

IMPROVEMENT & RECOVERY BOARD MEETING

(subject to approval by Council)

TERMS OF REFERENCE

Version	Date	Changes Made	Approval date by IB
Final	15/08/2025	n/a	n/a

Purpose

The purpose of the Improvement & Recovery Board Meeting is to develop, implement and monitor the delivery and impact of Spelthorne BC Improvement and Recovery Plan. As well as meeting the requirements set out in the Statutory Directions under government intervention (May 2025), the Improvement and Recovery Plan sets out a clear programme of improvement across the council that will address the recommendations.

Objectives

- Provide the overarching governance for the Improvement & Recovery Plan, including any required changes to the Improvement & Recovery Plan
- Agree the initiation of actions or projects to deliver the Improvement & Recovery Plan
- Monitor progress against the Improvement & Recovery Plan, scrutinise performance and provide assurance that change is embedded in the council
- Manage high-level interdependencies and risks associated with the Plan
- Strategically identify, prioritise and allocate resources to actions/projects, re-aligning where necessary
- Identify and develop funding and resource plans designed to assist in the delivery of the actions/projects as required
- Put in place an effective communications and engagement strategy, sharing key messages with Councillors, staff, partners and other key stakeholders as required
- Ensure that responsible lead officers are adequately supported in their work and held to account for the delivery of their responsibilities.

Governance Structure

The Improvement & Recovery Board is a constituent part of the council's Performance Management Framework, enabling the delivery of required improvement across the organisation in response to the government intervention.

Changes to the Improvement & Recovery Plan will be logged in a Change Control Register which will be considered by the Improvement & Recovery Board on a quarterly basis with a decision made to approve/reject/defer the change for proposal to CPRC to make a formal change to the Improvement & Recovery Plan as part of a quarterly report (below).

A formal report on progress on delivery of the IRP will be presented to CPRC on a quarterly basis, including any changes to the Improvement & Recovery Plan. Reports may also be presented to Audit Committee. The Improvement & Recovery Plan Risk Register will be reported to Audit Committee on a quarterly basis. Council will receive an annual report on progress on the implementation of the IRP.

Roles and Responsibilities

Chair

- Effectively chair and facilitate meetings
- Commit to effective and efficient programme governance
- Ensure the Board remains focused on the objectives set out in this ToR
- Encourage and facilitate frank and open conversations that may at times be difficult, working towards consensus

Commissioners

- Provide advice, constructive challenge and expertise to Spelthorne Borough Council in developing and implementing their Improvement & Recovery Plan
- Seek assurance on the Council's progress in delivering the Improvement & Recovery Plan

Chief Executive

- Responsible as overall SRO for the IRP
- Report progress on delivery of the Plan and ensure change is embedded within the council
- Ensure interdependencies are highlighted and managed
- Ensure IRP is adequately resourced, and all risks are managed
- Where concerns are escalated ensure this can be resolved
- Promote partnership working and encourage creative and collaborative relationships to develop

SROs

- Report progress on actions using the Monitoring Tool within the published reporting schedule timescales
- Review papers in advance of meetings, attend meetings and complete actions as agreed
- Where concerns are escalated, e.g. a project is experiencing delays because of organisational blockers, step in to help resolve these
- Promote partnership working and encourage creative and collaborative relationships to develop
- Represent the interests of their relevant specialist areas in meetings and discussions

Position	Name
Lead Commissioner	Lesley Seary
Commissioner – Finance	Peter Robinson
Commissioner – Commercial	Mervyn Greer
Commissioner – Housing & Regeneration	Deborah McLaughlin
Commissioner – Governance	Lesley Seary
Chief of Staff – MHCLG	James Kingston
Chief Executive – overall SRO for the IRP	Daniel Mouawad
Leader – overall political accountability	Cllr Sexton
SRO Commercial - Group Head – Assets	Coralie Holman
SRO Housing and Regeneration - Group Head – Place, Protection, Prosperity & Group Head Housing	Heather Morgan Karen Sinclair
SRO Governance - Group Head – Corporate Governance & Monitoring Officer and Deputy Chief Executive	Linda Heron Lee O'Neil
SRO Finance – Deputy Chief Executive & Chief Financial Officer	Terry Collier

No substitutions will be allowed

Officers will be invited to attend to provide updates on actions and matters arising as appropriate.

Meetings

The Improvement & Recovery Board will meet once a month.

Agenda and papers will be circulated at least two working days in advance of the meeting. Minutes and actions will be circulated within five working days after the meeting.

Standard agenda items will include:

- Review minutes, actions and matters arising
- Review and challenge to the progress relating to the Improvement & Recovery Plan and achievement of deliverables, including allocation of resources
- Deep dives into specific areas in IRP
- Review of risks relating to improvement activities
- Agreement of key messages to stakeholders

Review

The Terms of Reference will be reviewed and updated on a six-monthly basis.