aside resources to repay that debt in later years. The amount charged to the revenue budget for the repayment of debt is known as Minimum Revenue Provision ("MRP") , although there has been no statutory minimum since 2008. The Local Government Act 2003 requires the Authority to have regard to the Ministry of Housing, Communities and Local Government's Guidance on Minimum Revenue Provision ("the MHCLG Guidance") most recently issued in April 2024.
OBR	The Office for Budget Responsibility was created to provide independent and authoritative analysis of the UK's public finances. It is one of a growing number of official independent fiscal watchdogs around the world.
PMI	Purchasing Managers' Index (PMI) - A composite PMI is the weighted average of manufacturing and service sector PMIs for a given geography or economy, produced by IHS Markit. Weights are derived from official data relating to each sector's contribution to GDP (value added).
Pooled Fund	Scheme in which multiple investors hold units or shares. The investment assets in the fund are not held directly by each investor, but as part of a pool (hence these funds are also referred to as 'pooled funds').
Price Risk Indicator	Price risk is the risk of a decline in the value of a security or an investment portfolio excluding a downturn in the market, due to multiple factors. Investors can employ

Terms	Descriptions
	a number of tools and techniques to hedge price risk, ranging from relatively conservative decisions (e.g., buying put options) to more aggressive strategies (e.g., short selling).
PWLB	Public Works Loan Board – a statutory body operating within the Debt Management Office (DMO) that lends money from the National Loans Fund to councils and other prescribed bodies and collects the repayments. Not available in Northern Ireland.
Quantitative easing (QE)	Process by which central banks directly increase the quantity of money in the economy to promote GDP growth and prevent deflation. Normally achieved by the central bank buying government bonds in exchange for newly created money.
SME	SME finance is the funding of small and medium-sized enterprises and represents a major function of the general business finance market – in which capital for different types of firms are supplied, acquired, and costed or priced.
SONIA	Sterling overnight interest average – a benchmark interest rate for overnight deposits.
Short-dated	Usually means less than one year.
TMSS	Approved Council's Treasury Management Strategy Statement
Total return	The overall return on an investment, including interest, dividends, rent, fees and capital gains and losses.
VRP	The Council is required to pay off an element of the accumulated general fund capital spend each year (the Capital Financing Requirement (CFR) through a revenue charge (the minimum revenue provision - MRP), and it is also allowed to undertake additional voluntary payments (Voluntary Revenue Provision - VRP).

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What is the Minimum Revenue Provision (MRP)?

The Minimum Revenue Provision (MRP) is an annual charge that councils must record in their accounts to set aside money for repaying the principal on debt used to fund capital projects. It ensures that borrowing for long-term assets is repaid over the period those assets provide value, avoiding a situation where a fully used asset still has unpaid debt. By law, local authorities must calculate a “prudent” amount, guided by government rules.

Key Concepts

- **Capital expenditure:**
Spending on long-term assets such as buildings, vehicles, and equipment.
- **Capital Financing Requirement (CFR):**
The total value of capital expenditure that has not yet been financed through capital receipts, grants, or revenue contributions.
The CFR increases when capital expenditure is incurred and falls when resources are used to finance it.
- **Prudent provision:**
Councils must decide a prudent amount to charge to their revenue account each year.
- **Debt repayment:**
The MRP charge enables councils to gradually pay back the debt linked to their capital expenditure.
- **Matching repayment to asset life:**
The aim is to align debt repayment with how long the asset is used for its intended purpose by the council, which may be less than its economic life. This aims to ensure that there is no overhanging debt after an asset has reached the end of its intended use by the council.

Regulatory Requirements

- **Statutory duty:**
Councils are legally required to set a prudent MRP amount.
- **Government guidance:**
Authorities must follow guidance from the Secretary of State to ensure their approach is sound and consistent.

Why is MRP important?

1. **Promotes financial responsibility**
It helps prevent overspending and stops large debt from being passed on to future generations.
2. **Supports better budget planning**
Setting money aside each year improves financial stability and avoids unexpected pressures on future budgets.

3. Encourages fairness and transparency

It ensures that current residents, who benefit from new facilities like leisure centres, contribute to their cost rather than leaving the full burden to future taxpayers.

Corporate Policy & Resources Committee

Date of meeting – 17th February 2026

Title	Capital Strategy and Capital Programme 2026/27 – 2029/30
Purpose of the report	To approve the Capital Strategy and Capital Programme as set out in this report
Report Author	Terry Collier, Chief Finance Officer
Ward(s) Affected	All Wards
Exempt	No
Corporate Priority	Community Addressing Housing Needs Resilience Environment Services Statutory Direction issued May 2025
Recommendation	Committee is asked to: Recommend to Council that it consider and approve the proposed Capital Strategy and Capital Programme for 2026/27 - 2029 as set out in this report.
Reason for Recommendation	The Council is required to set a revenue and capital budget. The revenue budget is set as part of the Medium-Term Financial Strategy (MTFS), and the Capital Programme is set as part of this strategy document. Capital expenditure is defined as expenditure that is predominantly incurred on buying, constructing or improving physical assets, such as land, buildings, infrastructure and equipment.

1 Executive summary of the report

What is the situation	Why we want to do something
<p>Councils have a statutory responsibility to refresh and approve a Capital Strategy each year before the start of the financial year. This includes approving and updating the Capital Programme rolled forward a further year,</p> <p>The Government announced its decision to reorganise local government in Surrey, which means that the Council will be abolished on 31 March 2027 and merge with a number of neighbouring authorities to form the new West Surrey unitary authority.</p>	<p>The Capital Strategy and Capital Programme forms a key part of the budget setting process for 2026/27. This document is designed to meet that requirement and has been updated to reflect:</p> <ul style="list-style-type: none"> upcoming local government reorganisation Statutory Directions issued in May 2025, and key financial decisions made by Full Council in November 2025.

The Council is under Statutory Direction to implement a strict debt reduction policy and to rationalise its asset base.	It recommends that new capital spending is restricted to essential items only.
This is what we want to do about it	These are the next steps
Members are asked to review and approve the 2026/27 Capital Strategy as set out in the report.	Agree to recommend to Council to approve the new Strategy as set out in this report, noting that any projections beyond 31 March 2027 are only indicative and will depend on the successor authority.

2 Key issues

- 2.1 The Capital Programme set out in the Capital Strategy forms a key part of the Council's budget setting process.
- 2.2 Up to September 2023, the Council had an ambitious capital programme involving a number of major projects, which included the acquisition of a number of investment properties and assets acquired for regeneration within the borough fully funded by borrowing of around £1.1billion.
- 2.3 The Council suspended the capital programme in October 2023 on affordability grounds. Subsequently the Secretary of State issued the Council with Statutory Directions in May 2025 which, in particular, require the Council to implement:
 - a plan to ensure the Authority's capital, investment and treasury management strategies are sustainable and affordable, including an asset rationalisation programme for assets and commercial investments.
 - a comprehensive and strict debt reduction plan, demonstrating how overall capital financing requirement and external borrowing will be reduced over a realistic but expedient timescale, reducing debt servicing costs.
- 2.4 The Council will be abolished with effect from 1 April 2027, when it transfers into the successor West Surrey unitary authority.
- 2.5 In view of the above the Capital Programme is largely limited to completion of current ongoing projects. However as reported in the 2025/26 Q2 Capital Monitoring Report there is some growth in the Capital Programme as the Council was successful in obtaining grant funding from the Local Authority Housing Fund (LAHF) Round 3 to part fund acquisition of housing for temporary accommodation in the borough.
- 2.6 Financing the capital programme in 2025/26 and implementing the Council's debt reduction plan are predicated on using £26.5m of capital receipts in 2025/26, £4m of which relates to receipts brought forward from 2024/25. Failure to achieve expected receipts will impact MRP in 2026/27. For example, if capital receipts generated were either late or less than anticipated by £10m, this would increase MRP in 2026/27 by £3.3m.

Report

Policy and contextual background

2.7 The starting-point for the Capital Strategy are the Council's five priorities set out in the Corporate Plan, namely

- Community
- Addressing Housing Need
- Resilience
- Environment, and
- Services

2.8 The Capital Strategy plays a major part in supporting the delivery of the Corporate Plan.

2.9 Over the period 2016-2019, the Council embarked on an ambitious capital programme which invested £1.1 billion in investment property in order to generate returns which would:

- support Council services
- support regenerating and transforming the borough; and
- deliver affordable housing within the borough.

2.10 The above commercial investment programme ceased in 2020 and the development programme was suspended in October 2023 on affordability grounds and in May 2025 the Secretary of State issued Statutory Directions requiring the Council to implement:

- a plan to ensure the Authority's capital, investment and treasury management strategies are sustainable and affordable, including an asset rationalisation programme for assets and commercial investments.
- a comprehensive and strict debt reduction plan, demonstrating how overall capital financing requirement and external borrowing will be reduced over a realistic but expedient timescale, reducing debt servicing costs.

The Council's assets

2.11 The Council has total long-term assets of £731m at 31 March 2025 as shown in Table 1 below:

Table 1 Asset portfolio

Asset type	£m
Investment property	583
Land and buildings	128
Surplus assets	13
Right of Use Assets	5
Vehicles, plant and equipment	2
Assets under Construction	0
Heritage assets	0
Community assets	0
Total	731

2.12 The Council also receives and spends c. £1m per annum grant funding in respect of Disabled Facilities adaptations. This is classified as REFCUS (Revenue Expenditure Funded from Capital Under Statute) for accounting purposes and not carried on the Council's Balance Sheet. It is therefore not included in Table 1 above, but forms part of the capital programme.

2.13 The Council's Capital Programme had been split over three key areas in previous years:

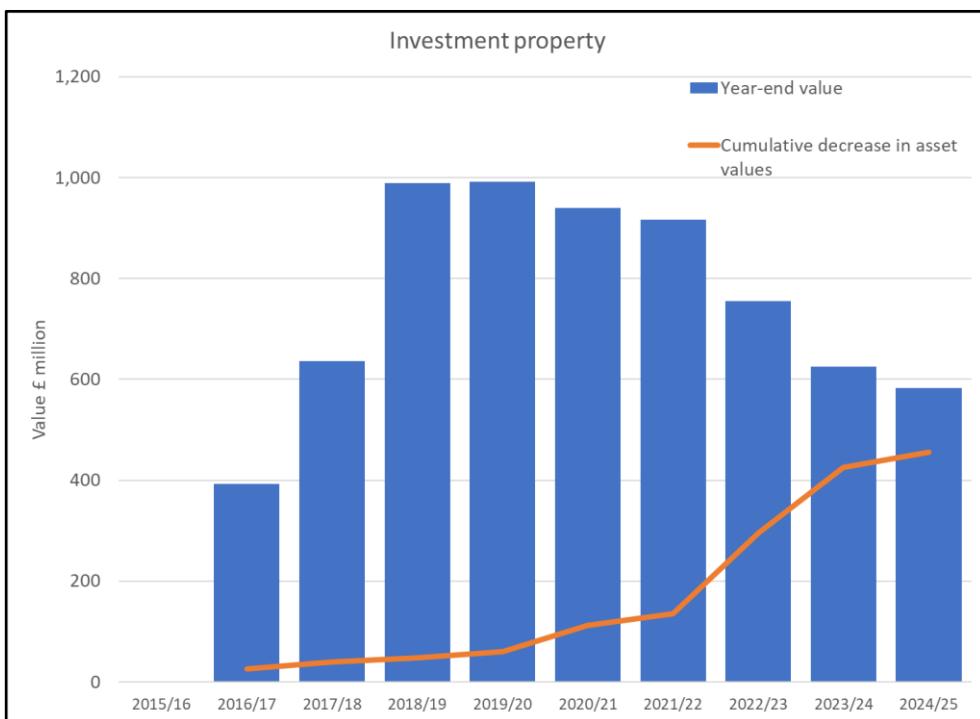
- Strategic acquisitions to acquire property for investment return to make a contribution to the Council's revenue position;
- Acquisitions to aid the regeneration of key sites within the borough; and
- operational to meet service delivery objectives, reduce carbon footprint and promote service efficiency.

Investment property

2.14 The Council's investment property portfolio is 95% concentrated in one sector, namely, office accommodation in the surrounding area of Heathrow airport. Properties are located both inside and outside the Council boundary.

2.15 The investment property portfolio has generated significant cashflow benefits for the Council in terms of rental income but has fallen in value by £456m (i.e. 43%) since acquisition in 2016/2019 as shown in Chart 1 below. This is an average of £51m (i.e. 7.3%) per annum.

Chart 1 Investment Property value



- 2.16 In view of the need to reduce the high level of borrowing and the negative rate of return from the investment property portfolio, the Council will be undertaking an asset rationalisation programme in line with the Statutory Direction in May 2025 and decisions made by Full Council in December 2025.
- 2.17 To this end the Council is in the process of procuring external specialist property advice to manage the disposals in a rational manner and to obtain best consideration from disposals.

Regeneration – Surplus Assets

- 2.18 The Council has acquired 11 sites in the borough for regeneration, but concerns over the affordability of redeveloping these sites resulted in suspension of the regeneration programme in October 2023.
- 2.19 These assets have subsequently been classed as surplus assets and will be included within the asset rationalisation plans with a focus on achieving regeneration and housing outcomes on the sites.
- 2.20 The regeneration assets were held within Assets under Construction pending funding coming available to develop the assets. Whilst held as Assets under Construction the assets did not attract a Minimum Revenue Provision (MRP) as they were not in operational use. However, with the cessation of the programme in October 2023, the assets became surplus to requirements and attracted MRP from the 2024/25 financial year.

Operational assets

- 2.21 Operational assets mainly consist of:
 - vehicles for refuse collection, street cleaning and similar services;
 - land and buildings, primarily the Eclipse Leisure Centre, the council depot in Ashford and council offices at Knowle Green; and
 - Right of Use assets.
- 2.22 Right of Use assets are assets funded from leases for more than 12 months and comprise vehicles and some plots of land.
- 2.23 The Capital Strategy for operational assets is focussed on:
 - vehicle replacement with electric vehicles as part of the Council's de-carbonisation policy; and
 - ongoing investment in ICT to maintain fit for purpose service delivery.

Governance

- 2.24 The main forum for reviewing all financial aspects of the Capital Programme is the Corporate Policy and Resources Committee who make recommendations to Council as part of its wider remit for budget setting and financial review.
- 2.25 The Corporate Policy and Resources Committee also review the strategic direction of the Capital Programme and Capital Strategy to ensure that:
 - outcomes are aligned with Council policy and Statutory Directions issued by the Secretary of State;
 - new spending proposals are supported by a viable Business Case and represent good Value for Money;
 - capital spending is affordable in terms of both initial funding requirements and subsequent revenue impacts.

2.26 The Commercial Assets Sub-Committee oversees the management of investment properties and makes recommendations to the Corporate Policy and Resources Committee.

Summary of the Capital Programme 2025/26 to 2029/30

2.27 The Capital Programme set out below has been updated to reflect the Council's own spending plans up to reorganisation in 2027 and to provide an indication for the new authority of minimum spending requirements up to 2030.

2.28 Proposed spending and funding is summarised in Table 2 below which shows spend by Committee. A more detailed analysis of spending by project and by Committee is provided in Appendix A for 2025/26 and 2026/27 for the Council. Appendix B sets out the detailed indicative forecast capital programme for 2027/28 to 2029/30, which will be subject to review by the successor authority.

