



Windlesham Parish Council

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The Council Offices
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MINUTES OF A MEETING OF WINDLESHAM PARISH COUNCIL Held on Tuesday 20th January 2026, at 7.15pm held at St Anne's Church Centre, 43 Church Road, Bagshot

Bagshot Cllrs		Lightwater Cllrs		Windlesham Cllrs	
Bakar	P	Harris	A	Hardless	A
Du Cann	P	Hartshorn	A	Lewis	P
Gordon	A	R Jennings-Evans	A	Marr	P
Wilson	P	Malcaus Cooper	P	Richardson	P
Willgoss	P	Turner	P	Wheeler	P
White	P	Stevens	P		
		D Jennings-Evans	A		

In attendance: Jo Whitfield –Clerk to the Council
Mr Murphy – Windlesham Resident
Mr Burlinson – Resident
Cllr Richard Tear – SCC Councillor
Mr Brown – Resident
Mr Woods x Resident

P – present A – apologies PA – part of the meeting - no information
R - resigned

Cllr White was in the Chair

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		Action
C/25/156	Apologies for absence Apologies for absence were received from Cllrs Hardless, Gordon, Hartshorn, R. Jennings-Evans, D. Jennings-Evans, and Harris.	
C/25/157	Declarations of interest Cllr Malcaus Cooper declared non-pecuniary interests in Agenda Item 16 and Agenda Item 19, arising from her role as a Director of SALC and her employment with Gordon Murray, respectively.	
C/25/158	Public Questions Members considered a question from Mr Murphy relating to the validity of a Community Governance Review (CGR) request submitted in March 2024, including the support given by members of Windlesham Village Committee.	

	<p>Concerns were expressed that subsequent actions inhibited members' representative roles.</p> <p>The question referenced a unanimous Council resolution made in June 2023, which agreed to review Terms of Reference and working practices following agreements reached as part of the resolution of the 2019 CGR. It was suggested that the Council did not act on that resolution.</p> <p>Mr Murphy also suggested that support for these actions was investigated through an FOI, which found no documented evidence. It was further suggested that the situation created an impression of injustice and potential non-compliance with the Council's Code of Conduct and Nolan Principles.</p> <p>The Clerk responded, noting that the Terms of Reference are reviewed annually and, as such, had been reviewed twice since June 2023. She also referred to previous correspondence with Mr Murphy, which explained that some liaison may have taken place verbally or in person and therefore may not be evidenced in written records. This correspondence also noted that, in accordance with document retention policies, some emails or documents may no longer be held, and any legal advice obtained by the Council is subject to legal professional privilege.</p>	
C/25/159	<p>Exclusion of the press and public.</p> <p>To agree items to be dealt with after the public, including the press, had been excluded under S1(2) of the Public Bodies (Admission to Meetings) Act 1960:</p> <p>C/25/178 Hook Mill Lane – Lightwater Committee Recommendations C/25/179 Greenspace Contract Increase 2026-2027 C/25/180 Confidential Reports</p> <p>Members agreed that the above items should be discussed in the confidential part of the meeting.</p>	
C/25/160	<p>Full Council Minutes.</p> <p>It was unanimously resolved to approve the minutes of the Full Council meetings held on the 25th November 2025. The minutes were then signed by Cllr White.</p>	Cllr White
C/25/161	<p>Committee and Sub-Committee Minutes</p> <ul style="list-style-type: none"> The minutes of the Planning Committee meetings held on the 25th November and 17th December 2025 were approved and signed by Cllr Stevens and Cllr Marr respectively. The minutes of the Personnel Committee held on 13th January 2026 were approved and signed by Cllr Turner. <p>Members also noted the open minutes of the recent village committee and sub-committee meetings approving the recommendation therein:</p> <ul style="list-style-type: none"> Bagshot Committee – 11th November 2025 	<p>Cllr Stevens & Cllr Marr</p> <p>Cllr Turner</p>

C/25/162	<p>Policies for review</p> <p>Members were reminded that at the May Full Council meeting it was agreed to form a working group to review all of the Council's policies. The following Councillors were nominated Members of the group: Cllr Turner Cllr Richardson Cllr Jennings-Evans</p> <p>Shared files of all policies were circulated for review and amendment/comment.</p> <p>1. Members were asked to review and either adopt or amend the following policies :</p> <p>Grievance – NO CHANGES – FOR REVIEW Health & Safety – MINOR CHANGES Investment Strategy – NO CHANGES - FOR REVIEW Lone Working Policy – NO CHANGES Media and Communications Policy – WITH CHANGES – FOR REVIEW Mental Health Policy – NO CHANGES – FOR REVIEW Officers Code of Conduct – ONE COMMENT FOR REVIEW Publication Scheme – MINOR CHANGE TO INCREASE COPYING COSTS TO 20P PER SHEET Recruitment Policy – NO CHANGES Reserves Policy – MINOR CHANGES – ALL REFERENCES TO JPAG CHANGED TO SAPPP Risk Appetite Statement – NO CHANGES Speak Up Policy – WITH CHANGES Toil Policy – WITH CHANGES Training Policy -NO CHANGES Tree Management Policy – NO CHANGES Vexatious Complaints Policy – NO CHANGES, FOR REVIEW WPC Internal Privacy Policy – NO CHANGES</p> <p>Members resolved to adopt the above policies as presented, except those specifically marked for further review. These policies requiring additional scrutiny are detailed in the subsequent resolutions below.</p> <p>Members were asked to review the policies presented and to scrutinise the following policies:</p> <p>1. Grievance Policy Members noted that a member of the working party had requested clarification on the definition of the <i>investigator</i> referred to in point 4 of the policy.</p> <p>It was resolved to adopt the policy as presented and for the Personnel Committee to review further at a future date.</p> <p>2. Investment Strategy Members noted that clause 3.2 requires all institutions to hold a minimum credit rating of A. Current Council bank accounts were reviewed and compliance recorded as follows:</p> <ul style="list-style-type: none"> ○ Compliant: Barclays, Skipton, RBS 	<p>Personne I</p>
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	<ul style="list-style-type: none"> Non-compliant: Unity, Hampshire Trust, Cambridge & Counties, Redwood <p>The Council further noted ongoing operational issues with bank mandates, with insufficient authorised signatories preventing changes to several accounts. Only Barclays, Unity, Redwood, and Cambridge & Counties currently have adequate signatories, although Barclays has proven difficult to amend, necessitating the opening of the Unity account.</p> <p>The RFO continues to work to resolve mandate issues. Members agreed that this constraint has limited the Council's ability to fully implement the Investment Strategy.</p> <p>Members resolved to adopt the Investment Strategy with the following amendment: to allow for lower-rated institutions and to delegate authority to the RFO to determine if an appropriate sum should be transferred from Unity Bank to Barclays (A-rated) in the short term until mandates are resolved.</p> <p>3. Media Policy The Media Policy was presented for review without further comment.</p> <p>Members resolved to amend the following paragraph in the policy:</p> <ul style="list-style-type: none"> Original text: Councillors should not use the prefix 'Councillor' when writing to the press or on social media as an individual. This implies you are stating Council policy, which is not necessarily consistent with your personal opinion. Amended text: When communicating with the press or on social media, councillors should take care to make clear when they are expressing a personal view and not speaking on behalf of the Council. If using the title "Councillor", this distinction should be explicit to avoid any implication that council policy is being stated. <p>4. Mental Health Policy Members noted feedback from a working party member who felt the policy had had limited impact. Council was asked to consider how the policy's effectiveness might be improved.</p> <p>Cllr Richardson felt that this policy needed to be more visible. The Clerk reminded members that all policies were accessible on the Cllr SharePoint site, and will</p> <p>It was resolved that this policy will be available on the Council website.</p> <p>5. Vexatious Complaints Policy Concerns were raised by a Councillor regarding clause 3.1, with a suggestion that more Councillors should be involved in decisions on unreasonable or vexatious behaviour.</p>	<p>RFO</p> <p>The Clerk</p> <p>The Clerk</p>
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	<p>It was resolved adopt the policy as presented and review again later in the year.</p>	The Clerk
C/25/163	<p>To review Allotment Fees and Charges</p> <p>Members noted the current charges (Full Plot £40; Half Plot £25) and that no refunds are issued if a tenancy ends mid-year. Council also noted statutory requirements under the Allotment Act 1950 and the tenancy agreement's need for 12 months' notice for rent changes, with renewals on 29 September.</p> <p>Members were reminded that, in January 2025, Council agreed to apply an annual fee increase based on the July RPI figure, with the next increase due in September 2026. A local comparison of allotment fees was considered.</p> <p>Decisions Required</p> <p>Members were asked to decide:</p> <ol style="list-style-type: none"> 1. Whether to continue with the annual RPI-linked increase. 2. Whether to amend the clause stating no refunds are payable if tenancies end early. <p>Members discussed implementing a one-off charge for new allotment holders.</p> <p>It was resolved to delegate authority to the Clerk to check the charges Farnham Town Council apply and, if appropriate, to initiate a one-off administration charge of £60 to all new allotment holders. It was also resolved to continue with the current annual RPI increase.</p>	The Clerk
C/25/164	<p>To review and approve Standing Orders</p> <p>Members were presented with the Council's Standing Orders and informed that there had been no updates since May 2025.</p> <ul style="list-style-type: none"> • adopt the document as presented, or • amend and adopt. <p>Cllr Wheeler questioned whether the wording of Standing Order 3a was discriminatory.</p> <p>It was resolved that the Standing Orders be adopted once the Clerk had checked the relevant legislation and clarified the position.</p> <p>Since the meeting the Clerk has confirmed that legislation (LGA 1972 schedule 12 s.10(1)) states: Meetings of a parish council shall not be held in premises which at the time of such a meeting may, by virtue of the premises licence or temporary event notice under the Licensing Act 2003</p>	

	<p>be used for the supply of alcohol (within the meaning section 14 of the Act) unless no other suitable room is available either free of charge or at a reasonable cost.</p>	
C/25/165	<p>To review and approve Financial Regulations</p> <p>Members were presented with the Council's Financial Regulations and asked to review the changes made to regulations</p> <p>Additionally, the Clerk reminded the Council that the Financial Regulations previously included a provision that, where an agreement cannot be reached on setting the budget for the ensuing financial year, the Council would adopt a default budget. The default budget would be based on the previous year's budget, increased by either 5% or the Retail Prices Index (RPI), whichever is higher.</p> <p>The Clerk advised that this approach is not lawful, as the Council must first calculate its budget requirement and then set the precept accordingly. Therefore, this regulation has been removed.</p> <p>It was resolved to adopt the Financial Regulations with amendments presented.</p>	
C/25/166	<p>To review and approve the Scheme of Delegation</p> <p>Members were presented with the Council's Scheme of Delegation and asked to review the updates presented.</p> <p>It was resolved to adopt the Scheme of Delegation with amendments presented.</p>	
C/25/167	<p>To review the process for recording Councillor absences</p> <p>Council received a report outlining the legal requirements under Section 85 of the Local Government Act 1972 regarding approval of reasons for councillor non-attendance. Members noted that:</p> <ul style="list-style-type: none"> • Current practice records apologies as "accepted," but this does not meet the statutory requirement unless the reason for absence is formally considered and approved by Council. <p>Proposed Change to Practice: Council noted the proposed revisions:</p> <ul style="list-style-type: none"> • Apologies will be recorded as "received" only, unless Council formally considers and approves the reason for absence. • Where a councillor approaches six months of non-attendance, Council must review the reason and resolve whether to approve it under Section 85. <p>Historical Minutes</p>	

	<p>Council noted that minutes for the last six months record apologies as “accepted” without Council having considered the reasons. A resolution will therefore clarify that such acceptance did not constitute approval under Section 85, and that formal acceptance, if required, will take place at the relevant meeting.</p> <p>Members resolved to:</p> <ol style="list-style-type: none"> 1. Adopt the revised practice for recording apologies. 2. To note that, although previous minutes record apologies as received and accepted, the Council did not consider the reasons for those apologies. As a result, the apologies were not formally accepted for the purposes of the six-month attendance rule, and the matter will be reported back to Council should any councillor become at risk under that rule. 	The Clerk
C/25/168	<p>Finance</p> <p>a) Accounts for payment - The Clerk presented a list of expenditure transactions for approval, in the sum of £ 22,240.37, and Members were free to request an explanation of the individual items.</p> <p>It was resolved that the payments (Appendix A) in the total sum of £22,240.37 be authorised, and the Chairman signed the Expenditure Transactions Approval List.</p> <p>Members requested that the Clerk check on the status of leaflet deliveries that were included in the current payments.</p>	The Clerk
C/25/169	<p>Bank Reconciliations</p> <p>Members were presented with the bank reconciliations for September, October November and December 2025 and were informed that the net assets held by the Council as at 9th January 2026 are £1,263,849. Of this £790,255 is held in ear-marked reserves. Members are asked to note that the ear-marked balance has decreased by £146,874 since 1 April 25 (£937,129).</p> <p>Council received an update regarding the RBS account, which had written confirming that they were unable to transfer funds due to signatory queries and that the account would not be closed. Despite this, the account was closed and funds transferred to a holding account. The RFO has lodged a complaint and is in ongoing contact with the bank.</p> <p>The Clerk informed Members that RBS have now confirmed that they require proof of Joanna Whitfield’s relationship as Proper Officer, Clerk to the council in the form of a minute reference</p> <p>It was resolved to formally minute that Joanna Whitfield is confirmed as Proper Officer and Clerk to the Council, with delegated authority to liaise with the Royal Bank of Scotland, becoming a signatory of the account</p>	

	<p>and to authorise the reactivation of the Council account and subsequent closure of that account once funds have been transferred.</p> <p>Members also noted the reconciliations and update presented and resolved that Cllr Malcaus Cooper or Cllr Jennings-Evans, in the absence of Cllr Malcaus Cooper, would continue to sign off the above reconciliations.</p>	
C/25/170	<p>Budget Monitoring</p> <p>Members were presented with the budget monitoring report up to the 9th January 2026, detailing any overspends, transfers or virements for approval.</p> <p>Key variances were highlighted, including EMR-funded overspends relating to playground repairs, allotment purchase, and election costs, and an ongoing shortfall in the Licences & Subscriptions budget, which Members previously resolved to cover from the General Reserve.</p> <p>Members noted budget decisions already made for 2026–27, including a precept of £581,189 (5% Band D increase) and that the remaining £37,933 deficit will be funded from General Reserves or repurposed EMRs where appropriate.</p> <p>Council further noted the projected year-end general reserve of approximately £451,153 and reminded that the General Reserve should be within the 3–12 month range of net revenue expenditure, recommended by sector guidance. A report in March will invite Members to consider earmarking any reserves for identified projects.</p> <p>The Clerk advised Members that the Bagshot Greenspace Contingency budget line is currently overspent. Members were informed that the life rings at School Lane Field have been stolen again and require replacement. The Clerk requested delegated authority to purchase replacement life rings.</p> <p>Members resolved to note the levels of income and expenditure detailed within the income and expenditure report presented, together with the figures presented in the balance sheet outlining the Council’s current financial position.</p> <p>Members also resolved to approve the overspend on the Bagshot Greenspace Contingency arising from the need to replace life rings and that the cost be funded from the Bagshot Village Reserve, delegating authority to the Clerk to spend from this reserve for all costs associated with insurance requirements at School Lane Field Pond.</p> <p>Finally, Members resolved to delegate authority to the Clerk to investigate the use of tracking devices on the life rings, and signs provided by the police for anti-social behaviour to be funded from the Bagshot Village EMR.</p>	

C/25/171	<p>To approve regular payments for 2026-27</p> <p>Members were presented with a list of regular direct debits, annual subscriptions paid by credit card, as well as all PAYE, NI and Pension payments and asked to approve all associated costs listed for the financial year 2026-27.</p> <p>It was resolved to approve the continued payment of direct debits, regular credit card payments, salaries and all associated costs listed for the financial year 2026-2027.</p>	
C/25/172	<p>Internal Audit Report</p> <p>Council received the interim internal audit report completed by the appointed Internal Auditor on 15 December 2025. Members reviewed the matters arising and noted the recommendations presented.</p> <p>Council was asked to:</p> <ol style="list-style-type: none"> 1. Read and note the full internal audit report. 2. Note the auditor's recommendations. 3. Approve the Council's responses to the action points as outlined in the paper presented to the Council. <p>It was resolved to note the report and approve the responses to the action points.</p> <p>Cllr Turner thanked the Clerk and the wider team for achieving another good audit result.</p>	
C/25/173	<p>To approve the RFO as a bank signatory</p> <p>Members considered a report requesting approval for the Responsible Financial Officer (RFO) to be added as a named signatory on all Council bank accounts, and for the Clerk to be delegated authority to update signatories in line with staff changes.</p> <p>It was resolved to delegate authority to the Clerk and Cllr White to add the RFO as a signatory to all bank accounts.</p>	The Clerk
C/25/174	<p>To consider the format of the Annual Parish Meeting</p> <p>Council noted that the Annual Parish Meeting of Electors will be held on 17 March 2026 at the Windlesham Field of Remembrance.</p> <p>Members were reminded that, at the October Full Council meeting, Committees were asked to propose suitable speakers for consideration. Three recommendations were submitted:</p> <ul style="list-style-type: none"> • Andy Robertshaw – Historian • A speaker on Local Government Reorganisation • A speaker to explain the outcome of the Community Governance Review (CGR) and next steps 	

	<p>Members were asked to determine:</p> <ul style="list-style-type: none"> a) Whether a speaker should be invited, and if so, which of the proposed options should be selected; and b) To review the supporting information and agree the agenda points for the Annual Parish Meeting. <p>It was resolved to approve the agenda as presented and for Cllr Malcaus Cooper to invite a speaker from Gordon Murray to talk about their proposed new educational centre. If a speaker cannot be secured, the open forum will be restructured to include a focus on village projects.</p>	
C/25/175	<p>Clerks update</p> <p>Hybrid Meetings The Clerk advised that options for facilitating online and hybrid meetings, including the use of Meeting Owl technology, are continuing to be explored within the current budget.</p> <p>Presentation Equipment The Clerk informed Members that the Council would require the use of a screen and projector for the Annual Parish Meeting. Cllr Lewis volunteered to source the required equipment.</p>	
C/25/176	<p>Correspondence</p> <p>The Clerk informed Members that correspondence had been received from SALC, together with a copy of a report to which WPC contributed. Members were advised that the report will be shared with all political leaders and Chief Executives of Surrey's twelve councils, as well as Surrey's Members of Parliament. It was noted that NALC is liaising with MHCLG and the press on behalf of the sector.</p>	
C/25/177	<p>Exclusion of the press and public - To exclude members of the public, including the press, for consideration of items excluded under S1(2) of the Public Bodies (Admission to Meetings) Act 1960</p> <p>C/25/178 Hook Mill Lane – Lightwater Committee Recommendations C/25/179 Greenspace Contract Increase 2026-2027 C/25/180 Confidential Reports</p>	
C/25/178	<p>Hook Mill Lane – Lightwater Committee recommendations</p> <p>Council received a report summarising previous resolutions and recent developments relating to the potential marketing and disposal of the Hook Mill Lane (HML) depot. Members were reminded that it had previously been resolved to market the site and engage an estate or land agent, but in light of potential asset transfers, further clarity had been sought. The Lightwater Committee holds delegated authority to manage the site, and following updated information, made recommendations to the Council for consideration.</p> <p>It was resolved:</p>	

	<ol style="list-style-type: none"> 1. To note the independent valuation and consider any offers aligned with it. 2. To delegate authority to the Clerk to instruct the estate agent offering the most advantageous terms, as proposed by Cllr Malcaus Cooper and seconded by Cllr Turner. 3. To delegate authority to the Clerk to undertake all required marketing activity in line with Financial Regulations and Standing Orders. 	
C/25/179	<p>Greenspace Contract Increase 2026-2027</p> <p>Members are asked to review the information provided and to note the annual uplift to the contract price, effective February 2026.</p> <p>It was resolved to note the above increase.</p>	
C/25/180	<p>To note the Personnel Committee confidential report and approve recommendations therein</p> <p>It was resolved to approve the recommendations detailed in the confidential report.</p> <p>Thanked for very pleasant meeting.</p>	
	There being no further business, the meeting closed at 20:49	

Top Level for Month No 9				Order by Invoices Entered							
Nominal Ledger Analysis											
Invoice Date	Invoice Number	Ref No	Supplier A/c Name	Supplier A/c Code	Net Value	VAT	Invoice Total	A/C	Centre	Amount	Analysis Description
01/12/2025	002411	878	TRUSTED LEAFLETS	TRUSTED	1,630.00	0.00	1,630.00	4640	225	1,630.00	PRINT & DELIVER CGR LEAFLETS
TOTAL INVOICES					1,630.00	0.00	1,630.00			1,630.00	
VAT ANALYSIS CODE OTS @ 0.00%					1,630.00	0.00	1,630.00				
TOTALS					1,630.00	0.00	1,630.00				

Top Level for Month No 8				Order by Invoices Entered							
Nominal Ledger Analysis											
Invoice Date	Invoice Number	Ref No	Supplier A/c Name	Supplier A/c Code	Net Value	VAT	Invoice Total	A/C	Centre	Amount	Analysis Description
29/11/2025	151	880	ALL SAINTS CHURCH	ALLS	15.00	0.00	15.00	4950	225	15.00	Hall hire planning committee
TOTAL INVOICES					15.00	0.00	15.00			15.00	
VAT ANALYSIS CODE OTS @ 0.00%					15.00	0.00	15.00				
TOTALS					15.00	0.00	15.00				

Top Level for Month No 9				Order by Invoices Entered							
Nominal Ledger Analysis											
Invoice Date	Invoice Number	Ref No	Supplier A/c Name	Supplier A/c Code	Net Value	VAT	Invoice Total	A/C	Centre	Amount	Analysis Description
26/11/2025	202530	881	ST ANNES PCC	ANNE	132.00	0.00	132.00	4950	325	66.00	HALL HIRE
								4950	225	66.00	HALL HIRE
23/11/2025	4148	882	NP TREE MANAGEMENT	NPTREE	480.00	96.00	576.00	4195	210	480.00	TREE MAINTENANCE WINDMILL FIE
20/11/2025	6184	883	VILLAGE LIFE	VILLAGELIF	59.00	11.80	70.80	4640	225	59.00	1/2 PAGE INFORMATION
23/11/2025	3090	884	GREENLANDS	GREE	350.00	70.00	420.00	4100	305	116.67	Poppies & Silent Soldiers
								4100	405	116.66	Poppies & Silent Soldiers
								4100	505	116.67	Poppies & Silent Soldiers
TOTAL INVOICES					1,021.00	177.80	1,198.80			1,021.00	
VAT ANALYSIS CODE OTS @ 0.00%					132.00	0.00	132.00				
VAT ANALYSIS CODE S @ 20.00%					889.00	177.80	1,066.80				
TOTALS					1,021.00	177.80	1,198.80				

Top Level for Month No 9			Order by Invoices Entered										
Nominal Ledger Analysis													
Invoice Date	Invoice Number	Ref No	Supplier A/c Name	Supplier A/c Code	Net Value	VAT	Invoice Total	A/C	Centre	Amount	Analysis Description		
29/11/2025	12561	886	SURREY HILLS	SURREYH	900.00	180.00	1,080.00	4400	225	840.00	LEGAL ADVICE CGR		
										399		-840.00	LEGAL ADVICE CGR
										6000	225	840.00	LEGAL ADVICE CGR
										4400	225	60.00	LEGAL ADVICE LW cemetery hedge
03/12/2025	ORD510379-1	887	SLCC ENTERPRISES LTD	SLCC	148.50	0.90	149.40	4435	225	148.50	14TH EDITION LOCAL COUNCIL BIB		
30/11/2025	2534	888	ZENTECH IT	FRE01	378.92	75.78	454.70	4440	225	378.92	OFFICE 365 & IT SUPPORT		
02/12/2025	2041988	889	SURREY HEATH	SHBC01	8,565.46	1,713.09	10,278.55	4165	310	3,622.98	GREENSPACE CONTRACT		
										4165	410	2,780.43	GREENSPACE CONTRACT
										4165	510	2,022.64	GREENSPACE CONTRACT
										4220	310	69.70	GYM INSPECTION
										4220	410	69.71	GYM INSPECTION
01/12/2025	21202	890	VISION ICT	VISIO	65.00	13.00	78.00	4440	225	65.00	DOMAIN RENEWAL		
TOTAL INVOICES					10,057.88	1,982.77	12,040.65			10,057.88			
VAT ANALYSIS CODE OTS @ 0.00%					144.00	0.00	144.00						
VAT ANALYSIS CODE S @ 20.00%					9,913.88	1,982.77	11,896.65						
TOTALS					10,057.88	1,982.77	12,040.65						

Top Level for Month No 10

Order by Invoices Entered

							Nominal Ledger Analysis				
Invoice Date	Invoice Number	Ref No	Supplier A/c Name	Supplier A/c Code	Net Value	VAT	Invoice Total	A/C	Centre	Amount	Analysis Description
31/12/2025	2579	891	ZENTECH IT	FRE01	353.28	70.65	423.93	4440	225	353.28	ICT & MICROSOFT LICENCES DEC
17/12/2025	1813	894	MULBERRY CO	MULBE	287.75	57.55	345.30	4445	225	287.75	Interim Audit Fee
31/12/2025	GC092-234	895	GLENDALE	GLEND	86.00	17.20	103.20	4060	500	43.00	Cemetery Plaque - Wilgoss
								4060	400	43.00	Cemetery Plaque - Toogood
11/12/2025	11DEC25	892	ROYAL BRITISH LEGION	ROYA	150.00	0.00	150.00	4100	505	50.00	Poppy Wreaths x 2
								4100	405	50.00	Poppy Wreath
								4100	305	50.00	Poppy Wreath
23/12/2025	INV 165	893	ALL SAINTS CHURCH	ALLS	15.00	0.00	15.00	4950	225	15.00	Hall Hire Planning 17Dec25
22/12/2025	INV 006230	896	VILLAGE LIFE	VILLAGELIF	59.00	11.80	70.80	4640	225	59.00	Village Life advert Jan26
06/01/2026	2042167	897	SURREY HEATH	SHBC01	8,565.46	1,713.09	10,278.55	4165	310	3,622.98	Grounds Maintenance
								4165	410	2,780.43	Grounds Maintenance
								4165	510	2,022.13	Grounds Maintenance
								4220	310	69.96	Outdoor Gym equipment
								4220	410	69.96	Outdoor Gym equipment
TOTAL INVOICES					9,516.49	1,870.29	11,386.78				
VAT ANALYSIS CODE S @ 20.00%					9,351.49	1,870.29	11,221.78				
VAT ANALYSIS CODE Z @ 0.00%					165.00	0.00	165.00				
TOTALS					9,516.49	1,870.29	11,386.78				



Windlesham Parish Council

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The Council Offices
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MINUTES OF A MEETING OF WINDLESHAM PARISH COUNCIL'S PLANNING COMMITTEE

Held on Wednesday 14th January 2026 11:00am at All Saints' Church Hall, Broadway Road, Lightwater.

Bagshot Cllrs		Lightwater Cllrs			Windlesham Cllrs	
White	P	Turner		P	Marr	P
Du-Cann	P	Stevens		P		

In attendance: Sarah Wakefield – Assistant Clerk
Cllr Malcaus Cooper- WPC Lightwater Councillor
Cllr Willgoss- WPC Bagshot Councillor

Cllr Stevens took the Chair

P - present A – apologies PA – part of meeting - no information

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PLAN/25/73	Apologies for absence No apologies for absence.
PLAN/25/74	Declarations of interest Cllr Turner declared a non-pecuniary interest in application no. 25/1264/FFU, noting that he had responsibility for the building on this site between 1997 and 2002 during his tenure as Corporate HR Director. All other members also declared a non-pecuniary interest in application no. 25/1264/FFU, as their fellow councillor, Cllr Malcaus Cooper, is employed by Gordon Murray.
PLAN/25/75	Public question time Cllr Malcaus Cooper stated she would be happy to answer any questions on the Gordon Murray application.

	Cllr Stevens and Cllr Turner stated that comments had appeared on social media suggesting that the Windlesham Neighbourhood Plan (WNP) was out of date and had been discontinued. It was confirmed that the current WNP remains in force until 2028 and that the review is ongoing, with Cllr Marr serving as chair of the working group.
PLAN/25/76	Exclusion of the press and public No Exclusions to the press and public.
PLAN/25/77	To consider a response to a Sandhurst Town Council consultation- Sandhurst Neighbourhood Plan. Members unanimously resolved not to respond to the consultation. It was noted that the consultation had been issued only two days before the deadline, meaning the deadline had already passed by the time of the meeting.
PLAN/25/78	To consider planning applications and planning appeals received prior to this meeting:

	Bagshot Applications		
25/1328/CES	Deep Acre Dukes Covert Bagshot Surrey GU19 5HU Certificate of Lawfulness for the proposed erection of a two storey rear extension with fenestration changes and internal alterations. Members unanimously resolved to COMMENT as follows: SHBC should confirm whether this application meets the required criteria for a Certificate of Proposed Development. It also appears to be an addition to a separate application. It was also noted that the property is sited in Greenbelt.	Certificate Proposed Development	Not Available
	Lightwater Applications		
25/0712/NMA	Lightwater Leisure Centre, Lightwater Country Park, The Avenue, Lightwater, Surrey, GU18 5RG A non-material amendment to planning permission 24/0156/FFU (for the erection of a canopy for the development of padel tennis courts, pickle ball courts with associated customer kiosk, toilet, means of enclosure, lighting and associated infrastructure) to	Non Material Amendment	6 th January 2025 (extension requested)

	<p>provide an alternative elevation finish to the canopy and revised arrangements for the kiosk.</p> <p>Members resolved NO OBJECTION</p>		
25/1297/FFU	<p>31 Guildford Road, Lightwater, Surrey, GU18 5RZ</p> <p>Erection of single storey side extension and conversion of garage to habitable accommodation with changes to fenestrations.</p> <p>Members resolved NO OBJECTION</p>	FPA	16 th January 2026
	Windlesham Applications		
25/1304/FFU	<p>Eastleigh, Baigents Lane, Windlesham, Surrey, GU20 6DU</p> <p>Alterations to existing roof pitch with changes to fenestrations and associated works.</p> <p>Members resolved NO OBJECTION</p>	FPA	19 th January 2026
25/1250/FFU	<p>66 Heathpark Drive, Windlesham, Surrey, GU20 6AR</p> <p>Erection of single storey rear extension.</p> <p>Members resolved to COMMENT as follows: This is a modest single-storey rear extension (approximately 4m x 4m) to convert the existing snug into a breakfast room. A detailed Tree Report has been submitted, which confirms that no trees will need to be removed and that “the only possible tree impact is to T1 where there is a very minimal new foundation intrusion of the adjusted RPA”. Tree T1 is a Scots Pine. In principle, members have no objection and rely on SHBC’s arboricultural officer to ensure that suitable mitigation measures are implemented.</p>	FPA	19 th January 2026
25/1287/CES	<p>Old Pastures, School Road, Windlesham, Surrey, GU20 6PB</p> <p>Certificate of lawfulness for the proposed changes to fenestration's to accommodate internal alterations.</p> <p>Members resolved NO OBJECTION</p>	Certificate Proposed Development	Not Available

25/1264/FFU	<p>Highams Park, Chertsey Road, Windlesham, Surrey, GU20 6HZ</p> <p>Partial redevelopment of the molecule and diner building including associated landscaping and parking, for the formation of a mixed educational (including student accommodation), community and storage uses.</p> <p>Members resolved to COMMENT as follows:</p> <p>Members support this application, subject to addressing the issues set out below, in particular flood risk and drainage where Surrey County Council has raised objections.</p> <p>Ideally, the existing roof structure and glass domes would have been preserved, but we understand that these are leaking, have poor thermal performance and are unsafe to maintain. We understand that the building was vacant between 2010 and 2020, has not undergone any significant refurbishment or building fabric replacement since it was constructed 40 years ago and that the original fabric has reached the end of its service life. We feel that at this stage, a solution had to be found which is commercially viable. This proposal should prevent further deterioration and ensure the long-term future of the building using a sustainable design.</p> <p>Members support this investment in the training of young people in this cutting-edge sector of the automotive industry and the educational and employment opportunities and vitality which this should hopefully bring to the local area.</p> <p><u>Flood risk and drainage:</u> Surrey County Council, the Lead Local Flood Authority, has objected to the application on the basis that the proposed surface water drainage scheme does not meet the requirements set out in the NPPF, its accompanying PPG and the national standards for sustainable drainage systems. SCC's letter dated 31 December 2025 has set out the information and details required to meet requirements.</p> <p>This application is classed as a major development, and we support SCC in this</p>	FPA	15 th January 2026
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	<p>matter as we feel that any flood risk issues should be addressed and resolved early in a project. However, we have noted that detailed Sustainable Drainage Strategy Reports have been submitted, which can, perhaps, be built on to provide the information required. In addition, we understand that the redeveloped building will have a slightly smaller footprint than the existing one due to the demolition of two outer wings and that parking spaces will be reduced from the current 209 to 88, thus reducing hardstanding.</p> <p>Transport and parking: A total of 88 car parking spaces and 24 cycle parking spaces will be provided. There will be a total student body of 156 students (up to 36 being first year students residing on site) and 12 college staff.</p> <p>A Transport Assessment and a Travel Plan have been submitted. These are comprehensive documents, with an emphasis on sustainable transport methods, including walking, cycling and car sharing. Whilst this approach is commendable from an environmental perspective, the following points are relevant:</p> <ul style="list-style-type: none"> - The Chertsey Road (B386) is very busy, particularly during rush hours, with a continuous stream of traffic in both directions. As is acknowledged in the application, there is no dedicated cycle lane. It needs to be ensured that the situation is as safe as can be achieved for student cyclists. - The local bus service is sparse. No buses run along Chertsey Road and the nearest bus stop is at Windlesham Post Office in the village centre. The bus timetable submitted indicates that the earliest bus service from Sunningdale railway station leaves at 9.33am, arriving at Windlesham Post Office at 9.43am. Students would then have a 20-minute walk to the site and would 		
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	<p>arrive after 10am. We would welcome improvements to the bus service and note that the role of the travel plan co-ordinator will include “liaising with the local bus operator to feed back on services and explore improvements”, which we support (cl 7.1.1Travel Plan).</p> <ul style="list-style-type: none"> - We ask SHBC to consider whether the car parking provision will be sufficient to avoid parking on neighbouring roads. <p>Ecology: The Surrey Wildlife Trust has submitted a detailed letter dated 6 January 2026, making a number of recommendations relating to ecological issues and protected species, which we support. The presence of bats is a particular concern. The Ecological Appraisal prepared by LUC dated December 2025 states that three dusk emergence surveys of the Molecule Building were undertaken between July and September 2025. A total of 12 bat roosts were found dispersed throughout the building, comprising 11 day-roosts and one satellite/maternity roost. High levels of bat commuting and foraging activity were recorded close to the building and bats were observed flying in and out of broken windows, stated to be likely foraging within the building itself. The calls of 7 species of bat were recorded. The letter confirms that a mitigation licence will be required from Natural England and that a Bat Method Statement must be prepared and followed. Sensitive lighting will be required.</p> <p>Natural England have objected to the application on the grounds that the site lies within 400 metres of the Thames Basin Heaths Special Protection Area. Their concerns relate particularly to the proposed student accommodation, which they consider would increase residential development within the exclusion zone. SHBC are asked to investigate this matter further.</p>		
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25/1269/FFU	<p>21 Turpins Rise Windlesham Surrey GU20 6NG</p> <p>Erection of single storey front/side extension following partial demolition of existing garage with erection of front porch canopy and changes to fenestrations.</p> <p>This application was considered by WPC at the planning meeting on 17 December 2025 and WPC's submission (No Objection) has been submitted and appears on SHBC's planning portal.</p>	FPA	9 th January 2026 (extension granted)
25/1272/CES	<p>The Orchard, Church Road, Windlesham, Surrey, GU20 6BL</p> <p>Certificate of lawfulness for the proposed Installation of an entrance gate.</p> <p>Members resolved to COMMENT as follows: As the proposed gate will be a maximum of one metre high, it appears to comply with the permitted development regulations. It should be noted that the site plan is inaccurate in that it shows the site (existing and proposed) as a large grassy area surrounded by "bushes and small trees" with "limited access due to dense vegetation". This is not the case as the site has been largely cleared over recent months.</p>	Certificate Proposed Development	Not Available
25/1288/DTC	<p>Oakwood Chertsey Road Windlesham Surrey GU20 6HY</p> <p>Submission of details to comply with condition 4 (Landscaping) attached to planning permission 25/0979/FFU for the proposed alterations to driveway and car park.</p> <p>Members resolved to COMMENT as follows: The submitted material appears to be comprehensive. We support the proposal to plant 30 new trees of 7 attractive varieties, together with hedging. This appears to exceed the number of trees identified for removal. We rely on SHBC's arboricultural officer to ensure that the trees are acceptable in terms of species, size and location.</p>	Details to Comply	14 th January 2026
26/0009/FFU	<p>91 Heathpark Drive, Windlesham, Surrey, GU20 6AR</p> <p>Garage conversion to create habitable accommodation, erection of single storey rear</p>	FPA	5 th February 2026

	<p>extension and pergola following demolition of existing garden room and shed and erection of a detached outbuilding.</p> <p>Members resolved OBJECTION for the following reasons: It is proposed that the current brickwork at ground floor level will be coated with off white/white render and that the hung tiles at first floor level will be replaced with timber cladding. The windows, currently white upvc, will be replaced with dark grey/black upvc/aluminium. The roof tiles will be changed from dark brown to dark grey. These proposed changes would completely alter the appearance of the house and be out of keeping with surrounding houses on the road in terms of style, character, colour palette and materials.</p> <p>Members also object to the full depth first floor extension, which would be contrary to the Windlesham Neighbourhood Plan (Policy WNP2.1) in that it would not maintain the style and pattern of separation between buildings and widths of building frontages.</p> <p>Members resolved NO OBJECTION to the garage conversion, demolition of existing rear garden room and shed and replacement with snug, outdoor kitchen and pergola. Regarding the proposed office room in the garden, although we have no objection in principle, we request that the arboricultural officer consider the proposal due to the presence of mature trees (including oaks) in the garden bordering Woodlands Lane.</p>		
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There being no further business, the meeting closed at 11:29



Windlesham Parish Council

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MINUTES OF A MEETING OF WINDLESHAM PARISH COUNCIL'S PLANNING COMMITTEE

Held on Wednesday 28th January 2026 11:00am at All Saints' Church Hall, Broadway Road, Lightwater.

Bagshot Cllrs		Lightwater Cllrs			Windlesham Cllrs	
White	P	Turner		P	Marr	P
Du-Cann	P	Stevens		P		

In attendance: Sarah Wakefield – Assistant Clerk

Cllr Stevens took the Chair

P - present A – apologies PA – part of meeting - no information

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PLAN/25/79	Apologies for absence No apologies for absence.
PLAN/25/80	Declarations of interest Cllr Stevens declared a non-pecuniary interest in application no. 26/0041/FFU, noting that he knows the applicant.
PLAN/25/81	Public question time No Public Questions.
PLAN/25/82	Exclusion of the press and public No Exclusions to the press and public.
PLAN/25/83	To consider planning applications and planning appeals received prior to this meeting:

	Bagshot Applications		
26/0025/GPE	<p>Akwaba, Dukes Covert, Bagshot, Surrey, GU19 5HU</p> <p>Prior approval for a larger home extension (Schedule 2, Part 1, Class A) with a maximum depth of 7.60 metres, a maximum height of 3.85 metres and an eaves height of 3.85 metres.</p> <p>No objection with the following comment:</p> <p>Members request that SHBC please check whether the proposal exceeds the 30% Green Belt threshold for permitted development, taking into consideration all applications linked to this scheme.</p>	Class A Part 1	13 th February 2026
26/0039/FFU	<p>23 Manor Way, Bagshot, Surrey, GU19 5JZ</p> <p>Erection of single storey rear/side extension following demolition of conservatory and lean to.</p> <p>No objection</p>	FPA	18 th February 2026
26/0004/FFU	<p>Pennyhill Park Hotel And Spa, London Road, Bagshot, Surrey, GU19 5EU</p> <p>Proposed new training pitch for RFU, FA and NFL teams and replacement groundkeepers store building with associated works including alterations to ground levels.</p> <p>No objection with the following comment:</p> <p>Members requested that the groundworks required to achieve the new levels be carefully assessed to ensure no adverse impacts. They also highlighted the need to consider potential lighting issues, particularly concerns regarding the use of floodlights. Members asked that SHBC review these matters thoroughly.</p>	FPA	20 th February 2026
25/1293/NMA	<p>175 London Road, Bagshot, Surrey, GU19 5DH</p> <p>Non-material amendment to planning permission 19/0695/FFU (approved by appeal ref APP/D3640/W/21/3284097) allow for the amendment to agree details for Condition 19</p>	Non-Material Amendment	

	<p>(drainage) from before commencement to prior to development above slab level.</p> <p>Objection for the following reasons: A drainage survey should be carried out before any work starts as once the slab is in place, it will be much harder to assess and correct any problems.</p>		
	Lightwater Applications		
26/0035/FFU	<p>147 Macdonald Road, Lightwater, Surrey, GU18 5UR</p> <p>Erection of part single/part two storey rear extensions, roof alterations, fenestration changes and part garage conversion to habitable accommodation.</p> <p>No objection</p>	FPA	18 th February 2026
26/0042/FFU	<p>24A Broadway Road, Lightwater, Surrey, GU18 5SJ</p> <p>Application to increase width of existing dropped kerb.</p> <p>No objection</p>	FPA	19 th February 2026
26/0041/FFU	<p>Tidgewood, 146 Macdonald Road, Lightwater, Surrey, GU18 5YA</p> <p>Erection of ground floor front and rear extensions and roof alterations to form a canopy and provide two additional first floor balconies and an extension to the existing balcony, alterations to dormers, external materials and fenestration.</p> <p>No objection</p>	FPA	20 th February 2026
26/0023/DTC	<p>140 Guildford Road Lightwater Surrey GU18 5RW</p> <p>Submission of details to comply with condition 3 (Soil sample analysis) relating to application 25/0788/FFU for the erection of raised decking and landscaping works including increased levels to the rear garden.</p> <p>Members noted the soil sample report and rely on SHBC to ensure condition 3 is complied with.</p>	Details to Comply	
	Windlesham Applications		

24/0428/OOU	<p>Land At Snows Ride, Windlesham, Surrey, GU20 6LA</p> <p>Outline planning application with all matters reserved other than means of access, for mixed residential development comprising up to 154 Integrated Retirement Community units (Use Class C2) and 33 dwellings (Use Class C3), together with a GP Surgery, the creation of Suitable Alternative Natural Greenspace, landscaping, car parking, access, maintenance workshop, refuse storage, and communal facilities.</p> <p>APPEAL REF: 6002295</p> <p>There are 2 options to respond-</p> <ul style="list-style-type: none"> • Apply for Rule 6 (take part in the Inquiry and present evidence on a formal basis). or • Make comments, or modify/withdraw previous representation <p>Members unanimously resolved not to apply for Rule 6. They confirmed that Windlesham Parish Council's previous representations remain valid and do not require amendment. Members also noted that WPC's objection to application 24/0428/OOU has been forwarded by SHBC to both the Planning Inspectorate and the appellant as part of the standard appeal process and will be considered by the Inspector when determining the appeal.</p> <p>Members understand that SHBC, as the Local Planning Authority, will take part in the inquiry as a main party and will oppose the appeal, following its refusal of planning permission under application 24/0428/OOU, the date of the decision being 6 June 2025.</p>	APPEAL	17 th February 2026
26/0016/NMA	<p>Land East Of St Margarets Woodlands Lane Windlesham Surrey GU20 6AS</p> <p>Application under S96a (non-material amendment) to application ref 23/0080/FFU to alter the wording of conditions 3, 4, 12, 14 and 20 to amend the triggers of the conditions.</p> <p>Objection for the following reasons: This application seeks to amend the triggers for five planning conditions to allow work to</p>	Non-Material Amendment	

	<p>start on site prior to the conditions being formally discharged. Members understand from the proposed new wording for the conditions that the applicant seeks to carry out above ground works. As the site is wooded, we assume this will involve the felling or uprooting of the trees.</p> <p>Condition 3 requires the submission and approval of samples and details of the external materials. Condition 4 requires details of windows and doors, including reveals, recess dimensions and material. Members feel that the applicant should know what materials, doors and windows it intends to use at this stage. There is a concern that if SHBC does not approve these materials and details prior to commencement, an application could be submitted at a later date which could result in the development having a different appearance to that originally proposed and agreed. The reason given for both conditions is “in the interests of visual amenities of the area.”</p> <p>Condition 12 requires the submission and agreement by SHBC of a surface water drainage scheme. This condition should be fully satisfied before works commence to ensure that a viable scheme can be implemented. On a neighbouring site, a similar trigger condition was amended, and it transpired that surface water would need to be discharged into the foul sewer. The soil type on this site is likely to be comparable, and the area is already prone to flooding.</p> <p>Condition 14 requires the implementation of a program of archaeological work, to be conducted in accordance with a written scheme of investigation approved by SHBC. The condition states that this is because the site lies within an area of archaeological potential, particularly for prehistoric remains. We feel that the felling or uprooting of the trees is likely to disturb archaeological remains.</p> <p>Condition 20 relates to the construction of vehicular access. In our view it would be appropriate to consult Surrey County Highways to obtain their advice as to whether site clearance and the setting out of the access can be carried out prior to construction of vehicular access and provision of visibility splays. We suspect</p>		
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	that there could be safety issues as we anticipate that the clearance of the woodland will involve large and heavy vehicles and machinery.		
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There being no further business, the meeting closed at 11:27



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MINUTES OF A MEETING OF WINDLESHAM PARISH COUNCIL'S PLANNING COMMITTEE

Held on Wednesday 11th February 2026 11:00am at All Saints' Church Hall, Broadway Road, Lightwater.

