Committee Report Checklist

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

Stage 1
Report checklist – responsibility of report owner

ITEM	Yes / No	Date
Councillor engagement / input from Chair prior to briefing	**Y**	**07.06.26 – 26.06.26**
Relevant Group Head review	**Y**	**23.06.26**
MAT+ review (to have been circulated **at least 5 working days before Stage 2**)	**Y**	**23.06.26**
This item is on the Forward Plan for the relevant committee	**Y**	
	Reviewed by	
Finance comments (circulate to Finance)	**AB**	**03/07/26**
Risk comments (circulate to Lee O’Neil)	**LO**	**19/06/26**
Legal comments (circulate to Legal team)	**LH**	**03/07/26**
HR comments (if applicable)		

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

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

Stage 2
Report checklist – responsibility of report owner

ITEM	Completed by	Date rec’d
Monitoring Officer commentary – at least **5 working days before MAT**	**L Heron**	**03/07/26**
S151 Officer commentary – at least **5 working days before MAT**	**A.Bozhani**	**03/07/26**
Commissioner engagement	**L.O’Neil**	**02/07/26**
	Delete as applicable:	Comments in S. 7
Confirm final report cleared by MAT	**Y**	

Corporate Policy and Resources Committee

13 July 2026

Title	Proposed Council Transitional Plan 2026/27
Purpose of the report	To make a decision and a recommendation to Council
Report Author	Gordon Mitchell, Chief Executive Lee O'Neil, Deputy Chief Executive Sandy Muirhead Group Head Commissioning and Transformation
Ward(s) Affected	All Wards
Exempt	No
Exemption Reason	Not applicable
Corporate Priority	Community Addressing Housing Need Resilience Environment Services
Recommendations	**Committee is asked to:** 1. Consider and agree the suggested amendments made to the proposed Council Transitional Plan 2026/27 following feedback from the Council's Service Committees (as outlined in **Appendix A).** 2. Endorse the amended Transitional Plan 2026/27 for recommendation for adoption by Full Council.
Reason for Recommendation	To ensure that the Council has a focused strategic plan with deliverable actions before transition to a West Surrey unitary authority.

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

What is the situation	Why we want to do something
• Spelthorne's Corporate Plan for 2024-28 set out a five-year programme of priorities and actions. However, a range of factors, including Local Government Reorganisation from April 2027 means the	• The proposed Transitional Plan will ensure the Council can deliver on key areas within its last year as a sovereign authority ensuring our priorities remain focused,

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

2. Key issues

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

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

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

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

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

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

3. Options appraisal and proposal

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

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

3.2 **Option 2**

To propose changes to the proposed Transitional Plan.

3.3 **Option 3**

To propose an alternative approach.

4. Risk implications

4.1 The Council has established a comprehensive governance assurance framework to identify, monitor, and manage the key risks faced by the Council and to give assurance that controls are in place to address any areas of focus, concern and any issues that may arise.

4.2 **Time constraints.** There is a risk associated with the delivery of the Transitional Plan within the limited timeframe available. This will be managed through the development of a streamlined package of deliverables, aligning resources, and regular performance monitoring and review to ensure progress remains on track.

4.3 **Failure to deliver the IRP and comply with the Best Value Directions**, could result in further government intervention, loss of autonomy, and reputational damage. This risk is being actively managed through strong programme governance arrangements overseen by the Improvement and Recovery Board, with regular reporting to Members and Commissioners.

4.4 **Financial sustainability** continues to present a significant risk, particularly in relation to the Council's ability to achieve required savings and reduce debt. This is mitigated through robust budget management, delivery of the savings outlined in the 2026/27 budget, and regular financial monitoring, with a clear focus on protecting statutory services. In consulting Service Committees, it has been made clear that there any changes made to the Transitional Plan would have to be met within existing financial resources as the budget for 2026/27 has already been set.