Table 2 Proposed Capital Programme 2025/26 to 2029/30

2024/25 Actual £000s		2025/26 Forecast £000s	2026/27 Estimate £000s	2027/28 Estimate £000s	2028/29 Estimate £000s	2029/30 Estimate £000s	Total £000s
	<u>Gross expenditure</u>						
31,209	Community, Wellbeing and Housing	6,183	6,496	1,387	1,387	1,160	16,613
1,226	Environment and Sustainability	700	1,150	210	140	0	2,200
461	Business, Infrastructure and Growth	302	356	1,561	1,406	0	3,625
222	Commissioning and Transformation	1,429	1,123	850	0	1,300	4,702
33,118	Total expenditure by Committee	8,614	9,125	4,008	2,933	2,460	27,140
	<u>Funding</u>						
(12,081)	Capital grants	(2,426)	(2,677)	(1,387)	(1,387)	(1,100)	(8,977)
	Capital Receipts	(4,087)	(1,183)	(1,561)	(1,406)	0	(8,237)
	Developer contributions	0	(3,850)	0	0	0	(3,850)
	CIL	(720)	(1,059)	0	0	(1,300)	(3,079)
	Earmarked Reserves	(1,321)	(356)	(1,000)	(80)	0	(2,757)
(357)	Direct Revenue Financing	(60)	0	(60)	(60)	(60)	(240)
(12,438)	Total funding	(8,614)	(9,125)	(4,008)	(2,933)	(2,460)	(27,140)
20,680	Borrowing requirement	0	0	0	0	0	0

2.29 Table 3 below shows the broad categories of spend.

Table 3 Proposed Capital Programme analysed by category

2024/25 Actual £000s		2025/26 Forecast £000s	2026/27 Estimate £000s	2027/28 Estimate £000s	2028/29 Estimate £000s	2029/30 Estimate £000s	Total £000s
	<u>Gross expenditure</u>						
	DFG adaptations	1,329	1,387	1,387	1,387	1,160	6,650
21,449	Acquisition of housing for Temporary Accommodation	1,200	3,850	0	0	0	5,050
8,196	Completion of existing works at Leisure Centres	3,654	1,000	0	0	0	4,654
60	Wheelie bins and waste bin replacements	115	60	60	60	0	295
1,045	Vehicle and equipment replacements	413	290	150	80	0	933
121	Car-park management systems	172	0	0	0	0	172
461	Property improvements	302	356	1,561	1,406	0	3,625
	River Thames Scheme (RTS)	0	0	0	0	1,300	1,300
222	ICT infrastructure	613	0	850	0	0	1,463
1,564	Loans to third parties						0
	Transformation	816	1,123	0	0	0	1,939
	Upgrading sports facilities	0	1,059				1,059
33,118	Total expenditure	8,614	9,125	4,008	2,933	2,460	27,140

2.30 In drawing up the above Programme, the emphasis has been on ensuring that only schemes which can be funded from available capital sources are included. This is to minimise any further external borrowing as part of the Council's debt reduction strategy and in line with the Statutory Direction.

2.31 Table 3 below summarises the proposed changes to the Capital Programme recommended in view of the Government's announcement to abolish the Council with effect from 1 April 2027. A detailed list of the deleted projects is set out in Appendix C.

2.32 The Capital Programme has been reviewed to focus solely on projects which are either completion of current projects or planned essential work.

2.33 The key changes are:

- reduction in planned vehicle replacements of £2.2m ahead of local government reorganisation (LGR);
- reduction in ICT investment of £1.1m ahead of LGR;
- the addition of £1m to capitalise revenue costs arising from implementation of the Improvement and Recovery Plan (IRP) and LGR transition costs. These costs will be funded under the Flexible Use of Capital Receipts powers;
- the deferral of carbon reduction initiatives totalling £2.2m under property improvements from 2026/27 and 2027/28, into 2027/28 and 2028/29 for the new authority; and
- the deferral of the Council's contribution of £1.3m towards the River Thames Scheme from 2027/28 to 2029/30 in view of slippage to date on this project.

2.34 There is no impact on borrowing because all the Capital Programme is fully funded without the need for any external borrowing.

Table 4 Summary of the reductions in the Capital Programme

	2025/26 Forecast £000s	2026/27 Estimate £000s	2027/28 Estimate £000s	2028/29 Estimate £000s	2029/30 Estimate £000s	Total £000s
Original budget						
DFG adaptations	1,654	1,160	1,160	1,160	1,160	6,294
Acquisition of housing for Temporary Accommodation	1,000	3,850	0	0	0	4,850
Completion of existing works at Leisure Centres	3,788	1,000	0	0	0	4,788
Wheelie bins and waste bin replacements	115	60	60	60	0	295
Vehicle and equipment replacements	413	1,786	295	540	0	3,034
Car-park management systems	242	0	0	0	0	242
Property improvements	532	1,037	1,561	0	0	3,130
River Thames Scheme (RTS)	0	0	2,600	0	0	2,600
ICT infrastructure	619	801	541	11	0	1,972
Loans to third parties	0	0	0	0	0	0
Transformation	816	0	0	0	0	816
Total expenditure	9,179	9,694	6,217	1,771	1,160	28,021
Revised budget						
DFG adaptations	1,329	1,387	1,387	1,387	1,160	6,650
Acquisition of housing for Temporary Accommodation	1,200	3,850	0	0	0	5,050
Completion of existing works at Leisure Centres	3,654	1,000	0	0	0	4,654
Wheelie bins and waste bin replacements	115	60	60	60	0	295
Vehicle and equipment replacements	413	290	150	80	0	933
Car-park management systems	172	0	0	0	0	172
Property improvements	302	356	1,561	1,406	0	3,625
River Thames Scheme (RTS)	0	0	0	0	1,300	1,300
ICT infrastructure	613	0	850	0	0	1,463
Loans to third parties	0	0	0	0	0	0
Transformation	816	1,123	0	0	0	1,939
Upgrading sports facilities	0	1,059	0	0	0	1,059
Total expenditure	8,614	9,125	4,008	2,933	2,460	27,140
Change	(565)	(569)	(2,209)	1,162	1,300	(881)

Key projects

2.35 The only two key projects are:

- the ongoing acquisition of housing for temporary accommodation funding from the Local Authority Housing Fund (LAHF). The Council was successful in obtaining grant funding of £1m to support a £1.9m acquisition programme in 2025/26 under LAHF Round 3; and
- a further acquisition of housing for temporary accommodation of £3.85m to be funded from developer contributions.

Capital Funding

2.36 The Council is required to have a funded capital programme that is affordable. i.e. all capital expenditure should have a source of funding and if that source is borrowing, the cost of borrowing should be built into a balanced revenue budget.

2.37 The key sources of funding for the Council are:

- Grants, mainly Disabled Facilities Grant, and Local Authority Housing Fund;
- Developer contributions (from section106 agreements and the Community Infrastructure Levy);
- Capital receipts;
- Direct revenue funding (either by charging direct to revenue budgets or by utilising earmarked reserves); and
- Borrowing.

Grants

2.38 These are predominantly government grants and are usually provided to the Council to fund specific schemes or programmes. The majority of grants which the Council receives for capital are from the Ministry of Housing, Communities and Local Government for disabled facilities grant and the Local Authority Housing Fund (LAHF).

2.39 Capital grants usually have conditions attached which require the grant to be used for specific schemes and potentially require repayment in the event that they are not used for the purpose intended or within a set timetable.

Section 106 agreements

2.40 S.106 agreements are made under the section 106 of the Town and Country Planning Act 1990 whereby the planning authority place an obligation on the developer to undertake an obligation as part of the planning permission, and the developer agrees to pay a contribution to the authority for the authority to undertake the works to discharge the obligation.

2.41 These sums cannot be used for alternative purposes and have to be spent within a set period of time set out in the agreement.

2.42 The Council's proposed Capital Programme for 2025/26 includes £180,000 of section 106 funding which will be used to fund the Council's contribution toward the Sandhills Meadow Bridge, in Shepperton. In addition, a commuted sum of £3.85m in respect of a section 106 contribution will be used to fund acquiring further temporary accommodation in 2026/27.

Community Infrastructure Levy

2.43 The Community Infrastructure Levy (CIL) is a planning charge introduced by the Planning Act 2008. The Council started charging CIL in May 2016. Developers must pay a levy linked to planning applications – this is based on a Council approved policy and charging schedule. Unlike Section106 receipts, CIL income is not earmarked to

specific initiatives and can be used to fund a range of different capital projects including infrastructure projects of Surrey County Council.

Capital receipts

2.44 Capital receipts are generated from the sale of non-current assets (e.g. land and buildings). The use of capital receipts is statutorily prescribed, such that they can only be used primarily to fund capital expenditure or repay borrowing or (in specific circumstances) fund transformation initiatives. The Council holds all capital receipts corporately, which ensures that they can be used to fund the overall capital programme.

2.45 As set out in the Mid-Year Treasury Management Strategy approved by Council 17 November 2025, capital receipts generated from the asset rationalisation strategy will be used primarily to repay existing external debt. The capital programme originally included £6.5m and £4.2m to fund capital expenditure in 2025/26 and 2026/27 respectively. Reducing the scope of the capital programme in the light of LGR has allowed the use of capital receipts to be reduced to £3m to fund capital spend in 2025/26, primarily to fund the remaining capital spend on the Eclipse Leisure Centre, and £1m in 2026/27 to fund transformation costs under the Flexible Use of Capital Receipts strategy.

Revenue funding

2.46 The Council can, if it chooses to, fund capital expenditure via its revenue budget. For example, in 2024/25, the Council made direct revenue contributions to capital of £0.4m. This can be through in-year underspends, earmarked reserves or via the General Fund.

2.47 At 1 April 2025 the Council held earmarked revenue reserves of £50.1m comprising £35.3m of reserves earmarked for specific purposes, £8.3m of developer contributions and £6.4m of unapplied revenue grants. In December 2025, the Council approved a reserves strategy for 2026/27 and the re-purposing of earmarked sinking fund reserves to support estimated revenue budget shortfalls in 2025/26 and 2026/27 respectively.

2.48 Any funding of the capital programme via revenue resources has to be considered in light of the Council's overall revenue budget and the Medium-Term Financial Plan. This could, for example, include applying some of the Extended Producer Responsibility Grant as a revenue contribution towards funding capital waste management expenditure.

2.49 The proposed Capital Budget set out in Table 1 includes £1.13m funding from earmarked reserves to fund residual capital spend on property improvements of £0.54m and £0.59m to fund ICT projects in 2025/26, and a further £0.48m in 2026/27 to complete two further projects. There is no proposed further use of revenue reserves proposed in 2026/27

Borrowing

2.50 Borrowing to fund capital expenditure is normal practice in both the private and public sector. In local government the prudential regime has operated since 2003/04 under which local authorities must take responsibility to ensure that borrowing is both affordable and sustainable for the revenue budget and the council taxpayer.

- 2.51 Borrowing can take the form of internal or external borrowing. External borrowing is where the Council borrows money from the open market such as from banks or the Government via the Public Works Loans Board or other local authorities. The timing and nature of any new borrowing taken out will be informed by cashflow modelling and must be in line with the Treasury Management Strategy approved by members at the start of each financial year.
- 2.52 Internal borrowing is a temporary position where the Council uses its cash balances instead of externally borrowing at that point in time. If not used for internal borrowing, these cash balances would be invested on a medium to long-term basis providing the Council with a return on investment. However, the Council does not have any surplus internal borrowing at the present time as all surplus cash resources have been used in previous years.
- 2.53 The Council's Capital Financing Requirement (CFR) is a key financial indicator calculated by reference to all capital expenditure incurred to date which has been financed from either internal or external borrowing. The CFR is published in the Statement of Accounts and included in the Treasury Management Strategy and in-year Treasury Management reports.
- 2.54 As Table 2 above highlights, the funding of the proposed Capital Programme relies on available resources without any recourse to incurring borrowing. This is in line with the Statutory Direction to reduce loan debt.

Revenue Implications of the Capital Programme

- 2.55 All borrowing incurs capital financing charges, namely interest costs and a Minimum Revenue Provision (MRP). Capital financing charges also include any premiums or discounts arising from debt rescheduling or refinancing transactions.
- 2.56 MRP is an amount which the Council is statutorily required to set aside to repay borrowing to the extent that the Council's CFR remains positive, irrespective of whether any actual debt repayments have been made or fall due. Although it is not a cash-based transaction, MRP charges affect revenue budgets and reduce General Fund balances each financial year.
- 2.57 All capital financing charges must be treated as a revenue cost and built into the Council's budget plans. In essence the more the Council borrows, the greater the call on the revenue budget, so it is important that borrowing is set at a level which is both affordable and sustainable in revenue budget terms.
- 2.58 As the proposed Capital Programme is fully funded, there are no additional capital financing charges (i.e. MRP or interest), which would impact on revenue budgets for 2025/26 and future years. Nonetheless the Council has historically borrowed over £1 billion to fund the acquisition of investment properties and regeneration assets, which still has to be paid for.
- 2.59 Table 4 below sets out the current forecast for capital charges between 2025/26 and 2029/30, together with the expected net rental income from investment properties. It should be noted that this table reflects important changes agreed by Full Council in November 2025 as follows:

- The Council restructured its existing loan debt portfolio in November 2025 reducing the value of long-term borrowing on the balance sheet by over 30%. This generated a discount of £343m, which is being amortised to the General Fund over 10 years as required by Regulation 30C of the Local Authorities Capital Finance and Accounting) (England) Regulations 2003, as amended.
- MRP set aside has been increased to reflect the revised MRP Policy Statement adopted by Full Council in November 2025. MRP is expected to reduce over the 5-year period as capital receipts are generated from the asset rationalisation programme described above.
- Generation of capital receipts through asset sales will allow the Council to repay borrowing which will reduce interest charges accordingly. As assets are sold, however, the net operating income from the investment property portfolio is also expected to reduce as set out in Table 5 below.

Table 5 Capital Financing charges

	2025/26 £000s	2026/27 £000s	2027/28 £000s	2028/29 £000s	2029/30 £000s	Total £000s
MRP	59,428	53,127	37,078	34,663	30,842	215,138
Interest	27,198	32,886	32,575	32,239	31,881	156,779
Discount £343m in total	(34,261)	(34,261)	(34,261)	(34,261)	(34,261)	(171,305)
Net operating inc/exp on Investment Property	(38,767)	(42,854)	(32,828)	(28,682)	(21,488)	(164,619)
Net (surplus)/deficit to General Fund	13,598	8,898	2,564	3,959	6,974	35,993

2.60 It should be recognised, however, that these estimates will be subject to further change during 2026/27 as specialist external property advisors are appointed who will advise the Council on which assets should be sold, how best to market them and the likely timing and value of the sale prices which will be achieved.

2.61 It should be noted that because the Council uses an asset-life method for calculating MRP, and capital receipts are allocated to those assets with the shortest remaining residual lives, delays or changes to the forecast value of capital receipts can have a substantial impact on MRP for future years.

2.62 For example, if there was slippage of £10m in generating capital receipts in 2025/26 either through sales slipping into 2026/27 or sales not achieving expected asset values, this would increase MRP by £3.3m in 2026/27.

3 Options

3.1 **Option 1** (preferred) is to approve this Capital Strategy, which has now been updated to reflect both local government reorganisation and the key financial decisions made by Full Council in November 2025. This course of action meets the statutory requirement to have a Capital Strategy approved ahead of the start of the financial year to which it relates, as part of the Council's budget-setting process.

3.2 **Option 2** is to amend the Capital Strategy and Capital Programme for 2026/27 to 2029/30. Given the demise of the Council with effect on 31 March 2027, it is recommended that any revisions to the Capital Strategy should be limited to completing outstanding projects and ongoing planned maintenance/replacements.

3.3 **Option 3** is to not accept the draft Capital Strategy. This is not recommended as the Council would be in breach of statutory requirements.

4 Risk management

4.1 Capital projects require careful management to mitigate the potential risks that can arise. Effective monitoring, management and mitigation of these key risks is a key part of managing the Capital Strategy, which are set out below.

Delivery risk

4.2 The funding of the Capital Programme and the Council's debt reduction strategy is heavily dependent on the generation of capital receipts to plan. For 2025/26, £26.5m of capital receipts are expected to be used (£4m to fund the capital programme and £22.5m to reduce borrowing, and thus future years' MRP charges).

4.3 Given that the Council is under Statutory Direction to reduce borrowing, incurring additional borrowing in the event of lower capital receipts is not an option. Therefore, the capital programme would need to be reduced or the Council would reduce the use of the capital receipts to repay debt. If capital receipts generated in 2025/26 were either delayed until after the year-end or less than anticipated by £10m, this would increase MRP in 2026/27 by £3.3m.

Interest rate risk

4.4 The restructuring of the loan debt in November 2025 fixed the interest rates for the reduced borrowing arising from the restructuring, thus eliminating interest rate risk for the next 10 years. Any decisions about borrowing after 31 March 2027 will be the responsibility of the successor authority, West Surrey Council.

Inflation risk

4.5 Inflation risk largely affects construction projects. Since the proposed capital programme does not include any new construction projects this risk is largely eliminated.

Legislative risk

4.6 Capital schemes need to comply with the latest regulatory requirements, changes to which can impact construction costs and sometimes can be applied retrospectively. This risk is mitigated by officers being aware of legislative changes in the pipeline and including contingency provisions in contracts.

Commercial risk

4.7 The Council's Capital Programme has historically relied on operating income from the investment property portfolio to mitigate capital financing charges and contribute toward the cost of services. A major commercial risk is declining asset values. As Chart 1 above highlights, the Council's investment property portfolio has fallen in value by £455m (i.e. 43%) since acquisition.