Bagshot Cllrs		Lightwater Cllrs			Windlesham Cllrs	
White	P	Turner		P	Marr	P
Du-Cann	P	Stevens		P		

In attendance: Sarah Wakefield – Assistant Clerk
Phillipa Peak- Resident

Cllr Stevens took the Chair

P - present A – apologies PA – part of meeting - no information

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PLAN/25/84	Apologies for absence No apologies for absence.
PLAN/25/85	Declarations of interest All members declared a non-pecuniary interest in application no. 25/1061/CES on the basis that Windlesham Parish Council is the applicant. Cllr Marr declared a non-pecuniary interest in application no. 26/0007/DTC as the applicant was a member of the working party that Cllr Marr chairs. Cllr Marr declared a non-pecuniary interest in application no. 26/0048/CES as the applicant is an acquaintance.
PLAN/25/86	Public question time Phillippa Peak, Windlesham Resident read out a statement in relation to planning application no. 26/0052/FFU, which is summarised below:

	<p>Ms Peak stated that she objects to the proposed development at The Timbers. She explained that her cottage, The Wedge, has historic value, having formerly served as a village sweet shop, and contributes significantly to the character and built fabric of the Conservation Area. She also noted that she was not aware that an earlier approval had been granted in 2019 and is deeply concerned about the impact of the current proposal.</p> <p>She further stated that the proposed structure is far too large for the setting, being approximately twice the vertical height of her cottage. Placing a building of this scale so close to The Wedge would, she said, be overbearing and visually dominant, failing to respect the age, scale, sensitivity and established character of the Conservation Area.</p> <p>She also highlighted the loss of light and space, as well as concerns regarding the construction impacts on the property.</p> <p>Ms Peak therefore respectfully requests that a Conservation Officer undertakes a full and detailed assessment of the heritage impacts. She additionally asks that consideration be given to whether her cottage could be added to the list of heritage assets, given its age, former use and contribution to the character of the area.</p> <p>Members thanked Ms Peak for her statement and confirmed that the application would be considered when the item is discussed later on the agenda. They also reminded Ms Peak that her objection should be submitted directly to Surrey Heath Borough Council (SHBC), as they are the Planning Authority.</p> <p>Members agreed to move this application up the agenda to allow Ms Peak to leave the meeting after it had been discussed.</p>
PLAN/25/87	<p>Exclusion of the press and public</p> <p>No Exclusions to the press and public.</p>
PLAN/25/88	<p>To consider a response to a Runnymede Borough Council consultation- Article 4 direction</p> <p>Members unanimously resolved not to submit a response to the consultation.</p>
PLAN/25/89	<p>To consider planning applications and planning appeals received prior to this meeting:</p>

	Windlesham Applications		
26/0052/FFU	<p>Timbers, Church Road, Windlesham, Surrey, GU20 6BH</p> <p>Erection of a part first floor, part two storey side extension and single storey rear extension with</p>	FPA	4 th March 2026

	<p>associated works following demolition of existing conservatory.</p> <p>Members resolved OBJECTION for the following reasons:</p> <p>Planning permission was previously granted for what we understand to be an identical application, which has since expired (19/0279). However, neighbours have objected to this application, including the immediate neighbour at The Wedge, and we request that SHBC carefully considers these objections. The property is in the Green Belt and the Church Road conservation area.</p> <p>The covering letter states that “the extensions will not be visible from the street or any public viewpoint.” However, the first-floor extension will be fully visible from Church Road and will reflect the extension to the adjoining semi-detached house. It will create a dominant presence in relation to The Wedge in view of its physical proximity and greater bulk, having a negative impact on the openness of the street scene.</p> <p>The proposed extensions would narrow the gap between Timbers and The Wedge at the rear portion of the ground floor and for most of the first floor. The plans show that the gap between the two properties would be 0.84m at the front (no change from the current position), and 1m at the two narrowest points in the centre and at the rear wall. We ask SHBC to consider whether this would have an adverse effect on The Wedge in terms of loss of light and privacy. Extensions to properties within the Green Belt are not deemed to be inappropriate provided they do not result in a disproportionate addition over and above the size of the original building. Increases of up to 30% are generally considered acceptable. We request that SHBC confirm the calculations. The covering letter for this application states that the increase in floorspace will be 22.1%. However, the Planning Statement for application 19/0279 (which we understand to be the same) states at cl 5.6 that the increase in floorspace is 43%. If this application is granted, there should be a condition requiring materials to match those of the existing building, as this property is in a conservation area.</p>		
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	In addition, Members requested that SHBC carry out a site visit to properly assess the potential impact of the proposed development.		
	Bagshot Applications		
25/1312/FFU	<p>West Lodge, London Road, Bagshot, Surrey, GU19 5HZ Erection of three self build dwellings following the demolition of the existing dwelling.</p> <p>Members resolved OBJECTION for the following reasons:</p> <p>Members expressed concern regarding the over-development of the site.</p> <p>In addition, Members asked that SHBC advise whether the proposal does qualify for the self-build exemption from the Community Infrastructure Levy (CIL).</p>	FPA	10 th February 2026 (extension requested)
25/1061/CES	<p>School Lane Field, School Lane, Bagshot, Surrey Replacement of existing pathway.</p> <p>Members acknowledged the application but resolved not to comment on the basis that the applicant is Windlesham Parish Council.</p>	Certificate Proposed Development	Not Available
25/1105/FFU	<p>Gloucester Hall, Gloucester Gardens, Bagshot, Surrey, GU19 5NU Change of use from Sports Therapy Clinic (Class E) to a flexible use within Class E (d), (e), and (g), including health services, indoor sport and fitness uses, consulting rooms, and office-based services.</p> <p>Members resolved OBJECTION for the following reasons: Environmental Health and Noise: The proposed development is likely to generate significant noise, which raises serious environmental health concerns. Lack of Parking: The application does not address the critical issue of parking provision. The current proposal fails to ensure adequate parking facilities.</p>	FPA	4 th March 2026

	<p>Additionally, Members requested that SHBC investigate the claim that another organisation using the site which has asserted that they previously purchased six of the parking spaces from the former owners with implications for the parking plan presented as part of the application.</p> <p>Clarification of this matter is essential to understand the status, ownership and availability of the parking provision associated with the application.</p>		
	Lightwater Applications		
25/1008/FFU	<p>Holly Lodge, Catena Rise, Lightwater, Surrey, GU18 5RD</p> <p>Erection of part single, part two storey side extension and subdivision of residential unit to form two residential dwellings following demolition of existing extension and garage. Appeal Ref: 6002682 Previous comments can be modified/withdraw your previous representation.</p> <p>Members confirmed that their previous representation still stands: they consider the proposal to represent overdevelopment of the site and believe it is out of keeping with the character of the existing terrace. Members also reiterated that the scheme provides insufficient off-road parking to support two dwellings and that the overall design does not reflect or respect the surrounding area.</p>	APPEAL	16 th February 2026
26/0019/FFU	<p>Hook Mill House, Hook Mill Lane, Lightwater, Surrey, GU18 5UD</p> <p>Erection of a detached garage and store building.</p> <p>Members resolved to COMMENT: When considered together with the original application to develop this green belt site plus a subsequent application for an outbuilding we believe that this proposal will exceed the maximum level of development allowed.</p>	FPA	10 th February 2026 (extension requested)
26/0022/FFU	<p>3 Ullswater Road, Lightwater, Surrey, GU18 5TB</p> <p>Erection of single storey front extension with new front porch and erection of a first floor rear extension with changes to fenestrations.</p> <p>Members resolved NO OBJECTION.</p>	FPA	2 nd March 2026

26/0034/CES	<p>24A Broadway Road, Lightwater, Surrey, GU18 5SJ</p> <p>Proposal Certificate of lawfulness for the proposed loft conversion to habitable accommodation, insertion of a rear dormer, solar panels and changes to fenestrations to include front roof light.</p> <p>Members resolved NO OBJECTION with the following comment:</p> <p>WPC noted that application 26/0033, which relates to a larger home extension at the same address, is also still pending. Members expressed concern about the number of applications being submitted under permitted development and questioned whether these proposals should instead be brought together and considered as a single Full Planning application, given their cumulative scale and impact.</p>	Proposal Certificate of lawfulness	Not Available
26/0080/DTC	<p>99-101 Guildford Road Lightwater Surrey GU18 5SB</p> <p>Proposal Submission of details to comply with condition 3 (Materials) attached planning to permission 24/0136/FFU for development of site to provide 21no. Dwellings with associated access, hardstanding, landscaping and parking.</p> <p>Members noted the submission and agreed to rely on SHBC as the Planning Authority, to ensure that all elements of the proposal are satisfactory and compliant with relevant regulations. Members also requested that a condition be applied requiring the developers to keep the adjacent pavement clean and free from obstruction throughout the construction period.</p>	Details to Comply	Not Available
	Windlesham Applications		
26/0007/DTC	<p>The Ferns Woodlands Lane Windlesham Surrey GU20 6AS</p> <p>Submission of details to comply with condition 3 (surface water drainage) 8 (sample materials) 9 (windows and doors) and 10 (hard and soft landscaping) attached to planning permission APP/D3640/W/24/3341569 for Demolition of existing dwelling and erection of seven dwellings with associated landscaping and parking.</p>	Details to Comply	4 th February 2026 (extension requested)

	<p>Members resolved OBJECTION for the following reasons:</p> <p>This application is similar to application 25/1213/PMR, (still pending consideration) which sought to vary these conditions. WPC objected to application 25/1213/PMR and objects to this application for the same reasons.</p> <p><u>Drainage:</u> An updated Drainage Report dated January 2026 by DMA Building Designs has been submitted. The report is still a concern as it still states that surface water drainage from the site will be discharged into the public foul sewer. It states: “In the absence of suitable ground for infiltration (due to elevated groundwater levels and poor infiltration rates measured) no adjacent watercourse or existing surface water sewer (none that is usable), the option of discharging surface water to the public foul sewer was considered as the only remaining option” (cl 4.2.4). It is stated that an application to connect to the foul sewer was granted by Thames Water on 25 July 2025 (cl 4.2.6). This is a particular concern as the document entitled IMP Areas and Exceedance Routes (also included within DMA’s report) shows that the impermeable area on site will increase from the current area of 717m² to 2044m², thus leading to an increase in surface water runoff. WPC has previously objected to this development on several grounds, one of which was the potential for flooding. Flooding already occurs in this area and could become much worse due to this and other significant developments in the immediate vicinity and the removal of many trees.</p> <p><u>Appearance and Design and Impact on Character:</u> In the original application (23/0486/FFU), the design was traditional in style and materials, using red bricks with contrast brick detailing, red clay tile roofs, hung tile detailing on the exterior walls, curved brick detailing above the windows, traditional style doors and sash windows, explicitly selected to mirror properties within Windlesham Village and reflect the local palette (cl 5.27 and 5.28 Planning Design and Access Statement dated 5 May 2023 and Design and Access Statement dated April 2023 by Ascot Design). This was also noted in the appeal ruling, which referenced the “generally traditional appearance” (cl 13).</p>		
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	<p>The proposed new materials have a very different colour palette, using stone-coloured bricks and grey roof tiles with no hung tiles on the exterior walls and the windows and doors being more modern in design. These are not minor changes; the character and appearance of the development will be significantly different from the approved version.</p>		
26/0013/CES	<p>Pinelands Westwood Road Windlesham Surrey GU20 6LS</p> <p>Certificate of lawfulness (proposed) for the siting of a mobile home (caravan) for family member use.</p> <p>Members resolved to COMMENT as follows: On the basis of the information provided, the mobile home appears to meet the definition of a caravan in terms of construction, mobility and size. It will be used as residential accommodation for the applicants' elderly parents, as described at cl 2.34 of the Lawful Development Certificate Application Report, which appears to be a use ancillary to the host dwelling. We rely on SHBC to confirm that the conditions for a certificate of lawfulness are satisfied.</p>	Certificate Proposed Development	Not Available
26/0053/FFU	<p>Lynnfield, Baigents Lane, Windlesham, Surrey, GU20 6DU</p> <p>Erection of new boundary treatment with associated landscaping (retrospective).</p> <p>Member resolved to COMMENT as follows: It is noted in the Planning Statement that an enforcement enquiry is currently taking place in relation to the erection of this fence, following the removal of the hedge. Details of the case have not been provided, and we do not have the full facts. This is a retrospective application. However, had the application been submitted in advance of construction of the fence, we feel that an objection would have been appropriate. Baigents Lane has an open feel, with low fences and shrubs and views of the house frontages. This fence completely obscures the house and creates a long expanse of panelling (34m as noted in the Planning Statement). It does not reflect the appearance and character of the area.</p>	FPA	24 th February 2026

	<p>The fence does not comply with Policy WNP2.3 (Roadside Landscapes) of the Windlesham Neighbourhood Plan, which states that “planning applications which create viewpoints revealing interesting old and new buildings and gardens and which enhance the roadside landscape without reducing personal security or privacy, shall be supported.”</p> <p>If this application is approved, it should be conditioned that there should be planting in front of the fence to restore the verdant appearance.</p>		
26/0064/FFU	<p>1 Newark Road, Windlesham, Surrey, GU20 6NE</p> <p>Erection of part single part two storey front/side extension, new front porch and conversion of garage to habitable accommodation with changes to fenestrations and associated works.</p> <p>Members resolved NO OBJECTION with the following COMMENT:</p> <p>The works include the extension of the garage forwards at the front of the house, the replacement of the garage doors with a window and a first-floor extension over the converted garage. This will alter the appearance of the front of the house and be visible from the street. All materials should, therefore, match the existing ones, as is proposed, to reflect the appearance, design and character of the area. It is agreed that the driveway should be configured to accommodate two parking spaces.</p>	FPA	26 th February 2026
26/0048/CES	<p>2 Newark Road Windlesham Surrey GU20 6NE</p> <p>Certificate of lawfulness for proposed fenestration changes, including removal of door, and insertion of rooflight.</p> <p>Members resolved NO OBJECTION.</p>	Certificate Proposed Development	Not Available
26/0075/FFU	<p>42 Heathpark Drive, Windlesham, Surrey, GU20 6AR</p> <p>Erection of single storey rear extension and partial garage conversion to habitable accommodation with changes to fenestrations including addition of rooflight.</p> <p>Members resolved NO OBJECTION.</p>	FPA	2 nd March 2026

26/0081/FFU	<p>Elvetham, Pine Grove, Windlesham, Surrey, GU20 6AW</p> <p>Erection of a first floor extension including raising the ridge height, two storey side extension following partial demolition of existing property, single storey rear extension and new front porch following demolition of existing garage with changes to fenestration, external materials and associated internal works.</p> <p>Members resolved COMMENT as follows: The proposed works are substantial, including the widening of the house (currently a bungalow), following the demolition of the garage, and the addition of a first floor. It is noted that there will be no first-floor windows facing the closest neighbour, 11 Edward Road. However, we request that SHBC consider whether these works will cause any loss of privacy or light for any of the three neighbours, namely 11 Edward Road, St Brannocks (Pine Grove) and 41 Oakwood Road. The loss of the garage is regrettable and parking in Pine Grove is limited. The proposed parking plans indicate that there will be space to park four cars but this should be confirmed.</p> <p>Members also emphasised the need to ensure safe and unobstructed access during the construction works, noting that the road is narrow and already affected by parking pressures. They requested that conditions be applied to manage construction access, minimise construction noise and maintain clear access for residents during the works.</p>	FPA	2 nd March 2026
26/0031/DTC	<p>Land East Of St Margarets Woodlands Lane Windlesham Surrey GU20 6AS</p> <p>Submission of details to comply with condition conditions 6 (Construction Environmental Management Plan) & 10 (Construction Traffic Management Plan) of planning permission 23/0080/FFU for Development of 20 affordable dwellings with new access from Woodlands Lane.</p> <p>Members resolved to COMMENT as follows: <u>CEMP/CTMP</u>: There is generally an overlap in the information contained in a CEMP and a CTMP. This document is described solely as a CEMP and refers to Condition 6 (cl 1.5), relating</p>	Details to Comply	19 th February 2026

	<p>to the CEMP but not to condition 10, relating to the CTMP. We rely on SHBC to ensure that the document contains all the information required of a CTMP. Construction work is currently taking place on the 3 immediately neighbouring sites of Heathpark Wood, The Ferns and St Margarets. It is therefore important that there is adequate space on site for the parking of vehicles (personnel, operatives and visitors), loading and unloading of plant and materials and on-site turning for construction vehicles.</p> <p><u>Construction traffic route:</u> It is noted that the diagram at the end of the CEMP/CTMP shows that the route for construction traffic is through Windlesham Village (Woodlands Lane, Thorndown Lane, Church Road, New Road). This differs to the route agreed for the main Heathpark Wood development, which will make the monitoring of construction vehicle route compliance difficult, if not impossible.</p> <p><u>Birds:</u> Prior to construction, a significant amount of woodland and vegetation will need to be cleared. Ideally, this should be undertaken between September and February to minimise the risk to nesting birds, as is recognised at cl 2.115. If clearance is undertaken between March and August (inclusive), an ecologist will be required to check the trees for nests prior to clearance (cl 2.115).</p> <p><u>Badgers:</u> The CEMP states that no records of badger setts were recorded on or within 30m of the site boundary (cl 2.117). However, it should be noted that there is a major network of badger setts on the neighbouring Heathpark Wood site, which is currently being developed. The CEMP also states “signs of badger foraging were observed with digging in several places. A latrine was observed in the south of the site, as were flat earth banks suitable for digging” (cl 2.117). In these circumstances, we agree with the proposal for an ecologist to carry out a badger survey before clearance (cl 2.119).</p> <p><u>Bats:</u> It is documented that numerous species of bats (protected species) forage and roost in the surrounding woodland. It is, therefore, essential that the trees on site are felled under ecological supervision, as is proposed (cl 2.124).</p>		
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26/0073/NMA	<p>Sunnyfield, Westwood Road, Windlesham, Surrey, GU20 6LT</p> <p>Application for a non material amendment of application 25/0162/FFU to change the proposed external finish material to the lift shaft from brick work to copper finish.</p> <p>Members resolved OBJECTION for the following reasons:</p> <p>Planning permission was granted for works, including this lift shaft, subject to a condition (condition 3) that “the building works, hereby approved, shall be constructed in external fascia materials to match those of the existing building”, the reason stated in the decision being “in the interests of the visual amenities of the area” (25/0162/FFU). This decision required the lift shaft to be constructed of brick to match the existing house, whereas the proposal is to use copper. The lift shaft is located at the front of the house and this proposal would materially alter the appearance, colour palette and aesthetic of the house. As the effect of this application would be to alter a significant condition of the original planning application, we do not feel that this is a non-material amendment.</p>	Non Material Amendment	Not Available
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There being no further business, the meeting closed at 11:44



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MINUTES OF A MEETING OF WINDLESHAM PARISH COUNCIL'S BAGSHOT VILLAGE COMMITTEE

Held on Tuesday 3rd February 2026 at 7:00pm at St Anne's Church Centre, Church Road, Bagshot

Councillors	
Bakar	P
Du Cann	P
Gordon	P
White	P
Willgoss	P
Wilson	A

In attendance: Sarah Wakefield– Assistant Clerk
John Batters- Resident

Cllr Willgoss took the Chair

P - present A – apologies PA – part of meeting - no information

		Action
BVC/25/32	Apologies for Absence Apologies for absence were received from Cllr Wilson.	
BVC/25/33	Declarations of Interest No declarations of interest.	
BVC/25/34	Public question time The following question was received from Clare Davies, Bagshot Resident and was read out at the meeting: “Some time ago now a small road sweeper got stuck on the footpath along Chapel Lane causing damage to the flexible surface. This must have been frustrating for the private owners of this footpath and it was hoped that the contractors would have repaired the path to the same standard. The holes were filled with tarmac to allow safe access but the path has since been blocked off and pedestrians are having to walk in the road including children, the elderly and anyone with mobility	

	<p>aids.</p> <p>As this path is managed by the management company for the new Woodside development I don't imagine SCC can provide any further information.</p> <p>Would WPC be able to provide any intervention, either to the Local Authority or to the Management company directly to seek clarity on plans for reopening the path, if at all?</p> <p>Is there a dialogue to be had around adopting this footpath for local residents that will make sure the root protection materials for the path are respected and it's maintained well into the future?"</p> <p>Cllr White confirmed that she has investigated this matter, and both SCC and SHBC have confirmed that the footpath is not their responsibility, and therefore responsibility lies with the management company.</p> <p>Members requested that the committee issue a letter to the management company, with a copy sent to SHBC, stating that the management company is responsible for the maintenance of the footpath and requesting that they take the necessary action.</p>	Assistant Clerk
BVC/25/35	<p>Exclusion of the press and public</p> <p>There were no exclusions to the press and public.</p>	
BVC/25/36	<p>Committee and Sub-Committee Minutes</p> <p>The minutes of the Bagshot Village Committee meetings held on the 11th November 2025 were approved and signed by Cllr Willgoss.</p>	Cllr Willgoss
BVC/25/37	<p>Payment lists for approval</p> <p>The Assistant Clerk presented a list of retrospective expenditure transactions for approval, in the sum of £115.50.</p> <p>It was resolved payments to the total sum of £115.50 be authorised, and the Chair signed the Expenditure Transactions Approval List.</p>	Cllr Willgoss
BVC/25/38	<p>Committee finances – Income & Expenditure Report</p> <p>Members were presented with an income and expenditure report up until the 27th January 2026.</p> <p>Members noted the report.</p>	

BVC/25/39	<p>Bagshot Cemetery</p> <p>a) Cemetery Fees and Charges Review</p> <p>Members were presented with the number of burials and a price comparison with other cemeteries and were asked to decide if they wish to increase/amend any of the charges.</p> <p>Members reviewed the presented documents and decided not to implement a fee increase for the financial year 2026/27.</p> <p>b) Cemetery drainage and pathways</p> <p>An update on the project was presented to the committee. It was noted that two quotations had been received with a third being sought in line with financial regulations.</p> <p>Members unanimously resolved to delegate authority to the Clerk in conjunction with the Chair and vice chair to seek a third quote and appoint a contractor based on value and/or suitability. Members also unanimously resolved to increase the budget for the project (to include the services of a grave digger, if required) from £20,000 to £25,000.</p> <p>Members noted that they had previously decided to fund the works from the Bagshot Cemetery Earmarked Reserve (EMR), and should additional funds be required, these are to be drawn from the £20,000 already committed from the Bagshot CIL.</p>	Clerk, Chair & vice-chair
BVC/25/40	<p>School Lane Field- To discuss the maintenance of School Lane field Pond</p> <p>Members were informed that three quotes were received following the revised specification. The Clerk, Chair and Vice Chair reviewed all submissions and shortlisted two that were considered the most suitable. One quote proposed approximately five days of work, while the second, although more expensive, set out a more thorough two-week maintenance programme. Members agreed that the pond does require comprehensive maintenance but were also keen to avoid unnecessary ecological disturbance.</p> <p>It was therefore decided to re-engage with a nature-based organisation (as per minute ref: BVC/23/77), who will visit the site and provide independent management recommendations. Members were informed that a site visit will take place next week, after which the Clerk, Chair and Vice Chair will revisit the quotes in light of the ecological advice received.</p> <p>In the meantime, due to the number of trees surrounding the pond, a tree surgeon has been asked to provide a quote to address any trees that are dead, diseased or dying within the main pond area. A quote for this work has been received, and it has been deemed sensible to also discuss this work with the nature-based organisation.</p>	

	<p>Members were asked to note the proposed course of action and to decide whether they wished to increase the budget from £10,000 to £20,000 to reflect the additional maintenance likely to be required around the pond, and to determine how the extra £10,000 should be funded.</p> <p>Members noted and agreed with the proposed course of action. Cllr Willgoss proposed, Cllr Du Cann seconded and it was unanimously resolved to increase the budget for the maintenance work to the pond to £20,000, with the additional funds to be taken from the Bagshot Village Reserve.</p>	
BVC/25/41	<p>Christmas 2026</p> <p>Members were asked to consider whether the Parish Council wishes to seek quotes for the provision and installation of shop-front Christmas trees along Bagshot High Street for Christmas 2026.</p> <p>Members unanimously resolved to seek quotes for the provision and installation of 67 x shop-front Christmas trees with lights along Bagshot High Street for Christmas 2026.</p>	
BVC/25/42	<p>Strategic Plan Review</p> <p>At the September 2025 Full Council meeting, it was resolved that each village committee should review the Strategic Plan at their next committee meeting and provide comments or proposed amendments.</p> <p>Members were asked to review the attached draft and provide comments or amendments.</p> <p>Members commented that they felt the document was very thorough, well thought out and well produced, and they did not identify any amendments they wished to make. However, they did acknowledge that the document may need to be updated depending on the outcome of the CGR.</p>	
BVC/25/42	<p>Grants</p> <p>Members reviewed a Grant Application from the Bagshot Good Companions, requesting funds to help fund monthly meetings and outings run by the organisation.</p> <p>Members unanimously resolved to grant the Bagshot Good Companions £500 to help fund monthly meetings and outings run by the organisation.</p>	

	<p>Members reviewed a Grant Application from Curley Park Rangers Football Club, requesting funds to help with the cost of pitch maintenance.</p> <p>Members unanimously resolved to grant Curley Park Rangers Football Club £3,000 to fund pitch maintenance.</p>	
BVC/25/43	<p>Clerks Update</p> <p>The Assistant Clerk gave the following updates:</p> <p><u>Bagshot Traffic Scheme</u></p> <p>The designs for the proposed traffic scheme in Bagshot Village have now been drafted by SCC Highways. Residents will be updated on the next steps once the plans are finalised. It should be noted that the scheme will be part-funded by £50,000 from the Bagshot CIL. A further £50,000 from Bagshot CIL has also been allocated to deliver a raised table on Bagshot High Street, which will form part of later works.</p> <p><u>Cherry Trees in Bagshot Cemetery</u></p> <p>The cherry trees in Bagshot Cemetery have now been planted. A two-year watering programme will begin in late spring to support their establishment.</p> <p><u>School Lane Field Pathway Improvements</u></p> <p>The planning application for the pathway at School Lane Field has been submitted to SHBC, and we expect to receive a decision by early March 2026. Subject to approval, the work has been provisionally scheduled with the contractor for April 2026.</p> <p><u>Lifebuoy at School Lane Field Pond</u></p> <p>One of the lifebuoys at the School Lane Field pond has been stolen again. A replacement has been ordered and will be installed as soon as possible. The second lifebuoy remains in place.</p> <p>The Police have confirmed that the location will be added to the PCSO's daily patrols.</p>	
BVC/24/44	<p>Correspondence</p> <p>No Correspondence.</p>	
BVC/24/45	<p>Exclusion of the press and public - To exclude members of the public, including the press, For consideration of items excluded under S1(2) of the Public Bodies (Admission to Meetings) Act 1960.</p> <p>No exclusions to the press and public.</p>	

There being no further business, the meeting closed at 19:57



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MINUTES OF WINDLESHAM PARISH COUNCIL'S WINDLESHAM VILLAGE COMMITTEE **Held on Monday 19th January 2026 at 7:00pm at The Hub, Windlesham Field of Remembrance, Kennel Lane, Windlesham**

Councillors	
Hardless	A
Lewis	P
Marr	P
Richardson	P
Wheeler	P

In attendance: Sarah Wakefield – Assistant Clerk

CLlr Richard Tear- Surrey County Council Councillor
Tony Murphy- Windlesham Resident
Terry Baker- Windlesham Resident
Anita Gibbs- Windlesham Resident

P - present A – apologies PA – part of meeting - no information S - substitute

CLlr Wheeler took the Chair

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		Action
WVC/25/38	Apologies for absence Apologies were received from CLlr Hardless.	
WVC/25/39	Declarations of Interest All members disclosed a non-pecuniary interest in item WVC/25/49, and it was also confirmed that all members had completed a dispensation request in relation to the item.	
WVC/25/40	Public question time Tony Murphy- Windlesham Resident read out a question regarding the Strategic Plan Review.	

	<p>Mr Murphy stated regarding the Strategic Plan review (Item 11) that the plan, from 2022, still omits Windlesham from the parish map and contains no reference to democracy, despite this being a core purpose of parish councils. He also highlighted that the plan includes major projects, such as the Lightwater Pavilion, which received only 2.06% support in consultation, raising concerns about whether the Plan reflects genuine community priorities.</p> <p>He also noted that the document uses many corporate-style terms (“strategic,” “vision,” “mission statement,” “key priorities”) but does not acknowledge that the fundamental role of Parish Councils is democratic representation, particularly for rural or semi-rural communities like Windlesham. He stated that objectives should arise from public engagement and be measurable and time-bound; however, the Plan appears to lack meaningful consultation and relies only on internal monitoring and review. So, is this just about WPC marking its own homework?</p> <p>Cllr Wheeler thanked Mr Murphy for his question and requested a copy so the committee had time to consider it and respond to it in full.</p> <p>Cllr Richard Tear read out a statement from a Windlesham resident, Mr Bullen who noted that there had been changes within the Government Planning and Infrastructure Group, which he wished to have highlighted.</p> <p>It is to be noted that this question pertains to the recent amended Government Planning & Infrastructure Act 2025, which into force on 18th December 2025.</p> <p>A Public Question was received from a WPC Councillor questioning the accuracy of comments made on social media regarding the Windlesham Neighbourhood Plan (WNP) Review.</p> <p>Cllr Wheeler noted the contents of the letter and also noted that the current Neighbourhood Plan remains in force until 2028 and is presently undergoing an update through the WNP Review process. She also confirmed that the WNP Review Working Group includes members from outside Windlesham village, and that any concerns or complaints about another Councillor should be raised at Full Council or referred to the Monitoring Officer at SHBC.</p>	
WVC/25/41	<p>Exclusion of the press and public.</p> <p>To agree any items be dealt with after the public, including the press, have been excluded under S1(2) of the Public Bodies (Admission to Meetings) Act 1960:</p> <p>No Exclusions to the Press and Public.</p>	

WVC/25/42	Committee and Sub-Committee Minutes: The minutes of the previous Village Committee meeting held on the 17 th September 2025 were approved and signed by Cllr Wheeler .	Cllr Wheeler
WVC/25/43	Payments for Approval The Assistant Clerk presented a list of retrospective expenditure transactions for approval, in the sum of £8,277.00. It was resolved the payments the total sum of £8,277.00 be authorised, and the Chair signed the Expenditure Transactions Approval List.	Cllr Wheeler

WVC/25/44	Committee Finances- Income & Expenditure Report Cllr Richardson noted that the burial income was at 59.4% of budget received and questioned if this was normal for this point in the year. It was confirmed the figures were a bit down, but historically burial income does pick up in the first few months of the year. Members noted the rest of the report.	
WVC/25/45	Windlesham Cemetery- a) Cemetery Regulations Review Members reviewed three clauses for discussion on the Windlesham Cemetery Regulations. <u>Resident rate for former parish residents who have moved into care or nursing homes for no more than 24 months-</u> It was noted that at the September 2025 Committee meeting, Members unanimously agreed that the resident rate would apply to former parish residents who have moved into care or nursing homes, provided they have lived outside the Parish for no more than 24 months. Members unanimously resolved that the Windlesham Cemetery Regulations will be updated accordingly, and the April 2026 Cemetery price list will be amended to reflect this change. <u>Requests for resident fees for former Parish residents who have lived outside the Parish for more than 24 months at the time of death to be considered on a case-by-case basis-</u>	

	<p>Members unanimously resolved not to add a clause into the cemetery regulations allowing former Parish residents who have lived outside the Parish for more than 24 months at the time of death to be considered on a case-by-case basis.</p> <p>Members requested that the clause is revisited by the committee in 12 months' time.</p> <p><u>Planting and plot maintenance-</u></p> <p>It was noted that at the September 2025 committee meeting, it was resolved to:</p> <ul style="list-style-type: none"> • Retain maximum planting height at 3ft, aligning with permitted headstone height. • Restrict planting to small shrubs, flowers and bulbs (no trees permitted). • Include provision for removal of brambles, grasses, and weeds, following procedures under the Local Authorities' Cemeteries Order 1977 (LACO). • Approve all suggested wording and grammar corrections. <p>b) To consider a Grave Buy-Back scheme</p> <p>Members were asked to decide whether they wished to:</p> <ul style="list-style-type: none"> • Adopt the Buy-Back Policy as drafted or propose amendments. <p>Members reviewed the draft Buy-Back Policy and unanimously approved it, subject to additional wording to include a brief justification highlighting the need to preserve grave plots in Windlesham Cemetery due to limited remaining space.</p> <ul style="list-style-type: none"> • Approve initial promotion of the scheme through parish noticeboards, social media, and printed materials (e.g., newsletters, village magazines). <p>Members unanimously resolved that once the additional wording had been added to the policy, an initial promotion of the scheme through parish noticeboards, social media and the local village magazine could be progressed.</p> <ul style="list-style-type: none"> • Implement a phased approach to the scheme, beginning with the extension section, noting that the Clerk will need to plan how this work fits into the 2026 workstream. <p>Members unanimously resolved that the 180 listed reserved grave plots should first be reviewed to confirm that each plot remains suitable. It was proposed that this review be carried out by Members during the spring.</p> <p>It was also agreed that the next stages, verifying ownership and contacting grave owners, would be time-consuming, and the</p>	<p>Assistant Clerk</p> <p>Communications Officer</p> <p>All Members of Committee</p>
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	<p>Clerk would therefore need to assess whether this work could be incorporated into the 2026 workstream.</p> <ul style="list-style-type: none"> • Determine the funding arrangements for the repurchase of unused plots. <p>Funding arrangements for the repurchase of unused plots were not discussed at the meeting and therefore will need to be considered at a future meeting.</p> <p>c) Cemetery Fees</p> <p>Members reviewed information pertaining to the cemetery fees and asked whether they wished to revisit the Windlesham Cemetery fees and charges.</p> <p>Members resolved with 3 in favour and 1 abstention to not increase the fees at Windlesham Cemetery for the council financial year 2026/27.</p> <p>It is to be noted that following a resolution made at the Windlesham Committee meeting in September 2025, the criteria for resident fees will also include former residents of the Parish who have been accommodated in a care or nursing home outside the Parish within 24 months prior to the date of death.</p> <p>d) Cemetery Drainage</p> <p>Members reviewed a report for the Groundwater Risk Assessment which was carried out in December 2025 and were asked to decide on the next steps:</p> <ul style="list-style-type: none"> • Whether to commence with a 12-month groundwater monitoring programme to confirm seasonal fluctuations. The engineer suggested this may be prudent to complete some longer-term seasonal monitoring of groundwater- <p>Members unanimously agreed not to proceed with a 12-month programme of groundwater monitoring. They did, however, question how a future decision to implement such monitoring would be made, including whether it could be incorporated into the Cemetery Co-ordinator's workstream and whether this would require consideration by the Clerk or Personnel Committee.</p> <ul style="list-style-type: none"> • Whether to obtain quotes for a detailed topographical survey, required to progress any detailed drainage design for the cemetery and/or obtain quotes for drainage improvement works- <p>Members unanimously agreed to seek quotes to remove the pathway in the old section of the cemetery and replace it with grass, to be brought back to a future committee meeting.</p> <p>Members also agreed that quotes for a detailed topographical survey were obtained and brought back to a future meeting as suggested in the report.</p>	<p>Assistant Clerk</p> <p>Assistant Clerk</p>
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	<p>Members also asked the Assistant Clerk to seek clarification from the drainage engineer who carried out the assessment on whether this option would effectively alleviate the surface-water flooding issue in the area. They further requested confirmation on whether a topographical survey would be required before removing the pathway, and whether this option carries a risk of displacing the surface-water problem from one location to another.</p> <p><i>The Chair suspended standing orders to allow Cllr Tear to speak.</i></p> <p>e) Historical Memorials</p> <p>Members were asked to consider two quotes provided for the renovation of four historical memorials and a small repair to an additional memorial, noting that in accordance with the Council's Financial Regulations, a third quote was required.</p> <p>Members unanimously resolved to proceed with the restoration of the four memorials, including cleaning using a gentle steam process. However, they agreed to take a cautious approach by beginning with the Clark tomb and progressing with the remaining memorials only once they are satisfied that the work has been completed to an acceptable standard.</p> <p>Members also agreed to delegate authority to the Clerk, in consultation with the Chair and Cllr Richardson, to obtain a third quote and to appoint a contractor based on best value and/or overall suitability.</p> <p>It was further agreed that the work will be funded from the Windlesham Cemetery Maintenance budget line.</p> <p>f) War Memorial – Update</p> <p>The Assistant Clerk provided an update on the renovation of the Windlesham War Memorial. She confirmed that, in line with a previous Full Council decision, a contractor's quote for the works had been selected. Members reviewed the quote and confirmed that they were satisfied with it.</p> <p>The Assistant Clerk also advised that, as the memorial is Grade II listed, planning permission is required from SHBC. Officers are currently preparing the necessary submission to obtain the required approvals.</p> <p>Finally, members requested that the Chair of the British Legion be updated on the pending works.</p>	<p>Clerk, Chair & Cllr Richardson</p>
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	<p>g) Memorial Testing</p> <p>Members were advised that the memorials which had been classed as Priority 2 in the previous programme of memorial testing were due to be retested. Members were provided with information to support a decision to commence a full programme of testing across the cemetery or to proceed with the Priority 2 memorials only.</p> <p>Members unanimously resolved to proceed with the testing of the Priority 2 memorials only and delegated authority to the Clerk to obtain quotations and appoint a contractor based on value and/or suitability.</p> <p>Members agreed to fund from the Windlesham Cemetery Maintenance Budget line.</p> <p>h) Hedging which borders Windlesham Cemetery</p> <p>Members were asked to decide whether they wished to write formally, on behalf of the Parish Council, to the property owner of the conifer hedge bordering the cemetery to request that the hedge height be reduced.</p> <p>Members unanimously resolved to write to the landowner. They also requested that an arboricultural officer from SHBC review the hedge from a safety perspective.</p>	<p>Cemeteries Co Ordinator</p> <p>Assistant Clerk</p>
WVC/25/46	<p>Windlesham Traffic & Infrastructure-</p> <p>Members were reminded that, in December 2025, SCC Highways confirmed that Tranche 2 of the countywide 20mph programme had been approved by the Cabinet Member for Highways, Transport and Economic Growth. The proposals for Windlesham have been prioritised for inclusion in this programme. The scheme is scheduled for design and public engagement ahead of Local Government Reorganisation. It was noted that SCC has not yet advised whether CIL funding will be required as part of the scheme's delivery.</p> <p>Members further noted that the current balance of the Windlesham CIL EMR stands at £13,656.79, with no updates available regarding when CIL monies from ongoing developments will be received.</p> <p>Cllr Lewis also confirmed that SCC Highways had estimated the cost of the scheme to be in the region of £200,000.</p> <p><i>The Chair suspended standing orders to allow Cllr Tear to speak.</i></p>	

	<p>Members unanimously agreed to recommend to Full Council that the £13,656.79 currently held in CIL be reserved for Windlesham traffic and infrastructure projects only.</p> <p>Members also noted their intention to allocate a further £200,000 in CIL funding to traffic and infrastructure projects once the expected contributions are received.</p> <p>Members also agreed to work with the Communications Officer to prepare information boards about the project for display at the upcoming Annual Parish Meeting in March.</p>	
WVC/25/47	<p>Windlesham Neighbourhood Plan Review-</p> <p>Cllr Marr provided an update on the Windlesham Neighbourhood Plan Review. She confirmed that the Planning Consultant has recommended a detailed review of all existing policies within the original WNP before undertaking public consultation. She also noted a further recommendation to consider commissioning a Housing Needs Survey. Members also commented on the new NPPF and discussed whether this would affect the plan.</p> <p>Members unanimously resolved to seek further information on the Housing Needs Survey and instructed the Assistant Clerk to obtain details on the cost, benefits and potential advantages and disadvantages of commissioning one.</p> <p>Additionally, Members unanimously agreed to put forward a recommendation to Full Council to remove the Chair and Vice-Chair of Council from the membership of the Windlesham Neighbourhood Plan Working Group, in order to encourage a stronger sense of local ownership—reflecting that the work is village-based rather than parish-wide.</p> <p>Members also agreed to work with the Communications Officer to prepare information boards about the project for display at the upcoming Annual Parish Meeting in March.</p>	Assistant Clerk
WVC/25/48	<p>Strategic Plan Review</p> <p>Members were initially asked at the September Full Council meeting to review the Draft Strategic Plan, and it was resolved that each village committee should read through the document and submit comments or proposed amendments.</p> <p>Members stated that, although it was clear a significant amount of work had gone into the plan and that it provided a good starting</p>	

	<p>point, they did not feel they had been involved in its development. Before reviewing the plan as a committee, Members requested that the Clerk provide further clarity through an informal meeting. Following this, Members indicated they would require one month to consider and review the document.</p>	
WVC/25/49	<p>Grants - To consider grant requests from The Over 60s Lunch Club, Windlesham Club & Theatre, Windlesham Darby & Joan</p> <p><u>The Over 60s Lunch Club</u></p> <p>Members reviewed a grant request for £700 from The Over 60s Lunch Club to help keep the cost of meals as low as possible for members.</p> <p>Members unanimously resolved to grant The Over 60s Lunch Club £500 for the above purpose.</p> <p>Members noted that the organisation had been granted £500 in September 2025 and also sought clarity over numbers of members from each village using the club.</p> <p><u>Windlesham Darby & Joan</u></p> <p>Members reviewed a grant request for £800-£1,000 from Windlesham Darby & Joan to support the groups coach outings, tea afternoons and annual Xmas lunch.</p> <p>Members unanimously resolved to grant the Windlesham Darby and Joan £1,000 for the above purpose.</p> <p><u>Windlesham Club & Theatre (WCT)/Windlesham Drama Group (WDG)</u></p> <p>At the September 2025 committee meeting, members deferred a decision on a CIL funding application from WCT/WDG for £40,000 to upgrade and replace, where required existing Audio/Visual equipment and necessary supporting infrastructure systems as they sought clarity whether it qualified under the grant policy.</p> <p>Members were updated that as the Windlesham Club & Theatre is a not-for-profit organisation it does qualify under the grant policy.</p> <p>Members unanimously resolved that they were unable to award a grant of £40,000 to the Windlesham Club & Theatre/Windlesham Drama Group, as there were insufficient funds available in the CIL and grant budgets.</p>	

	<p>However, Members agreed that if the organisation identified a specific piece of equipment that would support the project or another project they are undertaking, they would be willing to consider another grant application at the March meeting, subject to there being remaining funds in the grant budget.</p>	
WVC/25/34	<p>Clerks Update</p> <p>The Assistant Clerk provided the following updates:</p> <p><u>Tree overhanging War Memorial</u> Following Remembrance Sunday, the Vicar raised concerns about a Yew tree with several low-hanging branches. A quote has been obtained for the work, with the cost to shorten and trim the longer branches set at £210 + VAT. As the tree is located within a conservation area and the works are not considered essential (the tree is not posing any immediate danger), an application has been submitted to the SHBC Tree Officer. We are currently awaiting their approval before proceeding.</p> <p><u>Noticeboard at Cemetery</u> The roadside noticeboard at the cemetery is becoming increasingly difficult to open during wet weather. Advice is currently being sought from the original contractor. In addition, we are exploring the option of installing a magnetic board inside the noticeboard to make adding and removing notices easier.</p> <p><u>Large Historical Memorial</u> Last year, a large historic memorial in Windlesham Cemetery was removed for restoration and cleaning. It is due to be returned to the cemetery in the coming weeks. The 4 x wooden posts will be removed once the memorial is back in situ.</p>	
WVC/25/35	<p>Correspondence</p> <p>No correspondence.</p>	
WVC/25/36	<p>Exclusion of the press and public- To exclude members of the public, including the press, For consideration of items excluded under S1(2) of the Public Bodies (Admission to Meetings) Act 1960.</p>	

There being no further business, the meeting closed at 21:27

Agenda Item 7 – Council Risk Assessment

Full Council – 24 February 2026

Background

It is a requirement of the Council's financial regulations that it should carry out an annual risk assessment. The purpose of this review is to ensure that the council resources are correctly directed at protecting the Council from risks that might prevent the Council from meeting its objectives.