4.5 **Workforce and capacity constraints** also pose a risk to the delivery of corporate priorities. This is being managed through clear prioritisation of activity, workforce planning, targeted use of temporary or specialist resources, and ongoing staff engagement and support. However, this risk may increase as the year unfolds with limited ability to mitigate, so further constraints may be unavoidable.

4.6 **Transition to the new West Surrey unitary authority** introduces a significant risk to organisational stability and service continuity. This is being mitigated through active participation in the structured West Surrey LGR process, support and training for staff and clear and consistent communications.

4.7 **Reputational risks** could arise from financial pressures or service performance challenges. These are being mitigated through a commitment to transparent reporting, a proactive communications strategy, and clear demonstration of progress against the IRP and agreed priorities.

5. Financial implications

5.1 The Council continues to operate within a constrained financial environment, shaped by the requirement to comply with the Best Value Directions and deliver the Improvement and Recovery Plan (IRP). This includes a clear expectation to reduce overall debt, strengthen financial management, and achieve agreed savings targets.

5.2 Delivery of the proposed Transitional Plan will need to be achieved within existing approved budgets, which will require strict financial discipline, robust budgetary control, and a continued focus on prioritising essential expenditure. All service areas will be expected to identify efficiencies and minimise non-essential spend to support the Council's financial sustainability objectives.

5.3 Significant demand-led pressures remain, particularly in relation to temporary accommodation, regulatory services, and community safety activity. These areas are experiencing increased costs, which represent a key risk to the Council's financial position and will require careful management, ongoing monitoring, and mitigating actions throughout the year.

5.4 The Transitional Plan has been specifically designed to align available resources with a reduced and prioritised set of deliverables. This ensures that activity is focused on statutory services, key resident priorities, and the delivery of the IRP, while avoiding the creation of additional unfunded commitments.

5.5 The requirement to prepare for LGR will also place additional demands on Council resources. These costs will need to be managed within existing budgets wherever possible, alongside any specific funding arrangements that may be made available to support transition activities.

5.6 Overall, the financial approach underpinning the Transitional Plan is prudent and risk-aware, recognising the need to maintain financial stability during a period of significant organisational change. The plan seeks to balance the delivery of essential services with the imperative to improve the Council's financial resilience and leave a sustainable position for the new West Surrey unitary authority.

6. Legal comments

6.1 Under the Localism Act 2011 the Council has a general power of competence which enables the Council to update the Corporate Plan and adopt the Transitional Plan.

6.2 In developing and implementing the updated Corporate Plan the Council must comply with all applicable statutory duties and powers, most notably Best Value Duty under the Local Government Act 1999 and the Public Sector Equality Duty under the Equality Act 2010.

6.3 Legal Services must be consulted in relation to individual programmes and projects arising from the Transitional Plan to ensure that all decisions are made in accordance with the Council's Constitution and all applicable legislation.

Corporate implications

7. Commissioners' comments

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

8. S151 Officer comments

8.1 The S151 Officer confirms that all financial implications have been taken into account. As the report states above, the Transitional Plan is underpinned by the need to ensure medium-term financial sustainability, requiring strict financial discipline.

9. Monitoring Officer comments

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

10. Procurement comments

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

10.2 All contracts that may be required for the delivery of the Transitional Plan 2026/27 must comply with the Council's Contract Standing Orders and all applicable rules and regulations.

11. Equality and Diversity

11.1 The proposed Transitional Plan will ensure that the Council continues to deliver services that cater for all sections of our communities, ensuring that individuals and sections of the community are not excluded.

12. Sustainability/Climate Change Implications

12.1 One of the priorities outlined in the proposed transitional plan is 'Environment', where planned key actions under this priority area are outlined.

13. Other considerations

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

14. Timetable for implementation

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

15. Contact

15.1 Gordon Mitchell – Interim Chief Executive (g.mitchell@spelthorne.gov.uk)

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

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

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

Background papers:

Previous report and appendices endorsed by CPRC 26 May 2026:

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

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