4.8 The Statutory Guidance on Local Government Investments (2018 edition issued by the then Department for Communities and Local Government) requires local authorities to

prioritise security of capital when making any investment. The Guidance has statutory force. Paragraph 39 of the Guidance states that:

Where the fair value of non-financial investments (i.e. investments in directly held property) is no longer sufficient to provide security against loss, the Strategy should provide detail of the mitigating actions that the local authority is taking or proposes to take to protect the capital invested.

- 4.9 The Council is under Statutory Direction to rationalise the investment property portfolio. The Council is in the process of appointing specialist external property advisors to help manage the orderly disposal of the Council's investment property portfolio in line with the Statutory Direction. This will mitigate the risk of further loss of capital, but will also crystallise the risk of cash flow and budget reductions arising from the loss of rental income.
- 4.10 Balancing the loss of rental income against reductions in capital financing charges will be a key financial challenge for the Council in the run-up to reorganisation in 2027. Members will therefore receive regular reports on changes to the current sales forecast and the impact this will have on the relationship between capital receipts, capital financing charges and rental income

5 Financial implications

- 5.1 Financial implications are set out in the main body of this report.

6 Legal comments

- 6.1 Part 1 of the Local Government Act 2003 sets out requirements in relation to capital finance. The associated regulations – the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003, as amended, require the Council to have “regard to” statutory guidance as issued by the Secretary of State from time to time and CIPFA’s Prudential Code and Treasury Management Code when carrying out its duties under Part 1 of the Local Government Act 2003.
- 6.2 The Prudential Code requires the Council to prepare a Capital Strategy.
- 6.3 This report has been prepared in accordance with statutory requirements.
- 6.4 This Committee has a responsibility to make recommendations concerning the budget to the Council.

7 S151 Officer comments.

- 7.1 Approving and implementing the draft Capital Strategy forms an essential part of the annual budget setting process. It is positive that the Capital Programme being proposed does not require taking out any additional borrowing to finance the Programme.

8 Procurement comments

- 8.1 None directly arising from this report. Specialist external property advisors to support the asset rationalisation programme will be appointed in line with the Council's existing procurement requirements and all applicable legislation.

9 Equality and Diversity

9.1 The Capital Programme impacts on all residents across the Borough. The Disabled Facilities Grant (DFG) programme assists vulnerable people to continue to live independently in their homes and communities.

10 Sustainability/Climate Change Implications

10.1 There are no climate change implications arising directly from this report.

11 Other considerations

11.1 None.

12 Timetable for implementation.

12.1 The Capital Strategy will need to be approved by Council on 26th February 2026 in order to feed into the 2026/27 budget.

13 Contact

13.1 Terry Collier, Chief Finance Officer

[<T.Collier@spelthorne.gov.uk>](mailto:T.Collier@spelthorne.gov.uk)

14 Background papers and Appendices

- Appendix A –Detailed Capital Programme 2025/26 and 2026/27 for Spelthorne Council
- Appendix B - Indicative Detailed Capital Programme forecast for 2027/28 to 2029/30
- Appendix C – Schemes deleted from the Capital Programme

Committee Report Checklist

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

Stage 1

Report checklist – responsibility of report owner

ITEM	Yes / No	Date
Councillor engagement / input from Chair prior to briefing	Y	12/1/26
Commissioner engagement (if report focused on issues of concern to Commissioners such as Finance, Assets etc)	Y	26/1/26
Relevant Group Head review	Y	28/1/26
MAT+ review (to have been circulated at least 5 working days before Stage 2)	Y	16/1/26
This item is on the Forward Plan for the relevant committee	Y	23/12/25
	Reviewed by	Date
Risk comments	LO	14/01/26
Legal comments	LH	13/01/26
HR comments (if applicable)	N/a	N/a

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

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

Stage 2

Report checklist – responsibility of report owner

ITEM	Completed by	Date
Monitoring Officer commentary – at least 5 working days before MAT	L Heron	13/02/26
S151 Officer commentary – at least 5 working days before MAT	T. Collier	28/1/26
Confirm final report cleared by MAT		

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Appendix A –Detailed Capital Programme 2025/26 to 2026/27 for Spelthorne Council

Spelthorne Capital Programme 2025/26 to 2026/27	Forecast	Estimate	Total	Financing								Total in-year unfinanced capital expenditure	
	2025/26	2026/27		Capital grants	Capital Receipts	Developer contributions	CIL	Earmarked Reserves	Direct Revenue	Total Financing			
	Spend	Spend		£000s	£000s	£000s	£000s	£000s	£000s	£000s			
Community Wellbeing & Housing													
Disabled Facilities Mandatory	1,269	1,327	2,596	(2,432)	0	0	0	(164)	0	(2,596)	0		
Disabled Facilities Discretionary	60	60	120	0	(60)	0	0	0	(60)	(120)	0		
Acquisitions for Temporary & Resettlement Accommodation	1,200	3,850	5,050	(480)	0	(3,850)	(720)	0	0	(5,050)	0		
Sunbury Leisure Centre Decarbonisation Project	872	0	872	(726)	0	0	0	(146)	0	(872)	0		
Spelthorne Leisure Centre Phase 2	2,636	0	2,636	0	(2,636)	0	0	0	0	(2,636)	0		
Eclipse Leisure Centre Balustrade/ External Walkways	50	0	50	0	(50)	0	0	0	0	(50)	0		
Eclipse Car Park EV Charges Installation	96	0	96	0	0	0	0	(96)	0	(96)	0		
Tennis Court upgrades	0	190	190	0	0	0	0	(190)	0	0	(190)	0	
Football pitch upgrades		69	69	0	0	0	0	(69)	0	0	(69)	0	
Sunbury Leisure Centre Mechanical and Electrical Plant	0	1,000	1,000	(1,000)	0	0	0	0	0	0	(1,000)	0	
Environment & Sustainability													
Wheelie Bins Annual Programme	55	0	55	(55)	0	0	0	0	0	0	(55)	0	
Garden Waste Bins	60	60	120	(120)	0	0	0	0	0	0	(120)	0	
Replacement of Market Stalls	60	60	60	0	0	0	0	(60)	0	0	(60)	0	
4 replacement Electric Vans for the Joint Enforcement Team (JET)	180	0	180	0	(180)	0	0	0	0	0	(180)	0	
Replacement of Electric Van for Ground Maintenance (3 Vans)	105	0	105	0	(105)	0	0	0	0	0	(105)	0	
Replacement of Recovery and Service Vehicles	38		38	0	(38)	0	0	0	0	0	(38)	0	
4 Sweeper Vehicle HVO/Diesel	0	80	80	(80)	0	0	0	0	0	0	(80)	0	
HVO/Diesel tanks for Depot & Nursery	90	0	90	0	(90)	0	0	0	0	0	(90)	0	
Car Park Management System update in Elmsleigh Surface Car Park & MSCP	122	0	122	0	(122)	0	0	0	0	0	(122)	0	
PCN/Permits/ Season Tickets system	50		50	0	(50)	0	0	0	0	0	(50)	0	
Solar PV/installation for Lammas Pavilion, Depot & Whitehouse Hostel	150	150	0	0	0	0	0	(150)	0	0	(150)	0	
Play Area in Memorial Gardens, Staines	300	300	0	0	0	0	(300)	0	0	0	(300)	0	
Proposed Multi-Use Games Area	500	500	0	0	0	0	(500)	0	0	0	(500)	0	
Business, Infrastructure and Growth													
Kingston Road site Demolition	0	100	100	0	0	0	0	(100)	0	0	(100)	0	
Elmsleigh Shopping Centre lifts replacement	122	256	378	0	0	0	0	(378)	0	0	(378)	0	
Sandhills Meadow Bridge Contribution	180		180	0	0	0	0	(180)	0	0	(180)	0	
Commissioning and Transformation													
Electronic Data Management System (EDMS) Project	10	0	10	0	0	0	0	(10)	0	0	(10)	0	
Council website upgrade	37	0	37	0	0	0	0	(37)	0	0	(37)	0	
Capita Application Programme Interfaces (API) Webcapture Integration	70	0	70	0	0	0	0	(70)	0	0	(70)	0	
Integration of document viewer in the Customer Portal	20	0	20	0	0	0	0	(20)	0	0	(20)	0	
General IT/Hardware/Software	442	0	442	0	0	0	0	(442)	0	0	(442)	0	
Mobile Phones	4	0	4	0	0	0	0	(4)	0	0	(4)	0	
Members' tablets replacement	7	0	7	0	0	0	0	(7)	0	0	(7)	0	
LCR Transition costs	557	557	0	(557)	0	0	0	0	0	0	(557)	0	
Implementing the Improvement and Recovery Plan (IRP)	816	566	1,382	0	(1,382)	0	0	0	0	0	(1,382)	0	
Legal & Elections	23	0	23					(23)			(23)	0	
Total	8,614	9,125	17,739	(4,893)	(5,270)	(3,850)	(1,779)	(1,887)	(60)	(17,739)	0		

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Appendix B Indicative Detailed Capital Programme forecast for 2027/28 to 2029/30

Programme 2027/28 to 2029/30	Estimate 2027/28	Estimate 2028/29	Estimate 2029/30	Total	Financing						Total in-year unfinanced capital expenditure	
	Spend	Spend	Spend		Capital grants	Capital Receipts	Developer contributions	CIL	Earmarked Reserves	Direct Revenue Financing	Total Financing	
	£000s	£000s	£000s		£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Community Wellbeing & Housing												
Disabled Facilities Mandatory	1327	1,327	1,100	3,754	(3,754)	0	0	0	0	0	(3,754)	0
Disabled Facilities Discretionary	60	60	60	180	0	0	0	0	0	(180)	(180)	0
Environment & Sustainability												
Garden Waste Bins	60	60	0	120	(120)	0	0	0	0	0	(120)	0
4 Sweeper Vehicle HVO/Diesel	80	80	0	160	0	0	0	0	(160)	0	(160)	0
Solar PV installation for Lammas Pavilion, Depot & Whitehouse Hostel	70	0	0	70	0	0	0	0	(70)	0	(70)	0
Business, Infrastructure and Growth												
Carbon reduction initiatives	1561	1,406	0	2,967	0	(2,967)	0	0	0	0	(2,967)	0
Commissioning and Transformation												
River Thames Scheme	0	0	1,300	1,300	0	0	0	(1,300)	0	0	(1,300)	0
General IT Hardware/Software	500	0	0	500	0	0	0	0	(500)	0	(500)	0
Network Infrastructure - SAN, back up targets and servers rep	350	0	0	350	0	0	0	0	(350)	0	(350)	0
Total	4,008	2,933	2,460	9,401	(3,874)	(2,967)	0	(1,300)	(1,080)	(180)	(9,401)	0

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Appendix C Schemes deleted from the Capital Programme

	Total in-year capital expenditure	Financing						Total in-year unfinanced capital expenditure
		Capital grants	Capital Receipts	Developer contributions	CIL	Earmarked Reserves	Direct Revenue Financing	
Spelthorne Capital Programme 2026-27 to 2029-30								
2026/27								
Replace 4 remaining Spelride buses for electric	500	0	0	0	0	(500)	0	(500)
Electric Power Supply enhancement	450	0	0	0	(450)	0	0	(450)
Changover costs associated with 4 small mechanical sweepers	46	0	0	0	0	(46)	0	(46)
Increase Power Supply & Fast Chargers	500	0	0	0	(500)	0	0	(500)
Carbon Reduction Initiatives transferred to 2027/28	811				(811)			(811)
Elmsleigh Shopping Centre lifts replacement (deferred to 2027/28)	256	0	0	0	0	(256)	0	(256)
General IT Hardware/Software (deferred to 2027/28)	500	0	0	0	0	(500)	0	(500)
Network Infrastructure - network switches, routers and fire walls replacement	250	0	0	0	0	(250)	0	(250)
Network Infrastructure - SAN, back up targets and servers replacement	350					(350)		(350)
Total for 2026/27	3,663	0	0	0	(1,761)	(1,902)	0	(3,663)
2027/28								
Replacement Luton Van (electric)	75	0	0	0	0	(75)	0	(75)
Replacement Vans for Car Park officer use	70					(70)		(70)
Carbon Reduction Initiatives transferred to 2028/29	1,406		(1,406)					(1,406)
Mobile Phones	30	0	0	0	0	(30)	0	(30)
Members' tablets replacement	11	0	0	0	0	(11)	0	(11)
Total for 2027/28	1,592	0	(1,406)	0	0	(186)	0	(1,592)
2028/29								
Tractor for Parks grass cutting	100	0	0	0	0	(100)	0	(100)
Replacement service vehicles for Parks (6 in 25/26 & 3 in 28/29)	360	0	0	0	0	(360)	0	(360)
Members' tablets replacement	11	0	0	0	0	(11)	0	(11)
Total for 2028/29	471	0	0	0	0	(471)	0	(471)
2029/30								
Total Reduction in capital programme	5,726	0	(1,406)	0	(1,761)	(2,559)	0	(5,726)

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Corporate Policy & Resources Committee

Date of meeting – 17 February 2026

Title	Treasury Management Strategy 2026/27
Purpose of the report	As part of the annual budget-setting process the Council has a statutory duty to approve a Treasury Management Strategy, Annual Investment Strategy and Minimum Revenue Provision Policy Statement before the year to which they relate.
Report Author	Peter Worth, Interim Treasury Management Accountant
Ward(s) Affected	All Wards
Exempt	No
Corporate Priority	Community Addressing Housing Needs Resilience Environment Services Statutory Direction issued May 2025
Recommendation	Committee is asked to recommend to Council that it approve the Treasury Management Strategy for 2026/27 including: 1. The Annual Investment Strategy for 2026/27 2. The Minimum Revenue Provision Policy Statement for 2026/27; and 3. The Prudential Indicators for 2026/27.
Reason for Recommendation	To promote effective financial management relating to the Council's borrowing and investment powers contained in the Local Government Act 2003 and associated regulations and guidance: <ul style="list-style-type: none">• The Local Authorities (Capital Finance and Accounting)(England) Regulations 2003, as amended;• CIPFA Prudential Code and Treasury Management Code of Practice• MHCLG Investment Guidance (2018) and MRP Guidance (2024) To comply with the Statutory Directions issued 8 May 2025.

1 Executive summary of the report

What is the situation	Why we want to do something
The Council has a significant debt portfolio, which despite obtaining a £342m discount in 2025/26 from restructuring still remains high at £715m. Capital charges resulting from this debt portfolio have a significant impact on the Council's revenue budget and overall financial position.	All local authorities are required by law to approve a treasury management strategy (TMS), investment strategy and Minimum Revenue Provision policy before the year to which they apply as part of the budget setting process. The TMS combines all three requirements and demonstrates how the Statutory Direction regarding reducing

	borrowing and setting a prudent level of MRP are being addressed in practice.
This is what we want to do about it	These are the next steps

Approve and implement a debt reduction plan in line with the Direction and approve the Treasury Management Strategy for 2026/27.

Review and recommend the Treasury Management Strategy for 2026/27 for approval by full Council.

2 Key issues

2.1 The Treasury Management Strategy (TMS) for 2026/27 – 2029/30 sets out the Council's approach to ensuring cashflows are adequately planned and managed. It forms a key part of the Council's budget setting process and reflects both the requirements of the Statutory Direction issued in May 2025, and the key financial decisions made by Full Council in November 2025.

2.2 In light of local government reorganisation in Surrey, the Statutory Directions, and the Council's October 2023 decision to cease the direct development and funding of housing and regeneration capital schemes (except for Local Authority Housing Fund acquisitions), the Council's capital spending plans are limited. These plans focus on completing existing projects, delivering essential works, and using Round 3 Local Authority Housing Fund grant funding, alongside developer contributions, to provide temporary accommodation in the borough. The TMS for 2026/27 therefore assumes there will be no additional borrowing.

2.3 In November 2025, the Council approved a Debt Reduction Strategy as follows:

- to restructure all loans maturing over 10 years; and
- use all capital receipts from the asset rationalisation strategy to repay borrowing.

2.4 £905m of loans were therefore restructured in November 2025, reducing the value of debt in the Balance Sheet by £342m and agreeing fixed rate terms for all replacement loans to eliminate interest risk. The Council has also approved the recruitment of external specialist property advisors to assist the Council with implementation of an asset rationalisation plan, focussing on the sale of investment properties.