It is also a key requirement of the external auditors that a risk assessment is carried out each financial year. They require a copy of the Council's annual risk assessment, approved at a Council meeting, to be sent to them as a working paper to support the financial statements at the year-end.

Key Risks

The risk assessment document has been completed after a review of the Council's business processes and meets the objectives of:

- Identifying the risk areas where the Council has further work to do;
- Providing a robust assessment of the risk and mitigating controls for presentation to the auditors.

A review of the current control environment identified 7 areas of medium risk and 1 area of high risk. However, there are mitigating controls that can be added to reduce this to 4 areas of medium risk. These areas should be kept under review.

Actions required

- 1. Members are asked to note the nature of these risks. Whilst the majority of the risks are being managed by the Clerk and RFO, it should be noted that member input is required for some of the risks identified.**
- 2. Councillors are asked to review the risk assessment and the adopted risk appetite document attached, and either:**
 - **approve the risk assessment.**
 - **identify any amendments or improvements to the risk assessment.**

Work Completed

- An updated risk assessment for the Council has been completed and is attached for Councillors to consider.
- The document is prepared by:
 - Identifying the risks facing the Council and existing controls that are in place. A score is then allocated to the risk;
 - Identifying further controls that are not yet operating but which could be put in place by the Council. The impact of these controls can then be assessed and a reduced score applied to the risk.
- Risks can be identified against the colour-coded table at the front of the document to assess the severity of the risk.
- Changes made to the document have been listed in the table at the bottom of the document, giving a record of amendments at each review of the document.

Joanna Whitfield
Clerk to the Council
February 2026

WINDLESHAM PARISH COUNCIL

RISK ASSESSMENT

	4 Very High	3 High	2 Medium	1 Low
4 DISASTER Significant service failure / total loss of public confidence / fatality / major financial crisis.	RED 16	RED 12	AMBER 8	GREEN 4
3 MAJOR Significant service disruption / serious public criticism / serious injury / large financial cost.	RED 12	RED 9	AMBER 6	GREEN 3
2 NOTICEABLE Some service delivery disruption / reduced public confidence / minor injury / unplanned financial cost.	AMBER 8	AMBER 6	GREEN 4	GREEN 2
1 MINIMAL Minor service delivery disruption / adverse public comment / no injury / low financial cost	GREEN 4	GREEN 3	GREEN 2	GREEN 1

Key

<u>Score</u>	<u>Colour</u>	<u>Action</u>
1 to 4	GREEN	Monitor
5 to 8	AMBER	Keep under review
9 to 16	RED	Need further mitigation or contingency plan

Risk Register - Adopted December 2016

Reviews and amendments: February 2018 C/17/183
 January 2019 C/18/184
 February 2020 C/19/204
 March 2021 C/20/218
 February 2022 C/21/156
 January 2023 C/22/167
 January 2024 C/23/161
 March 2025 C/24/203
 February 2026

No	Area	Description	Control Measures in place	Responsibility	Assessment – with controls in place			Further Control Measures	Responsibility	Assessment – WITH controls in place		
					Likelihood	Impact	Score			Likelihood	Impact	Score
1	Business Continuity	Risk of Council not being able to continue its business due to an unexpected or tragic circumstance including flooding and fire	<p>The office has moved to using Office 365 and a hosted telephony system. Data is therefore backed up to the cloud and can be accessed from any PC/tablet/phone etc. using O365 log-ins.</p> <p>All accounting information is backed up to the servers of the software provider, RBS Rialtas.</p> <p>Anti-virus software has been maintained by Zentech IT since mid 2015-16</p> <p>Chairman and members informed</p> <p>Ability to work from anywhere with internet.</p>	Clerk	2	2	4			2	2	4

No	Area	Description	Control Measures in place	Responsibility	Assessment – with controls in place			Further Control Measures	Responsibility	Assessment – WITH controls in place		
					Likelihood	Impact	Score			Likelihood	Impact	Score
			<p>Additional security measures have been implemented to lock down the router and prevent any security issues.</p> <p>Fire and risk assessments in place and reviewed yearly with full Council.</p> <p>Telephone system moved to laptops to ensure access whilst away from the office.</p>									
2	Precept	Government changes rules on precept setting	Campaign SALC and NALC Government have been requested to confirm precept limits prior to Parish setting budget.	Clerk	2	4	8	Council to accept the risk.		2	4	8
3	Precept	Inadequate precept setting. Precept not confirmed to SHBC on time or Members unable to reach an agreement.	<p>Council starts budget planning in October for the following year. Annually in November. Council agrees precept at the full council meeting. In the event Members cannot reach and agreement Financial Regulations allow for a default position of a 5% increase.</p> <p>Clerk/RFO receives notification from SHBC, Clerk/RFO submits precept demand in January</p>	RFO Clerk	1	4	4			1	4	4
4	Financial	Inadequate records	Council's Financial	RFO	1	3	3	Members to	Clerk	1	3	3

No	Area	Description	Control Measures in place	Responsibility	Assessment – with controls in place			Further Control Measures	Responsibility	Assessment – WITH controls in place		
					Likelihood	Impact	Score			Likelihood	Impact	Score
		Financial irregularities	<p>Regulations set out the requirements. These are based on the model NALC financial regulations, and are adequate for Council's requirements</p> <p>Committees review finances at quarterly meetings and Full Council review 10 x per year.</p> <p>Financial Regulations are reviewed by full council yearly. New regulations released by NALC inform any changes.</p>	Clerk				complete audits throughout the year	Council			
5	Financial	Bank and banking's leading to; Inadequate checks Bank mistakes Loss Charges	<p>The Council has Financial Regulations that set out the requirements for banking, cheques and reconciliation of accounts.</p> <p>Any errors in processing are discovered when the RFO reconciles the bank accounts monthly against the statement, Informing the bank immediately.</p> <p>Reconcile bank accounts on a monthly basis and report the reconciliations to Full Council on a quarterly basis</p>	RFO Clerk	1	3	3	Members complete audits throughout the year	Clerk Council	1	3	3
6	Financial	Inadequate funds to meet liabilities	Setting of precept as above Village committees and Full Council regularly	RFO Clerk	1	3	3	Members to complete audits throughout the year	Clerk and Council	1	3	3

No	Area	Description	Control Measures in place	Responsibility	Assessment – with controls in place			Further Control Measures	Responsibility	Assessment – WITH controls in place		
					Likelihood	Impact	Score			Likelihood	Impact	Score
			review budget vs actuals Financial regulations manages the process									
7	Financial	Cash loss	Councils financial regulations in place Council does not accept cash. Expenditure signed off by Full Council Internal auditor checks twice per year.	RFO Clerk	1	3	3	Members to complete audits throughout the year	Clerk and Council	1	3	3
8	Financial	Incorrect payments of tax/NI Incorrect payment of salaries or allowances. Incorrect hours claimed for overtime	All staff appointments and salaries approved by Full Council. Salaries reviewed and approved at full council by 1 April each financial year. Pay is processed by the Clerk using the in house payroll system and payments are made to staff, authorised by two authorised signatories, one of whom is a Councillor Tax and NI and pension payments are calculated using a payroll software programme and payments made to agencies as calculated. RTI in operation. All overtime hours recorded and time off or payment agreed with the Chairman. Personnel files are held by WPC. Committees and Full Council check all	Clerk .	1	3	3		Clerk	1	3	3

No	Area	Description	Control Measures in place	Responsibility	Assessment – with controls in place			Further Control Measures	Responsibility	Assessment – WITH controls in place		
					Likelihood	Impact	Score			Likelihood	Impact	Score
			expenditure Internal audit checks twice a year.									
9	Financial	Invoices incorrectly paid	<p>All invoice payments are checked by the Clerk, the RFO and 1 Cllr then signed by two signatories, this includes cheques and electronic payments</p> <p>All invoices agreed and minuted at Full Council. All members have sight of invoices via retrospective payment approval list</p> <p>Where possible, invoices are only paid when service has been received/items delivered</p> <p>Financial Regulations are in place and reviewed yearly</p> <p>Internal audit reviews the invoice process</p>	RFO Clerk	1	3	3	No Further Action		1	3	3
10	Financial	Grants incorrectly awarded	<p>Grant procedure in place and reviewed yearly.</p> <p>All grants discussed and agreed at either the Village Committee level or Full Council</p> <p>Precept includes grants</p>	RFO Clerk Members	1	3	3	No further action		1	3	3
11	Financial	Grants receivable	<p>Grants received come with conditions</p> <p>Grants held in a reserve account</p> <p>Procedures in place</p>	RFO Clerk	1	3	3	No further action		1	3	3
12	Financial	Annual returns incorrect or late	<p>Internal audit in place</p> <p>Annual return discussed</p>	RFO Clerk	1	3	3	No further action		1	3	3

No	Area	Description	Control Measures in place	Responsibility	Assessment – with controls in place			Further Control Measures	Responsibility	Assessment – WITH controls in place		
					Likelihood	Impact	Score			Likelihood	Impact	Score
			and signed by Full Council External auditors review compliance	Members								
13	Financial	Election costs not budgeted. LGR and the possibility of stand alone election costs pose the risk that Council will need to consider when setting the budgets for 2027-28. Indicative figures from around the country suggest elections could cost between £2-£12 per elector.	Precept budgets each year to build a reserve for a known election year. When by-elections occur, funds come from the existing budget or reserves. Council manages budget to accommodate costs. All those agreeing to stand need to be aware of their responsibilities	Clerk	3	2	6	The Clerk has approached Democratic Services to obtain expected costs for this area and requested a breakdown of where costs are optional.	Clerk	2	2	4
14	Financial	VAT not managed correctly	Financial regulations in place and a review of Procedures in place. Financial system generates VAT requirements VAT return completed quarterly	RFO Clerk	1	3	3	Council to keep becoming VAT registered under review.	RFO Clerk Members	1	3	3
15	Financial	Collapse of the banks and money lost by the council.	All funds are held in UK banks. The Council is not covered under the FA Deposit Protection Scheme as the precept level exceeds EUR500,000 (or UK equivalent). Long-term banks or banks specialising in Councils and investment arms used to invest money Council reviews investment policy	RFO clerk	1	3	3	No further Action		1	3	3

No	Area	Description	Control Measures in place	Responsibility	Assessment – with controls in place			Further Control Measures	Responsibility	Assessment – WITH controls in place		
					Likelihood	Impact	Score			Likelihood	Impact	Score
			annually									
16	Financial and management systems	Awarding contracts incorrectly	Financial Regulations in place. Reviewed yearly Three quotes to be sought for goods/works/services above £3000 in value. For between £400 and £3,000, the Clerk/RFO will strive to obtain 3 estimates. Full Council review and agree awarding contract. If a problem is encountered with a contract, the Clerk will investigate the situation, check the quotation/tender, research the problem, and report it to the Council.	Clerk	1	3	3		No further action	1	3	3
17	Financial and management systems	Contracts with third parties are not completed in line with the contract. Contractors not in possession of adequate liability insurance Contractors are not properly qualified to carry out work. Councillors making decisions outside the agreed policy	Process in place as above. All new contracts are monitored by the Council. Contractors provided a copy of public liability insurance and risk assessment. Where possible references are taken up. All decisions are in line with Standing Orders, Financial Regulations or Delegated Authority.	Clerk	2	3	6	No Further Action		2	3	6
18	Financial and management systems	Inadequate insurance.	Insurance is reviewed yearly with the insurance agent. Include public liability. Full council discusses	Clerk/RFO	1	3	3	No further action		1	3	3

No	Area	Description	Control Measures in place	Responsibility	Assessment – with controls in place			Further Control Measures	Responsibility	Assessment – WITH controls in place		
					Likelihood	Impact	Score			Likelihood	Impact	Score
			appropriate coverage. Fidelity checks are in place.									
19	Financial and management systems	Data Protection Policy not in place	Policy in place and reviewed yearly. Included in Standing orders. The Council is registered with the Information Commissioner's Office. GDPR compliance audit took place in May 2018 – GDPRinfo.com appointed as DPO. All Sensitive information is held securely Council Policies are provided by an external consultant and reviewed annually.	Clerk	1	3	3	New data audit to be considered		1	3	3
20	Financial and management systems	Freedom of information is not robust.	Council conforms to Data Protection standards. Responds to requests within time limits Policy is part of standing orders. Additionally, Council has engaged a consultant to assist with legal compliance.	Clerk	1	3	3	No further action		1	3	3
21	Financial and management systems	Information security fails, causing loss of data, and information is hijacked.	Information security Policy in place and reviewed yearly. PIN/access to systems only known by management and staff. Access changed on staff member leaving. Internal auditor to report on the system. Additional multi-factor authentication. System is tested periodically throughout the year. Data is backed	Clerk	2	2	4	No Further Action.	Clerk/ Council	2	2	4

No	Area	Description	Control Measures in place	Responsibility	Assessment – with controls in place			Further Control Measures	Responsibility	Assessment – WITH controls in place		
					Likelihood	Impact	Score			Likelihood	Impact	Score
			up externally by IT provider.									
22	Assets	Damage and risk to the Street furniture, play equipment & open spaces	<p>An asset register is kept up to date, and a detailed review is carried out every 3-5 years. Insurance is held at the appropriate level for all items. Regular checks are made of all equipment by the Greenspace contract staff as part of the contract. Inspections recorded</p> <p>Monthly and Annual inspections are carried out by a registered play inspection company. Review discussed and noted with the relevant committee or Full Council.</p>	Clerk	1	3	3	No Further Action	Clerk	1	3	3
23	Liabilities	Illegal activity on payments	<p>All activity and payments within the powers of the Council. Council holds the power of general competence All resolutions to be minuted. Council follows the financial regulations. Internal audit twice a year</p>	Clerk	1	3	3	Member audit review to be implemented	Clerk Council	1	3	3
24	Liabilities	Health& Safety of the Council buildings are not safe Risk of injury of employees, suppliers or members of the public	<p>Depot safety standards not acceptable; depot now closed. Building condition reports have been carried out, and repairs are underway. Staff are</p>	Clerk	2	3	6	All new risks to be assessed immediately and agreed with appropriate action by the Full Council.	Clerk and Council	2	2	4

No	Area	Description	Control Measures in place	Responsibility	Assessment – with controls in place			Further Control Measures	Responsibility	Assessment – WITH controls in place		
					Likelihood	Impact	Score			Likelihood	Impact	Score
			made aware of safe working practices Council health and safety statement agreed at full council. Appropriate insurance is reviewed annually and is in place Health and safety procedures are in place and reviewed yearly by the Council Playground equipment is inspected monthly and annually, and the relevant committee or Full Council receives a report and agrees on actions.					Alternatively, to amend the scheme of delegation to enable the Clerk to spend from EMR for emergency repairs.				
25	Liabilities	Risk to third party, property or individuals.	All activity and payments within the powers of the Parish Council to be resolved and minuted at Full Parish Council Meetings.	Clerk	1	3	3	No further action		1	3	3
26	Liabilities	Non-compliance with employment law	Employment law adhered to. Council can access HR advice via Worknest and support from SALC All personnel files held on site	Clerk	1	3	3	No Further Action	Clerk/ Council	1	3	3
27	Liabilities	Breach of confidentiality	Members agree a code of conduct Members reported if they contravene Disciplinary procedure in place for Officers	Members	1	3	3	No further action		1	3	3
28	Liabilities	Potential attack on staff when working.	Lone Working policy is in place. Office door is locked if only one	Clerk and staff	1	4	4	No Further Action	Clerk/ members	1	4	4

No	Area	Description	Control Measures in place	Responsibility	Assessment – with controls in place			Further Control Measures	Responsibility	Assessment – WITH controls in place		
					Likelihood	Impact	Score			Likelihood	Impact	Score
			member of staff is present. Procedures in place when the public enter the building									
29	Liabilities	Reputational/Operational and Financial Damage from misleading information being placed in the public domain. This could result in loss of public trust and confidence, damage relationships with stakeholders, increased workload for officers in damage control, internal conflict, disciplinary actions, and possible loss of funding opportunities due to damaged credibility.	The council offers regular training and has clear governance procedures on social media and responsibilities. There is a social media policy in place which differentiates between personal and official opinions. There are clear procedures for handling breaches by councillors or staff, by way of referral to the Monitoring Officer or Disciplinary Procedure.	Clerk and Comms Officer	3	3	9	If liability is due to external influence, the Council should agree a communications strategy to correct misinformation	Clerk and Comms Officer	3	2	6
30	Governance	No succession planning of management	Training Program for new staff agreed on commencement. Staff changes in 2015/16 caused issues for Council. Training budget allows all staff to receive the appropriate training for the roles they need to carry out. Yearly appraisal to be completed on all staff and management. Clerk completed and passed CiLCA January 2020 Assistant Clerk is studying for CiLCA and would be	Clerk and Chairman	2	3	6	Financial contingency to cover the cost of temporary staff to be agreed Members to consider a resilience plan Members to consider a succession plan in the event the RFO were to leave.	Clerk/Council	2	2	4

No	Area	Description	Control Measures in place	Responsibility	Assessment – with controls in place			Further Control Measures	Responsibility	Assessment – WITH controls in place		
					Likelihood	Impact	Score			Likelihood	Impact	Score
			<p>well-placed to step into the Clerk role.</p> <p>An admin assistant is being trained in Cemeteries and operations roles</p> <p>A new appraisal system is in place, ensuring relevant training.</p> <p>The operations manual is in the process of being updated.</p>									
31	Governance	Incorrect or inaccurate minutes of meetings	<p>Agenda agreed with the Chairman and issued a minimum of three working days before the meeting.</p> <p>Agenda displayed for the public.</p> <p>Meetings run in accordance with standing orders.</p> <p>Draft minutes to be circulated to the Chairman for comment</p> <p>Minutes approved by committee/full council and signed by the Chairman</p>	Clerk	1	3	3	No further action		1	3	3
32	Governance	Members do not follow members interests code	<p>Procedure in place Members informed yearly and the information updated</p> <p>Information held on file and on the Parish web site.</p> <p>Members informed at the start of each meeting</p> <p>Duty of responsibility with members.</p>	Clerk/members	2	2	4	No Further Action	Clerk	2	2	4

No	Area	Description	Control Measures in place	Responsibility	Assessment – with controls in place			Further Control Measures	Responsibility	Assessment – WITH controls in place		
					Likelihood	Impact	Score			Likelihood	Impact	Score
33	Governance	<p>Elections – new Councillors not properly inducted/trained; not signed acceptance of office forms; do not submit register of interests within 21 days of election</p> <p>Members do not always follow the Good Councillor Code, the WPC Standing orders, and the code of conduct.</p>	<p>Induction training offered to Councillors</p> <p>Induction pack put together by Council officers and provided to all Councillors</p> <p>Acceptance forms signed at the May meeting, and all register of interests are to be submitted to the Clerk at the May meeting</p> <p>Training is encouraged but mandatory attendance is not enforceable.</p> <p>Any Member breaking the code could be referred to the monitoring officer.</p> <p>Members' training budget increased for years in which an ordinary election fell</p> <p>SALC training available for all Councillors</p> <p>Clerk keeps a record of all training completed by members.</p>	Clerk/Members	2	2	4	No Further Action	Members	2	2	4
34	Governance	<p>Risk associated with the Local Government Reorganisation – Uncertainty in future governance structures could hinder effective management of contracts and</p>	<p>The Clerk will actively stay abreast of the process and, where possible, participate to ensure that the interests of the parish are considered.</p> <p>All new contracts will contain relevant clauses</p>	Clerk/RFO	3	2	6	Council to accept the risk		3	2	6

No	Area	Description	Control Measures in place	Responsibility	Assessment – with controls in place			Further Control Measures	Responsibility	Assessment – WITH controls in place		
					Likelihood	Impact	Score			Likelihood	Impact	Score
		<p>services. Financial instability may also affect the viability of new contractual agreements. Collaboration with principal authority regarding asset and service transfer and a lack of inclusion in the planning process may result in misaligned priorities. Legal compliance where restructuring may result in new regulatory requirements.</p> <p>Risk associated with the outcome of the CGR regarding governance and financial liability.</p>	<p>to ensure minimal financial impact in the event of termination.</p> <p>Liaison with the principal authority is in progress regarding asset and service transfer.</p>									
35	Other operations issues	A pandemic stops or reduces the ability for the council to operate	<p>Government agrees to allow meetings to be held remotely if legislation permits</p> <p>Meetings can be held remotely so residents can view</p> <p>Questions are forwarded to the public prior to the meeting.</p> <p>Clerk will complete any separate risk assessments required to operate and comply. Members to sign off.</p> <p>All staff have computer equipment to operate remotely.</p>	Clerk/members	2	3	6			2	2	4

[illegible]

Date of amendment	Amendment Made
February 2018	Section 8 – All Officers running payroll must be given training in running software package Moved from “Further control measures” to “Control Measures in Place” as Clerk has attended relevant training
February 2018	Section 9 – Members to complete invoice checks throughout the year Moved from “Further control measures” to “Control Measures in Place” as all members have sight of content of invoices via the payment approval list
February 2018	Section 16 – All new service contracts to be monitored. Process to be agreed by Full Council. Moved from “Further control measures” to “Control Measures in Place”
February 2018	Section 18 – Clerk to confirm status with the commissioner – Council is ICO registered Deleted from “Further control measures” as listed under “Control Measures in Place” Added – New GDPR rules to come in May 2018. Clerk has attended basic training on this – THIS WILL REQUIRE FURTHER UPDATING
February 2018	Section 26 – Training budget should be reviewed to ensure all staff are fully trained for roles they need to carry out. Yearly appraisal to be completed on all staff and management. Both statements moved from “Further control measures” to “Control Measures in Place”

Date of amendment	Suggested Amendment
January 2019	Section 1 – Control measure removed – “All data is stored by officers on small server held at the Council office. This is backed up at least daily to server at Council’s IT Provider, Freedom IT. In event of disaster, clerk / officers to purchase new computer and log on to backed up data held at Freedom IT.” Replaced with – “ The office has moved to using Office365 and a hosted telephony system. Data is therefore backed up to the cloud and can be accessed from any PC/tablet/phone etc. using O365 log-ins. Remote access to the telephone system is now also possible. “

	<p>Further control measure - "In early 2018 the office system is moving to Office 365 and a new hosted telephony system.</p> <p>This provides cloud-based back up and allows remote access by the Clerk to both the shared drive and telephone system." REMOVED, as new systems now in place .</p>
January 2019	Section 4 – Amend from "To be re-reviewed January 2019 FC" to "To be re-reviewed February 2019 FC."
January 2019	<p>Section 18 – Amended to include "GDPR compliance audit took place in May 2018 – GDPRinfo.com appointed as DPO."</p> <p>"New GDPR rules to come in May 2018. Clerk has attended basic training on this." – this has been REMOVED from Further Control Measures.</p>
January 2019	Section 26 - Added – "Clerk completed and passed CiLCA April 2018" REMOVED from Further Control Measures – "Clerk to complete CILCA"
January 2019	NEW SECTION ADDED – SECTION 29 – RE: ELECTIONS

Date of amendment	Suggested Amendment
February 2020	Section 1 – Further Control measure added: "December 2019 – Following an incident where the Council's router was "hacked", further security measures have been implemented to lock down the router and prevent any further security issues."
February 2020	<p>Section 4 – Further control measures added:</p> <p>Financial regulations reviewed March 2019.</p> <p>NALC released new Financial regulations in August 2019. These were adopted by Council in October 2019.</p>
February 2020	Section 9 – Control Measures in place – "All invoices are checked by Clerk" has been amended to "All invoices are checked by Clerk and entered onto Omega by the Assistant Clerk."
February 2020	Section 23 – Control measures in place – amended to include

	"Council holds the power of general competence".
February 2020	Section 29 – Elections amended to take out the reference to the year 2019, so guidance is in place for any election taking place.

Date of amendment	Suggested Amendment
January 2021	Section 25 – Liabilities - Non-compliance with employment law Further control measures – Council to consider having independent personnel support. Added: "HR Support has been agreed by the Personnel Committee (January 2021). The scope of that support is still to be detailed"
January 2021	Section 26 – Governance – No succession planning of management Control measures in place – added "Assistant Clerk completed and passed CiLCA April 2020"
January 2021	Section 33 added

Date of amendment	Suggested Amendment
January 2022	Section 3 – Precept - Members unable to reach agreement – Reference to Financial Regs added: "In the event Members cannot reach and agreement Financial Regulations allow for a default position of a 5% increase."
January 2022	Section 4 – Inadequate records and financial irregularities– added "Committees review finances at monthly meetings and Full Council review 6 x per year."
January 2022	Section 5 - Bank and banking's leading to; Inadequate checks Bank mistakes. Loss Charges – amended "Reconcile bank accounts on a monthly basis and report the reconciliations to Full Council on a quarterly basis"
January 2022	Section 8 - Incorrect payments of tax/NI Incorrect payment of salaries or

	allowances. Incorrect hours claimed for overtime – removed “The Clerk has attended CIPP payroll training” – amended - Personnel files are held by WPC Committees and Full Council check all expenditure Internal audit checks twice a year.
January 2022	Section 10 – Grants incorrectly awarded – amended “All grants discussed and agreed at either Village Committee level or Full Council”
January 2022	Section 26 – Non-compliance with employment law – amended “Employment law adhered to. Personnel service provided by HR Dept and support from SALC All personnel files held on site” – remove –“ HR Support has been agreed by the Personnel Committee (January 2021). The scope of that support is still to be detailed.”
January 2022	Section 32 - Elections – new Councillors not properly inducted/trained - amended to “Training is encouraged but mandatory”
January 2022	Section 33 - A pandemic stops or reduces the ability for council to operate - amended – “Government agrees to allow meetings to be held remotely if legislation permits”
January 2022	Section 34 - Resources insufficient to meet the council priorities – further controls amended – “Council to set a three-year budget as recommended by the auditor. Also council to agree to actions from the independent report.”
February 2022	Section 13 – Election Costs -control measures amended – “An asset register is kept up to date and a detailed review carried out every 3-5 years”
February 2022	Section 22 – Damage & Risk to Street Furniture – amended –“ An asset register is kept up to date and a detailed review carried out every 3-5 years”
February 2022	Section 24 – Liabilities – amended “All new risks to be assessed immediately and agreed with appropriate action by Full Council”
February 2022	Section 29 – Governance no succession planning of management – further control measures amended – “Operations Manual to be kept up to date and reviewed annually” “Members to consider a resilience plan”
February 2022	Section 32 – Governance code of conduct – Control measures amended – “Any Member breaking the code could be referred to the monitoring officer.”
January 2024	Section 15 – Financial funds on deposit – Control measures amended – “The Council is not covered under the FA Deposit Protection Scheme as the precept level exceeds EUR500,000 (or UK equivalent).”

March 2025	Section 1 – Business Continuity – The telephone system is almost end of life and needs review.
March 2025	Section 7 – Cash Loss – amended “Generally no cash is received, however as the Council does not allow this form of payment.”
March 2025	Section 20 - Financial and management systems – The Council has engaged a FOI consultant
March 2025	Section 21 – Information security fails – Addition of ‘ Data is backed up externally by IT provider.’
March 2025	Section 22 - Damage and risk to the Street furniture, play equipment & open spaces – Updated to reflect current practice
March 2025	Section 24 - Health& Safety of the Council buildings are not safe Risk of injury of employees, suppliers or members of the public – reworded regarding building condition reports
March 2025	Section 26 – Non-compliance of HR law amended - Employment law adhered to. Council can access HR advice via Worknest and support from SALC, All personnel files held on site
March 2025	Section 29 – Addition of risk- Reputational/Operational and Financial Damage from misleading information being placed in the public domain. This could result in loss of public trust and confidence, damage relationships with stakeholders, increased workload for officers in damage control, internal conflict, disciplinary actions, and possible loss of funding opportunities due to damaged credibility.
March 2025	Section 30 - No succession planning of management – updated to reflect current plan and consideration of individual succession plan for RFO.
March 2025	Section 33 – Councillor training and registration of interest – updated risk
	Section 34 - Addition of risk - Risk associated with the Local Government Reorganisation – Uncertainty in future governance structures could hinder effective management of contracts and services. Financial instability may also affect the viability of new contractual agreements. Collaboration with principal authority re asset and service transfer and a lack of inclusion in the planning process may result in misaligned priorities. Legal compliance where restructuring may result in new regulatory requirements.
March 2025	Section 35 – Pandemic reduces the Council's ability to operate -addition of soft phones installed on laptops to ensure continuity of service.
February 2026	Section 13 – Election cost not budgeted - additional of risk associated with LGR and rising election costs ‘
February 2026	Section 15 – Collapse of the Banks - Amendment of Phrase ‘ Long-term banks or banks specialising in Councils and investment arms used to invest money’
February 2026	Section 19 – Data Protection – addition of ‘ New data audit to be considered’
February 2026	Section 34 – Risk associated with LGR & CGR – ‘ Risk associated with the outcome of the CGR regarding governance and financial liability.’

February 2026

Section 35 - A pandemic stops or reduces the ability for the council to
operate – Updated to acknowledge that the telephone system has now been moved to a
softphone system.

Windlesham Parish Council Risk Appetite Statement

January 2026

1. Introduction

Windlesham Parish Council is committed to effective risk management as part of its overall governance and operational framework. This Risk Appetite Statement defines the level and type of risk the Council is willing to accept to achieve its strategic objectives while ensuring public resources are safeguarded.

2. Risk Appetite Overview

The Council acknowledges that some level of risk is inherent in-service delivery and decision-making. Therefore, the Council adopts a balanced approach to risk-taking, ensuring that risks are identified, assessed, and managed appropriately.

Risk Category	Risk Appetite Level	Approach
Financial Risk (budget management, fraud prevention, financial investments)	Low	The Council prioritises financial prudence, ensuring strict financial controls and zero tolerance for fraud. Risk exposure is managed through audits, financial regulations, and insurance.
Operational Risk (service delivery, community projects, health & safety)	Medium	The Council seeks to provide high-quality services while managing risks through thorough risk assessments and contingency planning.
Legal & Regulatory Risk (statutory compliance, governance)	Low	The Council maintains strict adherence to legal and regulatory requirements, ensuring compliance through governance procedures and legal advice where necessary.
Reputational Risk (public confidence, media exposure)	Low-Medium	The Council aims to maintain a positive reputation and low tolerance for risks that could damage public trust. However, it will engage in projects that involve managed reputational risks if they benefit the community.
Strategic/Innovation Risk (new initiatives, community-led projects)	Medium-High	The Council supports innovative community initiatives and is willing to accept higher risks in controlled circumstances. Pilot projects and trials will be used to test new ideas before full implementation.

3. Risk Management Approach

- **Risk Identification & Assessment:** The Council maintains a Risk Register, reviewed annually, with mitigation actions for key risks.

- **Internal Controls & Assurance:** Policies, financial regulations, and independent audits provide governance oversight.
- **Risk Response Strategies:** Risks are mitigated through avoidance, reduction, transfer (insurance), or acceptance where justifiable.
- **Monitoring & Reporting:** The Clerk and Responsible Financial Officer (RFO) report risk-related matters to Full Council and relevant committees.

4. Review & Governance

This Risk Appetite Statement will be reviewed annually by the Full Council and updated as necessary to reflect changes in the Council's strategic objectives and external environment.

Item 8 - Fixed Asset Register and Inventory Review

Full Council February 2026

Members may recall that the Fixed Asset Register was reviewed in November 2025, when Council noted that Officers would carry out a full asset review.

Officers have been working alongside Parish Online to transfer all the shared asset data from SHBC onto the WPC Parish Online mapping system. This process has begun, but there is still work required to ensure that all the relevant information is available.

The attached register details land and assets currently held by the Council, including their original cost or proxy cost (as required for audit purposes), and replacement values for insurance purposes. The current balance of assets held is £559,353.91, which includes updates to reflect the allotment purchase and the commemorative bench at Lightwater Memorial Gardens.

Action

Council is asked to note the attached Fixed Asset Register and the current balance of assets held.

Windlesham Parish Council - Register of Assets

Transaction #	Category	Asset details					Location details		
		Ref	Minute Reference	Date of acquisition	Description	Replacement Value	Original cost/value	Location	Present use or capacity
	Community Asset	28			phone box Bagshot		£ 1.00	Bagshot	Community Asset
	Community Asset	29			Mr Atkins Memorial Bench	£709.00	£ 709.00	Windlesham	Community Asset
	Infrastructure Asset	95			Bench Yaverland Drive	£650.00	£ 650.00	Yaverland drive Bagshot	Installed
	Infrastructure Asset	96			8 new noticeboards	£13,424.00	£ 11,135.00	around the parishes	Installed
2751	Infrastructure Assets	101			Bollard	£600	£ 126.68	School Lane Field	Installed
3094	Infrastructure Asset	107			Heritage lights in Windlesham	£12,000.00	£ 8,972.04	Windllesham Village	Installed
3140	Infrastructure Asset	108			Stone block for QEII plaque	£250.00	£ 250.00	Lightwater Rec Ground	Installed
	Office equip	124			Assistant Clerk PC	£450.00		Office	Office
	Office equip	125			Netgear Nighthawk Wifi extender	£130.00	£ 135.62	Chamber	provision of internet in Chamber
	Office equip	126			Panel heaters - Parish Office	£1,415.00	£ 1,415.00	office	office
	Office equip	127			new telephone system	£1,134.00	£ 1,134.00	officer	office
	Machinery	127			AED - Defiib	£2,000.00	£2,000.00	Lightwater Square - public access	Emergency Assistance
	Community Asset				Bagshot VAS signs x2	£6,000	£4,640.00	Bagshot	Infrastructure Asset
	Community Asset				2 X benches WC Lees	£1,400	£1,053.00	WC Lees Windlesham	Community Asset
	Community Asset	002			Bagshot Cem Wall		£ 1.00	Bagshot Cemetery	Community Asset
	Community Asset	003			Land at High Curley		£ 1.00	High Curley	Community Asset
	Community Asset	005			Bagshot Cem gates		£ 1.00	Bagshot Cemetery	Community Asset
	Community Asset	006			Lightwater Cem Wall		£ 1.00	Lightwater Cemetery	Community Asset
	Community Asset	007			Lightwater Cemetery		£ 1.00	Lightwater Cemetery	Community Asset
	Community Asset	008			Bagshot War Memorial	£75,000	£ 1.00	St Anne's Church	Community Asset
	Community Asset	009			Windlesham War Memorial	£35,000	£ 1.00	St John's Church	Community Asset
	Community Asset	010			Lightwater War Memorial	£20,000	£ 1.00	Lightwater Village	Community Asset
	Community Asset	011			Kings Lane Play Space		£ 1.00	Kings Lane, Windlesham	Community Asset
	Community Asset	012			Windlesham Cem Wall		£ 1.00	Windlesham Cemetery	Community Asset
	Community Asset	013			Riverside Avenue OS		£ 1.00	Riverside Ave, Lightwater	Community Asset
	Community Asset	014			Mill Pond OS		£ 1.00	Mill Pond, Windlesham	Community Asset
	Community Asset	015			Mill Pond to School Rd		£ 1.00	Mill Pond, Windlesham	Community Asset
	Community Asset	016			Hawkes Leap OS		£ 1.00	Hawkes Leap, Windlesham	Community Asset
	Community Asset	017			Bosman Drive OS		£ 1.00	Bosman Drive, Windlesham	Community Asset
	Community Asset	018			Windlesham Cemetery		£ 1.00	Windlesham Cemetery	Community Asset
	Community Asset	019			School Lane Field OS		£ 1.00	School Lane, Bagshot	Community Asset
	Community Asset	020			School Lane bridge & boardwalk		£ 1.00	School Lane, Bagshot	Community Asset
	Community Asset	021			Stirling memorial		£ 1.00	Windlesham Cemetery	Community Asset
	Community Asset	022			Windlesham New Memorial wall	£8,000	£ 1.00	Windlesham Cemetery	Community Asset
	Community Asset	023			Lightwater Recreation Ground gate	£8,000	£ 1.00	Lightwater Recreation Ground	Community Asset
	Community Asset	024			Lightwater Recreation fencing	£30,000	£ 1.00	Lightwater Recreation Ground	Community Asset
	Community Asset	025			Lightwater Cemetery gates	£2,000	£ 1.00	Lightwater Cemetery	Community Asset
	Land & Buildings	027			Bagshot Cemetery shed	£800.00	£ 599.00	Chapel Lane, Bagshot	Storage
	Land & Buildings	028			Council Office	£100,000.00	£ 16,035.00	The Avenue, Lightwater	Parish Offices
	Land & Buildings	029			Council Chamber	£100,000.00	£ 1.00	The Avenue, Lightwater	Parish Chamber
	Land & Buildings	030			Lightwater Pavilion	£250,000	£ 15,016.00	Broadway Rd, Lightwater	Recreational facility
	Land & Buildings	031			Lightwater Recreation Shed	£2,000	£ 1,284.00	Broadway Rd, Lightwater	Storage
	Land & Buildings	032			Bagshot Chapel		£ 1.00	Bagshot Cemetery	Heritage Day
	Land & Buildings	033			Hook Mill Lane Depot	£250,000	£ 30,449.00	Hook Mill Lane, Lightwater	Parish Depot
	Land & Buildings	034			Lightwater Cemetery shed	£1,000.00	£ 733.00	The Avenue, Lightwater	Storage
	Land & Buildings	035			Sitesafe 96	£3,554.00	£ 1,365.00	HML Depot	Not in use
	Land & Buildings	036			Sitesafe 66	£3,554.00	£ 1,155.00	Windlesham Cemetery, Church Road, Windlesham	Not in use
	Land & Buildings	037			Windlesham Cemetery Shed	£2,000	£ 7,595.00	Windlesham Cemetery, Church Road, Windlesham	Not in use

Land & Buildings	038		Titan underground sewage tank		£	3,434.00			
Infrastructure Assets	039		Kings Lane Play Equip		£40,000.00	£	35,000.00	Kings Lane Windlesham	Recreation
Infrastructure Assets	042	C/22/184d	Lightwater Rec Plaq Equip		£45,000.00	£	44,507.09	Broadway Road, Lightwate	Recreation
Infrastructure Assets	043		SLF Play Equip		£70,000.00	£	52,074.11	School Lane, Bagshot	Recreation
Infrastructure Assets	044		SLF Play area	(included in 043 above)		£	1.00	School Lane, Bagshot	Recreation
Infrastructure Assets	045		SLF Combat cableway	(included in 043 above)		£	1.00	School Lane, Bagshot	Recreation
Infrastructure Assets	046		SLF gates			£	266.00	School Lane, Bagshot	
Infrastructure Assets	047		Bagshot Clock		£12,000.00	£	8,011.00	High Street, Bagshot	
Infrastructure Assets	048		Planters		£2,500.00	£	1,456.00		
Infrastructure Assets	049		Notice boards - 2 x wooden		£3,356.00	£	2,103.00	W Cem	Information
Infrastructure Assets	050		Bench seats		£1,200.00	£	997.00		Recreation
Infrastructure Assets	051		Dog/litter bins		£2,500.00	£	1,434.00	Various greenspace locations	
Machinery	074		Teleshoring grave shoring		£1,000.00	£	726.00	W Cem	Not in use
Machinery	078		Stihl brushcutter (Old)		£550.00	£	463.20	W Cem	Not in use
Machinery	079		Honda self-propelled mower		£849.00	£	588.00	W Cem	Not in use
Machinery	080		W Shed sundry tools		£250.00	£	250.00	W Cem	Not in use
Office equip	081		B Chapel furniture		£3,500.00	£	2,333.00	Bagshot Chapel	
Office equip	082		Lightwater Pavilion furniture		£0	£	-	Lightwater pavilion	
Office equip	084		Chamber sound system		£2,000.00	£	1,976.00	Chamber	
Office equip	085		Chamber furniture		£4,500.00	£	2,997.00	Chamber	
Office equip	086		Chain of office		£800.00	£	836.00	With Chairman	
Office equip	087		Office equip & furniture		£3,590.00	£	2,275.00	Office	
Office equip	088		Computer & office machines (1 PC, screens, laptop, printer)		£1,250.00	£	3,292.00	Office	
Machinery	089		Clarke FG3000 generator		£250.00	£	215.00	W CEM	Not in use
Infrastructure Assets	090		Bus Shelter		£11,150.00	£	8,562.00	Updown Hill Windlesham	
Infrastructure Assets	091		Hanging basket columns x 10		£10,000.00	£	6,738.00	Bagshot and Windlesham Village Centre	Summer planting
2828 Infrastructure Asset	092		Glasdon Bin		£250.00	£	232.88	HMLD	Installed
2855 Machinery	093		Tools - Shoring Equipment (Load lock cargobar x 12)		£420.00	£	275.88	HMLD	Gravedigging
2864 Infrastructure Asset	094		Bench at Poplar Avenue		£650.00	£	645.00	Windlesham Cem	Installed
2865 Machinery	095		Electrical Hedgecutter yx-STIHSE71-24	£205		£	150.00	Windlesham Cem	Cem maintenance
2866 Machinery	096		Backpack blower br430 yx-stibr430	£618		£	303.20	Windlesham Cem	Cem maintenance
Community Asset	097		Bagshot Jubilee Lamp			£	1.00	Bagshot Square	Community Asset
2942 Office equip	099		Fire safe		£921.00	£	824.00	Office	Burial records
2956 Office equip	100		Projector - Epson EB-S11DL		£400.00	£	269.25	Chamber	Planning
Office equip	121		HP Desk top - Clerks PC		£350.00	£	275.00	Office	
Office equip	122		Fujitsu Scan Snap		£570.00	£	420.00	office	
Machinery	123		Stihl brushcutter (new) s/n 181352802		£550.00	£	550.00	W Cem	Not in use
Office equip	128		Councillor iPads and keyboards		£13,482.00		£9,846.00	Councillors	
Office equip	129		2 x HP Elite display screens refurbished		£228.00		£228.00	Office	
Office equip	129		4 x HP Elite display screens		£1,048.00		£320.00	Office	
Office equip	130		HP laptop Assistant Clerk		£300.00			Home	
Office equip	131		HP laptop Cemeteries Administrator		£300.00			Home	
Office equip	132		Office iPhone SE		£440.00		£440.00	Office	
Office equip			Office laptop		£405.00			Office	
Office equip			HP 800 G4 Core i5-8500t desktop computer		£329.00		£329.00	Office	
Office equip			2 x HP E24 G5 FHD Monitor		£300.00		£290.00	Office	
Office equip			HP Elitebook i7 and dock		£1,100.00		£929.00	The Clerk	
Office equip			HP Elitebook i7 and dock		£1,100.00		£929.00	Assistant Clerk	
Office equip			HP Elitebook i7 and dock		£1,100.00		£929.00	Cemetery Coordinator	
Office equip			HP 850 G5 - Corei7-8650U, 32GB, 512GB SSD, 15.6", W10P (Refurb)		£550.00		£472.00	RFO	
Office equip			Left hand corner cantilever desk		£250.00		£250.00	Office	
Office equip			Epson WorkForce Pro WF-C5890DWF		£500.00	£	399.00	Office	
Office equip			office chair		£114.00		£114.00	Office	office
Machinery			strimmer harnesses x2			£	1.00	Windlesham shed	
Machinery			Large wheel barrow			£	1.00	Windlesham shed	
Machinery			Ladders x3			£	1.00	Windlesham shed	
Machinery			hose and trolley			£	1.00	Windlesham shed	
Machinery			Petrol cans x4			£	1.00	Windlesham shed	

