



Committee Report Checklist

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

Stage 1

Report checklist – responsibility of report owner

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

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

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

Stage 2

Report checklist – responsibility of report owner

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

Corporate Policy and Resources Committee

26th May 2026

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

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

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

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

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

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

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

This is what we want to do about it

- Use the outturn to inform 2025/26 draft Statement of Accounts and 2026/27 budget monitoring.
- Identify measures to continue to review and validate savings and the growth of the approved 2026/27 budget and ensure any variances are reflected in medium term financial planning.
- Focus on opportunities to deliver additional 2026/27 in-year savings in order to lessen the extent to which reserves are required to close the Budget gap at the year end

These are the next steps

- Use the updated projected use of reserves to feed into updated Reserves Strategy and revised 2026/27 Budget figures.

2. Key issues

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

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

General Fund Revenue Budget Outturn – Overview

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

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

Table 1: 2025-26 Outturn Position per Service Area

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

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

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

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

The material forecast outturn variances are:

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

- Underspends - £2.147m**

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

- Offset by Overspends - £0.468m**

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

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

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

- Overspends -£49.122m**

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

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

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

Offset by Underspends- £35.213m

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

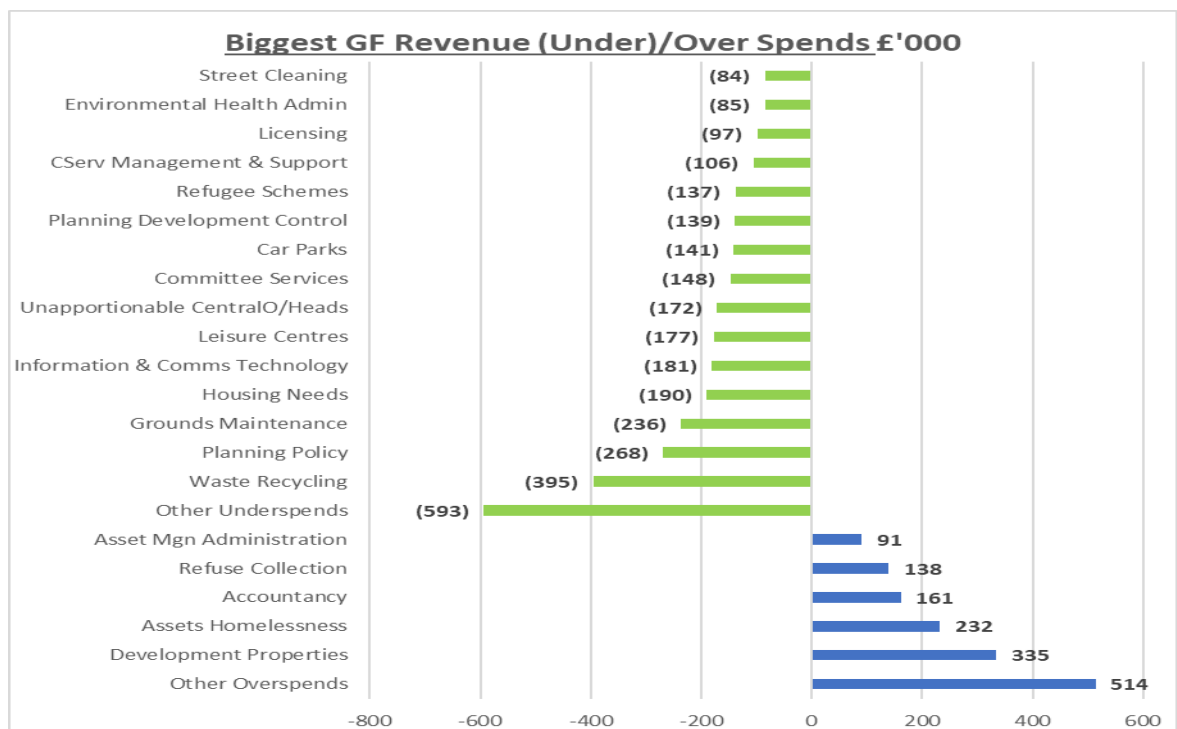
Further offset by:

Investment & Regeneration, underspend of £1.528m

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

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

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



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

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

Table 2: Savings validation

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

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

Commissioners' Expenses

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

3. Commercial/Investment Assets

Table 3 - Commercial/Investment Assets

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

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

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

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

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

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

4. Projected Movement in Reserves

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

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

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

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

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

Table 5 – Movement in Earmarked Reserves

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

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

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

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

5. Flexible Use of Capital Receipts and Overall Reserve balance

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

Table 7 Overall Usable Reserve balance

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

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

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

6. Outstanding Debt Receivable

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

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

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

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

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

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

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

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

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

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

Table 10: IRP Breakdown within implementation Time Frame

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

8. Capital Budget Outturn – Overview

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

- **Other (£0.380m)**

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

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

9. Options appraisal and proposal

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

10. Risk and assurance implications

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

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

11. Legal comments

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

Corporate implications

12. Commissioners' comments

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

13. S151 Officer comments

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

14. Monitoring Officer comments

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

15. Procurement comments

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

16. Equality and Diversity

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

17. Sustainability/Climate Change Implications

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

18. Other considerations/LGR considerations

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

19. Timetable for implementation

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

19.2. Contact: *Altin Bozhani, Deputy Chief Finance Officer,*
a.bozhani@spelthorne.gov.uk

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

Background papers: (These are unpublished papers upon which you have relied in preparing this report). If none state, there are none.

Appendices:

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

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

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

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

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

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

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

Appendix H- Glossary

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

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

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

Assets Service

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

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

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

Assets Service-Continued

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

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

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

Commissioning & Transformation Service

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

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

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

Community & Wellbeing Service

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

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

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

Community & Wellbeing Service- Continued

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

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

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

Finance & Corporate Services

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

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

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

Legal and Elections

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

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

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

Neighbourhood Services

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

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

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

Neighbourhood Services- Continued

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

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

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

Place, Protection & Prosperity

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

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

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

Place, Protection & Prosperity-Continued

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

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

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

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

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

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

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

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

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

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

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

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

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

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