2.5 Forecasts of MRP have been based on assumed level of capital receipts from the asset rationalisation strategy. In particular, the forecast assumes that £22.5m of capital receipts will be generated in 2025/26, which will be applied to reduce the Council's Capital Financing Requirement at 31 March 2026, which will reduce MRP by c.£7m in 2026/27. However, if £22.5m is not fully achieved either due to sales slipping into the next financial year, or not achieving target sales value, then MRP in 2026/27 would increase. For example, if there is slippage of £10m in capital receipts, this would increase MRP in 2026/27 by £3.3m.

2.6 As at 15 December 2025 the Council held cash balances and short-term investments totalling £37.2m. Of this balance, £30m is invested with other local authorities for periods of time not exceeding 12 months, with the balance held in money market funds and bank accounts. The medium-term cashflow forecast is that balances will remain around this level for the remainder of 2025/26 but reduce to an average balance of £13.5m during 2026/27. Based on these projections the Council expects

to continue to lend surplus monies out to other authorities as this currently provides the best short-term return with good security and minimal risk.

2.7 The Council has also advanced long-term loans to subsidiary companies, totalling £44.8m at 31 March 2025. These loans have been advanced on a non-commercial basis, were initially financed from external borrowing and do not generate a financial return. Given the Statutory Direction to reduce borrowing the Council is not in a position to advance further loans to either company before its demise on 31 March 2027 but anticipates that repayments of existing loans will take place as they fall due.

3 **Introduction**

Background

3.1 The Council is required to set a balanced annual revenue budget. The timing and nature of income and expenditure within the budget needs to be understood and managed so that cash is available when it is required (**Liquidity**). This is a key function of the Council's day-to-day Treasury Management operation.

3.2 The second key function is funding the Council's capital investment plans, which is the key driver for the borrowing needs of the Council. This may involve, for example:

- arranging new or replacement loans;
- the planned use of cash balances,
- ensuring that existing and new borrowing is affordable.

3.3 The Treasury Management Strategy (TMS) for 2026/27 – 2029/30 sets out the Council's approach to ensuring cashflows are adequately planned. Any surplus monies are invested in low risk counterparties (**Security**), providing access to funds when required (**Liquidity**) before considering optimising investment return (**Yield**).

3.4 The Council's Treasury Management Strategy has been set in line with:

- the Local Government Act 2003;
- the Local Authorities (Capital Finance and Accounting)(England) Regulations 2003, as amended;
- Statutory Guidance on Minimum Revenue Provision issued by MHCLG 2024;
- Statutory Guidance on Local Government Investments issued by the then DCLG (now MHCLG) 2018;
- the Prudential Code issued by CIPFA 2021;
- the Treasury Management Code of Practice issued by CIPFA 2021.

3.5 The strategy also has regard to:

- the Markets in Financial Instruments Directive II (MiFID II);
- International Financial Reporting Standard (IFRS) 9 Financial Instruments; and
- the UK Money Markets Code issued by the Bank of England April 2021.

Statutory Direction

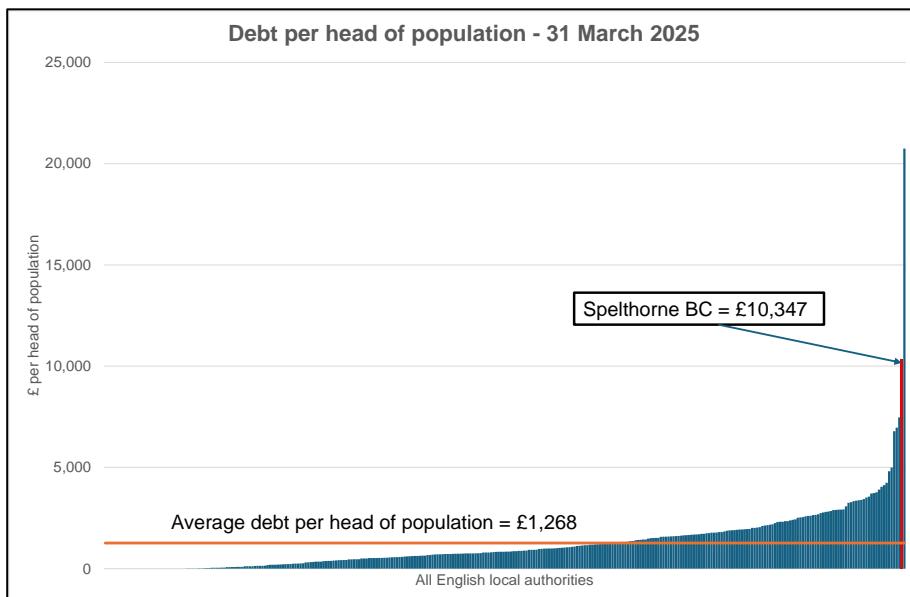
3.6 Spelthorne Borough Council was debt-free until 2016/17. Borrowing transactions totalling over £1bn took place between 2016 and 2022, mainly to provide funding for:

- Investment Property acquisitions,

- regeneration projects,
- Spelthorne Leisure Centre, and
- loans to Council-owned companies.

3.7 Consequently, at 31 March 2025, the Council's debt per head of population was the second highest of all English local authorities:

Chart 1 Debt per head of population at 31 March 2025



Source: [Live tables on local government finance - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/statistics/live-tables-on-local-government-finance)

3.8 Despite the Council holding cash balances of £9m at 31 March 2025 and General Fund balances of £34m, the Balance Sheet at this date also reported a net liabilities position of over £300m.

3.9 This was largely because the value of external borrowing significantly outweighs the current market value of Investment Property and regeneration assets, which have fallen by c.40% since their original acquisition.

3.10 On 8 May 2025, the Secretary of State issued the Council with Statutory Directions requiring the Council to implement an Improvement and Recovery Plan which includes the following actions which impact on the Council's Treasury Management Strategy:

- a plan to ensure the Authority's capital, investment and treasury management strategies are sustainable and affordable, including an asset rationalisation programme for assets and commercial investments;
- a comprehensive and strict debt reduction plan, demonstrating how overall capital financing requirement and external borrowing will be reduced over a realistic but expedient timescale, reducing debt servicing costs; and
- a plan to ensure the Authority is complying with all relevant rules and guidelines relating to the financial management of the Authority, including updating the minimum revenue provision (MRP) policy.

3.11 To meet these requirements the Council approved the following three separate actions on 17 November 2025:

- restructuring all loans maturing after 10 years, which has generated a discount of £342m. This process was completed in November 2025 and will largely offset the impact on the Revenue Budget of the increase in MRP; and
- procuring additional external expertise and capacity to manage the disposal of the entire investment and regeneration property portfolio. This process is nearing completion and the Council expects advisors to be in place by 1 March 2026.
- Amending the Minimum Revenue Provision (MRP) Policy Statement for 2025/26 to increase MRP to a prudent level in line with statutory guidance. This new policy is set out in Appendix A

3.12 The TMS for 2026/27 has been written taking the above into account.

Treasury Management Policy Statement

3.13 In setting the Treasury Management Strategy, the Treasury Management Code recommends that an organisation's Treasury Management Strategy adopts the following to define the policies and objectives of its treasury management activities:

- (a) The Council defines its treasury management activities as the management of the authority's borrowing, investments, and cash flows including its banking, money market and capital market transactions, the effective control of the risks associated with those activities and the pursuit of optimum performance consistent with those risks.
- (b) The Council regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the Authority and any financial instruments entered into, to manage these risks.
- (c) The Council acknowledges that effective treasury management will provide support towards achievement of its business and service objectives. It is therefore committed to the principles of achieving best value for money in treasury management, and to employing suitable, comprehensive performance measurement techniques within the context of effective risk management.

3.14 Appendix E to this TMS sets out how the Council follows the key requirements of the Treasury Management Code in practice.

3.15 The TMS covers four main areas summarised below:

Section 1 Capital Strategy

- Capital spending plans
- Commercial activity
- Capital Financing Requirement (CFR)
- Affordability
- Minimum Revenue Provision (MRP) policy statement

Section 2 Borrowing

- Debt reduction strategy
- Limits on external borrowing

- Maturity structure of borrowing
- Policy on borrowing in advance of need

Section 3 Managing cash balances

- The current cash position and cash flow forecast
- Prospects for interest rates
- Investment Strategy
- Council policy on investing and managing risk
- Balancing short- and long-term investments

Section 4 Summary of Prudential Indicators

3.16 The Annual Investment Strategy (AIS) at Appendix B provides more detail on how the Council's surplus cash is to be invested in 2026/27 and future years. In particular, the approved schedules of specified and non-specified investments have been revised to comply with MHCLG Guidance and the Council's actual investment activities.

4 TREASURY MANAGEMENT STRATEGY FOR 2026/27

SECTION 1 – CAPITAL STRATEGY

Capital Spending Plans

4.1 The Council's capital spending plans are the key driver of treasury management activity. The financial impact of the capital spending plans is reflected in the prudential indicators, which are designed to assist members' overview and confirm that capital spending plans are affordable in terms of both initial funding and ongoing revenue impact.

4.2 Table 1 below summarises the Council's capital spending plans and its current expectations as to how this will be financed.

4.3 In view of local government reorganisation within Surrey and the moratorium on significant new capital spending approved by Council in September 2023, capital spending plans for the Council are limited to:

- completing existing projects and planned essential work
- utilising grant funding obtained from Round 3 of the Local Authority Housing Fund and section 106 developer contributions to acquire properties to provide temporary accommodation in the borough.

4.4 The Council has ceased all capital projects which would have required additional borrowing.

4.5 Any projects ongoing at 1 April 2027 will transfer to the successor authority. Spending plans for 2027/28 to 2029/30 are indicative only and will be subject to decision-making by the new authority.

Table 1 Capital spending and funding plans (Prudential Indicator 1)

2024/25 Actual £m	2025/26 Forecast £m	2026/27 Estimate £m	2027/28 Estimate £m	2028/29 Estimate £m	2029/30 Estimate £m	Total £m
Gross expenditure						
32 Community, Wellbeing and Housing	6	7	1	1	1	16
1 Environment and Sustainability	1	1	0	0	0	2
0 Business, Infrastructure and Growth	0	0	2	2	0	4
0 Commissioning and Transformation	2	1	1	0	1	5
33 Total expenditure by Committee	9	9	4	3	2	27
Funding						
(12) Capital grants	(2)	(3)	(1)	(1)	(1)	(9)
0 Capital Receipts	(4)	(1)	(2)	(1)	0	(8)
0 Developer contributions	0	(4)	0	0	0	(4)
0 CIL	(1)	(1)	0	0	(1)	(3)
0 Earmarked Reserves	(1)	0	(1)	(0)	0	(2)
0 Direct Revenue Financing	0	0	0	0	0	0
(12) Total funding	(9)	(9)	(4)	(3)	(2)	(27)
21 Borrowing requirement	0	0	0	0	0	0

4.6 Table 2 below sets out the capital spend by type of expenditure. More detail on the capital programme is set out in the Capital Strategy report for 2026/27.

Table 2 Capital spending by type of expenditure

2024/25 Actual £m	2025/26 Forecast £m	2026/27 Estimate £m	2027/28 Estimate £m	2028/29 Estimate £m	2029/30 Estimate £m	Total £m
<u>Gross Expenditure</u>						
0 DFG adaptations	1	1	1	1	1	7
21 Acquisition of housing for Temporary Accommodation	1	4	0	0	0	5
8 Completion of existing works at Leisure Centres	4	1	0	0	0	5
0 Wheelie bins and waste bin replacements	0	0	0	0	0	0
1 Vehicle and equipment replacements	0	0	0	0	0	1
0 Car-park management systems	0	0	0	0	0	0
0 Property improvements	0	0	2	1	0	4
0 River Thames Scheme (RTS)	0	0	0	0	1	1
0 ICT infrastructure	1	0	1	0	0	1
2 Loans to third parties	1	0	0	0	0	0
0 Transformation	1	1	0	0	0	2
0 Upgrading sports facilities	0	1	0	0	0	1
33 Total expenditure	9	9	4	3	2	27

4.7 As set out in the mid-year TMS for 2025/26 approved by Council on 17 November 2025, the Council approved a Debt Reduction Strategy which will use the majority of capital receipts from the asset rationalisation strategy to repay external debt and reduce the Capital Financing Requirement (CFR) and thus reduce the Minimum Revenue Provision (MRP).

4.8 The risks are that slippage in the asset rationalisation programme could result in the need to:

- set aside more MRP in the short-term pending receipts being realised. Since the capital receipts are applied to assets with the shortest remaining lives, slippage can have a significant impact. For example, if there was slippage of £10m of receipts in 2025/26 this would increase MRP by £3.3m in 2026/27;
- extend loans for longer periods pending receipts being realised.

Commercial activity

4.9 As well as investing in assets used for day-to-day service delivery, the Council can also invest, where appropriate, in commercial activities such as:

- investment property designed to realise a financial return;
- regeneration initiatives;
- loans to third parties;
- shareholdings in limited companies and joint ventures.

4.10 Such investments are treated as capital expenditure for treasury management and prudential borrowing purposes and are considered as part of the Annual Investment Strategy (see Appendix B) even if they are not managed by the Council's Treasury function.

4.11 Currently the Council is invested in the following activities which fall within the category of commercial activity under the CIPFA Prudential Code:

- a substantial investment property portfolio valued at £552m (at 31 March 2025);
- loans to and equity investment in a number of Council companies summarised in Table 4 below.

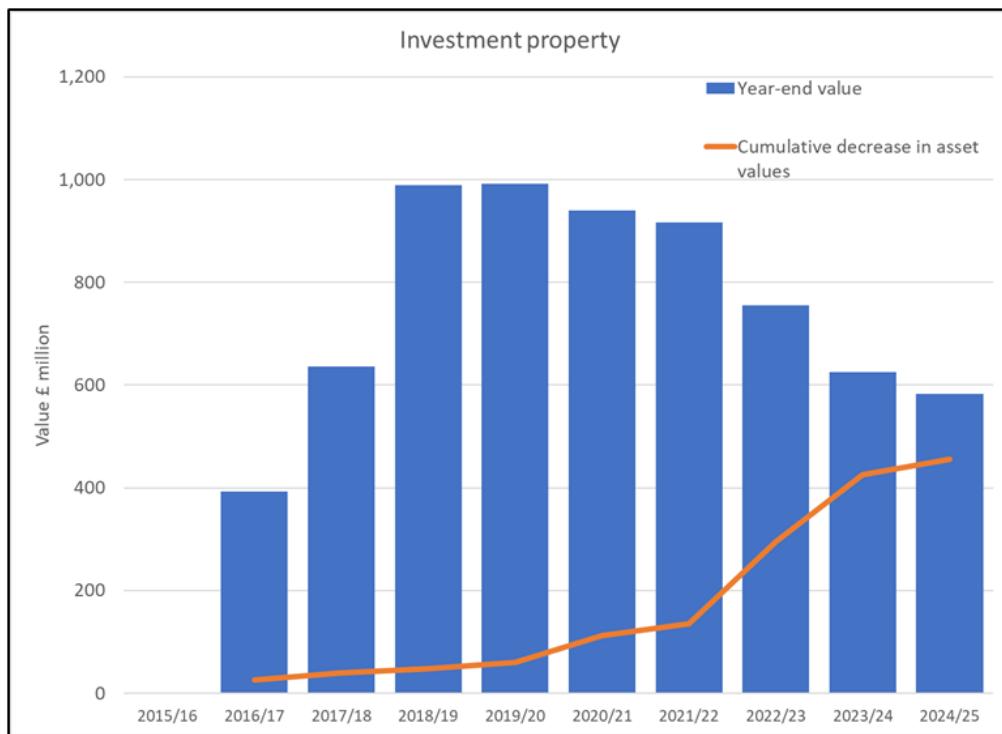
4.12 CIPFA's guidance Prudential Property Investment issued 2019 advises that the following key issues should be taken into account when acquiring and managing commercial property:

Key issue	Actions taken
Transparency and democratic accountability - proposals should be compliant with the investment strategy;	Since Spring 2024, the Assets Team have produced an annual Investment Strategy and 5 year business plans updated annually for each asset. The 2026/27 Treasury Management Strategy also includes key prudential indicators on investment property.
Contribution – the contribution that investments make toward service delivery should be disclosed;	Now reported in Table 8
Performance indicators should be published to allow Members and the public assess the authority's risk exposure	Performance indicators are now set out in Table 2 below
Security – there should be a process in place for assessing risk of loss before entering into a transaction, including any security obtained	All new property acquisitions ceased 5 years ago and the Council is now in the process of rationalising the existing portfolio. All proposed new commercial tenancies are subject to financial checks using Dun and Bradstreet and are reported to the Commercial Assets Sub-Committee (CASC) for approval before letting takes place.
Liquidity – the investment strategy should set out the procedures for accessing funds invested in property when needed	The Council has approved the appointment of external property advisors to assist with rationalising the investment property portfolio in line with the Statutory Direction during 2025/26.
Proportionality – procedures for assessing the maximum amount that the revenue budget could reasonably support in terms of rent shortfalls	Risk of loss of rental income included in the Council's corporate risk register
Capacity, skills and culture – capacity of Members and officers to manage an investment property portfolio	The current Assets Team have appropriate property management qualifications, skills and expertise. In addition, the CASC has regular briefings from an independent property expert

4.13 Gross rental income from the investment property portfolio totalled £44.5m in 2024/25 and after deducting direct operating costs the portfolio generated a contribution to the General Fund £39.6m. However, this does not take account of the fact that the assets:

- were entirely funded through borrowing, so incur both interest charges and MRP; and
- have fallen in value by 43% since they were acquired originally as shown in Chart 1 below.