Infrastructure Assets			Kings Lane noticeboard	£1,704.00	£1,704.00	Kings Lane Playground Windlesham	Information
Infrastructure Assets			Lightwater outdoor gym	£13,000.00	£ 11,995.00	Broadway Road, Lightwate	Recreation
Infrastructure Asset			Bagshot outdoor gym	£10,000.00	£ 9,999.00		
Infrastructure Asset			2 x new Glasdon waste bins	£500.00	£300.00	Bagshot cemetery	Installed
			Height restriction barrier	£3,000.00	£2,400.00	Lightwater rec	Installed
			Bagshot cemetery fence and gate NEW	£3,500	£2,130.00	Bagshot cemtery	Community Asset
			Windlesham cemtery gates and fence NEW	£4,500	£3,900.00	Windlesham cemtery	Community Asset
Community Asset			Margaret Williams memorial bench	£500.00	£500.00	School Lane Field	Community Asset
Community Asset			Silent Soldiers x 9 originally 12, 3 stolen	£2,100.00	£1,200.00	Various locations	Community Asset
Community Asset			3 x litter bins at Lightwater Recreation ground	£750.00	£750.00	Lightwater Recreation Ground	Community Asset
			4 x VAS signs Lightwater	£12,000.00	£11,225.00		Infrastructure Asset
			Bagshot Chapel roof replacement	£15,000.00	£11,500	Chapel Lane, Bagshot	Infrastructure Asset
Infrastructure Assets			Security bollards	£2,400	£2,357	Lightwater Recreation Ground	Infrastructure Asset
Land & Buildings		12 Aug 97	Allotment, Hook Mill Lane (Long term lease)	£0.00	£0.00	Hook Mill Lane, Lightwater	Allotment land
Infrastructure Assets	BVC/22/016	20 Jun 24	Freemantle Road Playground, Bagshot	£26,500.00	£26,500.00	Freemantle Road, Bagshot	Infrastructure Asset
Land & Buildings			School Lane Field recreational land and pond (4.5 acres)		£1.00	Bagshot	
Land & Buildings			Lightwater Memorial Garden, All Saints Road, LW		£1.00	Lightwater	
Land & Buildings			Woodland r/o Lightwater Cemetery		£1.00	Lightwater	
Land & Buildings			Kings Lane play space		£1.00	Windlesham	
Community Asset			Bagshot Cemetery,		£1.00	Chapel Lane, Bagshot	
Infrastructure Assets		16 Sep 24	Depth marker, pond in Bagshot	£560.94	£560.94		
Office equip			2x visitor chairs (office)	£40.00	£40.00	Council office	Office equip
Infrastructure Assets			Bench outside Vickerys, Guildford Road Lightwater	£500.00	£1.00		
Added 25-26							
Office equip	C/25/19	26 Jun 25	Jabra Evolve telephoneheadsets x 4 Evolve 65 SE Mono	£200.00		Home location	Office equip
Office equip	C/25/19	26 Jun 25	Jabra Evolve telephoneheadsets x 1 Poly blackwire momoaural	£45.00	£45.00	Home location	Office equip
Infrastructure asset	WVC/24/70	30 Jun 25	Windmill Field playground, Windlesham	£63,441.06	£63,441.06	Windmill Field	Infrastructure Asset
Office Equipment			HP Screens x 2	£500.00	£320.00	Council office	
Infrastructure Assets		14 Apr 25	3 x 'Deep Water' signs at Bagshot pond	£556.68	£556.68		
Infrastructure Assets	WVC/24/68	15 Apr 25	3 x Waste bins at Windlesham Cemetery	£581.85	£581.85		
previous ommission			Commemorative Bench, Lightwater Memorial Gardens	£1,500.00	£1,039.05		
Allotment land purchase				£100,000.00	£100,000.00		
				£	559,353.91		
				Fixed assets as at 31 March 24 per AGAR	£1,316,319.90	£379,991.48	
				Fixed assets as at 31 March 25 per AGAR	£1,445,059.37	£407,098.42	£559,353.91
				Fixed assets as at 31 March 26 per AGAR			
Items removed in FY 25-26							
2771 Machinery	102		Rake X4	£25.00	£ 23.98	HMLD	Ground staff
2849 Machinery	103		Wooden shoring (KILN DRIED REGULARISED TREATED WOOD X 6)	£120.00	£ 129.18	HMLD	Ground staff
2993 Infrastructure Asset	104		Remembrance Sunday polite signs x 3	£600	£ 135.00	HMLD	Storage
3024 Machinery	106		Grit Spreader	£900.00	£ 986.00	HMLD	Storage
3187 Machinery	114		Tool box and mixed tools	£100.00	£ 149.99	HMLD	Not in use
Infrastructure Assets	040		WFOS Play Equip replaced see line 145	£40,000	£ 9,400.00	Windmill Field, Windlesham	Recreation
Infrastructure Assets	041		Freemantle Rd Play Equip item replaced and was duplicated see line 130	£30,000	£ 2,404.00	Freemantle Road, Bagshot	Recreation
Machinery	065a		HML depot sundry tools	£500.00	£ 500.00	HML Depot site safe	Not in use
Office equip	120		Kyocera Laser Printer	£2,148.90		Office	
Land & Buildings		12 Aug 97	Allotment, Hook Mill Lane (Long term lease) DUPLICATION	£100,000.00			

Agenda Item 9 – Review of the Effectiveness of Internal Audit

Full Council – February 2026

Background

Governance and Accountability for Smaller Authorities in England sets out the accounting and governance arrangements that all town and parish councils must follow. This guidance includes specific expectations in relation to the internal audit.

In particular, councils are recommended to:

“At least annually, carry out a review of the effectiveness of their overall internal audit arrangements.”

This annual review provides assurance that the Council continues to meet recognised best practice in the management and operation of its internal audit arrangements.

Action for Council

- **To read the information provided below and note the outcome of the annual review of the effectiveness of internal audit, and to confirm that Council is satisfied with the effectiveness of the Council’s internal audit arrangements.**
- **To consider the appointment of the internal auditor, including contractual terms, in the confidential session.**

Findings

The Council’s current internal audit arrangements have been reviewed against the key areas of internal audit activity set out in *Governance and Accountability*, namely:

- the scope of internal audit;
- independence;
- competence;
- relationships with the Clerk and the authority; and
- audit planning and reporting.

The outcome of this review is summarised in the tables below. Overall, the review confirms that appropriate and effective internal audit arrangements are in place.

As part of this review, and in order to demonstrate value for money as well as competence and independence, quotations were sought from internal auditors listed on the SAAA register. Of the four auditors covering Surrey, one quotation was received, two firms declined to quote, and one did not respond.

Review of Internal Audit Arrangements (February 2026)

Area of review	Work completed	Findings	Conclusion
Scope of internal audit	The annual internal audit review covers all areas required by the AGAR internal audit report. This is evidenced through both the interim and final audit reports.	The auditor provides clear evidence to support their opinion against each control objective. Testing includes transactions from across the full financial year and an extensive review of the financial statements. A two-stage audit process provides regular assurance and ensures all accounting periods are reviewed. Audits are appropriately timed so that statutory accounts are reviewed prior to submission for external audit.	Satisfactory
Independence of internal audit	The RFO confirms that Mulberry LAS is appointed to carry out the internal audit.	Mulberry LAS are members of the Association of Chartered Certified Accountants and are subject to professional ethical standards. Their auditors have strong sector knowledge and can rotate between clients where necessary to maintain independence.	Satisfactory
Competence of internal audit	The RFO should continue to ensure that the auditor assigned to Windlesham Parish Council holds appropriate qualifications, skills and sector experience.	Mulberry LAS are experienced local government auditors, undertaking over 330 town and parish council audits. Mulberry LAS is a founder member of the Internal Audit Forum and works in partnership with the National Association of Local Councils (NALC) to promote continuous improvement in the sector. A director of Mulberry LAS sits on the SAPPP, which is responsible for issuing proper practices for the governance and accounts of smaller authorities.	Satisfactory
Relationships with the Clerk and the authority	Mulberry LAS have previously worked with Windlesham Parish Council and has an established professional working	The auditor maintains an appropriately professional and independent working relationship with the Clerk and the Council. Communication is clear and	Satisfactory – a strong professional relationship is in place

Area of review	Work completed	Findings	Conclusion
	relationship with the Clerk and the Council.	constructive, with matters arising reported formally through audit reports and, where necessary, directly to councillors.	
Audit planning	The audit appointment is formally set out in an engagement letter. The internal auditor provides evidence of appropriate testing to support the findings reported in the annual internal audit report.	The auditor is properly appointed through an engagement letter and approval by Council. Adequate resources are made available as part of the budget-setting process.	Satisfactory – evidence is clearly demonstrated in audit reports
Audit reporting	Reporting is carried out promptly following each of the two audit visits. Reports set out the testing undertaken to support each control objective in the AGAR.	The Council is satisfied that reporting is comprehensive, timely and includes appropriate recommendations for improvement where necessary.	Satisfactory – reports are timely and comprehensive
Length of appointment	N/A	There is no regulatory or best practice requirement limiting the length of appointment, provided that competence and independence are maintained. Independence continues to be demonstrated through the appointment arrangements for the auditor of Windlesham Parish Council.	Satisfactory

Overall conclusion

The annual review confirms that the Council's internal audit arrangements are effective, independent and proportionate, and that they continue to meet recommended best practice for smaller authorities.

**Item 10 – To consider potential transfer of assets from Surrey Heath Borough Council
– Consultation findings, LGR/CGR Implications and Next Steps
Full Council 24th February 2026**

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Executive Summary

This report presents an analysis of the recent resident consultation on the potential adoption of community assets from Surrey Heath Borough Council (SHBC) by Windlesham Parish Council, explicitly factoring in the context of Surrey Local Government Reorganisation (LGR), devolution and the outcome of the recent Community Governance Review (CGR).

The report sets out three linked decision considerations:

1. **An adoption decision based on the completed consultation**, noting that this consultation is expected to be the principal (and likely final) formal engagement informing Council's decision.
2. **The implications of Surrey LGR and devolution**, including the transition to a Unitary Authority and the role of the shadow authority in shaping future asset ownership and service standards.
3. **A scenario analysis assuming Windlesham village is removed from the parish following the Community Governance Review (CGR)**, leaving Bagshot and Lightwater to sustain the majority of the transferred assets.

The consultation demonstrates strong support among respondents for local parish control of open spaces, infrastructure and community buildings, and majority support for a modest parish precept increase to fund maintenance. However, the consultation also attracted a small number of responses relative to the total electorate (c. 13,500 electors) and shows a skew towards older age groups. The results, therefore, indicate a clear direction of travel among respondents, rather than a statistically representative response.

Given that no further consultation is anticipated, and that strategic decisions on assets will increasingly sit within the context of LGR and devolution, it is essential that Council:

- explicitly recognises the limits of the evidence base.
- demonstrates that the consultation responses have been conscientiously considered.
- takes into account the governance changes arising from Surrey LGR and devolution, the potential impacts of those changes, and the implications for residents.
- makes any decision based on affordability and deliverability across the remaining parish area.

Overall recommendation:

Council may reasonably proceed in principle towards adoption of the asset package, subject to due diligence, a sustainable financial plan within the broadly acceptable precept range identified by respondents, explicit consideration of Surrey LGR and devolution, and careful assessment of the CGR outcome and its impact.

Part A: Report on the Consultation (within the LGR context)

Background and strategic context

Windlesham Parish Council has consulted residents on whether it should take on responsibility for a package of assets currently owned and managed by SHBC. The consultation sought views on:

- support for parish control of open spaces and infrastructure.
- support for parish control of community buildings (including leased facilities);
- willingness to support a modest increase in the parish precept to fund ongoing maintenance.

At the same time, Surrey is progressing through Local Government Reorganisation and devolution, with Shadow Unitary Authority being elected in May 2027 and the existing district and borough councils expected to be replaced by a Unitary Authority on April 1, 2027.

This context is material because:

- decisions taken now may determine whether assets are held locally by the governing parish or absorbed into a future unitary estate;
- future unitary priorities, standards and funding arrangements are not yet fully known; and
- opportunities for parishes to influence asset ownership may be reduced once the shadow authority is established.

Additional governance considerations arising from LGR and CGR

In addition to the strategic context set out above, Council must also have regard to the governance, fiduciary and public law implications of taking asset decisions during a period of structural change.

Fiduciary and public law considerations

In the current arrangement, the Parish Council is required to act:

- in the interests of the whole of the current parish area.
- reasonably and proportionately; and
- without improperly advantaging one future successor authority over another.

Where assets under consideration are located in an area that is recommended to leave the existing parish and form a new parish, agreeing to adopt those assets at this stage would, in effect:

- determine the future asset base of a parish that will shortly be independent; and
- potentially pre-empt matters that would more appropriately be resolved through the CGR implementation process or the wider local government reorganisation transfer scheme.

Within both the CGR and wider local government reorganisation contexts, there is a strong governance expectation that councils should avoid:

- taking controversial or irreversible long-term asset decisions late in the life of an existing governance structure; binding successor authorities without a clear statutory or transitional basis.

Practical governance approach

A clear and defensible governance principle in these circumstances is that:

- the existing parish should only agree to adopt borough assets that are intended to vest in the continuing parish area after May 2027.

For assets located within the area proposed to form a new parish, the more appropriate options would be:

- for transfer to be deferred until the successor parish is established;
- for any transfer to be made directly to the successor parish; or
- for the reorganisation or transfer scheme to explicitly determine how those assets are to vest.

Response profile and representativeness

Response numbers and the electorate – Whole Parish

The consultation received between 94 and 96 responses to the main questions. Windlesham Parish currently comprises approximately 14,025 electors, equating to a response rate of under 1% of the electorate.

Demographic profile

- Responses were received from all three villages, Bagshot (35.42%), Lightwater (39.58%) and Windlesham (25%), indicating geographic spread.
- Respondents were predominantly aged 55 and over (75%), with no responses from the 18–34 age group.

Response numbers and the electorate – Bagshot & Lightwater only

A total of 72 responses were received from Bagshot (47.22%) and Lightwater (52.78%), with no responses from Windlesham village included, reflecting the revised parish focus. The two villages together comprise approximately 10,135 electors, equating to a response rate of under 1% of the electorate.

Demographic profile

- Respondents were predominantly aged 55 and over (77.78%), with no responses from the 18–34 age group, indicating that the views expressed represent those of engaged residents rather than a statistically representative cross-section of the electorate.

Implications

In either scenario, the results cannot be considered statistically representative of the entire electorate. They do, however, provide a clear indication of the views of engaged respondents

and are a legitimate input into the Council's decision, provided their limitations are explicitly recognised, and the decision is supported by additional evidence.

Summary of consultation findings

Support for local control

A substantial majority of respondents support the principle of the Parish Council taking on responsibility for:

- open spaces and infrastructure; and
- community buildings, including those under lease.

This indicates a strong preference among respondents for local stewardship, particularly relevant in the context of LGR, where assets may otherwise transfer to a larger, more remote authority.

Funding and precept implications

A clear majority of respondents indicated they would support a modest increase in the parish precept to fund maintenance of adopted assets. Among those willing to support an increase, the most commonly cited acceptable range was £20–£35 per annum, with a significant proportion also accepting increases up to £50 per annum. Very few respondents supported increases above this level.

Qualitative themes

Free-text responses highlight that support is conditional, with recurring themes including:

- the need for transparent and credible cost information.
- confidence in the Parish Council's capacity to manage additional assets.
- concerns about long-term liabilities, particularly for buildings.
- fairness and equity across villages; and
- the importance of clear communication.

These themes are particularly important given the uncertainty introduced by LGR and the transition to a Unitary Authority.

Weight to be given to the consultation in an LGR environment

Given that this consultation is likely to be the final formal engagement on this issue, and that strategic control will increasingly sit with a Unitary Authority, the Council should be clear that:

- the consultation provides directional evidence, not a binding mandate.
- it must be considered alongside financial, legal and operational evidence; and

Recommendation (Part A)

It is recommended that Council:

1. **Notes** the consultation results, including both the strong support expressed by respondents and the limitations arising from response rate and demographic profile, and notes that the consultation was undertaken on the basis of the three-village parish structure.
 2. **Notes** the recent outcome of the Community Governance Review recommending that Windlesham village be removed from the existing parish and form a new Council, materially altering the financial, geographic and governance assumptions underpinning the consultation.
 3. **Agrees** that, in light of the CGR recommendation, decisions on asset adoption should be based on the scenario analysis set out in Part B of this report, rather than on the original parish-wide assumptions.
 4. **Resolves** that the Parish Council should only commit in principle to adoption of the proposed asset package at this stage, subject to the Part B recommendations, which recommend:
 - re-baselining all financial modelling on a Bagshot and Lightwater-only parish.
 - explicit assessment of affordability and sustainability for the remaining communities; and
 - consideration of timing and risk in the context of Surrey LGR, devolution and the establishment of the unitary authority.
-

Part B: Scenario Paper – CGR Outcome Removing Windlesham Village (within LGR)

Scenario description

This section considers the specific scenario in which Windlesham village is removed from the parish as a result of the Community Governance Review, leaving Bagshot and Lightwater as the remaining parish area responsible for sustaining the majority of any adopted assets during the transition to a Unitary Authority.

This scenario must be explicitly considered before any decision is taken.

Potential benefits of proceeding under this scenario

Retention of local control during transition

Proceeding with adoption would allow Bagshot and Lightwater to retain local control over key community assets before they fall under the influence of the unitary shadow authority, reducing uncertainty over future priorities and standards.

Strategic certainty

Early adoption could provide certainty of ownership and responsibility at a time when wider governance structures are in flux, allowing the remaining parish to plan proactively rather than react to unitary decisions.

Protection of community facilities

Adoption could reduce the risk of asset disposal, service reduction or deprioritisation during LGR, particularly for facilities primarily serving Bagshot and Lightwater.

Key risks under this scenario

Financial concentration risk

With Windlesham village removed, the cost base would fall on Bagshot and Lightwater electors, potentially increasing the per-household contribution beyond what respondents may have assumed when responding to the consultation.

Misalignment with consultation and LGR assumptions

Many respondents may reasonably have assumed that costs and responsibilities would be shared across all three villages and under existing governance arrangements. Proceeding post-CGR and during LGR risks a disconnect between consultation context and final outcome, increasing reputational and challenge risk.

Reduced resilience during transition

A smaller parish footprint combined with LGR uncertainty may reduce financial and organisational resilience, increasing exposure to unforeseen liabilities, cost inflation or service disruption.

Mitigations if Council proceeds

If Council is minded to proceed in this scenario, the following mitigations are strongly advised:

- re-baselining all financial modelling on a Bagshot and Lightwater-only electorate.
- explicitly reassessing precept impacts and affordability in light of LGR.
- reviewing reserves and risk provisions; and
- clearly communicating the interaction between CGR, LGR and the asset transfer decision.

Recommendation (Part B)

With Windlesham village likely being removed from the parish, it is recommended that the Council:

1. **Continues discussions with Surrey Heath Borough Council (SHBC)**, exploring opportunities in relation to the proposed asset transfer, while the financial and operational impacts on Bagshot and Lightwater alone are fully quantified.
 2. **Reconsiders the scale and timing of adoption** in light of the reduced tax base and the establishment of the unitary shadow authority.
 3. **Only proceeds** if Council is satisfied that the remaining parish can sustainably fund and manage the assets without exposing residents to disproportionate financial or service risk.
-

Overall conclusion

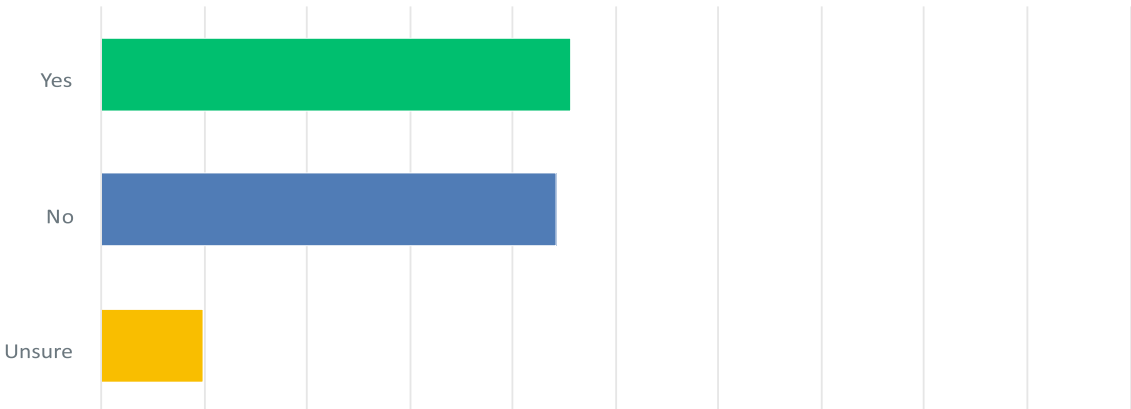
The consultation provides a clear indication of support among respondents for local asset stewardship, but its evidential weight is limited by response rate and demographic skew. These limitations are amplified by the potential CGR outcome.

Council must be satisfied that any decision to proceed is demonstrably evidence-led, proportionate, and explicitly responsive to the structural changes arising from the CGR, LGR and devolution.

APPENDIX A – Consultation Results – Whole Parish

Q1 Before reading this consultation, were you aware that SHBC may transfer assets to Windlesham Parish Council?

Answered: 70 Skipped: 2



Answer Choices	Percentage	Responses
<div><div></div> Yes</div>	45.71%	32
<div><div></div> No</div>	44.29%	31
<div><div></div> Unsure</div>	10.00%	7
Total		70

0%

10%

20%

30%

40%

50%

60%

70%

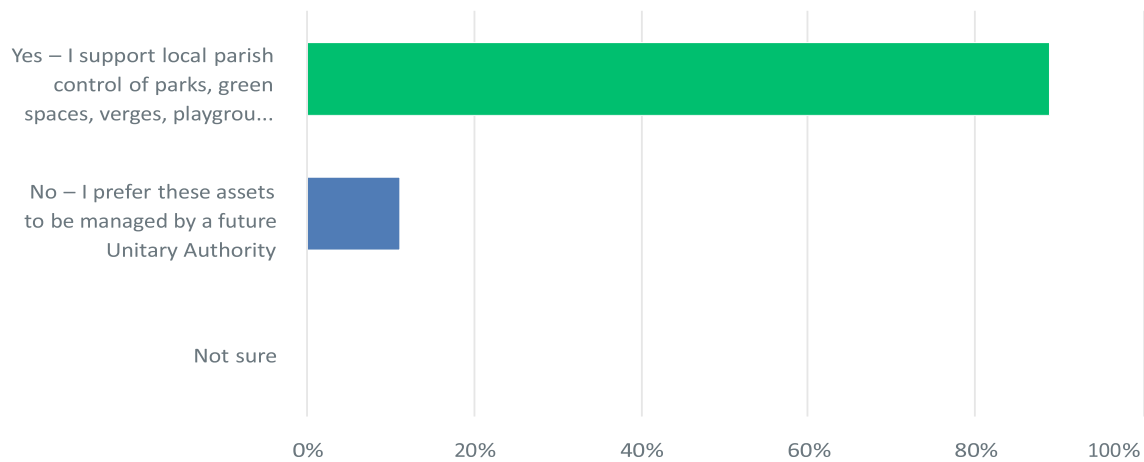
80%

90%

100%

Q2 Open Spaces and Infrastructure

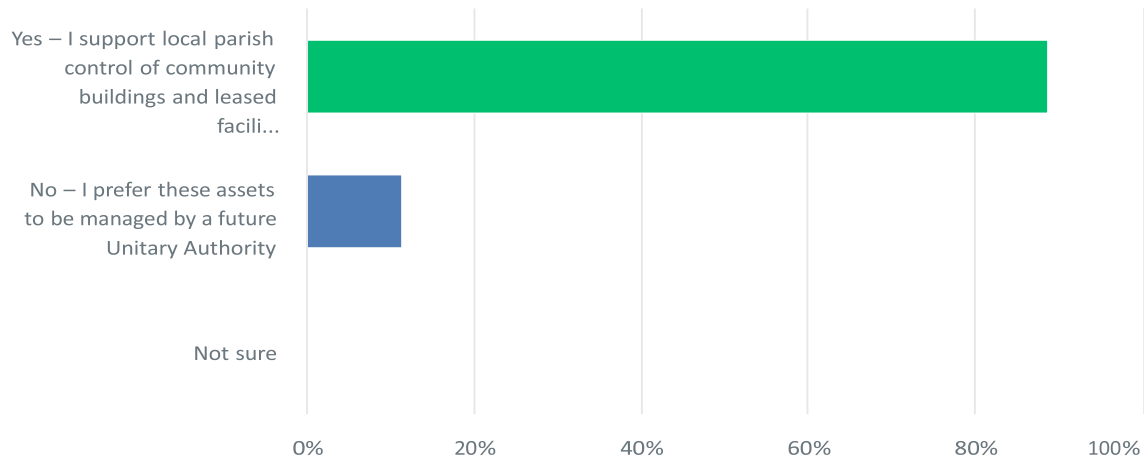
Answered: 72 Skipped: 0



Answer Choices	Percentage	Responses
<div><div></div>Yes – I support local parish control of parks, green spaces, verges, playgrounds, and street furniture</div>	88.89%	64
<div><div></div>No – I prefer these assets to be managed by a future Unitary Authority</div>	11.11%	8
<div><div></div>Not sure</div>	0%	0
Total		72

Q3 Community Buildings (including those under lease)

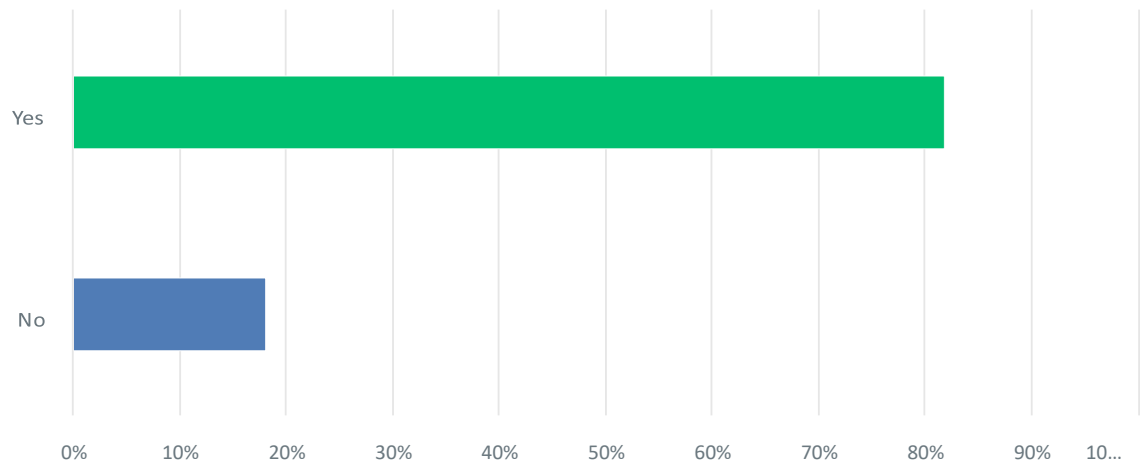
Answered: 71 Skipped: 1



Answer Choices	Percentage	Responses
<div><div></div>Yes – I support local parish control of community buildings and leased facilities</div>	88.73%	63
<div><div></div>No – I prefer these assets to be managed by a future Unitary Authority</div>	11.27%	8
<div><div></div>Not sure</div>	0%	0
<div><div></div>Show comments</div>		
Total		71

Q4 Would you support a modest increase in the parish precept (local council tax) to fund the maintenance of adopted assets?

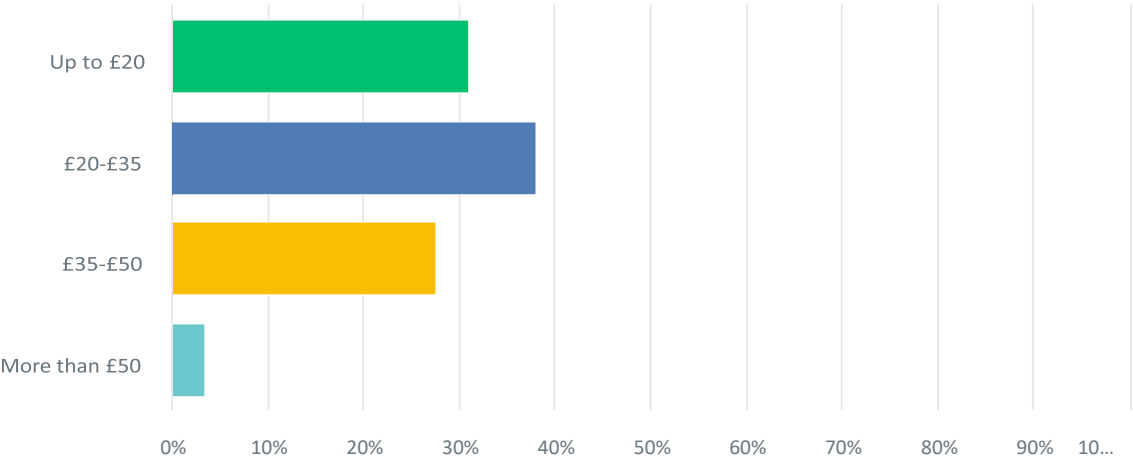
Answered: 72 Skipped: 0



Answer Choices	Percentage	Responses
<div><div></div>Yes</div>	81.94%	59
<div><div></div>No</div>	18.06%	13
Total		72

Q5 If you answered 'Yes', what level of annual increase would you consider acceptable?

Answered: 58 Skipped: 14



Answer Choices	Percentage	Responses
<div><div></div>Up to £20</div>	31.03%	18
<div><div></div>£20-£35</div>	37.93%	22
<div><div></div>£35-£50</div>	27.59%	16
<div><div></div>More than £50</div>	3.45%	2
Total		58

Q6 Do you have any other comments, suggestions, or concerns about the proposed asset adoption?

Answered: 37

Skipped: 59

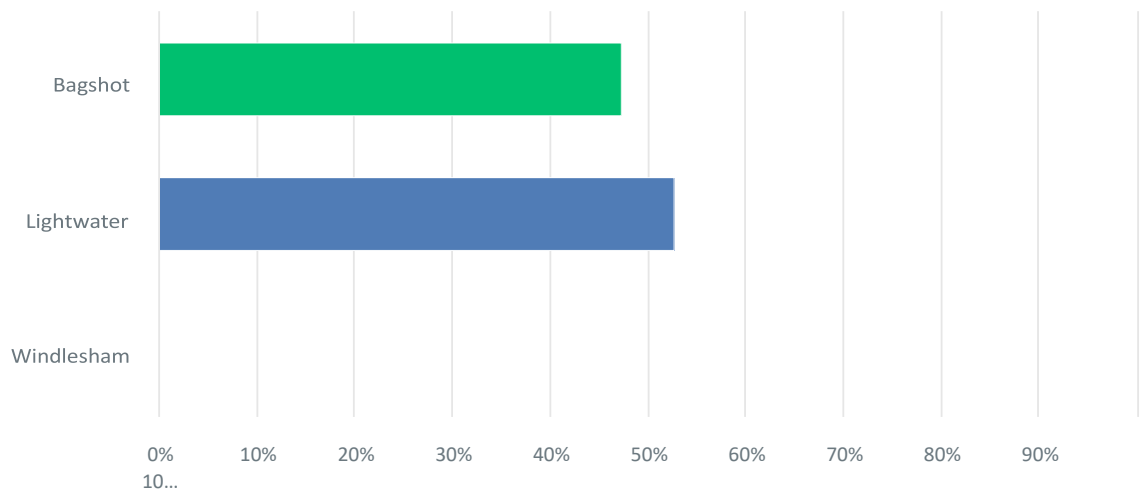
#	RESPONSES	DATE
1	The list of assets does not download so I could not see all the assets to be transferred, but it still seems a good idea to transfer assets to a more easily contacted parish council with local knowledge.	2/5/2026 8:18 PM
2	I have lived in windlesham and now in lightwater, keep all 3 villages connected	2/5/2026 5:58 PM
3	Take on as much as possible	2/5/2026 3:21 PM
4	Taxes paid to Surrey Heath council should be paid to the parish councils and so should part of the taxes paid to surrey county council as the Parishes will be taking on works that are atm under SHBC and SCC remit	2/5/2026 1:27 PM
5	Would like the Parish council to take on more of our local facilities	2/4/2026 10:45 AM
6	I am concerned that your figures used for cost of maintenance of assests are too low and do not represent an acurate figure for potential high quality work.	2/3/2026 10:26 AM
7	A new, and nearly bankrupt unitary authority, will be less accountable than local government is at the moment, with "professional" politicians and cannot be trusted.	2/2/2026 5:15 PM
8	Will the parish council receive the amount currently used to support these functions?	2/2/2026 4:13 PM
9	I would assume that if the Parish Council take these assets on and charge through their precept there would be an equivalent reduction from the Unitary Authority as they will not need to maintain these?	2/2/2026 12:11 PM
10	The new unitary authority will be too town-weighted and overly concerned about debt to care about villages. We will have to look after ourselves.	2/1/2026 3:58 PM
11	I think the Parish Council should take over control of these assets to keep them available for local use. I think that the new Unitary Authority will be too busy setting up its major areas of responsibility to be able to worry about these smaller assets. Also, in view of the large debts associated with some of the Borough Councils being combined into the Unitary Authority I think that the Unitary Authority will be looking round to see what assets can be sold or where money can be saved in order to service these debts and hence our community halls may be sold off to obtain such money. Cutting back on maintenance, such as grass cutting to save money would not enhance the visual aspects of the village, a fact that would go un-noticed by the Unitary Authority as we would be far from the centre of power.	1/30/2026 8:51 AM
12	The parish council should take on as much as possible to ensure services stay local. Once unitary is in it is a big concern that standards will slip and that there will be no local representation.	1/29/2026 9:01 PM
13	Would there be areas where a council currently maintains the grass etc but isn't owned by them? Would they be able to be added in if the new council doesn't intend to continue the maintenance of them?	1/29/2026 8:53 PM
14	Would prefer to answer this once Windlesham knows it's outcome	1/29/2026 5:10 PM

15	Why change when they are currently doing a good job.	1/28/2026 8:33 PM
16	The assets are not used exclusively by that village residents. Residents would have to pay more and then have the blight of others causing parking nuisance and using that amenity (parks) or destroying verges. Bus stops should be maintained by the relevant bus company as stations are maintained by relevant train companies.	1/27/2026 9:03 AM
17	It is not worth increasing our precept to cover maintenance of rarely used benches.	1/21/2026 9:24 PM
1 2		
18	Fully support move to more local ownership and decisions.	1/21/2026 7:00 PM
19	It is unclear why the costs per village are so variable, possibly related to where community building are involved. Given the current debate about separate Parish Councils for each village, it would have been useful to understand this in more detail. I can see it will cause much debate!	1/21/2026 12:31 PM
20	How this is being shared with residents is abysmal, the county and parish council needs to significantly improve its effective communication amongst communities to improve trust and transparency	1/21/2026 12:17 PM
21	The parish council is the only tier of government working for residents, keep up the good work	1/7/2026 10:02 PM
22	On the Financial Considerations this should be on the total council tax the same as the cost just moves from SHBC to parish? Is my assumption correct, if not please let all know.	1/6/2026 4:13 PM
23	I feel Windlesham Parish Council is best placed to represent the views of local residents particular in view of the government imposing vast Unitary Authority of West Surrey.	1/6/2026 2:04 PM
24	This should be adopted across whole of Surrey Heath as many unique open spaces and recreation areas	1/3/2026 10:10 AM
25	Should the parish be granted control then there must be a way of equalizing what is provided to and maintained by each village. The quality of the current assets is quite uneven as it stands	1/2/2026 12:05 PM
26	For some assets such as the Briars Centre, why not transfer them direct to the charity that run them? This means less overhead for the Council to maintain them and no loss of income as they are leased typically on a peppercorn basis.	12/14/2025 2:36 PM
27	Before I agree to any transfer, WPC need to show they can properly manage the assets they currently have. For example, the recreation ground/ pavilion is a shambles.	12/12/2025 6:36 PM
28	I do not see a future in small Parish councils. It's another layer of bureaucracy we frankly do not need.	12/11/2025 12:49 PM
29	This needs to be more widely communicated in the village - leaflet drops etc	12/10/2025 9:33 PM
30	It is important to retain assets locally and fully support the council in stepping up	12/9/2025 10:22 AM
31	Parish should not be taking responsibility for assets which they are not experienced enough to manage. Such property assets must remain centrally managed by a UA with an Estates Department	12/8/2025 12:36 PM
32	It appears that the proposal shifts responsibility for the maintenance of the "assets" to the parish & therefore the parishioners without any suggestion that there will be any offset on the Council tax going to the UA	12/5/2025 7:21 PM
33	No	12/3/2025 1:29 PM
34	Local amenities should be the responsibility of local people so that they value what we have.	12/3/2025 12:46 PM

35	This might matter to Lightwater and Bagshot but Windlesham already looks after Windmill Field for SHBC so these assets are already being paid for by the precept - see no reason to spend money on legal and other fees as Windlesham doesn't have any additional assets they are all community owned and run	12/3/2025 12:04 PM
36	If the assets are adopted then the costs to maintain should also be transferred from SHBC. No fair to charge more when we are already being charged.	12/3/2025 11:30 AM
37	Will the parish council have enough suitable Y trained staff to manage this additional work	12/2/2025 1:16 PM

Q7 Which village do you live in?

Answered: 72 Skipped: 0

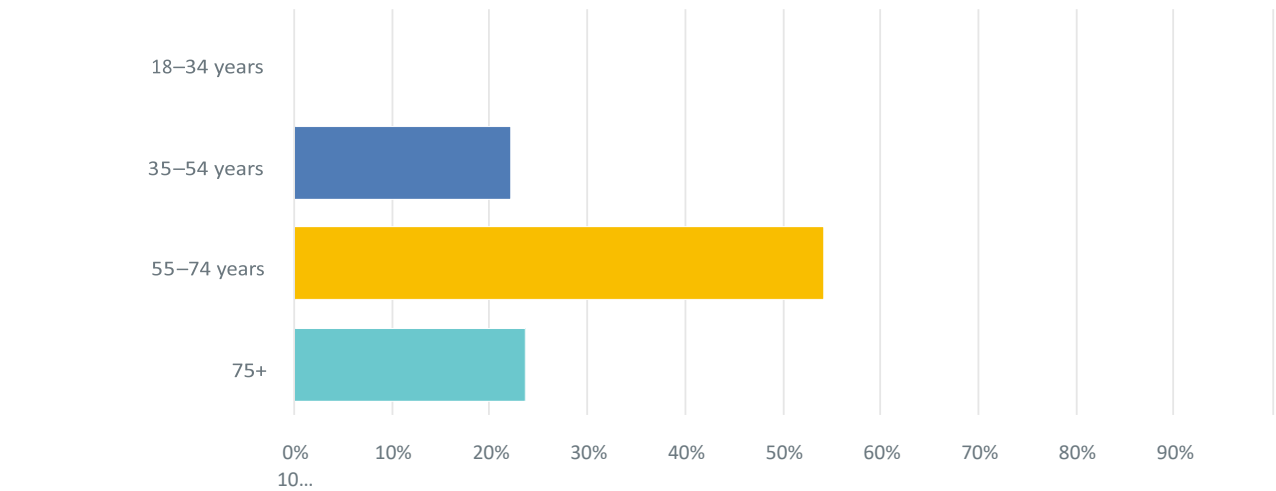


Answer Choices	Percentage	Responses
<div><div></div> Bagshot</div>	47.22%	34
<div><div></div> Lightwater</div>	52.78%	38
<div><div></div> Windlesham</div>	0%	0
Total		72

7 8

Q8 Age Group

Answered: 72 Skipped: 0



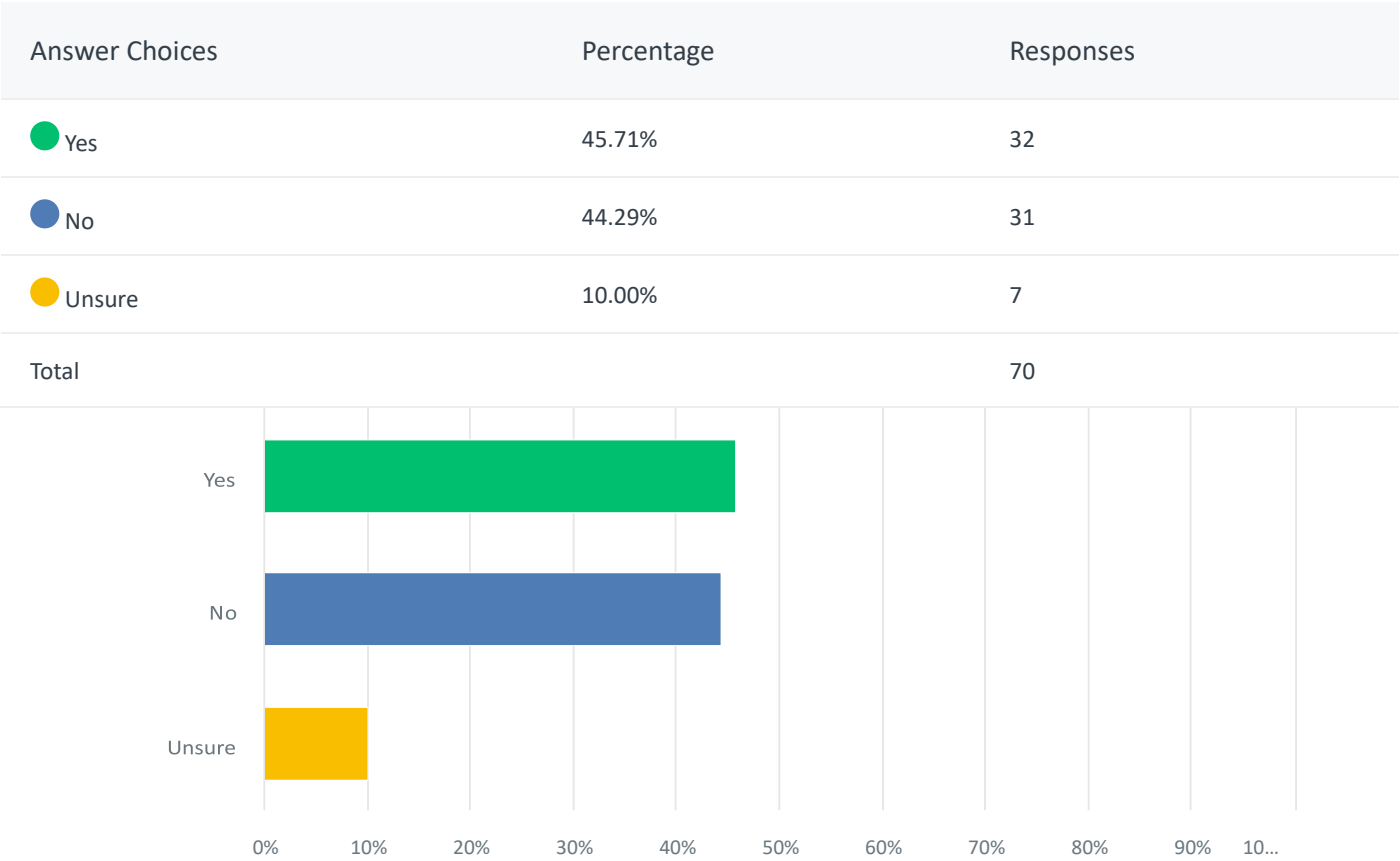
Answer Choices	Percentage	Responses
<div></div> 18-34 years	0%	0
<div></div> 35-54 years	22.22%	16
<div></div> 55-74 years	54.17%	39
<div></div> 75+	23.61%	17
Total		72

8 8

APPENDIX B – Consultation Results – Bagshot & Lightwater Only

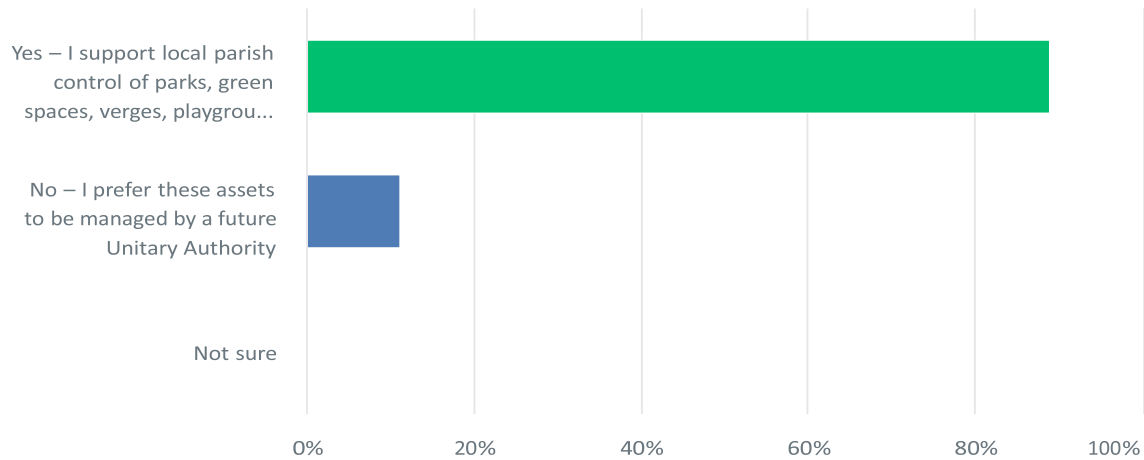
Q1 Before reading this consultation, were you aware that SHBC may transfer assets to Windlesham Parish Council?