Chart 1 Investment property value



4.14 The DCLG Statutory Guidance on Local Government Investments (3rd edition published in 2018) requires local authorities to develop quantitative indicators to allow Councillors and the public to assess a local authority's total risk exposure as a result of its investment decisions. Set out in Table 3 below is a range of key performance indicators recommended in the Guidance.

Table 3 Performance indicators

Indicator	Benchmark	Performance
Debt to net service expenditure	less than 25%	3443%
Commercial income to net service expenditure	less than 25%	149%
Investment cover ratio	more than 3	1.19
Loan to value ratio	less than 80%	164%
Benchmark returns	5.0%	-14.7%

4.15 The above measures show:

- the debt taken on to purchase investment property is disproportionately high compared to revenue budgets for day-to-day service delivery;
- the Council is overly reliant on income generated from the investment property to support service delivery;
- the investment cover ratio measures the extent to which investment income net of expenses covers the associated interest cost. Good practice is that this should be in excess of 3 and that 2 is the minimum acceptable amount. The Council's investment cover ratio is below this amount;
- the loan to value ratio exceeds 100%. This is because the Council used borrowing to finance the initial investment and property values have fallen since the acquisition dates. Currently, the Council is at risk of realising losses of £442m from disposing of the investment portfolio at current values;
- the rate of return on investment on the investment property portfolio is a negative 14.7%. Although the Council did not set a target rate of return for each

property at the date of purchase, local authority pension funds with direct property investments typically have benchmark targets of around 5%.

4.16 The Council is now under Statutory Direction requiring it to rationalise its asset base. In December 2025 it approved the appointment of external specialist property advisors to help advise on which assets should be sold and the most appropriate marketing methods to adopt. This course of action should enable the Council to dispose of investment property for best consideration, comply with the Statutory Direction and mitigate any further risk of capital loss.

4.17 The Council's investment in companies is summarised in Table 4 below. The Council has Board representation on all companies. However, whilst the Corporate Policy and Resources Committee acts as shareholder committee for Knowle Green Estates, there is no overall coordination of oversight of the Council's involvement in companies. Good practice is to have a Shareholders Committee, or equivalent, so that all of the companies' activities are managed holistically and reported to Members on a regular and consistent basis.

Table 4 Investment in Council companies

Company name	Share ownership	Nominal value	Net worth at 31/3/2025		Loans o/s at 31/3/2025 £000s
			£	£000s	
Knowle Green Estates Ltd	100%	1	17,512		44,565
Spelthorne Direct Services	100%	1	72		249
Applied Resilience Ltd	10%	10	42		0
The Post House Ltd	93%	13	0		N/A
Total			17,626		44,814

4.18 The two primary companies of the Council are Knowle Green Estates Ltd and Spelthorne Direct Services Ltd. Both companies are active. The Council is not dependent on income generated by either company as they were established primarily to deliver service policy objectives, not to maximise financial return.

4.19 Both companies generated trading losses in 2024/25. In the case of Knowle Green Estates, the company has generated an operating loss for the past 6 years but has experienced revaluation gains on its housing portfolio, which could, if necessary, be crystallised to assist with cashflow via asset sales. The Council as shareholder has recently commissioned an independent review of KGE's viability and options for the future.

4.20 Spelthorne Direct Services has generated an operating profit in previous years, and the Council expects these loans to be repaid within the next 5 years.

Capital Financing Requirement (CFR)

4.21 The CFR measures the extent to which capital expenditure has not yet been financed from either revenue or capital resources. It is essentially a measure of the Council's indebtedness and so its underlying borrowing need. Any capital expenditure which has not immediately been paid for through revenue resources or capital funding (such as grants, developer contributions or capital receipts), will increase the CFR.

4.22 In addition to capital expenditure on purchased assets, the CFR includes right of use (leased) assets. However, although these do increase the CFR, the lease contracts include an element of the charge to repay the financing provided by the lessor. At 31 March 2025, £2.5m of the CFR was in respect of right of use leases.

4.23 The CFR does not increase indefinitely, as the minimum revenue provision (MRP) is a statutory annual revenue charge which broadly reduces the CFR indebtedness in line with each asset's life, and charges the economic consumption of capital assets to the General Fund as they are used over time.

4.24 Capital receipts from asset sales can also be applied to reduce the CFR instead of financing new items of capital expenditure.

4.25 Table 5 below shows that the CFR is forecast to reduce by £506m over the period to 2029/30. This is because:

- the Council has ceased all capital projects which would have required additional borrowing (see Table 1 above);
- has increased MRP set aside to a prudent level in 2025/26 in line with the Statutory Direction, which is forecast to reduce the CFR by £210m over the period to 2029/30; and
- is forecast to generate £293m of capital receipts from the asset rationalisation programme, which will further reduce the CFR.

Table 5 Capital Financing Requirement forecast (Prudential Indicator 2)

2024/25 Actual £m		2025/26 Forecast £m	2026/27 Estimate £m	2027/28 Estimate £m	2028/29 Estimate £m	2029/30 Estimate £m
1,169	Opening CFR	1,170	1,088	880	795	693
20	Net financing need	0	0	0	0	0
(19)	Less MRP	(59)	(53)	(37)	(35)	(31)
0	Less capital receipts applied	(23)	(155)	(48)	(67)	0
1,170 Closing CFR		1,088	880	795	693	662

4.26 It should be noted that the 2024/25 figure of £1,170m for the CFR is based on the Balance Sheet as at 31 March 2025, and is £17m higher than the £1,153m disclosed in Note 35 of the unaudited statement of accounts. MRP has been calculated based on the lower figure for the purposes of this report as the CFR includes £76m of Assets under Construction which do not attract MRP. Work is ongoing to reconcile Note 35 to the Balance Sheet.

4.27 The Prudential Code expects that actual borrowing should, not in most cases, be greater than the Council's CFR. Table 6 below confirms that the Council's gross debt is not forecast to exceed the total of the CFR throughout the period to 2029/30.

Table 6 Borrowing compared to the CFR (Prudential Indicator 3)

2024/25 Actual £m		2025/26 Forecast £m	2026/27 Estimate £m	2027/28 Estimate £m	2028/29 Estimate £m	2029/30 Estimate £m
1,072	Gross Projected debt	713	699	560	532	518
1,170	Capital Financing Requirement	1,088	880	795	693	662
98 Under/(over) borrowing		375	181	235	161	144

4.28 It should be noted that there is time lag between the estimated receipt of capital receipts and the application of those to reduce loan debt. This is because the maturity of the new loans taken out in November 2025 as part of the debt restructuring exercise have been set 3 months after the end of the year when the capital receipts are expected to allow for slippage in receipts.

Affordability

4.29 The objective of the affordability indicator is to ensure that the level of investment in capital assets proposed remains within sustainable limits. In particular, it highlights the impact of capital financing costs (i.e. MRP and interest) on the Council's revenue budget. Table 7 below sets out the expected ratio of capital financing costs to income for the General Fund:

Table 7 Ratio of capital financing costs to income (Prudential Indicator 4a)

2024/25		2025/26	2026/27	2027/28	2028/29	2029/30
Actual	£m	Forecast	Estimate	Estimate	Estimate	Estimate
16	Net Revenue Stream	16	16	15	15	16
42	Capital financing costs	50	50	34	31	27
254%	Ratio	309%	319%	231%	206%	173%

4.30 For the purposes of this calculation:

- capital financing costs are defined by the Prudential Code as the total of loan interest, MRP and lease payments net of interest receivable and discounts on debt redemption and rescheduling, and
- the net revenue stream is defined as council tax, business rates and non-specific grant income.

4.31 The forecast reduction in this ratio between 2024/25 and 2029/30 reflects the Council's decision to pursue debt reduction and asset rationalisation strategies in November 2025. However, the ratio of capital financing charges to the net revenue stream at 31 March 2030 remains high at 169%. Many comparator authorities are currently reporting a ratio of 18% or less.

Table 8 Ratio of capital financing costs to income including net income from investment property (Prudential Indicator 4b)

2024/25		2025/26	2026/27	2027/28	2028/29	2029/30
Actual	£m	Forecast	Estimate	Estimate	Estimate	Estimate
16	Net Revenue Stream	16	16	15	15	16
40	Net operating income from investment property	39	43	33	29	21
42	Capital financing costs	50	50	34	31	27
74%	Ratio	91%	85%	71%	71%	73%

4.32 Table 8 above shows that including the net operating income from the investment property portfolio substantially reduces the ratio of capital financing costs to income reported in Table 7 above. However this still remains well above the ratio reported by most comparable authorities.

Table 9 Proportion of net income from investment property to net income (Prudential Indicator 4c)

2024/25		2025/26	2026/27	2027/28	2028/29	2029/30
Actual	£m	Forecast	Estimate	Estimate	Estimate	Estimate
16	Net revenue stream	16	16	15	15	16
40	Net operating income from investment property	39	43	33	29	21
243%	Proportion of net income from investment property to net revenue	238%	275%	226%	191%	138%

4.33 The Prudential Code requires local authorities with commercial and service investments to report the proportion of net income from investment property to the net revenue stream. The intention of this indicator is to show the net financial impact on the Council of its entire non-treasury investment income. Table 9 reinforces the earlier comments about the disproportionate scale of the investment property portfolio compared to the rest of the Council and the need to rationalise this activity in line with the Statutory Direction now in place.

Minimum Revenue Provision Policy Statement

4.34 Regulation 27 of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 ('the 2003 Regulations') requires local authorities to 'charge to a revenue account a minimum revenue provision (MRP) for that year'. The MRP is an annual amount set aside from the General Fund to meet the cost of capital expenditure that has not been financed from other available resources, namely: grants, developer contributions (e.g. s.106 and community infrastructure levy) revenue contributions, earmarked reserves or capital receipts.

4.35 MRP is sometimes referred to as the mechanism for setting aside monies to repay external borrowing. In fact, the requirement for MRP set aside applies even if the capital expenditure is being financed from the Council's own cash resources and it arises irrespective of whether any actual debt repayments have been made or fall due.

4.36 Regulation 27 of the 2003 Regulations sets out a duty for local authorities to make a Minimum Revenue Provision (MRP) and Regulation 28 requires full Council to approve a MRP Statement setting out the policy for making MRP and the amount of MRP to be calculated which the Council considers to be prudent.

4.37 In line with the Statutory Direction, the Council approved a revised MRP Policy in November 2025 for the 2025/26 financial year, which fully complies with the 2024 Regulations and Statutory Guidance and which has been consulted upon with both MHCLG and the Council's external auditors, Grant Thornton. It is not proposed to amend the MRP Policy any further, although it has been updated to reflect the forecast CFR at 31 March 2026 and forecast MRP for 2026/27.

4.38 The MRP Policy Statement for 2026/27 is attached at Appendix A.

SECTION 2 – BORROWING

Debt reduction strategy

4.39 At 31 March 2025, the Council's overall debt was £1,057m, which was all long-term fixed interest rate borrowing from the Public Works Loans Board at an average rate of 2.4%. Whilst the overall interest rate was low, the Council's level of borrowing per head of population was the second highest amongst all English local authorities at c. £10,000.

4.40 In view of the unsustainably high level of borrowing highlighted in Chart 1 above and the affordability indicators reported above, and to comply with the Statutory Direction now in force, in November 2025 the Council approved a Debt Reduction Strategy as follows:

- to restructure all loans maturing over 10 years; and
- use all capital receipts from the asset rationalisation strategy to repay borrowing.

4.41 £905m of loans were therefore restructured in November 2025 reducing the value of debt in the Balance Sheet by £342m (32%) down to £715m. The Council also approved the recruitment of external specialist property advisors to assist the Council with obtaining best consideration from the asset rationalisation plan.

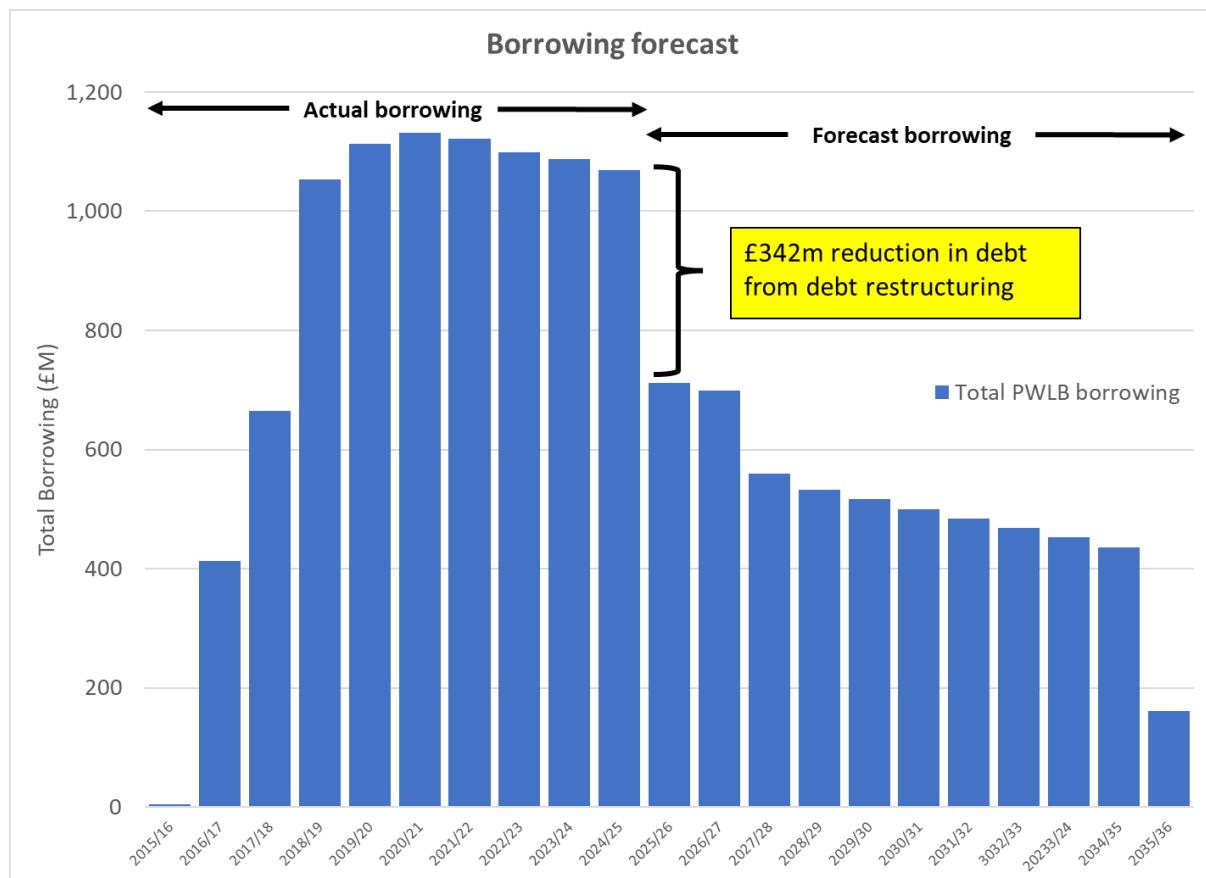
4.42 The target capital receipts from asset sales over the next ten years under the asset rationalisation programme are set out in Table 10 below. However, both the value and timing of capital receipts is likely to change to reflect the advice from the external specialist property advisors when they commence work, and actual sales as they occur.

Table 10 Target Asset Sales

	£000s
2025/26	23
2026/27	155
2027/28	48
2028/29	67
2029/30	0
2034/35	252
Total	544

4.43 The combination of debt restructuring and asset sales is forecast to reduce borrowing substantially as shown in Chart 2 below.

Chart 2 Total borrowing



4.44 There are no proposals to undertake further debt restructuring before the demise of the Council, because there is little financial benefit from restructuring the loans maturing within the next 10 years.

Limits on external borrowing

4.45 The Prudential Code requires the Council to set two limits on its total external debt, as set out in Table 11 below.

Table 11 Overall borrowing limits (Prudential Indicators 5a and 5b)

2024/25 Actual £m		2025/26 Forecast £m	2026/27 Estimate £m	2027/28 Estimate £m	2028/29 Estimate £m	2029/30 Estimate £m
Authorised Borrowing Limit:						
1,170	Borrowing and other long-term liabilities	1,088	880	795	693	662
Operational boundary						
1,069	Borrowing	748	699	560	532	517
2	Other long-term liabilities (leases)	1	0	0	0	0
1,072	Operational Boundary	748	699	560	532	518

4.46 The limits are:

- **Authorised Limit for External Debt (Prudential Indicator 5a)** – This is the limit prescribed by section 3(1) of the Local Government Act 2003 representing the maximum level of borrowing which the Council may incur. It reflects the level of external debt which, while not desired, could be afforded in the short term, but may not be sustainable in the longer term. This has been set at the level of the forecast CFR in Table 4. The Authorised Limit has been set at the same level as the forecast CFR as borrowing should not be expected to exceed the CFR.

- **Operational Boundary (Prudential Indicator 5b)** – This is the limit which external debt is not normally expected to exceed. The boundary is based on current debt plus anticipated net financing need for future years plus a tolerance of 5% on gross projected debt. Given that borrowing is all on fixed terms and no new borrowing is planned, it is unlikely that the tolerance will be needed unless capital receipts are not generated in accordance with the target asset sales set out in Table 9 above.

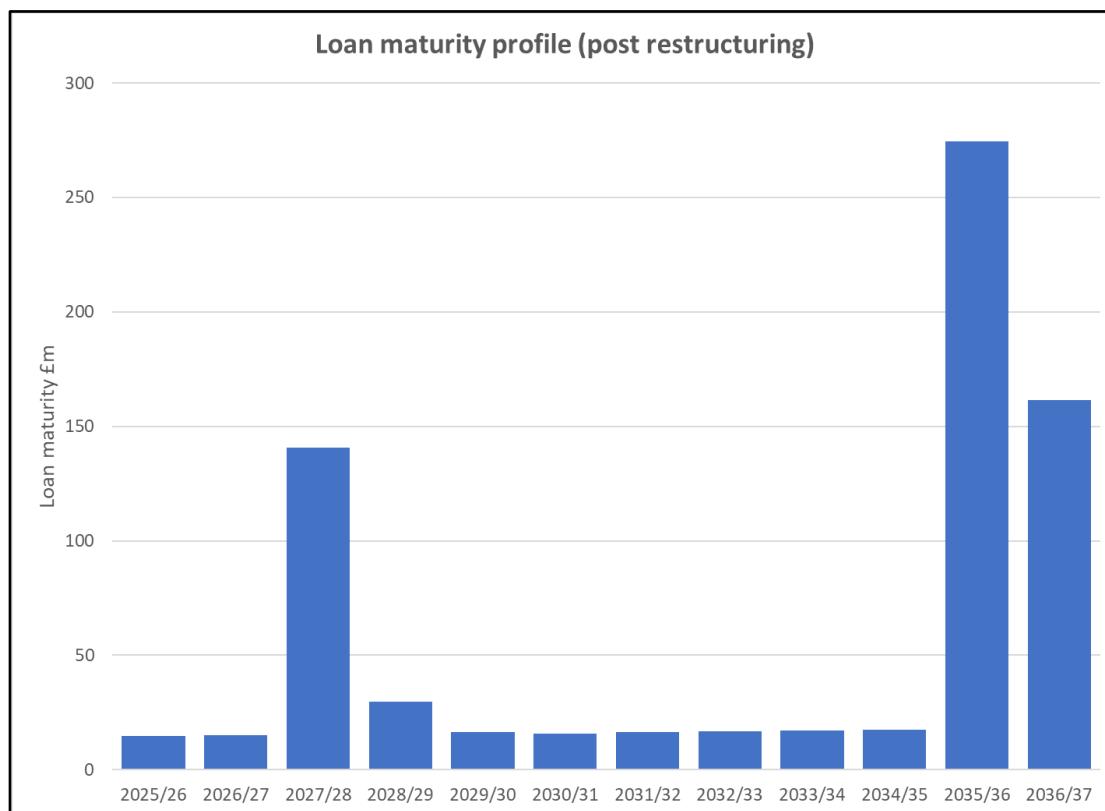
Maturity structure of borrowing (Prudential Indicator 7)

4.47 Managing the maturity profile of debt is essential for reducing the Council's exposure to large fixed rate sums falling due for refinancing within a short period, and thus potentially exposing the Council to additional cost.

4.48 Chart 3 below shows the maturity of the Council's borrowing following the loan restructuring exercise in November 2025. The peaks of loan maturity reflect the anticipated flow of capital receipts from the asset rationalisation plan. Current forecasts are that there will remain c.£161m of loan debt outstanding in 2036/37 upon completion of the asset rationalisation plan. This has been left to mature in 2036/37 so that the successor authority has flexibility to:

- re-finance or redeem the borrowing; or
- re-visit the current Council's current asset rationalisation plan.

Chart 3 Maturity of borrowing



4.49 Table 12 below sets out the upper and lower limits for debt. The profile of principal repayments highlighted in Chart 3 above remains within these limits.

Table 12 Debt maturity profile limits (Prudential Indicator 7)

Actual maturity at %		Upper Limit %	Lower Limit %
2%	Under 12 months	5%	0%
1%	1-2 years	20%	0%
4%	3-5 years	10%	0%
8%	6-10 years	50%	0%
20%	11-20 years	25%	0%
25%	21-30 years	0%	0%
29%	31-40 years	0%	0%
11%	41-50 years	0%	0%
100%			

Policy on borrowing in advance of need

4.50 The Statutory Guidance on Local Government Investments states that local authorities must not borrow more than or in advance of their needs purely to profit from investing the extra sums borrowed.

4.51 The Council is under Statutory Direction to implement a strict debt reduction policy and the capital financing plans summarised in Table 1 do not include any new borrowing. Consequently, the Council will not be taking out any new loans, borrowing for investment purposes or borrowing in advance of need.

SECTION 3 – MANAGING CASH BALANCES

The current cash position and cashflow forecast

- 4.52 As at 15 December 2025 the Council held cash balances and short-term investments totalling £37.2m. Of this balance £30m is invested with other local authorities for periods of time not exceeding 12 months.
- 4.53 The medium-term cashflow forecast is that balances will remain around this level for the remainder of 2025/26, but reduce to an average balance of £13.5m during 2026/27. Treasury officers will work closely with the Corporate Finance team to monitor slippage within the capital programme, the asset rationalisation programme and income through the Collection Fund, which will impact on cashflow levels.
- 4.54 Investment decisions will be made with reference to the Council's core cash flow requirements and the outlook for short-term interest rates (i.e. rates for investments up to 12 months).

Prospects for interest rates

- 4.55 On 18th December 2025 the Bank of England cut base rate to 3.75% and is expected to cut rates to around 3.25% to 3.5% by mid to late 2026. Money Market Funds are forecast to generate returns of around 3.75% in the forthcoming year. Whilst higher returns can be obtained for longer term investment, the Council is able to invest for terms of 3-6 months only based on current cashflow forecasts.
- 4.56 Inter-local authority lending continues provide returns of around 4.20%. As this is better than alternative short-term investment options and achieves security of capital, it is likely that this will remain the preferred investment option in 2026/27.

Investment Strategy

- 4.57 The DCLG Statutory Guidance on Local Government Investments (2018 edition) requires local authorities to publish an Annual Investment Strategy which should be approved by full Council. This is reported at Appendix B and forms an integral part of the Treasury Management Strategy for 2026/27.
- 4.58 The Guidance emphasises that priority is given to maintaining security of capital invested firstly and ensuring the liquidity of funds invested are available for expenditure when needed, before any consideration of yield.
- 4.59 The Statutory Guidance applies to both financial and non-financial investments. Regarding non-financial investments, the Council is under Statutory Direction to rationalise its investment property portfolio and has approved the recruitment of external specialist property advisors to ensure that it achieves best consideration in relation to asset sales. In line with the Debt Reduction Strategy approved by Members in November 2025, capital receipts generated from asset sales will be used to reduce borrowing and only invested on a short-term basis until principal loan repayments fall due.
- 4.60 Financial (i.e. cash-based) investments are managed by the Council's treasury officers. Lending to other local authorities maintains the security of capital invested as local authorities are tax-backed and no authority has ever defaulted. The treasury team monitor liquidity through a cashflow model which forecast cashflow needs weekly over the next 6 months and monthly for the next 5 years.

4.61 Based on the current cashflow projections the strategy will be to continue to lend surplus money out to other local authorities, as these currently provide the best short-term returns with good security of the sums invested.

Balancing short and long-term investments

4.62 In previous years, the Council has advanced long-term loans to its two subsidiaries (Knowle Green Estates Ltd and Spelthorne Direct Services Ltd) totalling £44.8m at 31 March 2025 (see Table 3 above).

4.63 The loans to Knowle Green Estates are 50 year annuity loans fixed at the rates the Council was originally borrowing for prior to restructuring the loan debt portfolio in November 2025. There was no margin added to allow for credit risk or a return to the Council.

4.64 The loan to Spelthorne Direct Services is at a fixed rate of 5%, but with a flexible repayment schedule and no clear final repayment date.

4.65 Loans to both companies have been advanced on a non-commercial basis and are classed as soft loans.

4.66 All the loans, including the £2.5m debenture to Knowle Green Estates, are for capital purposes. Consequently, the Council incurs a Minimum Revenue Provision charge on the loans which have been financed from borrowing. The combination of MRP and interest mean that these loans do not generate a net financial return to the Council.

4.67 Given the Statutory Direction to reduce borrowing, the Council is not in a position to advance further loans to either company before its demise on 31 March 2027. It is currently anticipated that repayments of existing loans will take place as they fall due. After 31 March 2027, the terms of any future loans to third parties will be the responsibility of the successor authority (West Surrey).

4.68 For 2025/26 the Council set an upper limit of £70m for all financial investments (loans and cash deposits) held for more than 12 months. The total advanced to the Council's two subsidiaries of £44.8m is well within this limit. However potentially some loans to other local authorities could be extended beyond 12 months depending on the Council's cashflow requirements. Therefore, it is not proposed to amend the current £70m limit.

Table 13 Investment limits (Prudential Indicator 6)

	2025/26 Forecast £m	2026/27 Estimate £m	2027/28 Estimate £m	2028/29 Estimate £m	2029/30 Estimate £m
Upper limit for principal sums invested more than 364 days	70	70	70	70	70

SECTION 4 – SUMMARY OF PRUDENTIAL INDICATORS

4.69 The purpose of prudential indicators (PIs) is to provide a reference point or “dashboard” so that senior officers and Members can:

- easily identify whether approved treasury management policies are being applied correctly in practice and,
- take corrective action as required.

4.70 The Prudential Code identifies 7 key Prudential Indicators which have been reported in context throughout the Treasury Management Strategy alongside appropriate commentary as required. For completeness they are also reported in Table 14 below.

Table 14 Summary of Prudential Indicators

PI ref	Para ref	Prudential Indicator	2024/25 Actual £m	2025/26 Forecast £m	2026/27 Proposed £m	2027/28 Proposed £m	2028/29 Proposed £m
1	4.5	Capital expenditure	33	9	9	4	3
2	4.25	Capital Financing Requirement	1,170	1,088	880	796	694
3	4.27	Net Debt vs CFR - under/(over) borrowed	99	376	181	236	162
4a	4.29	Ratio of financing costs to net revenue stream	254%	309%	319%	206%	166%
		Ratio of financing costs to net revenue stream					
4b	4.31	including net income from investment property	74%	91%	85%	63%	57%
4c	4.32	Ratio of net income from investment property to net revenue stream	243%	238%	275%	226%	191%
5a	4.45	Authorised limit for external debt	1,170	1,088	880	796	694
5b	4.45	Operational debt boundary	1,072	748	699	560	532
6	4.68	Limit on surplus funds held for more than 364 day (i.e. non-specified investments)	70	70	70	70	70
7	4.49	Maturity structure of borrowing					
		Upper limit under 12 months	2%	5%	5%	5%	5%
		Lower limit 10 years or more	85%	10%	10%	10%	10%

4.71 The Council’s S151 officer has a responsibility to ensure that appropriate PIs are set and monitored and that any breaches are reported to Members.

4.72 The S151 Officer has confirmed that the PIs identified in last year’s Treasury Management Strategy have been complied with and does not envisage at this stage that there will be any difficulty in achieving compliance with the proposed indicators for 2026/27. However, the value and timing of asset sales will have a significant impact on the PIs reported above in relation to:

- CFR levels and MRP set aside
- rental income generated from commercial properties, and
- the value of capital charges as a proportion of the Council’s net revenue budget.

4.73 Members will receive regular reports during 2026/27 on current asset sale forecasts and the impact this will have on the Council’s financial position and the PIs reported above.

5 Options analysis and proposal

5.1 **Option 1** – the preferred option – is to approve this Treasury Management Strategy which has been updated to reflect both local government reorganisation and the key financial decisions made by Full Council in November 2025. This course of action meets the requirement to have a Treasury Management and Investment Strategy and an MRP Policy Statement approved ahead of the start of the financial year to which it relates, as part of the Council's budget setting process.

5.2 **Option 2** is to amend the Treasury Management Strategy for 2026/27. Given the demise of the Council with effect from 1 April 2027 it is recommended that any changes made do not expose either the current or successor authority to an unacceptable level of financial risk.

5.3 **Option 3** is not to approve a Treasury Management Strategy for 2026/27. This is not recommended as the Council would be in breach of statutory requirements.

6 Risk implications

6.1 The Local Government Act 2003, the Prudential Code and the Treasury Management Code of Practice include a key principle that the Council's appetite for risk is set out in the Treasury Management Strategy and this should:

- include any use of financial instruments for the prudent management of those risks, and
- ensure that priority is given to security and liquidity when investing.

6.2 The principal risks associated with treasury management are set out below together with the mitigating arrangements currently in place:

	Risk	Mitigation
1	The key risk is slippage in the generation of capital receipts - both delays in sales completing before 31 March and not achieving expected sale values	<p>The Council has engaged specialist external property advisors to manage the asset rationalisation programme. This will provide both additional staff capacity but also assure the Council that it is obtaining best consideration from any asset disposals.</p> <p>In addition, the Council has engaged additional external legal support which will provide additional capacity to deal with conveyancing</p>
2	Loss of investments as a result of failure of counterparties	Limiting the types of investment used, setting lending criteria for counterparties, and limiting the extent of exposure to counterparties.
3	That the Council will commit too much of its investments in fixed term investments and might have to recall investments prematurely resulting in possible	Ensuring that a minimum proportion of investments are held in short-term investments for cashflow purposes.

	additional costs or new borrowing (Liquidity risk).	
4	Increase in the net financing costs of the Council due to borrowing at high rates of interest.	All existing borrowing is now at a fixed rate and no new borrowing is planned
5	Higher interest rates increase borrowing making it more difficult to self-finance capital schemes. Debt servicing becomes less affordable and less sustainable and crowds out revenue spend.	No new borrowing is anticipated. All planned capital expenditure is expected to be financed from other sources as set out in Table 1.
6	Return on non-treasury investments lower than expected.	An asset rationalisation plan is now in place to dispose of investment properties with lower than anticipated returns.
7	The Council's Minimum Revenue Provision policy charges an insufficient amount to the General Fund to repay debt at a prudent level.	The Council's MRP policy has been updated and amended to align with current Statutory Guidance and reflect the economic benefits of purchased assets.
8	Associated with cash management, legal requirements and fraud.	<p>These risks are managed through:</p> <ul style="list-style-type: none"> • Treasury Management Practices covering all aspects of treasury management procedures, including cashflow forecasting, documentation, monitoring, reporting and division of duties • All treasury management procedures are transactions are subject to inspection by internal and external auditors. The Council also employs external treasury advisors to provide information on market trends, credit rating alerts, lending criteria advice and investment opportunities.
9	Increase in capital financing costs due to inflationary forces resulting in increased cost pressures on current capital projects and higher costs compared to approved budgets.	Regular monitoring of the Capital Programme through comparison to budgets.