Answered: 70 Skipped: 2



Q2 Open Spaces and Infrastructure

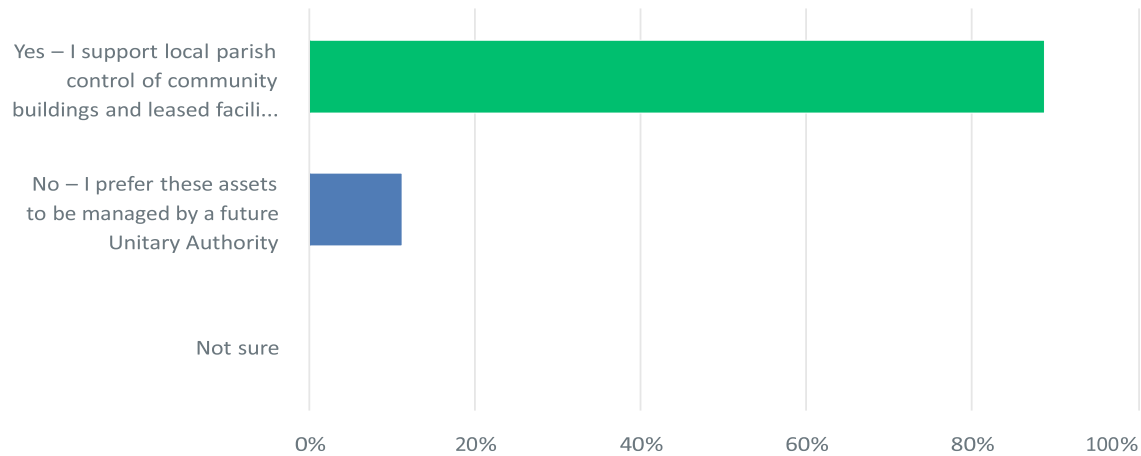
Answered: 72 Skipped: 0



Answer Choices	Percentage	Responses
<div><div></div>Yes – I support local parish control of parks, green spaces, verges, playgrounds, and street furniture</div>	88.89%	64
<div><div></div>No – I prefer these assets to be managed by a future Unitary Authority</div>	11.11%	8
<div><div></div>Not sure</div>	0%	0
Total		72

Q3 Community Buildings (including those under lease)

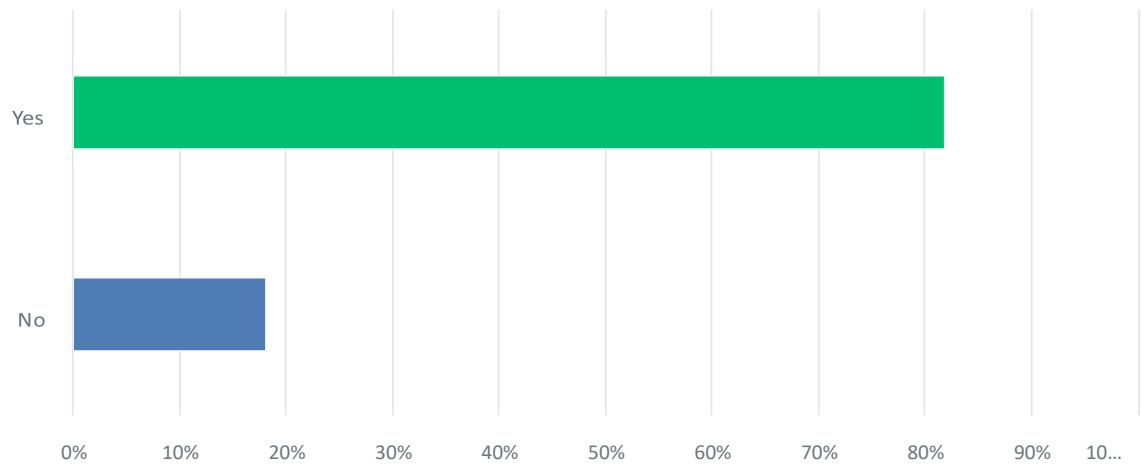
Answered: 71 Skipped: 1



Answer Choices	Percentage	Responses
<div><div></div>Yes – I support local parish control of community buildings and leased facilities</div>	88.73%	63
<div><div></div>No – I prefer these assets to be managed by a future Unitary Authority</div>	11.27%	8
<div><div></div>Not sure</div>	0%	0
<div><div></div>Show comments</div>		
Total		71

Q4 Would you support a modest increase in the parish precept (local council tax) to fund the maintenance of adopted assets?

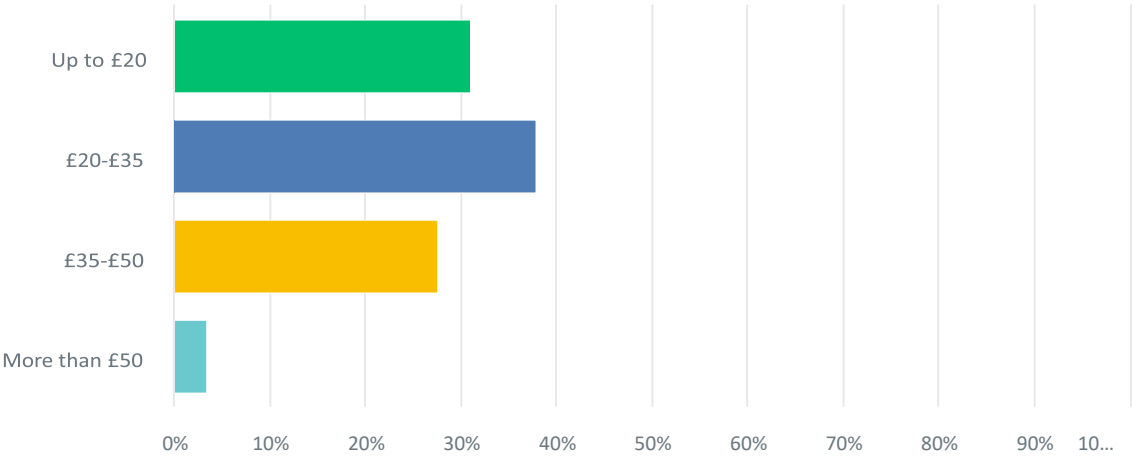
Answered: 72 Skipped: 0



Answer Choices	Percentage	Responses
<div><div></div>Yes</div>	81.94%	59
<div><div></div>No</div>	18.06%	13
Total		72

Q5 If you answered 'Yes', what level of annual increase would you consider acceptable?

Answered: 58 Skipped: 14



Answer Choices	Percentage	Responses
<div></div> Up to £20	31.03%	18
<div></div> £20-£35	37.93%	22
<div></div> £35-£50	27.59%	16
<div></div> More than £50	3.45%	2
Total		58

Q6 Do you have any other comments, suggestions, or concerns about the proposed asset adoption?

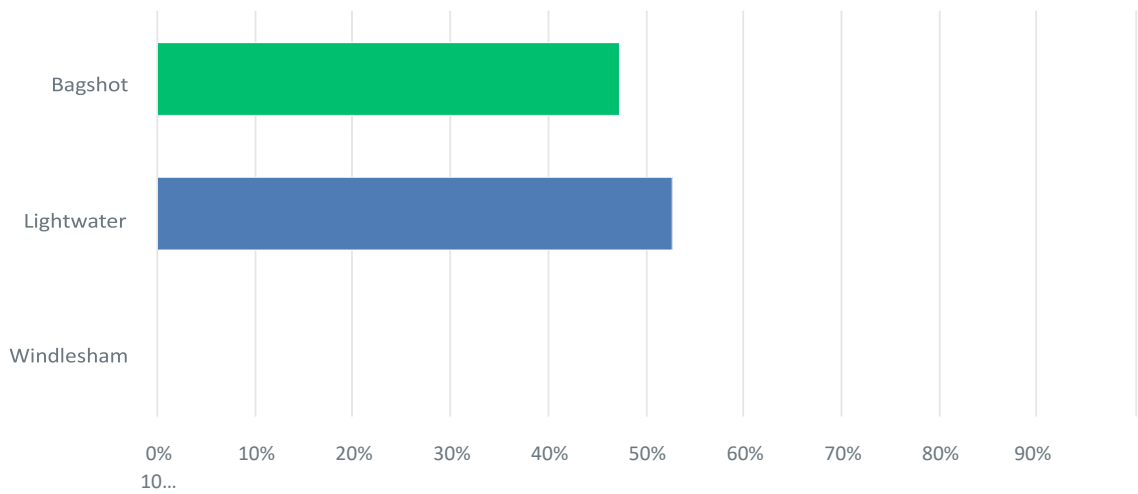
Answered: 26 Skipped: 46

#	RESPONSES	DATE
1	The list of assets does not download so I could not see all the assets to be transferred, but it still seems a good idea to transfer assets to a more easily contacted parish council with local knowledge.	2/5/2026 8:18 PM
2	I have lived in windlesham and now in lightwater, keep all 3 villages connected	2/5/2026 5:58 PM
3	Taxes paid to Surrey Heath council should be paid to the parish councils and so should part of the taxes paid to surrey county council as the Parishes will be taking on works that are atm under SHBC and SCC remit	2/5/2026 1:27 PM
4	Would like the Parish council to take on more of our local facilities	2/4/2026 10:45 AM
5	I am concerned that your figures used for cost of maintenance of assests are too low and do not represent an accurate figure for potential high quality work.	2/3/2026 10:26 AM
6	A new, and nearly bankrupt unitary authority, will be less accountable than local government is at the moment, with "professional" politicians and cannot be trusted.	2/2/2026 5:15 PM
7	Will the parish council receive the amount currently used to support these functions?	2/2/2026 4:13 PM
8	I would assume that if the Parish Council take these assets on and charge through their precept there would be an equivalent reduction from the Unitary Authority as they will not need to maintain these?	2/2/2026 12:11 PM
9	The new unitary authority will be too town-weighted and overly concerned about debt to care about villages. We will have to look after ourselves.	2/1/2026 3:58 PM
10	I think the Parish Council should take over control of these assets to keep them available for local use. I think that the new Unitary Authority will be too busy setting up its major areas of responsibility to be able to worry about these smaller assets. Also, in view of the large debts associated with some of the Borough Councils being combined into the Unitary Authority I think that the Unitary Authority will be looking round to see what assets can be sold or where money can be saved in order to service these debts and hence our community halls may be sold off to obtain such money. Cutting back on maintenance, such as grass cutting to save money would not enhance the visual aspects of the village, a fact that would go un-noticed by the Unitary Authority as we would be far from the centre of power.	1/30/2026 8:51 AM
11	The parish council should take on as much as possible to ensure services stay local. Once unitary is in it is a big concern that standards will slip and that there will be no local representation.	1/29/2026 9:01 PM
12	Would there be areas where a council currently maintains the grass etc but isn't owned by them? Would they be able to be added in if the new council doesn't intend to continue the maintenance of them?	1/29/2026 8:53 PM
13	Why change when they are currently doing a good job.	1/28/2026 8:33 PM

14	The assets are not used exclusively by that village residents. Residents would have to pay more and then have the blight of others causing parking nuisance and using that amenity (parks) or destroying verges. Bus stops should be maintained by the relevant bus company as stations are maintained by relevant train companies.	1/27/2026 9:03 AM
15	The parish council is the only tier of government working for residents, keep up the good work	1/7/2026 10:02 PM
16	On the Financial Considerations this should be on the total council tax the same as the cost just moves from SHBC to parish? Is my assumption correct, if not please let all know.	1/6/2026 4:13 PM
17 PM	I feel Windlesham Parish Council is best placed to represent the views of local residents	1/6/2026 2:04 PM
	particular in view of the government imposing vast Unitary Authority of West Surrey.	
18	This should be adopted across whole of Surrey Heath as many unique open spaces and recreation areas	1/3/2026 10:10 AM
19	Should the parish be granted control then there must be a way of equalizing what is provided to and maintained by each village. The quality of the current assets is quite uneven as it stands	1/2/2026 12:05 PM
20	For some assets such as the Briars Centre, why not transfer them direct to the charity that run them? This means less overhead for the Council to maintain them and no loss of income as they are leased typically on a peppercorn basis.	12/14/2025 2:36 PM
21	Before I agree to any transfer, WPC need to show they can properly manage the assets they currently have. For example, the recreation ground/ pavilion is a shambles.	12/12/2025 6:36 PM
22	It is important to retain assets locally and fully support the council in stepping up	12/9/2025 10:22 AM
23	No	12/3/2025 1:29 PM
24	Local amenities should be the responsibility of local people so that they value what we have.	12/3/2025 12:46 PM
25	If the assets are adopted then the costs to maintain should also be transferred from SHBC. No fair to charge more when we are already being charged.	12/3/2025 11:30 AM
26	Will the parish council have enough suitable Y trained staff to manage this additional work	12/2/2025 1:16 PM

Q7 Which village do you live in?

Answered: 72 Skipped: 0

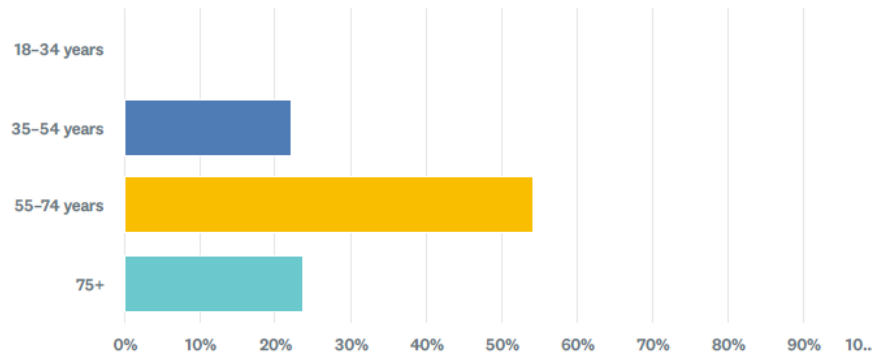


Answer Choices	Percentage	Responses
<div><div></div> Bagshot</div>	47.22%	34
<div><div></div> Lightwater</div>	52.78%	38
<div><div></div> Windlesham</div>	0%	0
Total		72

7 8

Q8 Age Group

Answered: 72 Skipped: 0



Answer Choices	Percentage	Responses
18-34 years	0%	0
35-54 years	22.22%	16
55-74 years	54.17%	39
75+	23.61%	17
Total		72

APPENDIX C – Consultation Communications Report

Purpose of the Campaign

The second phase of the Potential Transfer of Assets consultation aimed to ensure residents both online and offline were fully aware of the consultation, understood the context, and were able to access information about the proposed asset transfers. This phase followed the initial consultation undertaken in June 2025.

The communications strategy focused on:

- Raising awareness across all three villages.
 - Ensuring accessibility of information for residents who prefer digital channels as well as those who rely on printed or in-person communication.
 - Providing clear explanations of the purpose, scope, financial considerations, and reasons for re-consulting.
-

Digital Communications Activity

Website

- Consultation information was published on 26 November on the Windlesham Parish Council website.
 - Content appeared on both the homepage and the dedicated consultations page to maximise visibility.
 - The webpage included:
 - Introduction and background
 - Purpose and scope
 - Explanation of what happens if assets are not adopted
 - Rationale for a second consultation
 - Financial overview
 - Direct link to the online survey
-

Social Media

Activity took place across Facebook, Instagram, Nextdoor, and the WPC e-newsletter. Additional reminder posts were issued as the consultation approached its closing date.

Performance

- **Organic reach:** 3,864
 - **Community page reach:**
 - Windlesham Village: 2,700 members
 - Bagshot Community: 7,000 members
 - Lightwater Community: 6,500 members
 - **Instagram:**
 - Shared by @igwindlesham (1,797 followers)
 - **Unique link clicks:** 140
 - **Shares:** 24 – both Facebook and Instagram
 - The e-newsletter was emailed out to all subscribers
-

Offline Communications Activity

Local Magazines

Village Life Magazine

- Paid advertisements in December and January editions.
- Total cost: £118 (£59 per issue).
- Delivered to approximately 6,000 homes across the three villages.
- Also distributed in:
 - Coffee shops
 - Dentists
 - Doctors' surgeries
 - Libraries
 - Community hubs

Round and About Magazine

- Free placement in January and February editions.

- Delivered to 20,407 homes across Bagshot, Lightwater and Camberley.
- Also available online.

Posters and Printed Information

- Posters displayed in parish noticeboards and the local library.
- Posters and information sent to:
 - Local schools
 - Doctors' surgeries
 - Community groups

Paper Copies

- Hard copies of the consultation were available at the Parish Council Office.
- Publicised via social media and the website.
- Residents were encouraged to call or visit the office for assistance, ensuring accessibility for those without digital access.

Summary

The second phase of the Potential Transfer of Assets consultation was supported by a multi-channel communications approach intended to inform residents through both digital and offline methods. Online activity included website updates, social media posts and e-newsletters, while offline activity involved printed magazine advertisements, posters, and distribution of information to local organisations. Magazine distribution reached more than 26,000 homes, with additional visibility provided through community hubs and noticeboards.

Across all channels, the campaign provided residents with access to the consultation materials and information needed to understand the context and take part in the process.

Item 11 – Review and prioritisation of current workstreams

Full Council 24th February 2026

Purpose

To provide Members with a consolidated list of current workstreams and to seek direction on priorities, recognising limited officer capacity and the governance constraints arising from the Community Governance Review (CGR) and Local Government Reorganisation (LGR) considerations.

Relevant Information

Members should note that day to day and statutory and compliance-related duties account for around 70% of total staff time. On that basis, and assuming burial services and day-to-day cemetery operations continue as normal and are covered within the Cemetery Co-ordinator's existing hours, once financial tasks are excluded this leaves approximately 20 operational hours per week in total, shared across the Clerk, Assistant Clerk and Operations capacity, to cover all remaining workstreams across all committees and top level tasks, including any additional CGR/LGR-related activity.

Action (for resolution)

Members are asked to review the information provided and:

1. **Note** the work programme set out below. Noting that the items highlighted in grey are business as usual or statutory tasks.

In light of competing demands,

2. **Council is asked to note which items the Clerk has indicated as priority 1 (must progress now).**

and

3. To identify:

- which items are **Priority 2 (progress if capacity allows)**, and
 - which items are **Priority 3 (defer/monitor)**.
-

Bagshot (Work programme & prioritisation)

Bagshot item	Status update (officer)	Officer Comments	Member priority
Bagshot Cemetery Drainage and Path	<p>Officers have been progressing drainage solutions and a replacement of the path in Bagshot Cemetery. Quotes for the work have been requested (2 x received). Quote for grave digger also required. Additionally, a blanket exhumation license from the MoJ will be needed.</p> <p>It is anticipated that this project could take 25 hours, noting that MoJ licensing requirements could add 20–50 hours, depending on unforeseen circumstances on site.</p>	<p>Progress and timescales will depend on the quotes received and the processing time for the MoJ exhumation licence.</p>	
Bagshot Cemetery Improvements	<p>Members have identified several areas for improvement within the cemetery, including the installation of new carpet in Bagshot Chapel, repairs to selected historic memorials and the removal of dead shrubs.</p> <p>It is anticipated that this project could take 20 hours</p>		

Bagshot Traffic and Infrastructure	<p>Officers have been working with the BVC and SCC Highways to progress the ITS in Bagshot Village.</p> <p>It is anticipated that this project could take 10-15 hours</p>	<p>SCC are about to begin the consultation phase; this project should be prioritised</p>	1
School Lane Field countryside path	<p>Officers have been progressing the replacement of the path at School Lane Field.</p> <p>It is anticipated that this project could take 5 hours</p>	<p>Once planning is obtained, this project should be delivered before the summer.</p>	1
School Lane Field environmental work at the pond	<p>Officers have been liaising with Surrey Wildlife Trust to seek recommendations for the maintenance of the pond at School Lane Field.</p> <p>It is anticipated that this project could take 15-25 hours</p>	<p>Maintenance work to be scheduled for Autumn 2026 (after bird nesting), following recommendations from Surrey Wildlife Trust.</p>	
School Lane Field Tree Work	<p>Necessary work has been identified, and quotes are being sought.</p> <p>It is anticipated that this project could take 5-10 hours</p>	<p>Tree works to commence in the Spring, once 2 additional quotes have been obtained based on Surrey Wildlife Trust recommendations.</p>	1
Mini shop front Christmas Trees	<p>Officers are working with specialist Christmas tree/light contractors to seek solutions and quotes for the installation of 67 x mini shop front Christmas trees.</p> <p>It is anticipated that this project could take 15-50 hours, depending on the level of contractor involvement.</p>	<p>Christmas 2026, subject to a suitable quote being secured.</p>	

Lightwater (Work programme & prioritisation)

Lightwater item	Status update (officer)	Officer Comments	Member priority (1/2/3)
Lightwater Cemetery Fencing, cemetery improvements and exploration of additional burial space	<p>Officers are progressing with the replacement of the perimeter fencing at Lightwater Cemetery. Additionally, an additional survey has been requested by members before the fencing work progresses.</p> <p>It is anticipated that this project could take 5-10 hours</p> <p>Officers are exploring solutions to improve the aesthetics of the cemetery.</p> <p>It is anticipated that this project could take 5-10 hours</p> <p>Officers are also exploring options to extend burial capacity, including feasibility work on additional or alternative burial space, to ensure the cemetery can continue to meet future community needs.</p> <p>It is anticipated that this project could take 20-40 hours</p>	<p>Updated quotes for the fencing have been requested. Additional survey also to be progressed. Following which installation should commence. Timescale- Spring/summer 2026.</p> <p>Quotes for improvement works to be sought. Timescale- Spring 2026.</p> <p>The cemetery extension will be a long-term project.</p>	
Lightwater Fete – compliance for operating on Council land	<p>Officers are working with the local organising group, Lightwater Connected, to support delivery of the Lightwater Fete on Council-owned land at Lightwater Recreation Ground, while ensuring full compliance with the Council's Terms of Use, insurance requirements and event safety obligations. This includes coordinating submission and review of event documentation such as risk</p>	<p>The Fete is scheduled for May, and if the Council puts this on hold, the event will not go ahead.</p>	

	<p>assessments, site plans, emergency procedures, supplier certifications and public liability insurance, and liaising with the Surrey Heath Safety Advisory Group where required. Officer support has focused on guiding the organisers through the compliance process and ensuring responsibilities for safety, stewarding and event management are clearly understood and appropriately discharged by the organisers</p> <p>It is anticipated that this project could take 17-32 hours</p>		
Lightwater Music Festival – compliance for operating on Council land	<p>As above, Officers are working with the local organising group to ensure the proposed Lightwater music festival can take place on Council-owned land in full compliance with the Council’s terms of use, insurance and safety requirements, including event documentation, risk management and liaison with relevant regulatory bodies.</p> <p>It is anticipated that this project could take 17-32 hours</p>	The Music Festival is scheduled for July, and if the Council puts this on hold, the event will not go ahead.	
Lightwater Traffic and Infrastructure	The Working Party meet monthly.	To date, no officer input has been required	
Lightwater Flags – design and procurement	<p>Members have approved the purchase and installation of new flags for Lightwater Village for summer 2026, funded from the £5,000 allocated in the 2026/27 budget. A mixed flag approach has been agreed in principle, with the detailed design to be finalised in consultation with the Chair and Vice-Chair of the Committee. Officers are required to obtain formal quotations and appoint a supplier, provided costs remain within the approved budget, with installation and subsequent removal to be arranged in line with agreed dates.</p> <p>It is anticipated that this project could take 5-10 hours</p>	The plan is that these will be installed by mid-May.	
Installation of a heated AED cabinet	Officers have sought quotes for a heated AED cabinet to be installed on the side of the Debra charity shop. The landowner has been contacted, and	The timescale will depend on how quickly an	

	<p>officers are working to obtain installation quotes and liaise with the landowner regarding electricity usage and associated costs.</p> <p>It is anticipated that this project could take 5-10 hours</p>	<p>electrician can be scheduled and the necessary liaison with the landowner regarding electricity usage.</p>	
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Windlesham (Work programme & prioritisation)

Windlesham item	Status update (officer)	Officer Comment	Member priority (1/2/3)
Windlesham Cemetery Drainage	<p>A Groundwater Risk Assessment has been received, and members decided to seek quotes to grass the path area where the flooding occurs. Early indications are that this may require significant funds to remove the current path and hardcore. Additionally, the committee has resolved to have a topographical survey carried out.</p> <p>Additional drainage solutions may need to be sought.</p> <p>It is anticipated that this project could take 30-60 hours</p>	This is ongoing	
Windlesham Cemetery maintenance procurement	<p>The current Windlesham Cemetery maintenance contract extension is coming to an end, and in light of CGR and LGR, the Clerk is exploring whether the contract can be lawfully extended via a Transparency Notice to ensure continuity of service until the new parish council arrangements are established.</p> <p>It is anticipated that this project could take 10-12 hours</p>	The aim would be to extend the current contract and leave procurement to the new Parish Council	1

Windlesham Cemetery Buy-back scheme	<p>Members resolved to progress a buy-back scheme of reserved unused plots, to include advertising the scheme on social media and noticeboards and writing to all grave owners of unused reserved plots. Following this, work could include the transfer of graves.</p> <p>It is anticipated that this project could take 60 – 80 hours</p>	<p>In the Spring, members will use maps to determine the data is correct.</p> <p>The rest of the work would need to be scheduled into the work stream.</p>	
Windlesham Cemetery-hedge investigations	<p>The large hedge bordering the cemetery and church requires significant reduction. We will need to investigate ownership of the hedge and contact the landowner to discuss the required works</p> <p>It is anticipated that this project could take 5-10 hours</p>	<p>The Church has already been progressing this matter for over a year.</p>	
Windlesham Traffic and Infrastructure	<p>Officers have worked with WVC and SCC Highways to progress speed surveys and a 20mph countywide scheme in Windlesham Village.</p> <p>Anticipated time requirement will be dependent on SCC requirements.</p>	<p>The progression of this project depends on SCC Highways.</p> <p>It is recommended that discussions around additional traffic-calming measures be explored and progressed by any new authority established for Windlesham Village, should this proceed.</p>	
Windlesham Neighbourhood Plan review	<p>Work on the Windlesham Neighbourhood Plan review is progressing following detailed advice from the Council's planning consultant. The agreed next steps are for the working party to review existing policies using the consultant's</p>	<p>Progress on this project is dependent on the Working Party's review of the</p>	

	evidence reports as a starting point, before undertaking early, informal public engagement to test proposed changes. In light of the ongoing CGR and the potential creation of a new parish council, consideration will need to be given to whether it is more appropriate for the emerging authority to take this work forward, to ensure long-term ownership, continuity and effective use of resources.	relevant policies, as well as discussions on whether the project should proceed if a new authority is established for Windlesham Village.	
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Council-wide (Work programme & prioritisation)

Council-wide item	Status update (officer)	Officer Comment	Member priority (1/2/3)
Council Chamber Refurbishment	<p>Design quotations for the Council Chamber refurbishment have largely been received, with one final quote awaited; once received, officers will present to Council to agree the preferred scope and budget, and progress in accordance with the Council's Financial Regulations.</p> <p>Anticipated medium - large project due to structural change</p> <p>Assuming a consultant is appointed to manage the tender process, and a project manager is engaged to deliver the work, the anticipated input is approximately 140–380 hours, depending on any planning issues that arise and any changes required during the project.</p>	It is recommended that this be put on hold.	

Hook Mill Lane – Sale	<p>Officers are progressing the disposal of the Hook Mill Lane Depot on behalf of the Council and are currently engaging a land agent and managing expressions of interest to ensure the asset is marketed and sold transparently and in accordance with statutory and financial requirements.</p> <p>Anticipated medium - large project</p> <p>If a complex sale (with title defects/rights, overage, contamination, neighbour issues, political sensitivity): 200-300+ hours (note this estimation takes into account that an agent is about to be appointed).</p>	The land agent is about to be instructed.	
Hook Mill Lane – Fencing	<p>Members have approved a quotation for replacement fencing at Hook Mill Lane Depot, and officers are now progressing the appointment of the contractor to carry out the works in line with the agreed specification and budget.</p> <p>Anticipated small project needing approx. 4-6 hours.</p>	This should be progressed to secure the site.	
War Memorial Repairs	<p>Repairs to the war memorial are progressing, with officers currently navigating the planning and heritage consent process required for works to a listed structure. This includes liaising with specialist contractors, Historic England and the local planning authority, preparing the necessary supporting documentation and securing permissions from relevant landowners. While funding and contractor arrangements are in place, physical works cannot commence until all statutory consents have been obtained, and this preparatory stage requires ongoing officer input to ensure the repairs are carried out lawfully, sensitively and in accordance with heritage requirements.</p> <p>If no further complications, it is anticipated that this project will require approximately 25 further hours.</p>	This needs to be progressed urgently	1
Asset Transfers	The public consultation on proposed asset transfers has now closed, and the outcomes will be reviewed by Council at the February meeting, alongside officer analysis of the associated governance, fiduciary and public law	Careful consideration needs to be given to the way forward. However, it is	1

	<p>considerations. Progressing this item now enables Council to respond transparently to consultation feedback, establish a clear and evidenced position on asset matters ahead of further local government reorganisation, reduce uncertainty for communities and partner organisations, and ensure that any decisions taken—or explicitly deferred—are properly recorded and justified, thereby supporting orderly transition planning and providing clarity for any successor arrangements.</p> <p>This is a large piece of work, which, to negotiate the transfer of the portfolio, could reasonably be expected to take between 650-750 hours.</p>	<p>anticipated that a significant amount of work will need to be done on this between now and March 2027.</p>	
Asset Mapping	<p>Work is underway to map all Council owned land and assets using the Parish Online system, drawing on the updated Fixed Asset Register and data shared by Surrey Heath Borough Council. This is an ongoing process, with assets being verified, located and recorded to improve accuracy, support insurance and audit requirements, and provide greater clarity around ownership, maintenance responsibilities and future decision-making, particularly in the context of the CGR outcome.</p> <p>To visit and map all assets, including detailed specs and condition, it is anticipated that a realistic estimate would be between 80-150 hours.</p>	<p>This will dovetail into the reorganisation of the parish council governance arrangements.</p>	1
Building Maintenance	<p>Building maintenance is an ongoing operational activity and is addressed on a rolling basis as issues arise. Works are prioritised according to health and safety, statutory compliance and service continuity, with reactive repairs and planned maintenance progressed as necessary to ensure Council buildings remain safe, compliant and operational.</p> <p>On average, this could amount to 20-25 hours per month</p>	<p>Business as usual</p>	1
Strategic Plan Review	<p>The Council's current Strategic Plan remains in place; however, in light of the anticipated outcome of the Community Governance Review, it is considered</p>	<p>It is recommended that this be put on hold</p>	

	<p>prudent to pause any substantive review at this stage. Should new parish councils be established, it would be more appropriate for those successor councils to determine and adopt their own strategic priorities and long-term direction, reflecting their individual governance arrangements, assets and community needs.</p>		
<p>Purchase of AV equipment to stream meetings</p>	<p>Officers have been investigating suitable audiovisual equipment to enable the streaming of Council meetings; however, concerns have been identified regarding whether equipment available within the approved Council budget would provide reliable audio and visual performance in the Council's larger meeting venues. Further consideration is therefore required to balance functionality, value for money and the practical limitations of large or acoustically challenging spaces before any recommendation to proceed is brought back to Members.</p> <p>Anticipated 3-10 hours</p>	<p>It is recommended that this be progressed if time allows, in anticipation of future legislative provision for hybrid/remote meetings.</p>	
<p>Staffing Review – under CGR</p>	<p>To review all staffing arrangements that may be affected by the new governance arrangements, including council requirements, contractual requirements, risk analysis and financial modelling.</p> <p>Anticipated 45-50 hours</p>		1
<p>Annual Parish Meeting 2026</p>	<p>The Annual Parish Meeting is a statutory requirement, and preparations are underway for the 2026 meeting; however, its delivery involves a significant commitment of officer time. This includes not only the formal meeting arrangements and statutory notices, but also the planning and facilitation of associated focus groups, preparation of presentations, collation of feedback, publicity, venue coordination and post-meeting follow-up, all of which need to be factored into overall capacity planning alongside other priority workstreams.</p>	<p>Statutory Requirement</p>	1

	<p>It should be noted that the agreed Speaker is yet to confirm their attendance, and in the event they are unable to attend, we have requested that they provide us with an information board or video. This slot can be filled with individual village focus time.</p> <p>Anticipated hours including organisation, focus boards, annual report, data and staff attendance 50-60 hours</p>		
Community Reception	<p>The Community Reception is held to formally thank and recognise volunteers from across the parish and involves a considerable commitment of officer time. This includes coordinating nominations and shortlisting, liaising with Members and invited guests, arranging the venue and catering, preparing awards and presentations, managing communications and publicity, and supporting delivery on the day, together with post-event follow-up. The scale of the event and its importance in recognising community contribution mean that it has a notable impact on staff capacity during the preparation period.</p> <p>Anticipated hours, including organisation, focus boards, and staff attendance, 50-60 hours</p>	This event has already been publicised, and nominations for awards have been received.	1
Banking arrangements and signatories	<p>A review of the Council's banking arrangements and authorised signatories is underway. This work involves liaising with the Council's banks to update mandates, resolve issues arising from insufficient or outdated signatories, and ensure that appropriate officers and Members are correctly authorised in line with Council resolutions, recognising that delays or inaccuracies in banking arrangements can impact the Council's ability to make timely payments and manage funds effectively. This is particularly pertinent in view of the possible change in governance arrangements.</p>	This is a statutory requirement.	1

Day-to-day requirements (invoices, finance reporting, payroll and HR)	<p>These activities represent some of the Council's core operational functions and are ongoing tasks that must be undertaken continuously to ensure legal compliance, financial control and staff support. This includes processing and authorising invoices, preparing financial reports for committees and Full Council, managing payroll and pension submissions, and dealing with routine HR matters in line with the Council's Scheme of Delegation and Financial Regulations. As these functions are a requirement of Council, they place a constant demand on officer capacity and must be prioritised alongside all other workstreams</p>	<p>This is a statutory requirement.</p>	<p>1</p>
Greenspace contract procurement	<p>The current greenspace maintenance contract runs until October 2027, following agreed extensions, and provides continuity of service in the short to medium term. However, Members should note that SHBC is expected to cease to exist in April 2027, with responsibility for the contract transferring to the successor unitary authority part-way through its term, and that future governance arrangements may also change following the outcome of the CGR. There is a significant risk that, if procurement activity is deferred until new governance arrangements are fully in place in May 2027, there may be insufficient time to scope, tender and award a compliant replacement contract before expiry, potentially leading to service disruption or the need for short-term or non-optimal arrangements. Early consideration is therefore required to manage procurement lead-in times, contractual risk and service continuity. Members should also note that it would not be appropriate for the existing Council to make long-term or binding service decisions on behalf of any newly created parish council for areas that may be removed from the current parish as a result of the CGR. Where responsibility for greenspaces may transfer to a successor parish, care must be taken to avoid pre-empting decisions that properly sit with that new authority, while still ensuring that necessary preparatory work is undertaken to protect service continuity and manage procurement risk.</p>	<p>It is recommended that Council consider progressing this project in the new financial year.</p>	<p>1</p>

	If for Bagshot and Lightwater only and based on the appointment of a procurement consultant and the inclusion of asset transfers, it is anticipated that this could take between 80 and 200 hours, depending on requirements.		
Priority 2: Memorials review and fix across all 3 cemeteries	<p>A programme to review and address Priority 2 memorials across Bagshot, Lightwater and Windlesham cemeteries is underway. Retesting of Priority 2 memorials is now due, and officers have sought quotes from specialist contractors to carry out testing and any necessary remedial works, with costs to be met from individual cemetery budgets. This work is required to demonstrate ongoing compliance with health and safety obligations and to ensure that any memorials which have deteriorated since the last inspection are identified and made safe in a timely manner.</p> <p>Depending on the inspection findings, it is anticipated that this work could take between 45 and 150 hours</p>	This should continue as planned, as it is a health and safety requirement	1
Follow-up actions from monthly playground reports	<p>Monthly playground inspection reports are received as part of the operational inspection regime, and any identified issues are reviewed and actioned as required to maintain safety and compliance. Follow-up actions typically include arranging minor repairs, maintenance or remedial works with the grounds maintenance contractor or specialist suppliers, monitoring items that do not require immediate intervention, and updating records to demonstrate appropriate risk management. This process is ongoing and requires officer time to review reports, liaise with contractors, track completion of actions and ensure that any higher-risk findings are addressed promptly.</p> <p>Approximately 5-10 hours per month</p>	This should continue as planned, as it is a health and safety requirement	1
Monitor the current greenspace contract	The existing greenspace maintenance contract continues to be actively monitored to ensure that service standards are met, costs remain controlled, and any performance issues are identified and addressed in a timely manner.	To continue as planned	1

	<p>Ongoing oversight is particularly important given the change in governance arrangements, to ensure continuity of service and provide Members with assurance while future procurement is clarified.</p> <p>This requires approximately 12-20 hours per month</p>		
Year End and Audit	<p>The year-end and audit process is a statutory and time-critical activity involving the closure of accounts, preparation of accounting statements and the Annual Governance and Accountability Return (AGAR), completion of the internal audit, and submission for external audit approval. This work requires significant officer time to reconcile accounts, respond to auditor queries, prepare supporting evidence and ensure all governance and transparency requirements are met, including publication deadlines. The process spans several months around the financial year-end and must be prioritised to ensure compliance and avoid audit delays or qualifications.</p>	Statutory requirement	1
Keeping abreast of LGR and devolution progress	<p>Officers continue to actively monitor developments relating to local government reorganisation and devolution, including reviewing national policy updates, engaging with sector briefings and guidance, participating in relevant meetings and consultations, and reporting implications to Members as required. This work is ongoing and necessary to ensure the Council remains informed of emerging proposals, timescales and risks, and is able to respond appropriately to consultations, assess potential impacts on governance, services, assets and staffing, and take timely decisions to protect the Council's interests during a period of significant structural change.</p> <p>Anticipated 2-3 hours per month</p>	Recommended	1
CGR – split of the Council and Burial Authority	<p>While responsibility for conducting the Community Governance Review sits with SHBC as the principal authority, any resulting split of the Parish Council and its role as a burial authority would require a substantial and complex programme of work at parish level to ensure lawful and fair implementation.</p>	Essential implementation work	1

	<p>This would include the detailed division and transfer of operational files, burial records, land and asset information, financial data, contracts, policies and procedures, alongside careful consideration of liabilities and ongoing statutory duties. Although SHBC would retain oversight of the formal process, significant officer input from the Parish Council would be required, together with close engagement and information sharing by SHBC officers, to ensure that the split is carried out in line with legislation, public law requirements and principles of fairness, and that continuity of cemetery services is maintained for all affected communities.</p> <p>Estimated 800-1100 hours over 9-12 months</p>		
Business-as-Usual Operations and Statutory Compliance	<p>Throughout the Community Governance Review process, the Council must continue to deliver all day-to-day services and meet its full range of statutory, regulatory and governance obligations without interruption. This includes maintaining lawful decision-making, financial management, employment and HR compliance, cemetery and burial authority duties, health and safety requirements, audit and transparency deadlines, and service delivery to residents. While the CGR process progresses in parallel, these responsibilities remain unchanged and non-discretionary, requiring sustained officer input to ensure compliance, service continuity and organisational stability alongside the additional demands created by potential governance change.</p>	Business as usual	1
Summer planting and hanging baskets	<p>Officers are progressing the annual programme of summer planting and hanging baskets across all three villages, including procurement of a contractor to supply, install, water and maintain hanging baskets and planters, and to remove displays at the end of the season. This work includes coordination with suppliers, budget management and oversight of installation and ongoing maintenance to ensure timely delivery and village-centre presentation.</p>		

	Anticipated 5 hours		
Remembrance Day Arrangements - Installation of poppies and silent soldiers.	<p>Officers coordinate the annual Remembrance Day arrangements, including the installation and subsequent removal of lamp-post poppies and Silent Soldiers across the villages, liaising with contractors and relevant organisations to ensure timely, respectful and safe deployment in advance of Remembrance events.</p> <p>Anticipated 5 hours</p>		
Festive Lights and Christmas Tree Arrangements	<p>Officers oversee the annual festive lights and Christmas tree contract, including contractor management, securing all necessary permissions, arranging unmetered electricity supplies, and coordinating installation, testing, operation and removal to ensure safe, compliant and timely delivery across all three village</p> <p>Anticipated 8-10 hours</p>	The Council has entered into a contract to deliver this service, so all necessary permissions and preparatory works must be completed to enable safe, timely installation and operation	1
Lightwater Recreation Ground Trust Reporting	In accordance with the Memorandum of Agreement, officers need to prepare the required governance and financial reporting for the Lightwater Recreation Ground Trust, with the next formal report due by the end of June.	Requirement of MOA	1
Lightwater Recreation Trust - Pavilion Rebuild	The Parish Council is progressing work on the proposed rebuild of the Lightwater Pavilion in its capacity as managing trustee of the Lightwater Recreation Trust. Officers have recently met with Fields in Trust to discuss a potential way forward, including confirmation that replacement of the existing pavilion and associated structures with a new sports pavilion may be achievable without removing the Fields in Trust dedication, subject to final clarification. Alongside this, officers are exploring potential funding streams and considering the wider financial and governance implications of the		