7 Financial implications

7.1 Financial implications are detailed in the main body of the report and will be taken into consideration when setting and reporting budget proposals for 2026/27.

8 Legal implications

8.1 The Local Government Act 2003 provides that a local authority has the power both to borrow and invest money for any purpose relevant to its functions and for the prudent management of its financial affairs. The Act requires the

Council to determine and to keep under review how much money it can afford to borrow. The Local Authorities (Capital Finance and Accounting) (England) Regulations 2003, as amended, provide that, in complying with this duty, the Council must have regard to the Prudential Code for Capital Finance in Local Authorities published by CIPFA.

- 8.2 The CIPFA Treasury Management Code of Practice 2021 and the MHCLG Statutory Guidance on Local Government Investments 2018 both require the Section 151 officer (Director of Finance) to present an Annual Treasury Management Strategy Statement, which includes an Annual Investment Strategy, for the forthcoming year for approval by the Full Council before the beginning of each financial year.
- 8.3 The Council is also required to have regard to the CIPFA Treasury Management Code of Practice and to approve a Treasury Management Policy Statement setting out the overarching framework for treasury management services within the Council.
- 8.4 The statement set out in section 4 of this report together with Appendices A to E is designed and structured to meet these requirements.
- 8.5 The CIPFA Prudential Code for Capital Finance in Local Authorities sets out various indicators that are to be used to support capital expenditure plans and treasury management decisions. The prudential and treasury indicators have to be set by the Full Council when the budget is set and are monitored during the year. The prudential indicators are included in section 4 of this report.
- 8.6 The Council is also required to approve a Treasury Management Policy Statement setting out the overarching framework for treasury management services within the Council. This statement is set out at paragraph 3.13 of this report and Appendix 5 sets out how the Council complies.
- 8.7 This Committee has a responsibility to make recommendations concerning treasury management to the Council.

9 Procurement considerations

- 9.1 None directly resulting from this report. Procurement of specialist external property advisers to support the Council's asset rationalisation programme has been carried out in accordance with Council procurement policies and with the Public Contracts Regulations 2015. Outcomes of that exercise will be separately reported to members for approval.

10 S151 Officer comments.

- 10.1 The Council fully complies with best practice and statutory requirements as set out in the following:
 - The Local Authorities (Capital Finance and Accounting)(England) Regulations 2003, as amended in 2024;
 - MHCLG Statutory Guidance on Minimum Revenue Provision (2024);
 - DCLG Statutory Guidance on Local Government Investments (2018)
 - CIPFA's Prudential Code (2021); and

- CIPFA's Treasury Management Code (2021).

11 Monitoring Officer comments.

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

12 Equality and Diversity

12.1 No direct impact arising from this report.

13 Sustainability/Climate Change Implications

13.1 The Council continues to review its ESG position with its advisers on a regular basis and has asked them to assist the Council to manage a transition over time towards a more environmentally sustainable portfolio.

14 Timetable for implementation

14.1 To be implemented as part of setting the budget for 2026/27.

15 Contact

15.1 Terry Collier, S.151 Officer

[<T.Collier@spelthorne.gov.uk>](mailto:T.Collier@spelthorne.gov.uk)

16 Appendices

- A. Minimum Revenue Provision (MRP) Policy
- B. Annual Investment Strategy
- C. Approved Counterparty List
- D. Approved Countries for Investments
- E. CIPFA Treasury Management Code requirements including:
 - a. Treasury Management Scheme of Delegation
 - b. Treasury Management role of s.151 officer

17 Background papers

17.1 None.

Committee Report Checklist

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

Stage 1

Report checklist – responsibility of report owner

ITEM	Yes / No	Date
Councillor engagement / input from Chair prior to briefing	Y	12/1/26
Commissioner engagement (if report focused on issues of concern to Commissioners such as Finance, Assets etc)	Y	9/2/26
Relevant Group Head review	Y	28/1/26
MAT+ review (to have been circulated at least 5 working days before Stage 2)	Y	16/1/26
This item is on the Forward Plan for the relevant committee	Y	23/12/25
	Reviewed by	Date
Risk comments	LO	16/1/26
Legal comments	LH	14/01/26
HR comments (if applicable)	N/a	N/a

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

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

Stage 2

Report checklist – responsibility of report owner

ITEM	Completed by	Date
Monitoring Officer commentary – at least 5 working days before MAT	L Heron	14/01/26
S151 Officer commentary – at least 5 working days before MAT	T.Collier	9/1/25
Confirm final report cleared by MAT		

Appendix A

Minimum Revenue Provision (MRP) policy statement for Spelthorne Borough Council

Introduction

1. Regulation 27 of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 ('the 2003 Regulations') requires local authorities to 'charge to a revenue account a minimum revenue provision (MRP) for that year'. The minimum revenue provision is an annual amount set aside from the General Fund to meet the cost of capital expenditure that has not been financed from available resources, namely: grants, developer contributions (e.g. s.106 and community infrastructure levy) revenue contributions, earmarked reserves or capital receipts.
2. MRP is sometimes referred to as the mechanism for setting aside monies to repay external borrowing. In fact, the requirement for MRP set aside applies even if the capital expenditure is being financed from the Council's own cash resources and no new external borrowing or other credit arrangement has been entered into.
3. Regulation 27 of the 2003 Regulations sets out a duty for local authorities to make a Minimum Revenue Provision (MRP) and Regulation 28 requires full Council to approve a MRP Statement setting out the policy for making MRP and the amount of MRP to be calculated which the Council considers to be prudent. This statement is designed to meet that requirement.
4. Regulation 27 (the duty to make revenue provision) was amended in April 2024 and takes effect from 7 May 2024, following a number of consultations. Key changes address some common practices used to underpay MRP, namely:
 - using proceeds from asset sales to replace the revenue charge; and
 - not making MRP on debt associated with investments.
5. In addition, the amendments to Regulation 27 include provisions for making MRP where a local authority borrows to lend the money onto a third party as a capital loan.
6. In setting a prudent level of MRP local authorities must "have regard" to guidance issued by the Secretary of State for Housing, Communities and Local Government. The latest version of this statutory MRP guidance, Capital finance: guidance on minimum revenue provision (5th edition), was issued by DLUHC (as it then was) in April 2024 to accompany the amendments to Capital Finance Regulations.
7. Paragraph 26 of the above statutory MRP Guidance explains that where a local authority proposes to deviate from statutory guidance and underpinning Codes of Practice, this has to be justified and agreed through the local authority's governance processes:

Under statute, local authorities must have regard to these codes; “have regards to” has a specific meaning that local authorities should comply with the guidance unless, having duly considered the guidance, there is justifiable reason to depart from it. Decisions that do not “have regard to” relevant guidance may be susceptible to challenge.

8. In setting a level which the Council considers to be prudent, the Guidance states that the broad aim is to ensure that debt is repaid over a period reasonably commensurate with that over which the capital expenditure provides benefits to the Council.
9. The Guidance sets out four “possible” options for calculating MRP, as set out below,

Option	Calculation method	Applies to
1: Regulatory method	Formulae set out in 2003 Regulations (later revoked)	Expenditure incurred before 1 April 2008
2: CFR method	4% of Capital Financing Requirement	Expenditure incurred before 1 April 2008
3: Asset life method	Amortises MRP over the expected life of the asset	Expenditure incurred after 1 April 2008
4: Depreciation method	Charge MRP on the same basis as depreciation	Expenditure incurred after 1 April 2008

10. Two main variants of Option 3 are set out in the 2024 Guidance:
 - (i) the equal instalment method and
 - (ii) the annuity method.
11. The annuity method weights the MRP charge towards the later part of the asset’s expected useful life. Whilst this method is increasingly becoming the most common MRP option for local authorities, paragraph 42 of the Informal Commentary on the Statutory MRP Guidance explains that this method could be used where the flow of benefits from an asset are expected to increase in later years and should not be used solely to resolve budgetary issues.
12. The 2024 Guidance also includes specific recommendations for setting MRP in respect of finance leases, investment properties and revenue expenditure which is statutorily defined as capital expenditure under the 2003 Regulations (also referred to as revenue expenditure funded from capital under statute or REFCUS). Examples of REFCUS include capitalised redundancy costs, loans or grants to third parties for capital purposes, and the purchase of shares in limited companies. Other approaches are not ruled out however they must meet the statutory duty to make prudent MRP provision each financial year.
13. With effect from 1 April 2024, MRP set aside requirements will also apply to “right of use” leased assets, following the introduction of IFRS 16.

Key changes from the 2024 amendments to Regulation 27

14. The key changes to Regulation 27 are:

- explicit prohibition from using capital receipts in place of charging MRP to revenue,
- a clear requirement to charge MRP on investments where these meet the statutory definitions of capital expenditure set out in Regulation 25,
- a requirement to set aside MRP on all elements of the CFR.

15. Where loans have been advanced to third parties for a capital purpose on or after 7 May 2024, a local authority is now required to determine whether the loan is for a commercial purpose (i.e. principally advanced for financial return) or is a non-commercial loan:

- for commercial loans MRP will be set aside using an asset life approach based on the expected useful life of the underlying assets being financed;
- for non-commercial loans MRP will comprise:
 - (i) the principal element of any loan repayments received during the financial year and
 - (ii) the amount of any expected credit loss (ECL) recognised during the financial year. Any ECL recognised will not be spread over future years.

Minimum Revenue Provision (MRP) policy statement

16. Having regard to the new 2024 Guidance on MRP issued by DLUHC (now MHCLG) and the “options” outlined in that Guidance, the Council is recommended to approve the following MRP Statement to take effect from 1 April 2025:

MRP stream – General Fund	CFR at 31 3 2026 £000s	MRP 2026/27 £000s	Policy	Explanation	Change from previous policy?
Supported borrowing for capital expenditure incurred pre 2007/08	0	0	There is no MRP as the Council does not have any such borrowing	The Council has no such borrowing so no MRP requirement	The previous policy did not make clear that the Council did not hold any such borrowing and therefore no MRP would be due.
Unsupported capital expenditure incurred since 2007/08	1,043,605	51,871 (4.97%)	<p>MRP will be calculated for:</p> <ul style="list-style-type: none"> Investment property on a straight-line basis. All other asset categories on an annuity basis. <p>Both approaches will use the expected useful lives of the assets (Option 3), subject to a maximum useful asset life of 50 years.</p>	<p>This complies with the Option 3 (Para 58(b)) of the Guidance and the requirement for maximum asset lives of 50 years.</p>	The previous policy was based on an annuity approach which does not reflect the straight-line nature of the economic benefits provided by investment property to the Council.
MRP for “right of use” lease contracts.	1,927	476 (24.70%)	The amount of the MRP charge will be equal to the amount by which the balance sheet liability is written by the principal element of the annual payment (for leased assets)	This complies with para 80 of the MRP Guidance	The previous policy was to charge MRP on an annuity basis which did not reflect either the MRP Guidance or the pattern of expenditure under the contracts. The inclusion of liabilities in respect of right of use leased assets with effect from 1 April 2024 following the implementation of IFRS 16 will increase the amount of MRP charged but this will be offset by a reduction in the element of the unitary charge allocated to service cost.
Loans to third parties for a capital purpose advanced before 7 May 2024	31,584	727 (2.30%)	MRP will be calculated on a straight-line basis using the expected useful lives of the assets purchased by third parties (Option 3 – asset life), subject to a maximum useful asset life of 50 years and for modular/prefabricated properties 40 years.	This complies with the Option 3 (Para 58(b)) of the MRP Guidance and the requirement for a maximum asset life of 50 years.	Hitherto MRP had not been charged and instead applied the principal element of any capital receipts received as MRP. In the years where there was no principal repayment the policy was to charge MRP using the annuity method under Option 3. This policy did not comply with the statutory MRP Guidance then in force.

MRP stream – General Fund	CFR at 31 3 2026 £000s	MRP 2026/27 £000s	Policy	Explanation	Change from previous policy?
Loans to third parties for a capital purpose advanced on or after 7 May 2024	11,266	53 (0.47%)	<p>(a) Commercial loans – MRP will be calculated on a straight-line basis using the expected useful lives of the assets purchased by third parties (Option 3 – asset life), subject to a maximum useful asset life of 50 years</p> <p>(b) Non-commercial loans – the principal element of loan repayments will be set aside as MRP. Where any expected credit loss is recognised in respect of that year or any previous year, the expected credit loss shall be charged to the General Fund as MRP.</p>	<p>This complies with the Option 3 (Para 58(b)) of the MRP Guidance and the requirement for a maximum asset life of 50 years.</p> <p>This complies with paras 72-78 of the MRP Guidance.</p>	<p>This makes the policy clearer in respect of commercial loans advanced.</p> <p>This makes the policy clearer in respect of non-commercial loans advanced.</p>
General Fund CFR and MRP at 31 March 2026	1,088,381	53,127 (4.88%)			

17. Detailed policies applied to asset life identification, discount annuity rates and MRP commencement dates are set out below:

MRP stream – General Fund	Policy	Explanation	Change from previous policy?
Asset lives	Asset lives used for MRP calculations will be determined by the Council's RICS-registered valuers and will be consistent with the depreciation policies set out in the Council's annual Statement of Accounts. If no life can reasonably be attributed to an asset, such as freehold land, the estimated useful life will be taken to be a maximum of 50 years	This complies with para 65 of the MRP Guidance.	Previously standard asset lives had been used which differed from those used for depreciation calculations.

MRP stream – General Fund	Policy	Explanation	Change from previous policy?
Discount rate for use when applying the annuity method for calculating MRP under Option 3	MRP will be discounted using the PWLB new loan annuity rate, relevant to the asset life period, applicable on 1 April in the year when MRP commences	The MRP Guidance does not suggest what discount rate(s) to use. By specifying the PWLB new loan annuity rate at 1 April of the year in which MRP commences this provides a clearly evidenced trail to the discount rate to be used and reflects the type of borrowing undertaken by the Council.	Previously the Council had not disclosed how it selected the discount rate used in annuity calculations.
MRP commencement	MRP should normally begin in the financial year following the one in which the expenditure was incurred. However, in accordance with the statutory MRP Guidance, commencement of MRP may be deferred until the financial year following the one in which the asset becomes operational.	This approach complies with para 63 and 64 of the MRP Guidance	No change in policy

Conclusion

18. Based on the above the Council's view is that by complying fully with the 2024 Statutory Guidance, it is making a prudent provision for MRP in line with the requirements of Regulation 28.

APPENDIX B

ANNUAL INVESTMENT STRATEGY

Investment policy

1. The Council's investment policy has regard to the following:
 - MHCLG Guidance on Local Government investments (the "Guidance")
 - CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes 2021 ("the Code")
 - CIPFA Treasury Management Guidance Notes 2021
2. The Council's investment priorities will be security first, portfolio liquidity second and then yield, (return). The above guidance from MHCLG and CIPFA places a high priority on the management of risk and paragraph 51 of the Prudential Code 2021 states that an authority must not borrow to invest primarily for financial return.
3. This Council has adopted a prudent approach to managing risk and defines its risk appetite by the following means:
 - i. Minimum acceptable **credit criteria** are applied in order to generate a list of highly creditworthy counterparties. This also enables diversification which avoids concentration risk. The key ratings used to monitor counterparties are the short term and long-term ratings.
 - ii. **Other information:** ratings will not be the sole determinant of the quality of an institution; it is important to continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate. The assessment will also take account of information that reflects the opinion of the markets. To achieve this consideration the Council will engage with its advisors to maintain a monitor on market pricing such as "credit default swaps" and overlay that information on top of the credit ratings where applicable.
 - iii. **Other information sources** used will include the financial press, share price and other such information pertaining to the financial sector in order to establish the most robust scrutiny process on the suitability of potential investment counterparties.
 - iv. This authority has defined the list of **types of investment instruments** that the treasury management team are authorised to use. There are two lists in appendix 5.4 under the categories of 'specified' and 'non-specified' investments.
 - **Specified investments** are those with a high level of credit quality and subject to a maturity limit at the start of the investment of up to one year.

- **Non-specified investments** are any financial investments that are not loans and do not meet the criteria to be treated as specified investments. These tend to be lower credit quality than specified investments and carry a higher degree of credit risk.

v. Investments will only be placed with counterparties from countries with a specified minimum **sovereign rating**.

vi. This authority has engaged **external consultants**, (see paragraph 4-7 Appendix E), to provide expert advice on how to optimise an appropriate balance of security, liquidity and yield, given the risk appetite of this authority in the context of the expected level of cash balances and need for liquidity throughout the year.

vii. All investments will be denominated in **sterling**.

viii. In line with accounting standards, particularly IFRS 9, this authority will consider the implications of investment instruments which could result in an adverse movement in the value of the amount invested and resultant charges at the end of the year to the General Fund.

4. This authority will also pursue **value for money** in treasury management and will monitor the yield from investment income against appropriate benchmarks for investment performance. Regular monitoring of investment performance will be carried out during the year.

Creditworthiness Policy

5. The primary principle governing the Council's investment criteria is the security of its investments, although the yield or return on the investment is also a key consideration.

6. After this main principle, the Council will ensure that:

- it maintains a policy covering both the categories of investment types it will invest in, criteria for choosing investment counterparties with adequate security and monitoring their security. This is set out in the specified and non-specified investment sections below; and
- it has sufficient liquidity in its investments. For this purpose, it will set out procedures for determining the maximum periods for which funds may prudently be committed. These procedures also apply to the Council's prudential indicators covering the maximum principal sums invested.

7. The Interim Chief Executive will maintain a counterparty list in compliance with the following criteria and will revise the criteria and submit them to Council for approval as necessary. These criteria are separate to those which determine which types of investment instrument are either specified or non-specified as they provide an overall pool of counterparties considered high quality which the Council may use, rather than defining what types of investment instruments are to be used. A list of approved counterparties is set out in Appendix C.

8. Credit rating information is supplied by the Council's treasury advisors, Arlingclose Ltd. Any counterparty failing to meet the criteria would be omitted from the counterparty (dealing) list. Any rating changes, rating watches (notification of a likely change), rating outlooks (notification of the longer-term bias outside the central rating view) are provided to officers almost immediately after they occur and this information is considered before dealing.
9. The Council takes into account the following relevant matters when proposing counterparties:
 - the financial position and jurisdiction of the institution;
 - the market pricing of credit default swaps for the institution;
 - any implicit or explicit Government support for the institution;
 - Standard & Poor's, Moody's and Fitch's short and long term credit ratings;
 - sovereign ratings to select counterparties from only the most creditworthy countries; and
 - core Tier 1 capital ratios.
10. Changes to the credit rating will be monitored and, in the event, that a counterparty is downgraded and does not meet the minimum criteria specified in Appendix C, the following action will be taken immediately:
 - no new investments will be made;
 - existing investments will be recalled if there are no penalties; and
 - full consideration will be given to recall or sale of existing investments which would be liable to penalty clause.

Specified and Non-specified investments

11. The MHCLG Guidance on Local Government Investments made under section 15(1) of the Local Government Act 2003, places restrictions on local authorities around the use of specified and non-specified investments.
12. A specified investment is defined as an investment which satisfies all of the conditions below:
 - the investment and any associated cash flows are denominated in sterling;
 - the investment has a maximum maturity of one year;
 - the investment is not defined as capital expenditure; and
 - the investment is made with a body or in an investment scheme of high credit quality; or with the UK Government, a UK Local Authority or parish/community council.
13. Specified investments currently held by the Council comprise loans to local authorities, money market funds and monies held in bank accounts.
14. Non-specified investments are those with less high credit quality, may be for periods in excess of one year, and/or are more complex instruments which require greater consideration by members and officers before being authorised

for use. The Council is currently invested in the following non-specified investments:

- **Investment property** – largely office property in the Heathrow Business Area. The Council is under Statutory Direction to divest such assets and has approved an asset rationalisation plan.
- **Loans** - The Council has advanced long-term loans to its two subsidiary companies (Knowle Green Estates Ltd and Spelthorne Direct Services Ltd). Given the Statutory Direction to reduce borrowing and the imminent abolition of the Council on 31 March 2027, the Council will not be making any further such advances.
- **Shareholdings in limited companies** – The Council currently invests in trading vehicles which the Council has set up to undertake particular functions. These are not held primarily as investments but to fulfil Council service objectives. Given the imminent demise of the Council from 31 March 2027 it is not envisaged that there will be any need for new companies to be established.

15. For any such investments, specific proposals will be considered by the Director of Finance after taking into account of the following:
 - cash flow requirements
 - investment period
 - expected return
 - the general outlook for short to medium term interest rates
 - creditworthiness of the proposed investment counterparty
 - other investment risks.
16. The nominal value of financial investments (loans and cash balances) held for more than 12 months (i.e. non-specified investments) will be capped at £70m (see Table 12 above).

Country of Domicile

17. Due care will be taken to consider the exposure of the Council's total investment portfolio to non-specified investments, countries, groups and sectors.
18. The Council has determined that it will only use approved counterparties from countries with a minimum sovereign credit rating of AA. The list of countries that qualify using this credit criteria as at the date of this report is shown in Appendix D. This list will be kept under review and any proposed changes to the policy reported to Council.

Schedule of investments

19. The criteria for providing a pool of high quality short and long-term, cash-based investment counterparties along with the time and monetary limits for institutions on the Council's counterparty list are set out in Appendix C.

Other considerations

20. Sector limits will be monitored regularly for appropriateness, to help mitigate concentration risk. This is the risk of having a significant proportion of the Council's investments in one sector of the market and that market failing.
21. To ensure sufficient liquidity, detailed cashflow forecasts will be kept by the Treasury team to provide as accurate a picture as possible of the movement and timing of income and expenditure and the resulting daily cash balances.
22. When considering placing investments or temporary borrowing, officers will refer to the cashflow forecast to determine the best duration for the transaction.
23. Under the Markets in Financial Derivatives II Directive (MiFID II), the Council would be classed as a retail investor with an option to opt-up to professional status. The Council opted up to professional status in 2017. Given the size and range of the Council's treasury management activities, the interim Chief Executive believes this to be the most appropriate status.

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APPENDIX C

Approved counterparty list

	Minimum credit criteria	Max % of total investments/ £ limit per institution	Max. maturity period
Specified Investments			
DMADF – UK Government	N/A	100%	6 months*
Money market funds: CNAV and VNNAV	AAA	100%	Daily Liquidity
Local authorities	N/A	100% / £5m	Up to 1 year
Lloyds Bank plc (the Council's bankers)	A+	£10m £5m	Overnight deposits Up to 1 year
Term deposits with banks and rated building societies	A+		Up to 1 year
Current and Ex - Government Supported banks	A+	50%	Up to 1 year
Non-specified investments			
Loans to Council owned subsidiary companies	n/a	£45m	50 years

* DMO – is the maximum period offered by the Debt Management Office of HM Treasury

Changes from 2025/26

The following categories of counterparty have been deleted because the Council does not use these: unsecured banks, corporates and registered providers. In addition, the option to use pooled funds and Real Estate Investment Trusts has been deleted as the Council has wound these up and does not envisage having funds available to invest for the remainder of its existence.

In practice, for the remaining period of the Council's existence it is expected that investments will be short-term only (i.e. less than 364 days) primarily as loans to other local authorities, investment in money market funds and cash held overnight with the Council's bankers.

Given the Council's abolition from 31 March 2027, the only long-term investments permitted are the existing loans to Knowle Green Estates Ltd and Spelthorne Direct Services Ltd and no new advances can be made given the Statutory Direction to have a strict debt reduction policy.

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APPENDIX D

APPROVED COUNTRIES FOR INVESTMENTS

1. This list is based on those countries which have sovereign ratings of AA or higher, (based on the lowest rating from Fitch, Moody's and S&P).

Lowest available rating	Approved Country
AAA	Australia Canada Denmark Germany Luxembourg Netherlands Norway Singapore Sweden Switzerland USA
AA+	Finland Hong Kong USA
AA	Abu Dhabi (UAE) Belgium Qatar United Kingdom

Changes from 2025/26

The previous TMS omitted any mention of the approved countries for investment. This is one element of determining creditworthiness, hence its inclusion. In practice, for the remaining period of the Council's existence investments will be in the UK via either loans to other local authorities, money held overnight with either the DMO or the Council's bankers or money market funds based in the UK.

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APPENDIX E

CIPFA TREASURY MANAGEMENT CODE

1. The Council has formally adopted CIPFA's Code of Practice on Treasury Management 2021 and complies with the requirements of the Code as detailed in this Appendix. There are no changes to the requirements formally adopted in the 2017 update with regard to reporting which are summarised below:
 - Maintaining a Treasury Management Policy Statement setting out the policies and objectives of the Council's treasury management activities.
 - Maintaining a statement of Treasury Management Practices that sets out the manner in which the Council will seek to achieve these policies and objectives.
 - Presenting the Full Council with an annual TMSS statement, including an annual investment strategy and Minimum Revenue Provision policy for the year ahead (this report) a half year review report and an annual report (stewardship report) covering compliance during the previous year.
 - A statement of delegation for treasury management functions and for the execution and administration of statement treasury management decisions. (see below)
 - Delegation of the role of scrutiny of treasury management activities and reports to a specific named body. At Spelthorne Borough Council this role is undertaken by the Corporate Policy and Resources Committee

Knowledge and Skills

2. The Council uses the knowledge and skills of its officers when considering treasury investment and borrowing decisions and where necessary it also relies on the expert knowledge of specialist external advisors.
3. Finance staff are professionally qualified to advise the Council on all areas of finance. Included within the team is an officer with specialist knowledge of treasury management. All finance staff undertake Continuous Professional Development and maintain knowledge and skills through regular technical updates from appropriate bodies and attending specialist courses. Staff follow the Treasury Management Practices approved by the interim Chief Executive.
4. A programme of training for members on Treasury Management is being developed and will be open to all Members to assist in their understanding of the treasury function during 2026/27.

Treasury management consultants

5. The Council uses Arlingclose Ltd as its external treasury management advisors in relation to conventional treasury management activities such as borrowing and placement of residual cash.
6. The Council recognises that responsibility for treasury management decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon the services of our external service providers. All decisions

will be undertaken with regards to all available information, including, but not solely, our treasury advisers.

7. It also recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The Council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented and subjected to regular review.
8. The scope of investments within the Council's operations currently includes both conventional treasury investments and more commercial type investments, such as investment properties. An appropriately qualified and experienced in-house team is in place to manage investment properties and external specialist property advisors are being appointed to support the Council's asset rationalisation plans.

Treasury Management Delegations and Responsibilities

9. The respective roles of the Council, Corporate Policy and Resources Committee and Section 151 officer are summarised below. Further details are set out in the Treasury Management Practices.
 - (i) Full Council**
 - Approval of annual strategy, mid-year review and Annual Report
 - (ii) Interim Chief Executive (s151 Officer)**
 - approval of/amendments to the organisation's adopted clauses, treasury management policy statement and treasury management practices;
 - budget consideration and approval;
 - approval of the division of responsibilities;
 - receiving and reviewing regular monitoring reports and acting on recommendations;
 - approving the selection of external service providers and agreeing terms of appointment.
 - (iii) Corporate Policy and Resources Committee with responsibility for scrutiny**
 - reviewing the treasury management policy and procedures and making recommendations to the responsible body.

THE TREASURY MANAGEMENT ROLE OF THE INTERIM CHIEF EXECUTIVE (SECTION 151 OFFICER)

The S151 (responsible) officer

- recommending clauses, treasury management policy/practices for approval, reviewing the same regularly, and monitoring compliance;
- submitting regular treasury management policy reports;
- submitting budgets and budget variations;
- receiving and reviewing management information reports;
- reviewing the performance of the treasury management function;
- ensuring the adequacy of treasury management resources and skills, and the effective division of responsibilities within the treasury management function;
- ensuring the adequacy of internal audit, and liaising with external audit;
- recommending the appointment of external service providers.

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Spelthorne Borough Council Services Committees Forward Plan

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

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

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

Spelthorne Borough Council

Service Committees Forward Plan and Key Decisions for 1 February 2026 to 31 May 2026

Anticipated earliest (or next) date of decision and decision maker	Matter for consideration	Key or non-Key Decision	Decision to be taken in Public or Private	Lead Officer
Members' briefing pack 14 01 2026	Report-It Data	Non-Key Decision	Public	Dan Dredge, Control and Systems Manager, Sandy Muirhead, Group Head - Commissioning and Transformation
Corporate Policy and Resources Committee 03 02 2026	Budget, Fees and Charges (CP&R)	Non-Key Decision	Public	Altin Bozhani, Interim Deputy Chief Finance Officer
Corporate Policy and Resources Committee 17 02 2026	Affordable Housing Delivery with Commuted Sum	Non-Key Decision	Public	Karen Sinclair, Group Head - Community Wellbeing, Stephen Mortimer-Cleevley, Strategic Lead, Independent Living
Corporate Policy and Resources Committee 20 04 2026	Improvement and Recovery Plan Resourcing	Key Decision	Public	Sandy Muirhead, Group Head - Commissioning and Transformation
Corporate Policy and Resources Committee 17 02 2026 Council 19 02 2026	Disposal of A Commercial Office Asset	Key Decision	Private	Katherine McIlroy, Asset Manager
Corporate Policy and Resources Committee 20 04 2026	Leisure Centre Rate Relief Application	Non-Key Decision	Public	Sandy Muirhead, Group Head - Commissioning and Transformation

Date of decision and decision maker	Matter for consideration	Key or non-Key Decision	Decision to be taken in Public or Private	Lead Officer
Corporate Policy and Resources Committee 20 04 2026	Q3 Capital Monitoring Report	Key Decision	Public	Altin Bozhani, Interim Deputy Chief Finance Officer
Corporate Policy and Resources Committee 17 02 2026	Q3 Revenue Monitoring Report	Key Decision	Public	Altin Bozhani, Interim Deputy Chief Finance Officer
Corporate Policy and Resources Committee 17 02 2026	Q2 Corporate KPI Results	Key Decision	Public	Sandy Muirhead, Group Head - Commissioning and Transformation
Corporate Policy and Resources Committee 17 02 2026 Council 26 02 2026	Capital Strategy 2026-2027 and Estimated Capital Programme	Non-Key Decision	Public	Altin Bozhani, Interim Deputy Chief Finance Officer
Corporate Policy and Resources Committee 17 02 2026 Council 26 02 2026	Detailed Revenue Budget 2026/27	Non-Key Decision	Public	Altin Bozhani, Interim Deputy Chief Finance Officer
Corporate Policy and Resources Committee 17 02 2026 Council 26 02 2026	Pay Policy 2026/27	Non-Key Decision	Public	Debbie O'Sullivan, HR Manager

Date of decision and decision maker	Matter for consideration	Key or non-Key Decision	Decision to be taken in Public or Private	Lead Officer
Corporate Policy and Resources Committee 17 02 2026	Pay Award 2026/27 and Pay Award 2025/26 (back dated award)	Key Decision	Public	Angela Tooth, Human Resources Officer
Corporate Policy and Resources Committee 17 02 2026 Council 26 02 2026	Treasury Management Strategy 2026/27	Non-Key Decision	Public	Peter Worth, Interim Treasury Management Accountant
Corporate Policy and Resources Committee 17 02 2026	Updated Improvement and Recovery Plan	Key Decision	Public	Terry Collier, Interim Chief Executive
Corporate Policy and Resources Committee 20 04 2026	Update on Solar Canopy Project	Non-Key Decision	Public	Timothy Snook, Sustainability & Resilience Lead
Corporate Policy and Resources Committee 20 04 2026	Revised proposals for Development of the mezzanine floor of Eclipse Leisure Centre	Non-Key Decision	Public	Kamal Mehmood, Strategic Lead for Leisure and Community Development
Corporate Policy and Resources Committee 20 04 2026	Q3 Corporate KPI Results	Key Decision	Public	Sandy Muirhead, Group Head - Commissioning and Transformation
Corporate Policy and Resources Committee 20 04 2026	Asset Investment Strategy	Key Decision	Public	Sian Bowen, Principal Asset Manager

Date of decision and decision maker	Matter for consideration	Key or non-Key Decision	Decision to be taken in Public or Private	Lead Officer
Corporate Policy and Resources Committee 18 05 2026	Q4 Corporate KPI Results and Annual Report	Key Decision	Public	Sandy Muirhead, Group Head - Commissioning and Transformation
Corporate Policy and Resources Committee	Service Plans (CPRC)	Non-Key Decision	Public	Linda Heron, Group Head - Corporate Governance, Monitoring Officer, Coralie Holman, Group Head - Assets
Corporate Policy and Resources Committee	KGE Business Plan 2025-2028	Non-Key Decision	Public	Coralie Holman, Group Head - Assets

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