	<p>project. This work is labour-intensive and must progress alongside the Council's other statutory and operational responsibilities.</p> <p>Anticipated hours (to a finished build) are 580-800 hours. This estimate is based on the Council engaging a procurement consultant and a tender being awarded for a turnkey building. If funding applications are to be submitted, this could add approximately 150-300 hours, depending on the level of funding required.</p>		
<p>Service and attend all Council and Committee meetings.</p>	<p>Indicative Meeting Schedule(excl. agenda and papers preparation and any followup)</p> <p>Per Month</p> <ul style="list-style-type: none"> • 1 x Full Council - 3hrs • 1-2 x Committee 3-6 hrs • 2 x Planning = 1.45 hr <p>Per Qtr</p> <ul style="list-style-type: none"> • 1 x Personnel – 1 hr • 1 x Communications – 1 hr <p>Per Annum</p> <ul style="list-style-type: none"> • 1 x APM – 4 hrs x 3-4 staff =9-12 hrs • 1 x Community Reception – 6 hrs x 3 staff = 18 hrs • 3 x Budget setting = 6 hrs 		

PAYMENTS

Windlesham PL for Month No 10

Order by Invoices Entered

Nominal Ledger Analysis

Invoice Date	Invoice Number	Ref No	Supplier A/c Name	Supplier A/c Code	Net Value	VAT	Invoice Total	A/C	Centre	Amount	Analysis Description
26/01/2026	EMAIL	W217	DARBY AND JONE	DARBY	1,000.00	0.00	1,000.00	4650	540	1,000.00	DARBY & JOAN CLUB GRANT
26/01/2026	EMAIL	W218	OVER 60S LUNCH CLUB	OVER60	500.00	0.00	500.00	4650	540	500.00	Over 60s Luncheon Club Grant
TOTAL INVOICES					1,500.00	0.00	1,500.00			1,500.00	
VAT ANALYSIS CODE OTS @ 0.00%					1,500.00	0.00	1,500.00				
TOTALS					1,500.00	0.00	1,500.00				

Top Level for Month No 10

Order by Invoices Entered

Nominal Ledger Analysis

Invoice Date	Invoice Number	Ref No	Supplier A/c Name	Supplier A/c Code	Net Value	VAT	Invoice Total	A/C	Centre	Amount	Analysis Description
08/01/2026	INV-1826	898	MULBERRY CO	MULBE	30.00	6.00	36.00	4350	220	30.00	Staff Training Course
23/01/2026	INV 0006269	900	VILLAGE LIFE	VILLAGELIF	59.00	11.80	70.80	4640	225	59.00	Magazine Advert
26/01/2026	EXP JUL25-DEC25	899			151.60	0.00	151.60	4435	225	151.60	JUL25-DEC25 Office Expense
18/01/2026	INV-7762	901	CLOUDY GROUP LTD	CLOGRP	360.00	72.00	432.00	4430	225	360.00	GovAsst IT Subscription
TOTAL INVOICES					600.60	89.80	690.40			600.60	
VAT ANALYSIS CODE OTS @ 0.00%					151.60	0.00	151.60				
VAT ANALYSIS CODE S @ 20.00%					449.00	89.80	538.80				
TOTALS					600.60	89.80	690.40				

Windlesham PL for Month No 11				Order by Invoices Entered							
				Nominal Ledger Analysis							
Invoice Date	Invoice Number	Ref No	Supplier A/c Name	Supplier A/c Code	Net Value	VAT	Invoice Total	A/C	Centre	Amount	Analysis Description
31/01/2026	1577	W219	LIGHT ANGELS	LIGHTA	6,336.10	1,267.22	7,603.32	4915	550	4,141.20	Lights Xmas 2025
								4190	510	2,194.90	Tree Xmas 2025
TOTAL INVOICES					6,336.10	1,267.22	7,603.32			6,336.10	
VAT ANALYSIS CODE S @ 20.00%					6,336.10	1,267.22	7,603.32				
TOTALS					6,336.10	1,267.22	7,603.32				

Lightwater PL for Month No 11				Order by Invoices Entered							
				Nominal Ledger Analysis							
Invoice Date	Invoice Number	Ref No	Supplier A/c Name	Supplier A/c Code	Net Value	VAT	Invoice Total	A/C	Centre	Amount	Analysis Description
31/01/2026	1575	L82	LIGHT ANGELS	LIGHTA	6,913.80	1,382.76	8,296.56	4915	450	4,738.90	Lights Xmas25
								4190	410	2,174.90	Tree Xmas25
TOTAL INVOICES					6,913.80	1,382.76	8,296.56			6,913.80	
VAT ANALYSIS CODE S @ 20.00%					6,913.80	1,382.76	8,296.56				
TOTALS					6,913.80	1,382.76	8,296.56				

Bagshot PL for Month No 11				Order by Invoices Entered							
Nominal Ledger Analysis											
Invoice Date	Invoice Number	Ref No	Supplier A/c Name	Supplier A/c Code	Net Value	VAT	Invoice Total	A/C	Centre	Amount	Analysis Description
27/01/2026	INV 4226	B140	NP TREE MANAGEMENT	NPTREE	705.00	141.00	846.00	4060	300	705.00	Cherry Trees Cemetery
								337		-705.00	Cherry Trees Cemetery
								6000	300	705.00	Cherry Trees Cemetery
31/01/2026	1576	B141	LIGHT ANGELS	LIGHTA	6,090.90	1,218.18	7,309.08	4915	350	3,896.00	Lights Xmas25
								4190	310	2,194.90	Tree Xmas25
31/01/2026	3107	B142	GREENLANDS	GREE	160.00	32.00	192.00	4220	310	160.00	Runway treads replacement
TOTAL INVOICES					6,955.90	1,391.18	8,347.08			6,955.90	
VAT ANALYSIS CODE S @ 20.00%					6,955.90	1,391.18	8,347.08				
TOTALS					6,955.90	1,391.18	8,347.08				

Top Level for Month No 11			Order by Invoices Entered								
Nominal Ledger Analysis											
Invoice Date	Invoice Number	Ref No	Supplier A/c Name	Supplier A/c Code	Net Value	VAT	Invoice Total	A/C	Centre	Amount	Analysis Description
03/02/2026	INVOICE 11	902	ALL SAINTS CHURCH	ALLS	30.00	0.00	30.00	4950	225	30.00	Hall Hire Planning Comm
31/01/2026	INV 2625	903	ZENTECH IT	FRE01	293.28	58.65	351.93	4440	225	293.28	Monthly IT Support
02/02/2026	EXPENSES	905			145.80	0.00	145.80	4350	220	145.80	SLCC Conference expenses
02/02/2026	202603	904	ST ANNES PCC	ANNE	66.00	0.00	66.00	4950	225	66.00	Hall Hire FC 20Jan26
03/02/2026	2042302	906	SURREY HEATH	SHBC01	8,925.21	1,785.04	10,710.25	4165	310	3,775.15	Monthly Greenspace Contract
								4165	410	2,897.20	Monthly Greenspace Contract
								4165	510	2,107.06	Monthly Greenspace Contract
								4220	310	72.90	Playground Inspection
								4220	410	72.90	Playground Inspection
07/02/2026	QL208774-1	908	SLCC ENTERPRISES LTD	SLCC	140.00	28.00	168.00	4350	220	140.00	ILCA Training Shannon
07/02/2026	EXPENSES	909			72.87	0.00	72.87	4435	225	72.87	
01/02/2026	1578	907	LIGHT ANGELS	LIGHTA	3,303.00	660.60	3,963.60	4940	450	2,178.00	VE DAY Flags
								4940	550	1,125.00	VE DAY Flags
26/01/2026	4951	910	BRANSON STREET FURN	BRANSO	495.00	99.00	594.00	4400	225	495.00	Memorial Bench
TOTAL INVOICES					13,471.16	2,631.29	16,102.45			13,471.16	
VAT ANALYSIS CODE					OTS @ 0.00%	218.67	0.00	218.67			
VAT ANALYSIS CODE					S @ 20.00%	13,156.49	2,631.29	15,787.78			
VAT ANALYSIS CODE					Z @ 0.00%	96.00	0.00	96.00			
TOTALS					13,471.16	2,631.29	16,102.45				

Item 14 – Budget Monitoring Report

Full Council 24th February 2026

Purpose of report

To update the Council on income and expenditure against budget for the financial year 2025/26 to 17 February 2026 (Month 11), and to highlight material variances and the projected year-end position with approximately six weeks remaining in the financial year.

Summary of key findings

- Year-to-date (YTD) income totals £648,088 against an annual budget of £644,345 (100.6% received).
 - YTD expenditure totals £628,169 against a budget of £644,345 (97.5% spent).
 - Net income over expenditure stands at £19,918 at Month 11.
 - Transfers from Earmarked Reserves (EMRs) to date total £214,853; transfers to EMRs total £67,273.
 - With approximately 6 weeks until the financial year end and an anticipated spend of approximately £56,250 during this period, there is a potential overspend of £36,332 to be deducted from the General Reserve.
 - The current Statutory Balance Sheet shows a current General Reserve of £401,291, and after deducting the anticipated remaining spend of £56,250, will leave a General Reserve of £345,041
-

Actions required

Councillors are asked to:

- **Read and note the contents of this report, the I&E report and the Statutory Balance Sheet attached.**
 - **Note the significant overspends identified and the reasons for these, including where expenditure has been incurred in line with prior Council resolutions and is supported by EMRs.**
 - **Note the predicted year-end position, including the General Reserve**
 - **Note the identified year-end transfers for consideration and agree to review at the March 2026 meeting**
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Income performance

Income Source	YTD Actual (£)	Annual Budget (£)	% of Budget Received	Comment
Precept	551,061	551,060	100.0%	Fully received.
Burial fees	51,621	72,086	71.6%	Continues to accrue in-year.
Allotment fees	2,140	2,020	105.9%	Slightly above budget.
Interest received	14,693	19,179	76.6%	On track.
CIL income	28,573	0	Unbudgeted	Unbudgeted receipt; moved to relevant EMRs
Total income	648,088	644,345	100.6%	Income marginally exceeds the budget.

Expenditure performance and key variances

Overall position

- Total YTD expenditure is £628,169, equating to 97.5% of the annual budget.
- Anticipated spend to year-end is £56,250, so key lines will be monitored.

Key overspends and pressures

The following budget lines are materially overspent:

- **Playground Repairs & Renewal** – £68,580 spent against a £21,320 budget (331.7%, £47,260 overspend).
 - This reflects approved works previously agreed by Council and funded via EMRs.
- **Grants** – £35,312 spent against a £15,683 budget (225.2%, £19,629 overspend).
 - This reflects grant awards agreed by Council during the year, including Bagshot Grant Funding from a CIL EMR (Gomer Road Playground £17,500 and Bagshot Cricket Nets £10,000)

- **Legal / HR / Recruitment Costs** – £12,345 against a £4,500 budget (274.3%, £7,845 overspend).
 - Overspend relates primarily to legal costs associated with the purchase of the allotments. Council has previously agreed that excess costs would be covered by the General Reserve.
- **Licences & Subscriptions** – £7,140 against a £4,977 budget (143.5%, £2,163 overspend).
 - The budget is insufficient to meet existing commitments; Council has already resolved that overspends on this line will be met from the General Reserve. The in-year decision to subscribe to Council Hive at £1997 and Gov Asst at £360 accounts for most of the difference.
- **Insurance** – £5,456 against a £5,244 budget (104.0%, £212 overspend).
 - Minor overspend due to premium changes.
- **Planting** – £5,975 against a £5,789 budget (**103.2%**, £186 overspend). Summer Planting for all three villages is slightly higher than the budget set. Agreed at meeting 25 Mar25 ref C/24/205

Unbudgeted but approved expenditure

- **Allotment Purchase** – £100,000 (no annual budget funded from EMR's).
- **Elections** – £10,029 (no annual budget, funded from EMR).

These items were incurred in line with previous Council decisions and are supported by Earmarked Reserves.

Year-end position and outlook (six weeks remaining)

At Month 11, 17 February 2026, expenditure has reached 97.5% of the annual budget, meaning an overspend of the expenditure budget by year-end. However, EMR transfers have been used to support the prior-approved expenditure on projects.

The projected overspend is not considered a cause for concern, given the strong reserve position and the EMR-funded nature of most variances.

Members will note that there has been significant planned EMR-funded expenditure, which does not impact the Council's core financial stability.

The Statutory General Reserve is currently £401,291, with a further expenditure anticipated to be £56,250 for the final 6 weeks until the financial year end, which would result in a year-end General

Reserve figure of £345,041. This assumes no additional income or transfers from EMRs. However, based on historical data, we would expect to see burial income in March.

The SAPPP Guidelines recommend a General Reserve of between 3 and 12 months of net revenue expenditure.

Based on the Precept for 2026/27, a General Reserve of £345,041 represents more than 7 months' net revenue expenditure. Year-end General Reserve for 2024/25 (start of 2025/26) was £233,793, which represented approx 5 months of net revenue expenditure, which was deemed sufficient for a Council of this size. On that basis, 5 months of net revenue expenditure this year would be £242,162, meaning that the anticipated General Reserve of £345,041 would allow for £102,879 to be moved to EMR. Council should consider whether any of the remaining unallocated reserves should be earmarked for future projects.

Members may wish to consider earmarking the following underspends (figures to be confirmed at year end), to be reviewed at the meeting in March:

	Bagshot	Lightwater	Windlesham	Top Level
Grants	£5,218	£1,802	£852	
Cemetery Maintenance Additional	0	£9,625	£9,913	
VE Day/Village Enhancements	£4,416	£515	£4,900	
War Memorial	£4,375	£3,150	£4,374	
Consultant Costs	0	£5,000	£5,000	£9,520
Lightwater Pavilion Expenses	0	£9,100	0	

£14,009	£29,192	£25,039	£9,520
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Total	£77,760
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Note – Memorial inspections are due to be undertaken by the year end, with the final cost of works to be ascertained after inspections are completed.

Bagshot Grants, whilst showing an overspend, is actually £5,218 underspent due to projects being funded CIL via the EMR, not in the annual budget.

Taking into account the indicated transfers above, this would use £58,677 of the anticipated year-end General Reserve figure of £102,879, leaving £44,202 for further consideration.

Members are asked to note this report and the actions required to maintain financial control through to year-end.

Income & Expenditure by Budget 17/02/2026

Month No: 11

Account Code Report

	Actual Current Mnth	Actual Year to Date	Current Annual Bud	Budget Variance	Committed Expenditure	Funds Available	% Spent
<u>Income</u>							
1000 Burial fees	3,027	51,621	72,086	20,465			71.6%
1030 Allotment Fees	0	2,140	2,020	(120)			105.9%
1076 Precept	0	551,061	551,060	(1)			100.0%
1900 Interest Received	0	14,693	19,179	4,486			76.6%
1950 CIL Income	0	28,573	0	(28,573)			0.0%
Total Income	3,027	648,088	644,345	(3,743)			100.6%
<u>Overhead Expenditure</u>							
4005 Ashes interment	0	4,560	8,820	4,260		4,260	51.7%
4010 Allotment purchase	0	100,000	0	(100,000)		(100,000)	0.0%
4050 Rates	0	2,514	2,934	420		420	85.7%
4055 Pavilion Utilites	0	241	420	179		179	57.3%
4060 Maintenance	705	10,432	15,516	5,084		5,084	67.2%
4061 Cemetery maintenance - grounds	0	20,610	26,327	5,717		5,717	78.3%
4062 Cemetery maintenance - general	582	5,462	25,000	19,538		19,538	21.8%
4070 Allotment Refunds	0	0	100	100		100	0.0%
4100 War Memorial	0	1,724	13,624	11,900		11,900	12.7%
4160 Greenspace Contingency	(1,432)	1,983	3,000	1,017		1,017	66.1%
4165 Greenspace Contract	0	84,256	120,047	35,791		35,791	70.2%
4170 Environmental costs	0	0	10,000	10,000		10,000	0.0%
4185 Planting	0	5,975	5,789	(186)		(186)	103.2%
4190 Christmas Trees	6,565	820	9,000	8,180		8,180	9.1%
4195 Tree Maintenance/Surgery	0	6,975	10,000	3,025		3,025	69.8%
4220 Playground Repairs & Renewal	1,010	68,580	21,320	(47,260)		(47,260)	321.7%
4300 Salaries	11,819	132,439	149,885	17,446		17,446	88.4%
4340 Local Government Pension	1,849	22,712	26,538	3,826		3,826	85.6%
4345 HMRC Payroll	1,460	16,488	17,938	1,450		1,450	91.9%
4350 Training	0	2,451	6,100	3,649		3,649	40.2%
4380 Elections	0	10,029	0	(10,029)		(10,029)	0.0%
4400 Legal/HR/Recruitment Costs	0	12,345	4,500	(7,845)		(7,845)	274.3%
4403 Consultant costs	0	480	20,000	19,520		19,520	2.4%
4410 Cleaner	0	0	750	750		750	0.0%
4415 Insurance	0	5,456	5,244	(212)		(212)	104.0%
4420 Finance System	0	3,366	3,476	110		110	96.8%
4425 External Finance Support	0	0	600	600		600	0.0%
4430 Licences & Subscription	0	7,140	4,977	(2,163)		(2,163)	143.5%
4435 Office Expenses	0	1,845	3,500	1,655		1,655	52.7%
4440 ICT Costs	0	3,753	6,220	2,467		2,467	60.3%
4445 Audit	0	44	1,575	1,531		1,531	2.8%
4455 Telecoms & Security	0	2,251	4,299	2,048		2,048	52.4%

Income & Expenditure by Budget 17/02/2026

Month No: 11

Account Code Report

	Actual Current Mnth	Actual Year to Date	Current Annual Bud	Budget Variance	Committed Expenditure	Funds Available	% Spent
4500 Cllr Allowances, Training & Ex	2,187	27,923	32,989	5,066		5,066	84.6%
4525 Bagshot Chapel Building Costs	0	127	280	153		153	45.3%
4550 Office Building Costs	0	5,003	7,073	2,070		2,070	70.7%
4555 HMLD Building Costs	0	5,978	7,414	1,436		1,436	80.6%
4600 Annual Meeting & Civic Costs	0	(813)	1,117	1,930		1,930	(72.8%)
4640 Communications	0	2,559	8,500	5,941		5,941	30.1%
4650 Grants	0	35,312	15,683	(19,629)		(19,629)	225.2%
4905 Pavilion Expenses	0	70	10,000	9,930		9,930	0.7%
4915 Festive Lights	12,776	7,807	12,140	4,333		4,333	64.3%
4940 VE Day/Village enhancements	0	8,169	18,000	9,831		9,831	45.4%
4950 Hall Hire	0	1,104	3,650	2,546		2,546	30.2%
Total Overhead	37,521	628,169	644,345	16,176	0	16,176	97.5%
Total Income	3,027	648,088	644,345	(3,743)			100.6%
Total Expenditure	37,521	628,169	644,345	16,176	0	16,176	97.5%
Net Income over Expenditure	(34,494)	19,918	0	(19,918)			
plus Transfer from EMR	705	214,853	0	(214,853)			
less Transfer to EMR	0	67,273	0	(67,273)			
Movement to/(from) Gen Reserve	(33,789)	167,498	0	(167,498)			

31st March 2025

31st March 2026

Current Assets

1,042	Debtors	2,623
10,704	VAT Control A/c	7,835
1,124	Prepayments	0
485,997	Barclays Current Account	42,119
201,711	Santander Account	203,235
47,315	RBS Account	47,617
67,628	Skipton Account	67,628
232,932	Cambridge and Counties Account	240,063
68,796	Hampshire Trust Bank	68,796
68,748	Redwood Bank	68,748
9,801	Unity Bank current a/c	169,439
0	Unity Bank deposit a/c	298,735

1,195,797

1,216,838

1,195,797 Total Assets**1,216,838****Current Liabilities**

586	Creditors	0
0	Bagshot PL	8,347
0	Lightwater PL	8,297
2,746	Windlesham PL	9,103
21,543	Accruals	0
0	Damage Deposits	250

24,874

25,997

1,170,922 Total Assets Less Current Liabilities**1,190,841****Represented By**

233,794	General Reserves	401,292
1,300	Capital Receipts	1,300
35,743	EMR School Lane Play Equipment	35,743
46,182	EMR Windmill Field playground	0
54,302	EMR Windlesham CIL	13,657
35,997	EMR Repairs and Maintenance	35,997
4,976	EMR War Memorials	4,976
2,000	EMR Allotments	2,000
24,650	EMR Cemeteries	0
53,250	EMR Lightwater Cemetery Maint.	54,080
25,000	EMR Bagshot Cemetery Maint.	19,411

17/02/2026

Windlesham Parish Council

14:57

Balance Sheet as at 17/02/2026

31st March 2025

31st March 2026

21,418	EMR Windlesham Cemetery Maint.	41,418
143,392	EMR Lightwater Pavilion & Rec	122,603
13,069	EMR Bagshot Village	46,402
317	EMR Bagshot Grants	317
19,060	EMR Lightwater Village	14,956
5,020	EMR Lightwater Grants	4,292
15,279	EMR Windlesham Village	14,989
900	EMR Windlesham Grants	900
0	EMR Lightwater CIL	18,626
14,820	EMR Elections	0
1,500	EMR Council Office Repairs	1,500
25,550	EMR Playarea Repairs &Renewals	44,250
517	EMR IT Equipment	517
900	EMR Training	900
300,259	EMR Bagshot CIL	206,092
1,144	EMR Civic Functions	1,019
38,508	EMR Tree Works	38,508
16,285	EMR Greenspace	16,285
35,791	EMR CGR costs	34,951
0	EMR Asset Transfer	13,860
1,170,922		1,190,841

The above statement represents fairly the financial position of the authority as at 17/02/2026 and reflects its Income and Expenditure during the year.

Signed :
Chairman

Date : _____

Signed :
Responsible
Financial
Officer

Date : _____

Item 15a -Santander Bank – to review account and bank signatories

Full Council 24th February 2026

Members will be aware that, at present, the Council has a deposit account with Santander Bank

Due to the complex signing rights, two signatories are required to authorise any transactions on this account. The current signatories are:

Cllr White

Keith Hand – Ex Councillor – left the Council in May 2015 – deceased 17th April 2017

Karen Holland – Ex Clerk to the Council – left the Council in April 2015

Surinder Gandham – Ex Councillor – left the Council in May 2019

Action

The Council has been informed that to change the signatories, the Council must pass a resolution specific to Santander as stating:

- **The dates that the above Councillors/Clerk left the Council,**
- **The names of all signatories who will be named on the account.**
- **How many signatories will be required to operate the account (*Suggestion: any two authorised signatories*)**

Members must also resolve which two Cllrs will act as signatories for this account, keeping in mind that previous resolutions also appointed the Clerk and RFO as signatories, and Cllr White is still an active signatory on this account.

Additional Information

- The minutes need to be signed by two members of the Council and submitted with an application form specifying that the resolution is specifically for Santander Bank.
- Identification will need to be provided by new signatories (unless they already hold a personal account at Santander). Copies of ID can be sent with the application.
- Previous resolutions appointed the following signatories:
 - Joanna Whitfield (Clerk)
 - Jane Challiss (Responsible Financial Officer)
 - Cllr Valerie White (Chairman)
 - Cllr Rebecca Jennings-Evans (Councillor)
 - Cllr Katia Malcaus Cooper (Councillor).

Item 15b - Skipton Building Society – to review account and bank signatories

Full Council 24th February 2026

Members will be aware that at present the Council has an account with the Skipton Building Society.

Due to the complex signing rights, two signatories are required to authorise any transactions on this account. The current signatories are:

Cllr White

Keith Hand – Ex Councillor left the Council in May 2015– deceased 17th April

2017 Karen Holland – Ex Clerk who left the Council in April 2015

John Winterton – Ex Councillor who left the Council in May 2015

Action

The Council has been informed that to change the signatories, the Council must pass a resolution specific to Santander, stating:

- **The dates that the above Councillors/Clerk left the Council,**
- **The names of all signatories who will be named on the account. (max 4)**
- **How many signatories will be required to operate the account (*Suggestion: any two authorised signatories*)**

Members must also resolve another Cllr to act as a signatory for this account, keeping in mind that previous resolutions appointed the Clerk and RFO as signatories, and Cllr White is still an active signatory on this account.

Additional Information

- The minutes need to be signed by the Chair of Council and submitted with an application form specifying that the resolution is specifically for Skipton Building Society.
- Identification will need to be provided by new signatories (unless they already hold a personal account at Skipton Building Society). Copies of ID can be sent with the application.
- Previous minute resolutions (C/24/66 & C/25/173) appointed the following signatories:
 - Joanna Whitfield (Clerk)
 - Jane Challiss (Responsible Financial Officer)
 - Cllr Valerie White (Chairman)
 - Cllr Rebecca Jennings-Evans (Councillor)
 - Cllr Katia Malcaus Cooper (Councillor).

Agenda item 16 – Pensions Actuarial Valuation report

Full Council 24th February 2026

The Surrey County Council Pension Fund has completed its triennial actuarial valuation.

The proposed minimum employer contribution (primary rate) for employers in the Town and Parish Council Pool for the period 1 April 2026 to 31 March 2029 is:

- 16.6% of pensionable pay

There is no secondary contribution rate for the Town and Parish Council Pool. The contribution rate, therefore, reflects the full cost of future service benefits and the Fund's approach to managing past service surpluses and deficits within the pooled arrangement.

This represents a reduction from the current contribution rate of 17.7%.

Based on the Council's 2026/27 salary budget, this reduction is estimated to result in a saving of approximately £1,834 per annum. Members should note that this saving may reduce slightly once the NJC 2026-27 pay settlement is agreed and as a result of any future incremental progression.

The contribution rate will apply for three years, subject to formal certification in the Fund's Rates and Adjustments Certificate.

Actions

1. **Confirm receipt and understanding of the Employer Results Schedule.**
2. **Confirm acceptance of the employer contribution rate of 16.6% from 1 April 2026. This acknowledgement must be completed via the 2025 Valuation Employer Engagement Portal by 2 March 2026.**
3. **Respond to the Funding Strategy Statement (FSS) consultation**
 - **Complete the FSS consultation questions in the portal.**
 - **Provide any additional comments (particularly Question 7).**
 - **Note the consultation closes on 2 March 2026.**
 - **Any changes arising will be reported by the Fund to the Pension Fund Committee in March 2026.**
 - **Authorise the Clerk / Responsible Financial Officer to submit all required confirmations and consultation responses on its behalf.**

Joanna Whitfield
Clerk
February 2026

Town and Parish Council Pool

Surrey Pension Fund

2025 Actuarial Valuation - Notification of draft employer results

This schedule is addressed to the Administering Authority of the Surrey Pension Fund (the Fund). Hymans Robertson LLP consent to it being shared with Town and Parish Council Pool (the Employer) and, if applicable, its advisor(s) on a non-reliance, no liability basis for information purposes only, and in a manner that fully discloses how it has been produced. It should not be construed as advice to the Employer, its advisor(s) or any other third party with whom it is shared. Any reader of this schedule should carry out their own enquiries and obtain their own advice prior to making decisions.

This schedule should be read in conjunction with the Fund's draft Funding Strategy Statement (the FSS).

This schedule contains a summary of the draft results of the 2025 actuarial valuation of the Surrey Pension Fund (the Fund), specifically those relating to the Employer named above. Its main purpose is to notify the Administering Authority of the contribution rates payable by the Employer from 1 April 2026 to 31 March 2029 as well as the Employer's funding position on the valuation date (31 March 2025). This schedule has not been prepared for any other purpose.

This schedule contains detailed technical information explaining the results and how they compare to the last valuation, which may be when the Employer joined the Fund. It also contains the data and assumptions underlying the results and the reliances and limitations which apply to them. Please see the appendices for more information and read these in conjunction with the draft Funding Strategy Statement.

Surplus/(deficit)

£4.48m

+£3.13m vs last valuation

Funding level

154%

+39% vs last valuation

Contributions from 1 April 2026

16.6% of pay

Contribution rates

The minimum employer contributions payable for the three-year period from 1 April 2026 to 31 March 2029 are set out in the following table (alongside the current contributions). The final contributions will be formally certified in the Fund's Rates and Adjustments Certificate.

Employer contributions for year ending	Primary rate	Secondary contributions*		Total contributions*	
	% of pay	% of pay	£	% of pay	£
31 March 2026	17.9%	0.0%	-	17.9%	-
31 March 2027	16.6%	0.0%	-	16.6%	-
31 March 2028	16.6%	0.0%	-	16.6%	-
31 March 2029	16.6%	0.0%	-	16.6%	-

*Contributions may include a percent of pay and monetary element, both of which are payable.

Employer contributions have been set in accordance with the draft FSS as agreed by the Administering Authority. The Primary rate includes an allowance of 0.5% of pay for administration expenses. Employee contributions averaging 6.3% of pay are payable in addition to employer contributions.

Employer details and funding plan

The contribution rates payable from 1 April 2026 have been determined based on the following funding strategy and employer circumstances:

	Last valuation	This valuation
Employer details	Employer Type	Resolution
	Funding pool	Town and Parish Council Pool
	Investment strategy	Core
	Open / closed to new entrants	Open
Funding strategy	Funding target (see FSS for details)	Ongoing
	Funding time horizon (years)	20
	Minimum likelihood of achieving funding target by end of time horizon	70%

The contribution strategy is based on the parameters in the table above, which indicate the minimum likelihood that both past and future service benefits will be at least fully-funded on the relevant basis at the end of the time horizon. Further, a contribution rate floor has been applied equal to the primary rate.

This funding strategy has been determined by the Administering Authority, taking into account the type of organisation the Employer is and the nature of its participation in the Fund. The approach to setting employer contribution rates, and the Employer's funding target, is explained further in the draft FSS. Further details on the investment strategy is included in the Fund's Investment Strategy Statement.

Funding position

The table below shows the Employer's funding position as at 31 March 2025 on the Fund's Ongoing basis (as defined in the Fund's draft FSS), alongside the funding position at the last valuation for comparison.

Monetary amounts in £000		Last valuation	This valuation
		Ongoing basis	Ongoing basis
	Asset share	10,262	12,713
Past-service liabilities	Employees	3,735	3,129
	Deferred pensioners	1,713	1,539
	Pensioners	3,462	3,561
	Total liabilities	8,910	8,229
	Surplus/(Deficit)	1,352	4,484
	Funding level	115%	154%

The funding position only covers assets and liabilities accrued up to the calculation date (past service), it does not consider the cost of benefits that will be earned in the future (future service).

Change in funding position

The following table helps to explain the changes in the Employer's assets and liabilities over the period since the last valuation. Due to rounding the columns may not add up exactly.

	£000	Assets	Liabilities	Surplus / (deficit)
	Last valuation	10,262	8,910	1,352
Cashflows	Employer contributions paid in	1,046		1,046
	Employee contributions paid in	392		392
	Benefits paid out	(1,054)	(1,054)	
	Other cashflows (e.g. expenses, transfers)	430		430
Changes since last valuation	Expected growth	1,533	1,287	246
	Accrual of new benefits		1,927	(1,927)
	Membership experience		388	(388)
	Excess return on assets	103		103
Changes in actuarial assumptions	Financial assumptions		(2,882)	2,882
	Longevity assumptions		(88)	88
	Other demographic assumptions		(260)	260
	This valuation	12,713	8,229	4,484

Appendix A - Data

A.1 Membership data

The results in this schedule are based on the membership data summarised below which was supplied to us by the Fund for the purpose of the 2025 formal valuation.

		Last valuation	This valuation
Employee members	Number	58	72
	Total actual pay (£000)	1,403	2,042
	Total accrued benefit (£000)	220	292
	Average age	56.0	57.9
Deferred pensioners	Number	33	44
	Total accrued benefit (£000)	93	129
	Average age	55.7	57.9
Pensioners and dependants	Number	68	75
	Total accrued benefit (£000)	241	310
	Average age	72.4	72.6

Average ages are weighted by liability.

Appendix B - Assumptions

B.1 Financial assumptions

The financial assumptions underlying the funding positions disclosed are detailed below (with comparison to those adopted at the last valuation).

Assumption (% p.a.)	Last valuation	This valuation
	Ongoing basis	Ongoing basis
Discount rate	4.4%	6.1%
Pension increases	2.7%	2.3%
Salary increases*	3.7%	3.3%

*This is in respect of inflationary increases. There is a separate promotional salary scale assumption.

For further details on the methodology used to derive the assumptions, please see the draft FSS.

B.2 Demographic assumptions

The longevity assumptions underlying the funding positions disclosed are detailed below (with comparison to those adopted at the last valuation). Details of the demographic assumptions are available within the draft FSS.

Assumption	Last valuation	This valuation
	Ongoing basis	Ongoing basis
Baseline longevity	Life expectancy is based on the Fund's VitaCurves	Life expectancy is based on the Fund's VitaCurves
Future improvements	CMI 2021 model, with an allowance for smoothing of recent mortality experience and long term rates of 1.5% p.a. for males and females	CMI 2024 model, with an allowance for smoothing of recent mortality experience and long term rates of 1.5% p.a. for males and females

Based on the above assumptions and the characteristics of the Employer's individual membership, the average life expectancies are summarised below.

Life expectancy (years)	Ongoing basis	
	Male	Female
Current pensioners	22.2	25.1
Future pensioners	22.5	26.5

Life expectancies are from age 65. Future pensioners are assumed to be aged 45 at the valuation date. Figures for future pensioners are a weighted average of active and deferred members.

Appendix C - Important information

C.1 Addressee and purpose

This schedule is addressed to the Fund's Administering Authority to notify it of the Employer's draft principal results from the 2025 actuarial valuation. It may be shared with the Employer and, if applicable, its advisor(s) on the basis set out below.

C.2 Reliances and limitations

This schedule should not be copied, reproduced, disclosed or released in any medium to any third party except as required by law or regulatory obligation or with our prior written consent. In circumstances where disclosure is permitted, the schedule may only be released or otherwise disclosed in its entirety, fully disclosing the basis upon which it has been produced (including any and all limitations, caveats or qualifications). Please note that this schedule does not constitute advice to the Employer or any other third parties and Hymans Robertson LLP does not owe a duty of care, nor does it accept any liability to the Employer or any other third parties. It disclaims any responsibility or liability arising from reliance on this schedule and does not warrant or represent as to its accuracy, fairness or completeness at any given time. Any reader of this schedule should carry out their own enquiries and obtain their own advice prior to making decisions.

The draft Funding Strategy Statement (FSS) contains further information on the assumptions and methodology used to calculate the results set out in this schedule.

The contribution rates shown in this schedule should be considered draft until finalised in the Rates and Adjustments Certificate, due to be published by 31 March 2026. Any other results may also be revised by that point, for example due to changes in data or assumptions.

Some figures shown in this schedule have been rounded and therefore the sum of figures within a table may not add up exactly.

For any questions on the FSS or the results in this schedule, please contact the Fund in the first instance.

Technical Actuarial Standard (TAS) 100 has been complied with to a proportionate degree in the preparation of this report.

Prepared by:

Steven Scott FFA C.Act

Greer Flanagan FFA C.Act

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Funding Strategy Statement

APRIL 2026



Providing our customers with
a better tomorrow

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Part A

Purpose of the Surrey Pension Fund and the Funding Strategy Statement

This document sets out the Funding Strategy Statement (FSS) for the Surrey Pension Fund.

The Surrey Pension Fund is administered by Surrey County Council, known as the Administering Authority. Surrey County Council worked with the Fund's actuary to prepare this FSS which is effective from 1 April 2026.

There is a regulatory requirement for Surrey County Council to prepare an FSS. You can find out more about the regulatory framework in [Appendix A](#). If you have any queries about the FSS, contact Employer.Pensions@surreycc.gov.uk

1.1 What is the Surrey Pension Fund?

The Surrey Pension Fund is part of the Local Government Pension Scheme (LGPS). You can find more information about the LGPS at www.lgpsmember.org. The Administering Authority runs the Fund on behalf of participating employers, their employees and current and future pensioners. You can find out more about roles and responsibilities in [Appendix B](#).

1.2 What are the Funding Strategy objectives?

The Funding Strategy objectives are to:

- take a prudent long-term view to secure the regulatory requirement for long-term solvency, with sufficient funds to pay benefits to members and their dependants
- use a balanced investment strategy to minimise long-term cash contributions from employers and meet the regulatory requirement for long-term cost efficiency
- where appropriate, ensure stable employer contribution rates
- reflect different employers' characteristics to set their contribution rates, using a transparent funding strategy
- use reasonable measures to reduce the risk of an employer defaulting on its pension obligations

1.3 Who is the FSS for?

The FSS is mainly for employers participating in the Fund because it sets out how money will be collected from them to meet the Fund's obligations to pay members' benefits.

Different types of employers participate in the Fund:

Scheduled bodies

Employers who are specified in a schedule to the LGPS regulations, including councils and employers like academies and further education establishments. Scheduled bodies must give employees access to the LGPS if they can't accrue benefits in another pension scheme, such as another public service pension scheme.

Designating employers (otherwise known as Resolution bodies)

Employers like town and parish councils can join the LGPS through a resolution. If a resolution is passed, the Fund can't refuse entry. The employer then decides which employees can join the scheme.

Admission bodies

Other employers can join through an admission agreement. The Fund can set participation criteria for them and can refuse entry if the requirements aren't met. This type of employer includes contractors providing outsourced services like cleaning or catering to a scheduled body.

Some existing employers may be referred to as **Community Admission Bodies** (CABs). CABs are employers with a community of interest with another scheme employer. Others may be called **Transferee Admission Bodies** (TABs), that provide services for scheme employers. These terms aren't defined under current regulations but remain in common use from previous regulations.

The Scheme Advisory Board (SAB) refer to three different tiers of employers which may participate in the LGPS, specifically:

- Tier 1 – Local Authorities (including contractors participating in the LGPS with Local Authority backing)
- Tier 2 – Academy Trusts and Further Education Institutions (Colleges).
- Tier 3 – Standalone employers with no local or national taxpayer backing. Including universities, housing associations and charities.

1.4 How is the Funding Strategy specific to the Surrey Pension Fund?

The Funding Strategy reflects the specific characteristics of Fund employers and its own investment strategy. The Fund will engage with employers when developing a funding strategy which balances the risk appetite of stakeholders.

1.5 How often is the Funding Strategy Statement reviewed?

The FSS is reviewed in detail at least every three years, as part of the triennial actuarial valuation and an annual check is carried out in the intervening years.

Amendments to the FSS may be made in the following circumstances:

- material changes to the scheme benefit structure (e.g. HM Treasury-led)
- on the advice of the Fund actuary
- Significant changes to investment strategy or if there has been significant market volatility which impacts the FSS or goes beyond FSS expectation
- if there have been significant changes to the Fund membership and/or Fund maturity profile
- if there have been significant or notable changes to the number, type, or individual circumstances of any of the employing authorities to such an extent that they impact on the Funding Strategy (e.g. exit/restructuring/failure) which could materially impact cashflow and/or maturity profile and/or covenant)
- if there has been a material change in the affordability of contributions and/or employer(s) financial covenant strength which has an impact on the FSS
- recommendations from MHCLG/GAD

In undertaking such reviews, the Administering Authority should consider:

- looking at experiences in relation to long-term funding assumptions (in terms of both investment income and forecast contributions income) and consequences of actions taken by employers (e.g. pay awards and early retirements)
- the implications for the Funding Strategy and, if significant, determine what action should be taken to review the FSS

- the implications arising from the Funding Strategy for meeting the liabilities of individual employers and any amendments required to the ISS
- consulting with individual employers specifically impacted by any changes as an integral part of the monitoring and review process and ensuring any communication regarding a review won't necessarily lead to rates changes for individual employers but could impact admissions, terminations, approach to managing risk and employer risk assessment.

Any amendments will be consulted on, approved by the Pensions Committee and included in the Committee meeting minutes.

This Funding Strategy Statement is effective from 1 April 2026 and is expected to remain in force until 31 March 2029 at the latest, unless an interim review is carried out prior to then.

1.6 Links to Administration Strategy

The Fund maintains a [Pension Administration Strategy](#) which outlines the responsibilities, standards and procedures for employers and the Fund.

Adherence with the requirements of the Pension Administration Strategy is crucial to ensure the well-running of the pension Fund and any failure to do so may lead to uncertainty around the value of an employer's liabilities and the need for prudent assumptions to fill any data gaps.

1.7 Actuarial valuation report

LGPS Regulations (specifically Regulation 62) require an actuarial valuation to be carried out every three years, under which contribution rates for all participating employers are set for the following three years. This Funding Strategy Statement sets out the assumptions and methodology underpinning the 2025 actuarial valuation actuarial exercise. The actuarial valuation report sets out 1) the actuary's assessment of the past service funding position, and 2) the contributions required to ensure full funding by the end of the time horizon. The Rates and Adjustments certificate shows the contribution rates payable by each employer (which may be expressed as a percentage of payroll and/or monetary amounts).

Part B

2. How does the Fund Calculate Employer Contributions?

2.1 Calculating Contribution Rates

Employee contribution rates are set by the LGPS regulations.

Employer contribution rates are determined by a mandatory actuarial valuation exercise, and are made up of the following elements:

- **the primary contribution rate** – contributions payable towards future benefits
- **the secondary contribution rate** – the difference between the primary rate and the total employer contribution

The primary rate also includes an allowance for the Fund's expenses.

The Fund actuary uses a methodology known as Asset Liability Modelling to set employer contribution rates. Under this methodology, for a given proposed employer contribution rate, the model projects future asset and liability values for the employer under 5,000 different simulations of the future economic environment. Each simulation – generated by the actuary's Economic Scenario Service (ESS) model - has a different path for future interest rates, inflation rates and the investment return on different asset classes. This approach allows the Fund actuary to understand the potential range of future funding outcomes that could be achieved via payment of that contribution rate.

The Fund has set *funding strategy criteria* for each employer in the Fund which must be satisfied in order for a given employer contribution to be deemed acceptable. The funding strategy criteria are specified in terms of the following four parameters:

- **target funding level** – how much money the fund aims to hold for each employer
- **funding basis** – the set of actuarial assumptions used to value the employer's (past and future service) liabilities
- **time horizon** – the time over which the employer aims to achieve the target funding level

- **likelihood of success** – the proportion of modelled scenarios where the target funding level is met

For example, an employer's funding strategy criteria may be set as follows:

*The employer must have at least a **75% likelihood** of being **100% funded** on the **ongoing participation basis** at the end of a **20-year** funding time horizon*

The funding strategy criteria used by the Fund are set out in Table 2. Further detail on the ESS and on the funding, bases used by the Fund are set out in [Appendix E](#).

The target funding level may be set greater than 100% as a buffer against future adverse experience. This may be appropriate for long term open employers, where adverse future funding experience may lead to future contribution rises.

The contribution rate setting approach takes into account the maturing profile of the membership when setting employer contribution rates.

The approach taken by the Fund actuary helps the Fund meet the aim of maintaining as stable a primary employer contribution rate as possible.

The Fund permits the prepayment of employer contributions in specific circumstances. The Fund's policy on prepayments is detailed in [Appendix J](#).

2.2 The Contribution Rate Calculation

Table 1: contribution rate calculation for individual or pooled employers

Type of employer	Scheduled bodies				CABs and designating employers		TABs
Sub-type	Local Authorities and Police	Universities	Academies and Colleges	Resolution bodies	Open to new entrants	Closed to new entrants	(all)
SAB Tier	Tier 1	Tier 3	Tier 2	Tier 1	Tier 3	Tier 3	Tier 1
Funding basis*	Ongoing	Ongoing	Ongoing	Ongoing	Low risk exit basis	Ongoing, but may move to low risk exit basis	Ongoing
Target Funding Level	120%	100%	100%	100%	100%	100%	100%

Type of employer	Scheduled bodies				CABs and designating employers		TABs
Sub-type	Local Authorities and Police	Universities	Academies and Colleges	Resolution bodies	Open to new entrants	Closed to new entrants	(all)
SAB Tier	Tier 1	Tier 3	Tier 2	Tier 1	Tier 3	Tier 3	Tier 1
Minimum likelihood of success	70%	70%	70%	70%	70%	70%	70%
Maximum time horizon	20 years	15 years	20 years	20 years	Average future working lifetime		Same as the letting employer
Primary rate approach	The contributions must be sufficient to meet the cost of benefits earned in the future with the required likelihood of success at the end of the time horizon, expressed as a percentage of Pensionable Pay						
Secondary rate	The difference between the total contribution rate payable (determined as per 2.1) and the primary rate. Negative adjustments are expressed as a percentage of payroll and positive adjustments can be expressed as a percentage of payroll or monetary amounts (for mature closed employers).						
Stabilised contribution rate?	Yes	No	Yes	No	No	No	No
Treatment of surplus	Covered by stabilisation arrangement	Contributions kept at the lower of current or primary rate	Covered by stabilisation arrangement	Contributions kept at the primary rate	Preferred approach: contributions kept at primary rate. Reductions may be permitted by the Administering Authority		Spread the surplus over the time horizon
Recognising covenant	Stabilisation parameters	Adjust likelihood of success	Stabilisation parameters	Adjust likelihood of success			
Phasing of contribution changes	Covered by stabilisation arrangement	3 years	Covered by stabilisation arrangement	3 years	3 years	3 years	None

Employers participating in the Fund under a pass-through agreement will pay a contribution rate as agreed between the contractor and letting authority

**See [Appendix E](#) for further information on funding base.*

*** The Primary Rate for the whole Fund is the weighted average (by payroll) of the individual employers' primary rates*

The Fund manages funding risks as part of the wider risk management framework, as documented in the Fund's risk register. The funding-specific risks identified and managed by the Fund are set out in [Appendix D](#).

2.3 Making Contribution Rates Stable

Making employer contribution rates reasonably stable is an important funding objective. Where appropriate contributions are set with this objective in mind. The Fund may adopt a stabilised approach to setting contributions for individual employers, which keeps contribution variations within a pre-determined range from year-to-year.

After taking advice from the Fund actuary, the Administering Authority believes a stabilised approach is a prudent longer-term strategy.

Table 2: current stabilisation approach

Type of employer	Surrey County Council	District and Borough Councils	Surrey Police Authority	Academies and Colleges
Maximum contribution increase per year	+1% of pay	+1% of pay	+1% of pay	+1% of pay
Maximum contribution decrease per year	-1% of pay	-1% of pay	-1% of pay	-1% of pay

Stabilisation criteria and limits are reviewed during the valuation process. The Administering Authority may review them between valuations to respond to membership or employer changes.

The contribution stability mechanism applies when setting rates for academies and colleges for the first time at the 2025 valuation. To enable a fair transition from the previous approach to the stabilised approach, the starting point for the stabilised rates has been set equal to the lower of the current rate in payment and the Primary Rate calculated at the 2025 valuation. This ensures that the application of the stability mechanism for academies (for the first time at the 2025 valuation) and colleges does not lead to the payment of unnecessary positive secondary contribution amounts.

2.4 Links to Investment Strategy

The funding strategy sets out how money will be collected from employers to meet the Fund's obligations. Contributions, assets and other income are then invested according to an investment strategy set by the Administering Authority.

The funding and investment strategies are closely linked. The Fund must be able to pay benefits when they are due – those payments are met from a combination of contributions (through the funding strategy) and asset returns and income (through the investment strategy). If investment returns or income fall short the Fund won't be able to pay benefits, so higher contributions would be required from employers.

The investment strategy is designed allowing for the funding position determined on an appropriate and prudent basis, with the objective of achieving the funding objective for each employer group of the specific time horizon.

The Fund's current Investment Strategy as of the 31st of March 2025 is summarised in the table, with full details available in the [Investment Strategy Statement](#).

Asset Class	Allocation
Equities	55.8%
Multi Asset Credit	27.3%
Alternatives	15.1%
Fixed Interest Gilts	1.8%

Within the above strategic allocation, the Fund set specific allocations for different categories of employer, specifically:

- Growth – open employers
- Closed – closed employers that are expected to cease participation in the fund in the short to medium term
- Exited – employers that have ceased participation in the fund (the liabilities are now 'orphaned' in the fund)

The strategic allocation of each strategy is outlined in the table below.

Asset Class	Growth	Closed	Exited
Listed Equities	57%	35%	5%
Multi Asset Credit	15%	15%	20%
Alternatives	28%	15%	-
Fixed Interest Gilts	-	35%	75%

2.5 Does the funding strategy reflect the investment strategy?

The funding policy is consistent with the investment strategy. Future investment return expectations are set with reference to the investment strategy, including a margin for prudence which is consistent with the regulatory requirement that funds take a 'prudent longer-term view' of funding liabilities (see [Appendix A](#)).

2.6 Reviewing contributions between valuations

The Fund may amend contribution rates between formal valuations, in line with its policy on contribution reviews. The Fund's policy is available in [Appendix I](#). The purpose of any review is to establish the most appropriate contributions.

A review may lead to an increase or decrease in contributions.

2.7 What is pooling?

The Administering Authority operates contribution rate pools for similar types of employers. Contribution rates can be volatile for smaller employers that are more sensitive to individual membership changes – pooling across a group of employers minimises this. In a contribution rate pool, contributions are set to target full funding for the pool as a whole, rather than for individual employers.

Employers in a pool maintain their individual funding positions, tracked by the Fund actuary. That means some employers may be better funded or more poorly funded than the pool average. If pooled employers used stand-alone funding rather than pooling, their contribution rates could be higher or lower than the pool rate. Setting contributions in this way means that while the Fund receives the contributions required, the risk that employers develop a surplus or deficit increases.

Pooled employers are identified in the rates and adjustments certificate and only have their pooled contributions certified. Individual contribution rates aren't disclosed to pooled employers, unless agreed by the Administering Authority.

CABs that are closed to new entrants aren't usually allowed to enter a pool.

If an employer leaves the Fund, the required contributions are based on their own funding position rather than the pool average. Cessation terms also apply, which means higher contributions may be required at that point.

The Fund's cessation policy is detailed in [Appendix G](#).

2.8 What are the current contribution pools?

- **Academies** – the fund operate a contribution rate pool for Multi Academy Trusts (MATs), where each Academy participating in the Surrey Pension Fund within a MAT will pay a single contribution rate. Individual funding positions of each Academy are tracked.
- **Town and Parish Councils** – the fund operate a contribution rate pool for Town and Parish Councils, where a single contribution rate is payable by each employer in the pool and individual funding positions are tracked. The Town and Parish Council pool policy is detailed in [Appendix L](#).
- **Schools** – generally pool with their funding council, although there may be exceptions for specialist or independent schools
- **Smaller TABs** – may be pooled with the letting employer

2.9 Administering Authority discretion

Individual employers may be affected by circumstances not easily managed within the FSS rules and policies. If this happens, the Administering Authority may adopt alternative funding approaches on a case-by-case basis.

Additionally, the Administering Authority may allow greater flexibility to the employer's contributions if added security is provided. Flexibility could include things like a reduced contribution rate, extended time horizon, a change of employer risk category or permission to join a pool. Added security may include a suitable bond, a legally binding guarantee from an appropriate third party, or security over an asset.

The Fund permits the prepayment of employer contributions in specific circumstances. Further details are set out in the Fund's prepayment policy detailed in [Appendix J](#).

2.10 Non-cash funding

The Fund will not accept any form of non-cash assets in lieu of contributions.

2.11 Managing surpluses and deficits

The funding strategy is designed to ensure that all employers are at least fully funded on a prudent basis at the end of their own specific time horizon. The uncertain and volatile nature of pension scheme funding means that it is likely there

will be times when employers are in surplus and times when employers are in deficit. The funding strategy recognises this by:

- 1) including sufficient prudence to manage the effect of this over the time horizon, and
- 2) making changes to employer contribution rates to ensure the funding strategy objectives are met.

Fluctuations in funding positions are inevitable over the time horizon, due to market movements and changing asset values, which could lead to the emergent of deficits and surplus from time to time, and lead to changes in employer contribution rates.

Table 1 sets out the Fund's approach to setting contribution rates for each employer group.

3. What Additional Contributions May Be Payable?

3.1 Pension costs – awarding additional pension and early retirement on non-ill-health grounds

If an employer awards additional pension as an annual benefit amount, they pay an additional contribution to the Fund as a single lump sum. The amount is set by guidance issued by the Government Actuary's Department and updated from time to time.

If an employee retires before their normal retirement age on unreduced benefits, employers may be asked to pay additional contributions called strain payments.

Employers typically make strain payments as a single lump sum, though strain payments may be spread if the Administering Authority agrees.

3.2 Pension costs – early retirement on ill-health grounds

In the event of a member's early retirement on the grounds of ill-health, a funding strain will usually arise.

Strains are currently met by a Fund-operated ill health risk management solution. The administering authority's approach to help manage ill health early retirement costs is set out in the Fund's ill health risk management policy detailed in [Appendix K](#).

4. How Does the Fund Calculate Assets and Liabilities?

4.1 How are employer asset shares calculated?

The Fund adopts a cashflow approach to track individual employer assets.

The Fund uses an Employer Asset Tracker system to track employer assets monthly. Each employer's assets from the previous month end are added to monthly cashflows paid in/out and investment returns to give a new month-end asset value.

If an employee moves from one employer to another within the Fund, assets equal to the cash equivalent transfer value (CETV) will move from the original employer to the receiving employer's asset share.

Alternatively, if employees move when a new academy is formed or an outsourced contract begins, the Fund actuary will calculate assets linked to the value of the liabilities transferring (see Section 5).

4.2 How are employer liabilities calculated?

The Fund holds membership data for all active, deferred and pensioner members. Based on this data and the assumptions in [Appendix E](#), the Fund actuary projects the expected benefits for all members into the future. This is expressed as a single value – the liabilities – by allowing for expected future investment returns.

Each employer's liabilities reflect the experience of their own employees and ex-employees.

4.3 What is a funding level?

An employer's funding level is the ratio of the market value of asset share against liabilities. If this is less than 100%, the employer has a shortfall: the employer's deficit. If it is more than 100%, the employer is in surplus. The amount of deficit or surplus is the difference between the asset value and the liabilities value.

Funding levels and deficit/surplus values measure a particular point in time, based on a particular set of future assumptions. While this measure is of interest, for most employers the main issue is the level of contributions payable. The funding level does not directly drive contribution rates. See Section 2 for further information on rates.

Part C

5. What Happens When an Employer Joins the Fund?

5.1 When can an employer join the Fund?

Employers can join the Fund if they are a new scheduled body or a new admission body. New designated employers may also join the Fund if they pass a designation to do so.

On joining, the Fund will typically determine the assets and liabilities for that employer within the Fund. The calculation will depend on the type of employer, the existence of any guarantee, and the circumstances of joining.

A contribution rate will also be set. This will be set in accordance with the calculation set out in Section 2, unless alternative arrangements apply. More details on this are in Section 5.4.

Separate and distinct arrangements apply for the admission of employers who participate in the fund as a result of providing outsourced services to a public sector authority. More details on this are in Section 5.3.

5.2 New academies

New academies (including free schools) join the Fund as separate scheduled employers. Only active members of former council schools transfer to new academies. Free schools do not transfer active members from a converting school but must allow new active members to transfer in any eligible service.

Liabilities for transferring active members will be calculated (on the ongoing basis) by the Fund actuary on the day before conversion to an academy. Liabilities relating to the converting school's former employees (i.e. members with deferred or pensioner status) remain with the ceding council.

New academies will be allocated an asset share based on the estimated funding level of the ceding council's active members, having first allocated the council's assets to fully fund their deferred and pensioner members. This funding level will then be applied to the transferring liabilities to calculate the academy's initial asset share, capped at a maximum of 100%.

The council's estimated funding level will be based on market conditions on the day before conversion. The Fund treats new academies as separate employers in their own right, who are responsible for their allocated assets and liabilities. They won't be pooled with other employers unless the academy is part of a Multi-Academy Trust (MAT). Depending on the Fund, if they are part of a MAT, the new academy will be combined with the other MAT academies to set contribution rates.

It is expected that all new academies will join an existing MAT (and as such, pay the MAT contribution rate), however in the event that a new academy is not part of a MAT, or if the MAT does not already participate in the Surrey Pension Fund, the new academies' contribution rate is based on the current funding strategy (set out in Section 2) and the transferring membership.

If an academy leaves one MAT and joins another, all active, deferred and pensioner members transfer to the new MAT.

If two MATs merge during the inter-valuation period, the merged MAT will pay the higher of the certified rates for the individual MAT's.

The Fund's policies on academies may change based on updates to guidance from the Ministry of Housing, Communities and Local Government (MHCLG) or the Department for Education (DfE). Any changes will be communicated and reflected in a future Funding Strategy Statement.

5.3 New admission bodies as a results of outsourcing services

New admission bodies usually join the Fund because an existing employer (usually a scheduled body like a council or academy) outsources a service to another organisation (a contractor). This involves TUPE transfers of staff from the letting employer to the contractor. The contractor becomes a new participating Fund employer for the duration of the contract and transferring employees remain eligible for LGPS membership. At the end of the contract, employees typically revert to the letting employer or a replacement contractor.

There is flexibility for outsourcing when it comes to pension risk potentially taken on by the contractor. You can find more details on outsourcing options from the administering authority or in the contract admission agreement. However, in general, the Funding arrangements are set up as one of the following two options:

i) Pass-through admissions

In the absence of a preferred approach from the letting authority, pass-through is the default approach for the admission of all new contractors to the Fund. For the avoidance of doubt, this would apply to contracts established by councils, police & fire authorities, and academy trusts ("the letting authority").

The Fund's policy on pass-through is detailed in [Appendix M](#).

(ii) Other admissions

Liabilities for transferring active members will be calculated by the Fund actuary on the day before the outsourcing occurs. New contractors will then be allocated an asset share equal to the value of the transferring liabilities. The admission agreement may set a different initial asset allocation, depending on contract-specific circumstances.

5.4 Other new employers

There may be other circumstances that lead to a new admission body entering the Fund, e.g. set up of a wholly owned subsidiary company by a Local Authority. Calculation of assets and liabilities on joining and a contribution rate will be carried out allowing for the circumstances of the new employer.

New designated employers may also join the Fund. These are usually town and parish councils. Contribution rates will be set using the same approach as other designated employers in the Fund.

A decision to enter into an admission agreement with a Care Trust, NHS Scheme employing authority or Care Quality Commission. will be made on a case-by-case basis after consultation with the relevant employer, the Fund actuary and any other relevant parties; taking into account the impact on the covenant between the relevant employer and the Surrey Pension Fund.

5.5 Risk assessment for new admission bodies

Under the LGPS regulations, a new admission body must assess the risks it poses to the Fund if the admission agreement ends early, for example if the admission body becomes insolvent or goes out of business. In practice, the Fund actuary assesses this because the assessment must be carried out to the Administering Authority's satisfaction.

After considering the assessment, the Administering Authority may decide the admission body must provide security, such as a guarantee from the letting employer, an indemnity, or a bond.

This must cover some or all of the:

- strain costs of any early retirements if employees are made redundant when a contract ends prematurely
- allowance for the risk of assets performing less well than expected
- allowance for the risk of liabilities being greater than expected
- allowance for the possible non-payment of employer and member contributions
- admission body's existing deficit.

The Fund's admissions policy is detailed in [Appendix F](#).

6. What Happens if an Employer has a Bulk Transfer of Staff?

Bulk transfer cases will be looked at individually, but generally:

- the Fund won't pay bulk transfers greater in value than either the asset share of the transferring employer in the Fund, or the value of the liabilities of the transferring members, whichever is lower
- the Fund won't grant added benefits to members bringing in entitlements from another Fund, unless the asset transfer is enough to meet the added liabilities
- the Fund may permit shortfalls on bulk transfers if the employer has a suitable covenant and commits to meeting the shortfall in an appropriate period, which may require increased contributions between valuations

The bulk transfer policy is in [Appendix H](#).

7. What Happens When an Employer Leaves the Fund?

7.1 What is a cessation event?

Triggers for considering cessation from the Fund are:

- the last active member stops participation in the Fund. The Administering Authority, at their discretion, can defer acting for up to three years by issuing a suspension notice. That means cessation won't be triggered if the employer takes on one or more active members during the agreed time
- insolvency, winding up or liquidation of the admission body
- a breach of the agreement obligations that isn't remedied to the Fund's satisfaction
- failure to pay any sums due within the period required
- failure to renew or adjust the level of a bond or indemnity, or to confirm an appropriate alternative guarantor
- termination of a deferred debt arrangement (DDA)

If no DDA exists, the Administering Authority will instruct the Fund actuary to carry out a cessation valuation to calculate if there is a surplus or a deficit when the employer leaves the scheme.

7.2 What happens on cessation?

The Administering Authority must protect the interests of the remaining Fund employers when an employer leaves the scheme. The actuary aims to protect remaining employers from the risk of future loss. The funding target adopted for the cessation calculation is below. These are defined in [Appendix E](#).

- a) Where there is no guarantor, cessation liabilities and a final surplus/deficit will usually be calculated using a low-risk basis, which is more prudent than the ongoing participation basis. The low risk exit basis is defined in [Appendix E](#).
- b) Where there is a guarantor, the guarantee will be considered before the cessation valuation.
 - Where the guarantor is a guarantor of last resort, (i.e. where the guarantee will cease to have affect after the cessation event and final settlement), this will have no effect on the cessation valuation.
 - If this isn't the case (i.e. if the guarantee continues to apply in respect of the former employer's obligations post cessation), cessation may be calculated using the same basis that was used to calculate liabilities (and the corresponding asset share) on joining the Fund.

- c) Depending on the guarantee, it may be possible to transfer the employer's liabilities and assets to the guarantor without crystallising deficits or surplus. This may happen if an employer can't pay the contributions due and the approach is within guaranteed terms. This is known as 'subsumption' of the assets and liabilities.

If the Fund can't recover the required payment in full, unpaid amounts will be paid by the related letting authority (in the case of a ceased admission body) or shared between the other Fund employers. This may require an immediate revision to the rates and adjustments certificate or be reflected in the contribution rates set at the next formal valuation.

The Fund actuary charges a fee for cessation valuations and there may be other cessation expenses. Fees and expenses are at the employer's expense and are deducted from the cessation surplus or added to the cessation deficit. This improves efficiency by reducing transactions between employer and Fund.

The cessation policy is in [Appendix G](#).

7.3 What happens if there is a surplus?

If the cessation valuation shows the exiting employer has more assets than liabilities – an exit credit – the Administering Authority can decide how much will be paid back to the employer based on:

- the surplus amount
- the proportion of the surplus due to the employer's contributions
- any representations (like risk sharing agreements or guarantees) made by the exiting employer and any employer providing a guarantee or some other form of employer assistance/support
- any other relevant factors

The Fund's policy on exit credits is included in the Cessation Policy in [Appendix G](#).

7.4 How do employers repay cessation debts?

If there is a deficit, full payment will usually be expected in a single lump sum or:

- spread over an agreed period, if the employer enters into a deferred spreading agreement
- if an exiting employer enters into a deferred debt agreement, it stays in the Fund and pays contributions until the cessation debt is repaid. Payments are reassessed at each formal valuation.

The Fund's policy on employer flexibilities is included in the Cessation Policy in [Appendix G](#).

7.5 What if an employer has no active members?

When employers leave the Fund because their last active member has left, they may pay a cessation debt, receive an exit credit or enter a DDA/DSA. Beyond this they have no further obligation to the Fund and either:

- a) their asset share runs out before all ex-employees' benefits have been paid. The other Fund employers will be required to contribute to the remaining benefits. The Fund actuary will portion the liabilities on a pro-rata basis
- b) the last ex-employee or dependant dies before the employer's asset share is fully run down. The Fund actuary will apportion the remaining assets to the other Fund employers

Consideration may be given to investing the assets allocated to such employers in line with a different investment strategy. For further details, see the Investment Strategy Statement.

7.6 Partial cessations

The Fund will consider requests for partial cessations on their merits on a case-by-case basis.

8. What are the Statutory Reporting Requirements?

8.1 Reporting regulations

The Public Service Pensions Act 2013 requires the Government Actuary's Department to report on LGPS Funds in England and Wales after every three-year valuation, in what's usually called a Section 13 report. The report includes advice on whether the following aims are achieved:

- Compliance
- Consistency
- Solvency
- Long term cost efficiency

8.2 Solvency

Employer contributions are set at an appropriate solvency level if the rate of contribution targets a funding level of 100% over an appropriate time, using appropriate assumptions compared to other Funds. Either:

- a) employers collectively can increase their contributions, or the Fund can realise contingencies to target a 100% funding level

or

- b) there is an appropriate plan in place if there is, or is expected to be, a reduction in employers' ability to increase contributions as needed

8.3 Long-term cost efficiency

Employer contributions are set at an appropriate long-term cost efficiency level if the contribution rate makes provision for the cost of current benefit accrual, with an appropriate adjustment for any surplus or deficit.

To assess this, the Administering Authority may consider absolute and relative factors.

Relative factors include:

1. comparing LGPS funds with each other
2. the implied deficit recovery period
3. the investment return required to achieve full funding after 20 years.

Absolute factors include:

1. comparing funds with an objective benchmark

2. the extent to which contributions will cover the cost of current benefit accrual and interest on any deficit
3. how the required investment return under relative considerations compares to the estimated future return targeted by the investment strategy
4. the extent to which contributions paid are in line with expected contributions, based on the rates and adjustment certificate
5. how any new deficit recovery plan reconciles with, and can be a continuation of, any previous deficit recovery plan, allowing for fund experience

These metrics may be assessed by GAD on a standardised market-related basis where the Fund's actuarial bases don't offer straightforward comparisons.

Standard information about the Fund's approach to solvency of the pension Fund and long-term cost efficiency will be provided in a uniform dashboard format in the valuation report to facilitate comparisons between Funds.

Appendix A – The Regulatory Framework

A1 Why do Funds need a Funding Strategy Statement?

The Local Government Pension Scheme (LGPS) regulations require Funds to maintain and publish a Funding Strategy Statement (FSS). According to the Ministry for Housing, Communities and Local Government (MHCLG) the purpose of the FSS is to document the processes the Administering Authority uses to:

- *establish a clear and transparent Fund-specific strategy identifying how employers' pension liabilities are best met going forward*
- *support the desirability of maintaining as constant and stable primary contribution rate as possible, as defined in Regulation 62(5) of the LGPS Regulations 2013*
- *ensure that the regulatory requirements to set contributions to ensure the solvency and long-term cost efficiency of the Fund are met*
- *explain how the Fund balances the interests of different employers*
- *explain how the Fund deals with conflicts of interest and references other policies/strategies*

To prepare this FSS, the Administering Authority has used guidance jointly prepared by the Scheme Advisory Board (SAB), MHCLG, and by the Chartered Institute of Public Finance and Accountancy (CIPFA) dated January 2025.

The Fund has a fiduciary duty to scheme members and obligations to employers to administer the scheme competently to keep employer contributions at an affordable level. The Funding Strategy Statement sets out how the Fund meets these responsibilities.

A2 Consultation

Both the LGPS regulations and most recent CIPFA guidance state the FSS should be prepared in consultation with “*persons the authority considers appropriate*”. This should include ‘*meaningful dialogue... with council tax raising authorities and representatives of other participating employers*’.

The consultation process included:

- A draft version of the FSS was issued to all participating employers on 26/01/2026 for comment.
- The draft FSS was accompanied with a statement setting out the impact of variations from the previous funding strategy.
- There was a consultation period, during which questions regarding the FSS could be raised and answered. The consultation period ended on 13 February 2026

- Following the end of the consultation period the FSS was updated where required and then published on 01/04/2026.

The Fund also shared the draft FSS with the Department for Education and facilitated a meeting to discuss the changes made and the implications of the fund's funding policies on academy employers.

A3 How is the FSS published?

The FSS is made available through the following routes:

- publishing on the Administering Authority's website
- publishing on social media
- local publicity, for example in local authority newsletters
- sending copies to each employer
- sending a summary statement to all scheme members
- including the full statement or summary in final accounts
- adding the FSS to the agenda of pension Fund AGMs
- sending copies to members of the local pension board
- sending copies to employee/pensioner representatives
- sending copies to investment managers and independent advisers
- making copies freely available on request.

The FSS is published at [\[Funding Strategy Statement | Surrey Pension Fund\]](#).

A4 How does the FSS fit into the overall Fund documentation?

The FSS is a summary of the Fund's approach to funding liabilities. It isn't exhaustive – the Fund publishes other statements like the Statement of Investment Principles, Investment Strategy Statement, Governance Strategy and Communications Strategy. The Fund's Annual Report and Accounts also includes up-to-date Fund information.

The Fund's Investment Strategy Statement (ISS) includes full details of the employer investment strategies that apply.

You can see all Fund documentation at [\[Resources | Surrey Pension Fund\]](#).

Appendix B – Roles and Responsibilities

B1 The Administering Authority is required to:

- 1 operate a pension Fund
- 2 collect employer and employee contributions, investment income and other amounts due to the pension Fund as stipulated in LGPS Regulations
- 3 have an escalation policy in situations where employers fail to meet their obligations
- 4 pay from the pension Fund the relevant entitlements as stipulated in LGPS Regulations
- 5 invest surplus monies in accordance with the relevant regulations
- 6 ensure that cash is available to meet liabilities as and when they fall due
- 7 ensure benefits paid to members are accurate and undertake timely and appropriate action to rectify any inaccurate benefit payments
- 8 take measures as set out in the regulations to safeguard the Fund against the consequences of employer default
- 9 manage the valuation process in consultation with the Fund's actuary
- 10 prepare and maintain an FSS and associated funding policies and SIP/ISS, after proper consultation with interested parties
- 11 monitor all aspects of the Fund's performance and funding, and amend the FSS/ISS accordingly
- 12 establish a policy around exit payments and payment of exit credits/debits in relation to employer exits
- 13 effectively manage any potential conflicts of interest arising from its dual role as both Fund Administrator and Scheme Employer
- 14 enable the Local Pension Board to review the valuation and FSS review process and as set out in their terms of reference
- 15 support and monitor a Local Pension Board (LPB) as required by the Public Service Pensions Act 2013, the Regulations and the Pensions Regulator's relevant Code of Practice

B2 Individual employers are required to:

- 1 ensure staff who are eligible are contractually enrolled and deduct contributions from employees' pay correctly after determining the appropriate employee contribution rate (in accordance with the Regulations)
- 2 provide the Fund with accurate data and understand that the quality of the data provided to the Fund will directly impact on the assessment of their liabilities and their contributions. Any deficiencies in their data may result in the employer

- paying higher contributions than otherwise would be the case if their data was of high quality
- 3 pay all ongoing contributions, including employer contributions determined by the actuary and set out in the rates and adjustments certificate, promptly by the due date
 - 4 develop a policy on certain discretions and exercise those discretions as permitted within the regulatory framework
 - 5 make additional contributions in accordance with agreed arrangements in respect of, for example, augmentation of scheme benefits and early retirement strain
 - 6 notify the Administering Authority promptly of all changes to active membership that affect future funding
 - 7 Pay any exit payments on ceasing participation in the Fund timely provide the Fund with accurate data and understand that the quality of the data provided to the Fund will directly impact on the assessment of their liabilities and their contributions. Any inaccuracies in data may result in the employer paying higher contributions than otherwise would be the case if their data was of high quality.

B3 The Fund actuary should:

- 1 prepare valuations including the setting of employers' contribution rates at a level to ensure Fund solvency and long-term cost efficiency based on the assumptions 26 set by the Administering Authority and having regard to the FSS and the LGPS Regulations
- 2 provide advice so the Fund can set the necessary assumptions for the valuation
- 3 prepare advice and calculations in connection with bulk transfers and the funding aspects of individual benefit-related matters such as pension strain costs, ill health retirement costs, compensatory added years costs, etc
- 4 provide advice and valuations to the Fund so that it can make decisions on the exit of employers from the Fund
- 5 provide advice to the Fund on bonds or other forms of security against the financial effect on the Fund of employer default
- 6 assist the Fund in assessing whether employer contributions need to be revised between valuations as permitted or required by the regulations
- 7 ensure that the Fund is aware of any professional guidance or other professional requirements that may be relevant in the role of advising the Fund.
- 8 Identify to the Fund and manage any potential conflicts of interest that may arise in the delivery the contractual arrangements to the Fund and other clients

B4 Local Pension Boards (LPB):

Local Pension Boards have responsibility to assist the Administering Authority to secure compliance with the LGPS regulations, other legislation relating to the governance and administration of the LGPS, any requirements imposed by the Regulator in relation to the LGPS, and to ensure the effective and efficient governance and administration of the LGPS. It will be for each Fund to determine the input into the development of the FSS (as appropriate within Fund's own governance arrangements) however this may include:

- 1 assist with the development and review the FSS
- 2 review the compliance of scheme employers with their duties under the FSS, regulations and other relevant legislation
- 3 assist with the development of and review communications in relation to the FSS

B5 Employer guarantors:

- 1 Department for Education - To pay cessation debts in the case of academy cessations (where the obligations are not being transferred to another MAT) and to consider using intervention powers if an academy is deemed to be in breach of the regulations
- 2 other bodies with a financial interest (outsourcing employers)

B6 Other parties:

- 1 internal and external investment advisers ensure the Investment Strategy Statement (ISS) is consistent with the Funding Strategy Statement
- 2 investment managers, custodians and bankers play their part in the effective investment and dis-investment of Fund assets in line with the ISS
- 3 auditors comply with standards, ensure Fund compliance with requirements, monitor and advise on fraud detection, and sign-off annual reports and financial statements
- 4 governance advisers may be asked to advise the Administering Authority on processes and working methods
- 5 internal and external legal advisers ensure the Fund complies with all regulations and broader local government requirements, including the Administering Authority's own procedures
- 6 the Ministry of Housing, Communities and Local Government, assisted by the Government Actuary's Department and the Scheme Advisory Board, work with LGPS Funds to meet Section 13 requirements

Appendix C – Glossary

Actuarial Certificate

A statement of the contributions payable by the employer (see also Rates and Adjustments Certificate). The effective date is 12 months after the completion of the valuation.

Actuarial Valuation

An investigation by an actuary, appointed by an Administering Authority into the costs of the scheme and the ability of the Fund managed by that authority to meet its liabilities. This assesses the funding level and recommended employer contribution rates based on estimating the cost of pensions both in payment and those yet to be paid and comparing this to the value of the assets held in the Fund. Valuations take place every three years (triennial).

Administering Authority (referred to as ‘the Fund’)

A body listed in Part 1 of Schedule 3 of the regulations who maintains a Fund within the LGPS and a body with a statutory duty to manage and administer the LGPS and maintain a Pension Fund (the Fund). Usually, but not restricted to being, a Local Authority.

Admission Agreement

A written agreement which provides for a body to participate in the LGPS as a scheme employer.

Assumptions

Forecasts of future experience which impact the costs of the scheme. For example, pay growth, longevity of pensioners, inflation, and investment returns.

Code of Practice

The Pensions Regulator’s General Code of Practice.

Debt Spreading Arrangement

The ability to spread an exit payment over a period of time.

Deferred Debt Agreement

An agreement for an employer to continue to participate in the LGPS without any contributing scheme members.

Employer Covenant

The extent of the employer’s legal obligation and financial ability to support its pension scheme now and in the future.

Funding Level

The funding level is the value of assets compared with the liabilities. It can be expressed as a ratio of the assets and liabilities (known as the funding level) or as the difference between the assets and liabilities (referred to as a surplus or deficit).

Fund Valuation Date

The effective date of the triennial Fund valuation.

Guarantee / Guarantor

A formal promise by a third party (the Guarantor) that it will meet any pension obligations not met by a specified employer. The presence of a guarantor will mean, for instance, that the Fund can consider the employer's covenant to be as strong as its Guarantor's.

Local Pension Board

The Board established to assist the Administering Authority as the Scheme Manager for each Fund.

Non-statutory Guidance

Guidance which although it confers no statutory obligation on the parties named, they should nevertheless have regard to its contents.

Notifiable Events

Events which the employer should make the Administering Authority aware of.

Past Service Liabilities

The cost of pensions already built up or in payment.

Pension Committee

A Committee or sub-Committee to which an Administering Authority has delegated its pension function.

Pensions Administration Strategy

A statement of the duties and responsibilities of scheme employers and Administering Authorities to ensure the effective management of the scheme.

Primary and Secondary Employer Contributions

Primary Employer Contributions meet the future costs of the scheme and Secondary Employer Contributions meet the costs already built up (adjusted to reflect the experience of each scheme employer). Contributions will therefore vary across scheme employers within a Fund.

Rates and Adjustments Certificate

A statement of contributions payable by each scheme employer (see Actuarial Certificate).

Scheme Manager

A person or body responsible for managing or administering a pension scheme established under Section 1 of the 2013 Act. In the case of the LGPS, each Fund has a Scheme Manager which is the Administering Authority.

Appendix D – Risks and Controls

D1 Managing Risks

The Administering Authority has a risk management programme to identify and control financial, demographic, regulatory and governance risks.

The role of the local pension board is set out in the terms of reference available at the following link:

[08 - Local Pension Board - Annexe 1.pdf \(surreycc.gov.uk\)](#)

Details of the key Fund-specific risks and controls are below.

D2 Financial Risks

Risk Ref	Risk	Summary of Control Mechanisms
F1	Fund assets fail to deliver returns in line with the anticipated returns underpinning the valuation of liabilities and contribution rates over the long-term.	<p>Only anticipate long-term returns on a relatively prudent basis to reduce risk of under-performing.</p> <p>Assets invested based on specialist advice, in a suitably diversified manner across asset classes, geographies, managers, etc.</p> <p>Analyse progress at three yearly valuations for all employers.</p> <p>Follow a dynamic discount rate setting approach to reflect investment return expectations.</p> <p>Inter-valuation monitoring of liabilities between valuations at whole Fund level.</p>
F2	Inappropriate long-term investment strategy.	<p>Overall investment strategy options considered as an integral part of the funding strategy, as per asset liability modelling exercise carried out at the 2025 valuation.</p> <p>Chosen option considered to provide the best balance.</p> <p>Operation of three investment strategies to meet needs of a diverse employer group, including closed and exited CAB employers.</p> <p>Setting of Fund specific benchmark relevant to current position of Fund liabilities.</p>
F3	Investment manager under-performance relative to benchmark.	<p>Quarterly investment monitoring analyses market performance and active managers relative to their index benchmark.</p> <p>Quarterly review of investment manager performance, and reliance on adequate contract management activity.</p>

Risk Ref	Risk	Summary of Control Mechanisms
		The Fund's investment management structure is highly diversified, which lessens the impact of manager risk compared with less diversified structures.
F4	Pay and price inflation significantly more or less than anticipated.	<p>Inter-valuation monitoring, as above, gives early warning.</p> <p>Some investment in bonds also helps to mitigate this risk, to a limited degree, specifically for those employers in the closed and exited strategies.</p> <p>Employers pay for their own salary awards and should be mindful of the geared effect on pension liabilities of any bias in pensionable pay rises towards longer-serving employees.</p>
F5	Effect of possible increase in employer's contribution rate on service delivery and admission/scheduled bodies	An explicit stabilisation mechanism has been agreed as part of the funding strategy. Other measures are also in place to limit sudden increases in contributions.
F6	Orphaned employers give rise to added costs for the Fund	<p>The Fund seeks a cessation debt (or security/guarantor) to minimise the risk of this happening in the future.</p> <p>If added costs arise, the Actuary calculates the added cost spread pro-rata among all employers.</p> <p>Orphaned employers are allocated to the lower risk exited employers' investment strategy.</p>

D3 Demographic Risks

Risk Ref	Risk	Summary of Control Mechanisms
D1	Pensioners living longer, thus increasing cost to Fund.	<p>Set mortality assumptions with some allowance for future increases in life expectancy.</p> <p>The Fund Actuary has direct access to the experience of over 50 LGPS funds which allows early identification of changes in life expectancy that might in turn affect the assumptions underpinning the valuation.</p>
D2	Maturing Fund – i.e., proportion of actively contributing employees' declines relative to retired employees and reductions in payroll causing insufficient deficit recovery payments	<p>Continue to monitor at each valuation, consider seeking monetary amounts rather than % of pay and consider alternative investment strategies.</p> <p>In many cases this may not be sufficient cause for concern and will in effect be caught at the next formal valuation. However, there are protections where there is concern, as follows:</p>

Risk Ref	Risk	Summary of Control Mechanisms
		<p>Employers in the stabilisation mechanism may be brought out of that mechanism to permit appropriate contribution increases.</p> <p>For other employers, review of contributions is permitted in general between valuations and may require a move in secondary contributions from a percentage of payroll to fixed monetary amounts depending on the employer type. For academy employers, a percentage of payroll is more appropriate, and for closed CABs, a monetary amount would be required.</p>
D3	Deteriorating patterns of early retirements	<p>From 1 April 2019 the Fund has operated a form of internal insurance whereby any ill-health early retirement strain costs are in effect spread among all employers.</p> <p>Frequent monitoring of ill health insurance awards.</p>

D4 Regulatory Risks

Risk Ref	Risk	Summary of Control Mechanisms
R1	Changes to national pension requirements and/or HMRC rules e.g., changes arising from public sector pensions reform.	The Administering Authority considers all consultation papers issued by the Government and comments where appropriate.
R2	Time, cost and/or reputational risks associated with any MHCLG intervention triggered by the Section 13 analysis.	Take advice from Fund Actuary on position of Fund as at prior valuation, and consideration of proposed valuation approach relative to anticipated Section 13 analysis.
R3	Changes by Government to employer participation in LGPS Funds, leading to impacts on funding and/or investment strategies.	<p>The Administering Authority considers all consultation papers issued by the Government and comments where appropriate.</p> <p>Take advice from Fund Actuary on impact of changes on the Fund and amend strategy as appropriate.</p>

D5 Governance Risks

Risk Ref	Risk	Summary of Control Mechanisms
G1	Administering Authority unaware of structural changes in an employer's membership (e.g., large fall in employee members, large number of retirements) or not advised of an employer closing to new entrants.	<p>The Administering Authority has a close relationship with employing bodies and communicates required standards e.g., for submission of data.</p> <p>The Actuary may revise the rates and Adjustments certificate to increase an employer's contributions between triennial valuations.</p> <p>Secondary contributions may be expressed as monetary amounts.</p> <p>Inter-valuation monitoring of liabilities between valuations at whole Fund level.</p> <p>Regular analysis of covenant and security arrangements.</p>
G2	Actuarial or investment advice is not sought, or is not heeded, or proves to be insufficient in some way	<p>The Administering Authority maintains close contact with its specialist advisers.</p> <p>Advice is delivered via formal meetings involving Elected Members and recorded appropriately.</p> <p>Actuarial advice is subject to professional requirements such as peer review.</p>
G3	Administering Authority failing follow up on outstanding issues.	<p>The Administering Authority requires employers with Best Value contractors to inform it of forthcoming changes.</p> <p>Community Admission Bodies' memberships are monitored and, if active membership decreases, steps will be taken.</p> <p>Accurate recording and tracking of backlog cases, with management board closely monitoring.</p>
G4	An employer ceasing to exist with insufficient funding or adequacy of a bond.	<p>The Administering Authority believes that it would normally be too late to address the position if it was left to the time of departure.</p> <p>The risk is mitigated by:</p> <ul style="list-style-type: none"> • Seeking a funding guarantee from another scheme employer, or external body, where-ever possible. • Alerting the prospective employer to its obligations and encouraging it to take independent actuarial advice. • Vetting prospective employers before admission. • Where permitted under the regulations requiring a bond to protect the Fund from various risks. • Requiring new Community Admission Bodies to have a guarantor. • Reviewing bond or guarantor arrangements at regular intervals. • Reviewing contributions well ahead of cessation if thought appropriate. <p>Where appropriate, establish deferred debt arrangement and debt spreading arrangements as per cessations policy.</p>

Risk Ref	Risk	Summary of Control Mechanisms
G5	An employer ceasing to exist resulting in an exit credit being payable.	<p>The Administering Authority regularly monitors admission bodies coming up to cessation.</p> <p>The Administering Authority invests in liquid assets to ensure that exit credits can be paid when required.</p>
G6	Failure of data systems leading to the late or inaccurate provision of membership and cashflow data required by the Fund Actuary to carry out an accurate valuation.	<p>Backup systems are in place to prevent data loss.</p> <p>The Fund Actuary can estimate membership and cashflow figures using previously submitted data.</p>

D6 Employer covenant assessment and monitoring

Many of the employers participating in the Fund, such as admitted bodies (including TABs and CABs), have no local tax-raising powers. The Fund assesses and monitors the long-term financial health of these employers to assess an appropriate level of risk for each employer's funding strategy.

Type of employer	Assessment	Monitoring
Local Authorities, Police, Fire	Tax-raising or government-backed, no individual assessment required	n/a
Colleges	Government-backed, covered by DfE guarantee in event of failure	Check that DfE guarantee continues, after regular scheduled DfE review
Universities	No change since 2022 valuation	Regular ongoing dialogue
Academies	Government-backed, covered by DfE guarantee in event of MAT failure	Check that DfE guarantee continues, after regular scheduled DfE review
Admission bodies (CABs)	No change since 2022 valuation	Regular ongoing dialogue
Admission bodies (TABs)	No change since 2022 valuation	Regular ongoing dialogue
Designating employers	No change since 2022 valuation	Regular ongoing dialogue

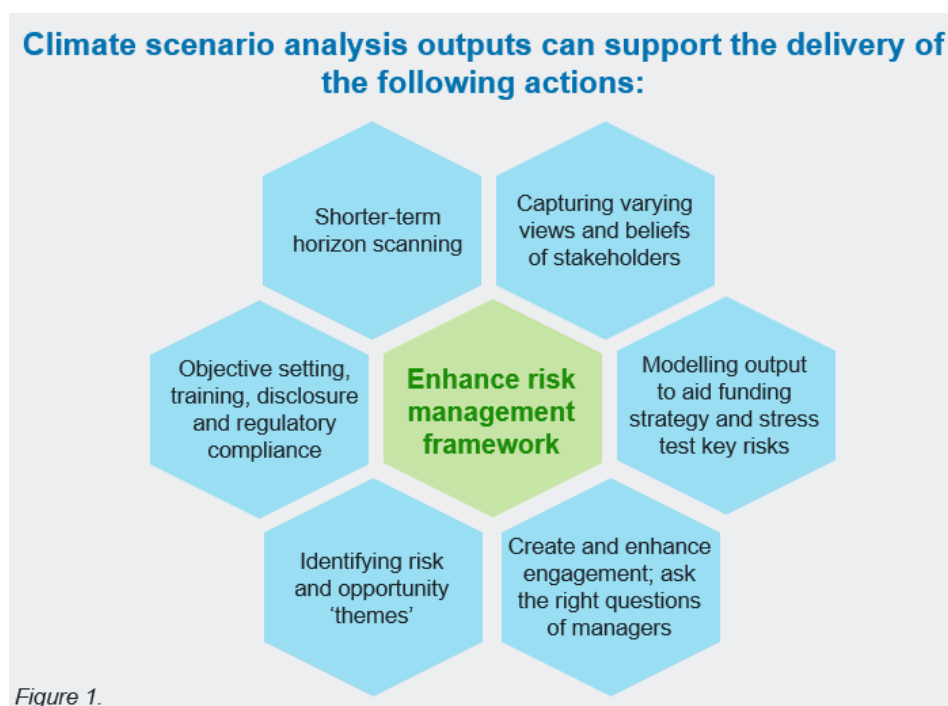
Any change in covenant over the inter-valuation period may lead to a contribution rate review.

D7 Climate risk and TCFD reporting

The Fund has considered climate-related risks when setting the funding strategy. To consider the resilience of the strategy the Fund has carried out climate scenario analysis incorporating both stress testing, and narrative-based scenario analysis for the local authority employers at the 2025 valuation. The narrative approach explores the complex and interrelated risks associated with climate change by defining a specific extreme, downside risk (in this instance a food shock) and constructing a narrative around potential policy and market response. This approach allows consideration to be given to the impact of sudden, severe downside risks in the short term, and potential immediate actions. Coupling the narrative approach with stress testing (to better understand the impact of possible climate scenarios) has allowed the Fund to incorporate real world climate scenarios that may occur and indicate the resilience of the Fund under these scenarios. The results show that:

1. When considering climate scenario stress tests, the Fund appears to be generally resilient to different climate scenarios, with generally modest impacts versus the base case modelled
2. The results of the downside, narrative analysis suggest that the Fund is likely to be resilient in the face of some severe downside risk events (in comparison to the base case), but not all.

Climate scenario analysis helps assess risks and tests the resilience of current and long-term strategies under various scenarios. This helps to identify vulnerabilities across both assets and liabilities. Identification of these vulnerabilities can inform risk management processes (see Figure 1), helping the Fund ensure appropriate controls and mitigations are in place. Scenario analysis therefore supports informed decision making and may be used in future to assist with disclosures prepared in line with Task Force on Climate-Related Financial Disclosures (TCFD) principles.



This climate analysis was not applied to the funding strategy modelling for smaller employers. However, given that the same underlying model is used for all employers and that the local authority employers make up the vast majority of the fund's assets and liabilities, applying the climate analysis to all employers was not deemed proportionate at this stage and would not be expected to result in any changes to the agreed contribution plans.

The Fund has a Responsible Investment Policy Framework and a separate Climate Change Policy, both of which were last agreed by Pensions Committee in September 2019.

D8 Gender Pension Gap reporting

<Awaiting Content once requirements have been confirmed by MHCLG>

Appendix E – Actuarial Assumptions

The key outputs from an employer's funding valuation are its contribution rate requirement (see Section 2 for further details) and its funding level (see Section 4). For both calculations the Fund actuary requires actuarial assumptions.

The Fund typically reviews and sets the actuarial assumptions used for funding purposes as part of the triennial valuation. Those assumptions are then used until the next triennial valuation (updated for current market conditions where appropriate).

The Fund has reviewed the actuarial assumptions used for funding purposes as part of the 2025 valuation. These are set out below.

E1 What are the assumptions?

Actuarial assumptions are required to value the Fund's liabilities because:

- There is uncertainty regarding both the timing and amount of the future benefit payments (the actual cost can't be known until the final payment is made). Therefore, to estimate the cost of benefits earned to date and in the future, assumptions need to be made about the timing and amount of these future benefit payments.
- The assets allowed to an employer today are a known figure. However, the future investment return earned on those assets and future cashflows into the Fund are uncertain. An assumption is needed about what those future investment returns will be.

There are two types of actuarial assumptions that are needed to perform an actuarial valuation: **financial assumptions** determine the expected amount of future benefit payments and the expected investment return on the assets held to meet those benefits, whilst **demographic assumptions** relate primarily to the expected timing of future benefit payments (i.e. when they are made and for how long).

All actuarial assumptions are set as best estimates of future experience with the exception of the discount rate assumption which is deliberately prudent to meet the regulatory requirement for a 'prudent' valuation.

Any change in the assumptions will affect the value that is placed on future benefit payments ('liabilities'), but different assumptions don't affect the actual benefits the Fund will pay in future.

E2 What funding bases are operated by the Fund?

A *funding basis* is the set of actuarial assumptions used to value an employer's (past and future service) liabilities. The Fund operates two funding bases for funding valuations: the *ongoing participation basis* and the *low risk exit basis*. All actuarial

assumptions are the same for both funding bases with the exception of the discount rate – see further details below.

E3 What assumptions are used to set the contribution rate?

Discount rate

The discount rate assumption is the average annual rate of future investment return assumed to be earned on an employer's assets from a given valuation date.

The Fund uses a risk-based approach to setting the discount rate which allows for prevailing market conditions on the valuation date (see 'Further detail on the calculation of financial assumptions') and the Fund's Investment Strategy.

The discount rate is determined by the prudence level. Specifically, the discount rate is calculated to be:

The average annual level of future investment return that can be achieved on the Fund's assets over a 20-year period with an 80% likelihood.

The prudence level is the likelihood. The prudence levels used by the Fund are as follows:

Funding Basis	Prudence Level
Ongoing participation	80%
Low-risk exit	See below

The discount rate for the low risk exit basis is not set using risk-based methodology. The low risk exit basis discount rate is set equal to the annualised yield on long dated conventional government bonds at the valuation date.

CPI inflation

The CPI inflation assumption is the average annual rate of future Consumer Price Index (CPI) inflation assumed to be observed from a given valuation date. This assumption is required because LGPS benefit increases (in deferment and in payment) and revaluation of CARE benefits are in line with CPI.

The Fund uses a risk-based approach to setting the CPI inflation assumption which allows for prevailing market conditions on the valuation date (see 'Further detail on the calculation of financial assumptions').

The CPI inflation assumption is calculated to be:

The average annual level of future CPI inflation that will be observed over a 20-year period with a 50% likelihood

Salary growth

The salary growth assumption is linked to the CPI inflation assumption via a fixed margin. The salary increases assumption is 0.5% above the CPI inflation assumption plus a promotional salary scale.

E4 Further detail on the calculation of financial assumptions

The (ongoing participation basis) discount rate and CPI inflation assumptions are calculated using a risk-based method. To assess the likelihood associated with a given level of investment return or a given level of future inflation, the Fund actuary uses their propriety economic scenario generator; the *Economic Scenario Service* (or *ESS*). The model uses statistical distributions to project a range of 5,000 different possible outcomes for the future behaviour of different asset classes and wider economic variables, such as inflation.

The table below shows the calibration of the model as of 31 March 2025 for some sample asset classes and economic variables. All returns are shown net of fees and are the annualised total returns over 5, 10 and 20 years. Yields and inflation refer to the simulated yields at that time horizon.

		Annualised total returns							Economic variables				
		Cash	Index Linked Gilts (medium)	Fixed Interest Gilts (medium)	UK Equity	Developed World ex UK Equity	Property	Corp Medium A	Inflation (RPI)	17 year real yield (RPI)	Inflation (CPI)	17 year real yield (CPI)	17 year yield
5 years	16th %ile	3.5%	1.7%	2.2%	0.1%	-0.5%	0.2%	2.5%	2.2%	1.4%	1.2%	1.5%	4.8%
	50th %ile	4.3%	4.5%	4.3%	8.2%	8.2%	6.8%	4.9%	3.8%	2.4%	2.8%	2.4%	5.8%
	84th %ile	5.1%	7.5%	6.2%	16.4%	16.9%	14.1%	7.1%	5.3%	3.3%	4.3%	3.3%	7.1%
10 years	16th %ile	3.6%	2.7%	4.2%	2.5%	2.1%	2.3%	4.5%	1.3%	0.8%	0.8%	0.8%	3.9%
	50th %ile	4.6%	4.7%	5.4%	8.6%	8.5%	7.3%	6.0%	3.0%	2.1%	2.5%	2.1%	5.3%
	84th %ile	5.8%	6.9%	6.5%	14.6%	14.8%	12.7%	7.3%	4.6%	3.3%	4.1%	3.3%	7.1%
20 years	16th %ile	3.1%	2.9%	5.0%	3.8%	3.7%	3.5%	5.5%	1.0%	-0.5%	0.7%	-0.5%	1.6%
	50th %ile	4.5%	4.6%	5.8%	8.4%	8.3%	7.3%	6.5%	2.5%	1.2%	2.3%	1.3%	3.6%
	84th %ile	6.3%	6.4%	6.5%	12.9%	13.1%	11.3%	7.4%	4.2%	3.0%	3.9%	3.0%	6.2%
	Volatility (Disp) (1 yr)	0.3%	6.7%	5.5%	16.3%	18.6%	15.2%	6.5%	1.4%		1.4%		

The ESS model is recalibrated monthly. The Fund actuary uses the most recent calibration of the model (prior to the valuation date) to set financial assumptions for each funding valuation.

E5 What demographic assumptions are used by the Fund?

The Fund uses advice from Club Vita to set demographic assumptions, as well as analysis and judgement based on the Fund's experience.

Demographic assumptions vary by type of member, so each employer's own membership profile is reflected in the assumptions that apply to them.

Life expectancy

The longevity assumptions are a bespoke set of VitaCurves produced by detailed analysis and tailored to fit the Fund's membership profile.

Allowance has been made for future improvements in longevity, in line with the 2024 version of the continuous mortality investigation (CMI) published by the actuarial profession. The starting point has been adjusted by +0.25% to reflect the difference between the population-wide data used in the CMI and LGPS membership. A long-term rate of mortality improvements of 1.5% pa applies.

Other demographic assumptions

Retirement in normal health	Members are assumed to retire at the earliest age possible with no pension reduction.
Promotional salary increases	Sample increases below
Death in service	Sample rates below
Withdrawals	Sample rates below
Retirement in ill health	Sample rates below
Family details	A varying proportion of members are assumed to have a dependant partner at retirement or on earlier death. At age 65 this is assumed to be 55% for males and 54% for females. Dependant of a male is 3.5 years younger than him Dependant of a female is 0.6 years older than her
Commutation	65% of maximum tax-free cash
50:50 option	0% of members will choose the 50:50 option.

Males

Incidence per 1000 active members per year								
Age	Salary scale	Death before retirement	Withdrawals		III-health tier 1		III-health tier 2	
		FT & PT	FT	PT	FT	PT	FT	PT
20	105	0.17	323.45	609.76	0.00	0.00	0.00	0.00
25	117	0.17	213.65	402.77	0.00	0.00	0.00	0.00
30	131	0.20	151.59	285.73	0.00	0.00	0.00	0.00
35	144	0.24	118.44	223.33	0.10	0.07	0.02	0.01
40	151	0.41	95.36	179.66	0.16	0.12	0.03	0.02
45	159	0.68	89.57	168.72	0.35	0.27	0.07	0.05
50	167	1.09	73.83	138.92	0.90	0.68	0.23	0.17
55	173	1.70	58.14	109.45	3.54	2.65	0.51	0.38
60	174	3.06	51.82	97.51	6.23	4.67	0.44	0.33
65	174	5.10	31.81	59.85	11.83	8.87	0.00	0.00

Females

Incidence per 1000 active members per year								
Age	Salary scale	Death before retirement	Withdrawals		III-health tier 1		III-health tier 2	
		FT & PT	FT	PT	FT	PT	FT	PT
20	151	0.10	281.94	373.90	0.00	0.00	0.00	0.00
25	159	0.10	189.71	251.55	0.10	0.07	0.02	0.01
30	167	0.14	159.02	210.83	0.13	0.10	0.03	0.02
35	173	0.24	137.25	181.90	0.26	0.19	0.05	0.04
40	151	0.38	114.23	151.34	0.39	0.29	0.08	0.06
45	159	0.62	106.60	141.21	0.52	0.39	0.10	0.08
50	167	0.90	89.87	118.92	0.97	0.73	0.24	0.18
55	173	1.19	67.06	88.83	3.59	2.69	0.52	0.39
60	174	1.52	54.04	71.50	5.71	4.28	0.54	0.40
65	174	1.95	25.76	34.07	10.26	7.69	0.00	0.00

Appendix F – Policy on Admissions

1. Introduction

The purpose of this policy is to set out the Administering Authority's approach to admitting new employers into the Fund.

While it is possible for a prospective new employer to request alternatives, any deviation from the stated position would have to ensure no risk to other scheme employers and will be at the discretion of the Fund to agree to.

1.1 Aims and objectives

The Administering Authority's aims and objectives related to this policy are as follows:

- Set out how the Fund ensures that only appropriate bodies are admitted to the Fund and that the financial risk to the Fund and to other employers in the Fund is identified, minimised, and managed accordingly
- Set out the Fund's position in relation to the admission of new employers
- To outline the process for admitting new employers into the Fund.

1.2 Background

It is essential for the Administering Authority to establish its fundamental approach to the risks involved in the admission of new employers to the Fund.

The regulatory framework relating to the different types of employers that may join the Fund is set out in the next section.

1.3 Guidance and regulatory framework

The [Local Government Pension Scheme Regulations 2013](#) (as amended) set out the various types of employer that can participate in the Fund and the different requirements that apply to each. These can be summarised as:

Scheduled Bodies listed in Part 1 to Schedule 2 - the councils, further education colleges, academies, police and fire services. These bodies must provide access to the LGPS to their employees (assuming they are not eligible to be members of other pension schemes).

Designating employers listed in Part 2 to Schedule 2 - have the right to decide who of their employees are eligible to join the scheme. Includes town and parish councils, as well as entities connected to bodies in Part 1 above. If a relevant designation is made the Administering Authority cannot refuse entry into the scheme in respect of that employer.

Admission bodies listed in part 3 to schedule 2 - who can apply to participate in the scheme. Admission bodies can encompass a variety of different types of employers. These are:

- A body which provides a public service in the United Kingdom which operates otherwise than for the purposes of gain and has sufficient links with a scheme employer for the body and the scheme employer to be regarded as having a community of interest (whether because the operations of the body are dependent on the operations of the scheme employer or otherwise)
- A body, to the funds of which a scheme employer contributes
- A body representative of any scheme employers, or local authorities or officers of local authorities
- A body that is providing or will provide a service or assets in connection with the exercise of a function of a scheme employer as a result of:
 - The transfer of the service or assets by means of a contract or other arrangement (i.e. outsourcing)
 - A direction made under Section 15 of the Local Government Act 1999
 - Directions made under Section 497A of the Education Act 1996
- A body which provides a public service in the United Kingdom and is approved in writing by the Secretary of State for the purpose of admission to the scheme.

When an Administering Authority is considering permitting a body to become an admission body, the LGPS Regulations include some discretions relating to the creation and management of admission agreements. These discretions are considered within this policy. The discretionary areas are:

- Part 3 of Schedule 2 (para 1) - Whether or not to proceed with admission agreements
- Part 3 of Schedule 2 (para 9(d)) - Whether to terminate the admission agreement
- Regulation 54(1) - If the Fund will set up separate pension funds in respect of admission agreements

Further, the regulations contain requirements around the determination of employer contributions, and the relevant provisions regarding the payment of these, specifically:

- Regulation 67 - which sets out the requirement for employers to pay contributions in line with the Rates and Adjustments (R&A) certificate

- Regulation 64 - covers the requirements for a cessation valuation following the exit of a participating employer from the Fund

Employees outsourced from local authorities, police and fire authorities or from independent schools (generally academies, regulated by the Department for Education) must be offered pension benefits that are the same, better than, or count as being broadly comparable to, the Local Government Pension Scheme (as per the Best Value Authorities Staff Transfer (Pensions) Direction 2007). This is typically achieved by employees remaining in the LGPS and the new employer becoming an admitted body to the Fund and making the requisite employer contributions.

2. Statement of Principles

2.1 General

The Administering Authority's policy is drafted on the basis of the following key principles:

- To ensure the long-term solvency of the Fund as a whole and the solvency of each of the notional sub-funds allocated to the individual employers
- To ensure that sufficient funds are available to meet all benefits as they fall due for payment
- Not to restrain unnecessarily the investment strategy of the Fund so that the Administering Authority can seek to maximise investment returns (and hence minimise the cost of the benefits) for an appropriate level of risk
- To set clear principles and ensure there is a consistency of requirement for employers in respect of all admissions and cessations to and from the Fund
- To ensure employers recognise the impact of their participation in the LGPS, helping them manage their pension liabilities as they accrue and understanding the effect of those liabilities on the ongoing operation of their business
- To use reasonable measures to reduce the risk to other employers and ultimately to the council taxpayer from an employer ceasing participation or defaulting on its pension obligations
- To address the different characteristics of the disparate employers or groups of employers to the extent that this is practical and cost-effective
- To maintain the affordability of the Fund to employers as far as is reasonable over the longer term.

There is also an overriding objective to ensure that the LGPS Regulations and any supplementary guidance (in particular the Best Value Authorities Staff Transfer

(Pensions) Direction 2007 and Fair Deal guidance) as they pertain to admission agreements are adhered to.

3. Policy and process – all employers

3.1 Entry conditions

The following entry conditions apply:

- **Scheduled bodies** must ensure that the Fund is aware of their creation.
- **Designating employers** must ensure that the Fund is aware of their creation and provide the Fund with a copy of its resolution, confirming who is eligible for membership of the Fund.
- **Admission bodies.** The Fund will consider applications from bodies:
 - With links to a scheme employer, or
 - That provides services or assets on behalf of a scheme employer.

Agreements can be open or closed so long as necessary protections are in place.

3.2 Security

The security requirements (i.e. via a bond, indemnity and/or guarantor) are as follows:

- There are no security requirements for **scheduled bodies** and **designating employers**.
- **Admission bodies.** For all admission bodies:
 - The admission body is required to undertake risk assessment to the satisfaction of the Administering Authority (and scheme employer when seeking admission as a body under Para 1(d) to Part 3 of Schedule 2).
 - The admission body is required to put in place a secure and financially durable bond to the satisfaction of the Administering Authority or agree an alternative guarantor (generally with a scheme employer and/or government department).
 - Documentary evidence of the bond or guarantee must be provided to the Administering Authority by the admission body.
 - The level of risk must be reviewed and any associated security renewed on an annual basis.

3.3 Approval

The process for approving the participation of a new employer in the Fund is as follows:

- **Scheduled bodies.** The Fund has no power to refuse participation of any new employer set up under Part 1 of schedule 2 and where the Fund is designated as the appropriate Fund for that employer.
- **Designating employers.** The Fund has no power to refuse participation of an employer under Part 2 of schedule 2, although it will require sight of a signed copy of the relevant resolution to confirm the employees eligible for participation in the scheme.
- **Admission bodies.** Fund officers to be responsible for ensuring prospective admission bodies meet the necessary criteria. Admission agreement template will generally be standard and non-negotiable.

All new employers will be reported to the Pensions Regulator and the Local Pension Board for information only.

3.4 Asset Allocation

The starting asset allocation for new employers will be determined in the following way:

- **Scheduled bodies and designating employers.** Assets for any new employer will be calculated using the Fund's ongoing funding basis, as set out in the Funding Strategy Statement (FSS).
- **Academies.** New academies will be allocated an asset share based on the estimated funding level of the ceding council's active members, having first allocated the council's assets to fully fund their deferred and pensioner members. This funding level will then be applied to the transferring liabilities to calculate the academy's initial asset share, capped at a maximum of 100%.
- Where a new employer is created from an existing scheme employer, the initial asset allocation will be based on a share of the ceding employer's assets, with consideration taken of the ceding employer's estimated deficit as at the date of transfer.
- **Admission bodies.** The asset allocation will be agreed on a case-by-case basis.

3.5 Contributions

Contribution rates will be set in accordance with the FSS.

3.6 Costs

Employer being admitted to the Fund will be required to meet the cost of this, which includes (but is not limited to) the actuarial fees incurred by the Administering Authority.

4. Related Policies

This admissions policy supplements the general policy of the Fund as set out in the FSS and should be read in conjunction with that document, together with its associated funding policies.

Appendix G – Policy on Cessations

1. Introduction

The purpose of this policy is to set out the Administering Authority's approach to dealing with circumstances where a scheme employer leaves the Fund and becomes an exiting employer (a cessation event).

It should be noted that this policy is not exhaustive. Each cessation will be treated on a case-by-case basis, however certain principles will apply as governed by the regulatory framework (see below) and the Fund's discretionary policies (as described in Section 3 - Policies).

The Fund takes a holistic approach to managing funding risk and it will work with its partners to achieve the best possible outcome for all stakeholders impacted by a cessation event. The Fund's primary aim is to protect the remaining active employers, however it will consider a flexible approach in instances where the employer covenant is strong enough to justify doing so.

1.1 Aims and Objectives

The Administering Authority's aims and objectives related to this policy are as follows:

- To confirm the approach for the treatment and valuation of liabilities for employers leaving the Fund.
- To provide information about how the Fund may apply its discretionary powers when managing employer cessations.
- To outline the responsibilities of (and flexibilities for) exiting employers, the Administering Authority, the actuary and, where relevant, the original ceding scheme employer (usually a letting authority).

1.2 Background

As described in Section 7 of the Funding Strategy Statement (FSS), a scheme employer may become an exiting employer when a cessation event is triggered e.g. when the last active member stops participating in the Fund. On cessation from the Fund, the Administering Authority will instruct the Fund actuary to carry out a valuation of assets and liabilities for the exiting employer to determine whether a deficit or surplus exists. The Fund has full discretion over the repayment terms of any deficit, and the extent to which any surplus results in the payment of an exit credit.

1.3 Guidance and Regulatory Framework

The Local Government Pension Scheme Regulations 2013 (as amended) contain relevant provisions regarding employers leaving the Fund ([Regulation 64](#)) and include the following:

- Regulation 64 (1) – this regulation states that, where an employing authority ceases to be a scheme employer, the Administering Authority is required to obtain an actuarial valuation of the liabilities of current and former employees as at the termination date. Further, it requires the Rates & Adjustments Certificate to be amended to show the revised contributions due from the exiting employer
- Regulation 64 (2) – where an employing authority ceases to be a scheme employer, the Administering Authority is required to obtain an actuarial valuation of the liabilities of current and former employees as at the exit date. Further, it requires the Rates & Adjustments Certificate to be amended to show the exit payment due from the exiting employer or the excess of assets over the liabilities in the Fund.
- Regulation 64 (2ZAB) – the Administering Authority must determine the amount of an exit credit, which may be zero, taking into account the factors specified in paragraph (2ZC) and must:
 - a) Notify its intention to make a determination to-
 - (i) The exiting employer and any other body that has provided a guarantee to the Exiting Employer
 - (ii) The scheme employer, where the exiting employer is a body that participated in the Scheme as a result of an admission agreement
 - b) Pay the amount determined to that exiting employer within six months of the exit date, or such longer time as the Administering Authority and the exiting employer agree.
- Regulation (2ZC) – In exercising its discretion to determine the amount of any exit credit, the Administering Authority must have regard to the following factors-
 - a) The extent to which there is an excess of assets in the Fund relating to that employer in paragraph (2)(a)
 - b) The proportion of this excess of assets which has arisen because of the value of the employer's contributions
 - c) Any representations to the Administering Authority made by the exiting employer and, where that employer participates in the scheme by virtue of an admission agreement, anybody listed in paragraphs (8)(a) to (d)(iii) of Part 3 to Schedule 2 of the Regulations: and

d) Any other relevant factors

- Regulation 64 (2A) & (2B)– the Administering Authority, at its discretion, may issue a suspension notice to suspend payment of an exit amount for up to three years, where it reasonably believes the exiting employer is to have one or more active members contributing to the Fund within the period specified in the suspension notice.
- Regulation 64 (3) – in instances where it is not possible to obtain additional contributions from the employer leaving the Fund or from the bond/indemnity or guarantor, the contribution rate(s) for the appropriate scheme employer or remaining Fund employers may be amended.
- Regulation 64 (4) – where it is believed a scheme employer may cease at some point in the future, the Administering Authority may obtain a certificate from the Fund actuary revising the contributions for that employer, with a view to ensuring that the assets are expected to be broadly equivalent to the exit payment that will be due.
- Regulation 64 (5) – following the payment of an exit payment to the Fund, no further payments are due to the Fund from the exiting employer.
- Regulation 64 (7A-7G) – the Administering Authority may enter into a written deferred debt agreement, allowing the employer to have deferred employer status and to delay crystallisation of debt despite having no active members.
- Regulation 64B (1) – the Administering Authority may set out a policy on spreading exit payments.

In addition to the 2013 Regulations summarised above, [Regulation 25A](#) of the Local Government Pension Scheme (Transitional Provisions, Savings and Amendment) Regulations 2014 (“the Transitional Regulations”) give the Fund the ability to levy a cessation debt on employers who have ceased participation in the Fund (under the previous regulations) but for whom a cessation valuation was not carried out at the time. This policy document describes how the Fund expects to deal with any such cases.

This policy also reflects [statutory guidance](#) from the Ministry of Housing, Communities and Local Government on preparing and maintaining policies relating to employer exits. Interested parties may want to refer to an accompanying [guide](#) that has been produced by the Scheme Advisory Board.

These regulations relate to all employers in the Fund.

2. Statement of Principles

This Statement of Principles covers the Fund's approach to exiting employers. Each case will be treated on its own merits but in general:

- it is the Fund's policy that the determination of any surplus or deficit on exit should aim to minimise, as far as is practicable, the risk that the remaining, unconnected employers in the Fund have to make contributions in future towards meeting the past service liabilities of current and former employees of employers leaving the Fund.
- the Fund's preferred approach is to request the full payment of any exit debt (an exit payment), which is calculated by the actuary on the appropriate basis (as per Section 7 of the FSS and Section 3.1 below). This would extinguish any liability to the Fund by the exiting employer.
- the Fund's key objective is to protect the interests of the Fund, which is aligned to protecting the interests of the remaining employers. A secondary objective is to consider the circumstances of the exiting employer in determining arrangements for the recovery of the exit debt.
- The Fund may review contribution rates payable by employers who anticipate leaving the Fund in the short term, with a view to meeting the potential liabilities at the point of exit. The Fund's policy on contribution reviews refers.

3. Policies

On cessation, the Administering Authority will instruct the Fund actuary to carry out a cessation valuation to determine whether there is any deficit or surplus as defined in Section 4.3 of the FSS.

Where there is a deficit, payment of this amount in full would normally be sought from the exiting employer. The Fund's normal policy is that this cessation debt is paid in full in a single lump sum within 28 days of the employer being notified.

However, the Fund will consider written requests from employers to spread the payment over an agreed period, in the exceptional circumstance where payment of the debt in a single immediate lump sum could be shown by the employer to be materially detrimental to the employer's financial situation (see Section 3.2 – Repayment flexibility on exit payments, below).

In circumstances where there is a surplus, the Administering Authority will determine, at its sole discretion, the amount of exit credit (if any) to be paid to the exiting employer (see Section 3.3 – Exit credits, below).

3.1 Approach to Cessation Calculations

Cessation valuations are carried out on a case-by-case basis at the sole discretion of the Fund depending on the exiting employer's circumstances. However, in general the following broad principles and assumptions may apply, as described in Section 7.2 of the FSS and summarised below:

Type of employer		Cessation exit basis	Responsible parties for unpaid or future deficit emerging
Local Authorities, Police, Fire		Low risk basis ¹	Shared between other Fund employers
Colleges		Low risk basis	DfE guarantee may apply, otherwise see below
Universities		Low risk basis	Shared between other Fund employers
Academies		Low risk basis	DfE guarantee may apply, otherwise see below

Type of employer		Cessation exit basis	Responsible parties for unpaid or future deficit emerging
Admission bodies (TABs)		Ongoing exit basis ²	Letting authority (where applicable), otherwise shared between other Fund employers
Admission bodies (CABs)		Low risk basis	Shared between other Fund employers (if no guarantor exists)
Designating employers		Low risk basis	Shared between other Fund employers (if no guarantor exists)

¹Cessation is assumed not to be generally possible, as Scheduled Bodies are legally obliged to participate in the LGPS. In the rare event of cessation occurring (e.g. machinery of Government changes), these cessation principles would apply.

²Where a TAB has taken, in the view of the Administering Authority, action that has been deliberately designed to bring about a cessation event (e.g. stopping future accrual of LGPS benefits), then the cessation valuation will be carried out on a low-risk basis.

Cessation of academies and multi-academy trusts (MATs)

A cessation event will occur if a current academy or MAT ceases to exist as an entity or an employer in the Fund.

The cessation treatment will depend on the circumstances:

- If the cessation event occurs due to an academy or MAT merging with another academy or MAT within the Fund, all assets and liabilities from each of the merging entities will be combined and will become the responsibility of the new merged entity.
- If the MAT is split into more than one new or existing employers within the Fund, the actuary will calculate a split of the assets and liabilities to be transferred from the exiting employer to the new employers. The actuary will use their professional judgement to determine an appropriate and fair methodology for this calculation in consultation with the Administering Authority.

- In all other circumstances, and following payment of any cessation debt, Section 7.5 of the FSS would apply.

3.2 Repayment Flexibility on Exit Payments

Deferred spreading arrangement (DSA)

The Fund will consider written requests from exiting employers to spread an exit payment over an agreed period, in the exceptional circumstance where payment of the debt in a single immediate lump sum could be shown by the employer to be materially detrimental to the employer's financial situation.

In this exceptional case, the Fund's policy is:

- The agreed spread period is no more than five years, but the Fund could use its discretion to extend this period in extreme circumstances.
- The Fund may consider factors such as the size of the exit payment and the financial covenant of the exiting employer in determining an appropriate spreading period.
- The exiting employer may be asked to provide the Administering Authority with relevant financial information such as a copy of its latest accounts, sources of funding, budget forecasts, credit rating (if any) etc. to help in this determination.
- Payments due under the DSA may be subject to an interest charge.
- The Fund will only consider written requests within six months of the employer receiving the formal cessation valuation. The exiting employer would be required to provide the Fund with detailed financial information to support its request.
- The Fund would consider the amount of any security offered and seek actuarial, covenant and legal advice in all cases. Suitable security will include, but is not restricted to, first charge on an unencumbered asset, an agreed sum held in an escrow account or a bond.
- The Fund proposes a legal document, setting out the terms of the exit payment agreement, would be prepared by the Fund and signed by all relevant parties prior to the payment agreement commencing.
- The terms of the legal document should include reference to the spreading period, the annual payments due, interest rates applicable, other costs payable and the responsibilities of the exiting employer during the exit spreading period.
- Any breach of the agreed payment plan would require payment of the outstanding cessation amount immediately.
- Regular monitoring of the security requirements. This will usually be performed (at least) annually.

- Where appropriate, cases may be referred to the Pensions Committee for consideration and considered on its individual merit. Decisions may be made by the Chair in consultation with officers if an urgent decision is required between Committee meetings.
- A scheme employer asking to spread an exit payment must agree to pay any professional costs incurred by the Administering Authority in connection with the request.

Without exception, the Fund will discuss any application for a spreading arrangement with the exiting employer and any other scheme employers who have provided guarantees.

The spreading arrangement must be scrupulously adhered to and if any payment or request for information is delayed by more than 30 days, the outstanding balance may fall due immediately.

If the Fund believes that the exiting employer's covenant is likely to weaken materially it may approach the employer to vary the quantum or duration of the payments due under the agreement. If it is reasonably satisfied that the employer's ability to meet the contributions has, or is likely, to materially weaken in the next twelve months it may serve a notice to recover any outstanding liabilities.

Deferred debt agreement (DDA)

The Fund's preferred policy is for the spreading of payments, as detailed above, to be followed in the exceptional circumstances where an exiting employer is unable to pay the required cessation payment as a lump sum in full. However, in the event that spreading of payments will create a high risk of bankruptcy for the exiting employer, the Fund may exercise its discretion to set up a deferred debt agreement as described in [Regulation 64 \(7A\)](#).

The employer must meet all requirements on Scheme employers and pay the secondary rate of contributions as determined by the Fund actuary until the termination of the DDA.

The Administering Authority may consider a DDA in the following circumstances:

- The employer requests the Fund consider a DDA.
- The employer is expected to have a deficit if a cessation valuation was carried out.
- The employer is expected to be a going concern.
- The covenant of the employer is considered sufficient by the Administering Authority.

The Administering Authority will normally require:

- A legal document to be prepared, setting out the terms of the DDA and signed by all relevant parties prior to the arrangement commencing (including details of the time period of the DDA, the annual payments due, the frequency of review and the responsibilities of the employer during the period).
- Relevant financial information for the employer such as a copy of its latest accounts, sources of funding, budget forecasts, credit rating (if any) to support its covenant assessment.
- Security be put in place covering the employer's deficit on their cessation basis and the Fund will seek actuarial, covenant and legal advice in all cases. Suitable security will include, but is not restricted to, first charge on an unencumbered asset, an agreed sum held in an escrow account or a bond.
- Regular monitoring of the contribution requirements and security requirements. This will usually be performed (at least) annually.
- All costs of the arrangement are met by the employer, such as the cost of advice to the Fund, ongoing monitoring or the arrangement and correspondence on any ongoing contribution and security requirements.

Without exception, the Fund will discuss any application for a DDA with the exiting employer and any other scheme employers who have provided guarantees.

The DDA must be scrupulously adhered to and if any payment or request for information is delayed by more than 30 days, the outstanding balance may fall due immediately.

If the Fund believes that the exiting employer's covenant is likely to weaken materially it may approach the employer to vary the quantum or duration of the payments due under the agreement. If it is reasonably satisfied that the employer's ability to meet the contributions has, or is likely, to materially weaken in the next twelve months it may serve a notice to recover any outstanding liabilities.

A DDA will normally terminate on the first date on which one of the following events occurs:

- The employer enrolls new active Fund members.
- The period specified, or as varied, under the DDA elapses.
- The take-over, amalgamation, insolvency, winding up or liquidation of the employer.
- The Administering Authority serves a notice on the employer that the Administering Authority is reasonably satisfied that the employer's ability to meet the contributions payable under the DDA has weakened materially or is likely to weaken materially in the next 12 months.
- The Fund actuary assesses that the employer has paid sufficient secondary contributions to cover all (or almost all) of the exit payment due if the employer

becomes an exiting employer on the calculation date (i.e. employer is now largely fully funded on their low risk basis).

- The Fund actuary assesses that the employer's value of liabilities has fallen below an agreed *de minimis* level and the employer becomes an exiting employer on the calculation date.
- The employer requests early termination of the agreement and settles the exit payment in full as calculated by the Fund actuary on the calculation date (i.e. the employer pays their outstanding cessation debt on their cessation basis).

On the termination of a DDA, the employer will become an exiting employer.

3.3 Exit Credits

The Administering Authority's entitlement to determine whether exit credits are payable in accordance with these provisions shall apply to all employers ceasing their participation in the Fund after 14 May 2018. This provision therefore is retrospectively effective to the same extent as provisions of the [Local Government Pension Scheme \(Amendment\) Regulations 2020](#).

The Administering Authority may determine the amount of exit credit payable to be zero, however, in making a determination, the Administering Authority will take into account the following factors.

- a) the extent to which there is an excess of assets in the Fund relating to the employer over and above the liabilities specified.
- b) the proportion of the excess of assets which has arisen because of the value of the employer's contributions.
- c) any representations to the Administering Authority made by the exiting employer, guarantor, ceding Scheme Employer (usually the Letting Authority) or by a body which owns, Funds or controls the exiting employer, or in some cases, the Secretary of State.
- d) any other relevant factors

Admitted bodies

- i. No exit credit will be payable to any admission body who participates in the Fund via the mandated pass-through approach. For the avoidance of doubt, whether an exit credit is payable to any admission body who participates in the Fund via the "Letting employer retains pre-contract risks" route is subject to its risk sharing arrangement, as per paragraph ii) below.
- ii. The Fund will make an exit credit payment in line with any contractual or risk sharing agreements which specifically covers the ownership of exit credits/cessation surpluses or if the admission body and letting authority have agreed any alternative approach (which is consistent with the Regulations and

any other legal obligations). This information, which will include which party is responsible for which funding risk, must be presented to the Fund in a clear and unambiguous document with the agreement of both the admission body and the letting authority/awarding authority/ceding employer and within one month (or such longer time as may be agreed with the Administering Authority) of the admission body ceasing participation in the Fund.

- iii. In the absence of this information or if there is any dispute from either party with regards interpretation of contractual or risk sharing agreements as outlined in c), the Fund will withhold payment of the exit credit until such disputes are resolved, and the information is provided to the Administering Authority.
- iv. Where a guarantor arrangement is in place, but no formal risk-sharing arrangement exists, the Fund will consider how the approach to setting contribution rates payable by the admission body during its participation in the Fund reflects which party is responsible for funding risks. This decision will inform the determination of the value of any exit credit payment.
- v. If the admission agreement ends early, the Fund will consider the reason for the early termination, and whether that should have any relevance on the Fund's determination of the value of any exit credit payment. In these cases, the Fund will consider the differential between employers' contributions paid (including investment returns earned on these monies) and the size of any cessation surplus.
- vi. If an admitted body leaves on a low risk basis (because no guarantor is in place), then any exit credit will normally be determined on a basis which leads to a 98% likelihood of the remaining assets being sufficient to meet the cost of future benefits payments, given the investment strategy that applies at the point of cessation.
- vii. The decision of the Fund is final in interpreting how any arrangement described under ii), iv), v) and vi) applies to the value of an exit credit payment.

Scheduled bodies and designating bodies

- i. Where a guarantor arrangement is in place, but no formal risk-sharing arrangement exists, the Fund will consider how the approach to setting contribution rates payable by the employer during its participation in the Fund reflects which party is responsible for funding risks. This decision will inform the determination of the value of any exit credit payment.
- ii. Where no formal guarantor or risk-sharing arrangement exists, the Fund will consider how the approach to setting contribution rates payable by the employer during its participation in the Fund reflects the extent to which it is responsible for funding risks. This decision will inform the determination of the value of any exit credit payment.

- iii. If a scheduled body or designating body becomes an exiting employer due to a reorganisation, merger or take-over, then no exit credit will be paid.
- iv. If a scheduled body or resolution body leaves on a low-risk basis (because no guarantor is in place), then any exit credit will normally be determined on a basis which leads to a 98% likelihood of the remaining assets being sufficient to meet the cost of future benefits payments, given the investment strategy that applies at the point of cessation.

The decision of the Fund is final in interpreting how any arrangement described under i) to iv) applies to the value of an exit credit payment.

General

- i. The Fund will advise the exiting employer as well as the letting authority and/or other relevant scheme employers of its decision to make an exit credit determination under Regulation 64.
- ii. Subject to any risk sharing or other arrangements and factors discussed above, when determining the cessation funding position, the Fund will generally make an assessment based on the value of contributions paid by the employer during their participation, the assets allocated when they joined the Fund and the respective investment returns earned on both.
- iii. The Fund will also factor in if any contributions due or monies owed to the Fund remain unpaid by the employer at the cessation date. If this is the case, the Fund's default position will be to deduct these from any exit credit payment.
- iv. The final decision will be made by the pension manager, in conjunction with advice from the Fund's actuary and/or legal advisors where necessary, in consideration of the points held within this policy.
- v. The Fund accepts that there may be some situations that are bespoke in nature and do not fall into any of the categories above. In these situations, the Fund will discuss its approach to determining an exit credit with all affected parties. The decision of the Fund in these instances is final.
- vi. The guidelines above at point v) in the 'Admitted bodies' section, and at points i) and ii) in the 'Scheduled bodies and designating bodies' section, make reference to the Fund 'considering the approach to setting contribution rates during the employer's participation'. The different funding approaches, including the parameters used and how these can vary based on employer type, are covered in detail in Table 1 (Section 2.2) in the FSS. Considering the approach taken when setting contribution rates of the exiting employer may help the Fund to understand the extent to which the employer is responsible for funding the underlying liabilities on exit. For example, if contribution rates have always been based on ongoing assumptions, then this may suggest that these are also

appropriate assumptions for exit credit purposes (subject to the other considerations outlined within this policy). Equally, a shorter than usual funding time horizon or lower than usual probability of success parameter may reflect underlying commercial terms about how responsibility for pension risks is split between the employer and its guarantor. For the avoidance of doubt, each exiting employer will be considered in the round alongside the other factors mentioned above.

Disputes

In the event of any dispute or disagreement on the amount of any exit credit paid and the process by which that has been considered, the appeals and adjudication provisions contained in Regulations 74-78 of the LGPS Regulations 2013 would apply.

4. Practicalities and Process

4.1 Responsibilities of Ceasing Employers

An employer which is aware that its participation in the Fund is likely to come to an end must:

- advise the Fund, in writing, of the likely ending of its participation (either within the terms of the admission agreement in respect of an admission body (typically a 3 month notice period is required) or otherwise as required by the Regulations for all other scheme employers). It should be noted that this includes closed employers where the last employee member is leaving (whether due to retirement, death or otherwise leaving employment).
- provide any relevant information on the reason for leaving the Fund and, where appropriate, contact information in the case of a take-over, merger or insolvency.
- provide all other information and data requirements as requested by the Administering Authority which are relevant, including in particular any changes to the membership which could affect the liabilities (e.g. salary increases and early retirements) and an indication of what will happen to current employee members on cessation (e.g. will they transfer to another Fund employer, will they cease to accrue benefits within the Fund, etc.).

4.2 Responsibilities of Administering Authority

The Administering Authority will:

- gather information as required, including, but not limited to, the following:
 - details of the cessation - the reason the employer is leaving the Fund (i.e. end of contract, insolvency, merger, machinery of government changes, etc.) and any supporting documentation that may have an effect on the cessation.

- complete membership data for the outgoing employer and identify changes since the previous formal valuation.
 - the likely outcome for any remaining employee members (e.g. will they be transferred to a new employer, or will they cease to accrue liabilities in the Fund).
- identify the party that will be responsible for the employer's deficit on cessation (i.e. the employer itself, an insurance company, a receiver, another Fund employer, guarantor, etc.).
- commission the Fund actuary to carry out a cessation valuation under the appropriate regulation.
- where applicable, discuss with the employer the possibility of paying adjusted contribution rates that target a 100% funding level by the date of cessation through increased contributions in the case of a deficit on the cessation basis or reduced contributions in respect of a surplus.
- where applicable, liaise with the original ceding employer or guarantor and ensure it is aware of its responsibilities, in particular for any residual liabilities or risk associated with the outgoing employer's membership.
- having taken actuarial advice, notify the employer and other relevant parties in writing of the payment required in respect of any deficit on cessation and pursue payment.

Payment of an exit credit

- If the actuary determines that there is an excess of assets over the liabilities at the cessation date, the Administering Authority will act in accordance with the exit credit policy above. If payment is required, the Administering Authority will advise the exiting employer of the amount due to be repaid and seek to make payment within six months of the exit date. However, in order to meet the six month timeframe, the Administering Authority requires prompt notification of an employers' exit, and all data requested to be provided in a timely manner. The Administering Authority is unable to make any exit credit payment until it has received all data requested.
- At the time this policy was produced, the Fund has been informed by HMRC that exit credits are not subject to tax, however all exiting employers must seek their own advice on the tax and accounting treatment of any exit credit.

4.3 Responsibilities of the Actuary

Following commission of a cessation valuation by the Administering Authority, the Fund actuary will:

- calculate the surplus or deficit attributable to the outgoing employer on an appropriate basis, taking into account the principles set out in this policy.
- provide actuarial advice to the Administering Authority on how any cessation deficit should be recovered, giving consideration to the circumstances of the employer and any information collected to date in respect to the cessation.
- where appropriate, advise on the implications of the employer leaving on the remaining Fund employers, including any residual effects to be considered as part of triennial valuations.

5. Related Policies

The Fund's approach to exiting employers is set out in the FSS, specifically "Section 7 – What happens when an employer leaves the Fund?"

The approach taken to set the actuarial assumptions for cessation valuations is set out in [Appendix E](#) of the FSS.

Appendix H – Bulk Transfer Policy

1. Introduction

The purpose of this policy is to set out the Administering Authority's approach to dealing with the bulk transfer of scheme member pension rights into and out of the Fund in prescribed circumstances.

1.1 Aims and Objectives

The Administering Authority's aims and objectives related to this policy are as follows:

- Bulk transfers out of the Fund do not allow a deficit to remain behind unless a scheme employer is committed to repairing this; and
- Bulk transfers received by the Fund must be sufficient to pay for the added benefits being awarded to the members, again with the scheme employer making good any shortfall where necessary.

Bulk transfer requests will be considered on a case-by-case basis.

1.2 Background

Bulk transfers into and out of the Fund can occur for a variety of reasons, such as:

- where an outsourcing arrangement is entered into an active Fund members join another LGPS Fund or leave the LGPS to join a broadly comparable scheme.
- where an outsourcing arrangement ceases, and active scheme members re-join the Fund from another LGPS Fund or a broadly comparable scheme.
- where there is a reorganisation of central government operations (transfers in from, or out to, other government sponsored schemes).
- where there is a reorganisation or consolidation of local operations (brought about by, for example, local government shared services, college mergers or multi-academy trust consolidations); or
- a national restructuring resulting in the admission of an employer whose employees have LGPS service in another LGPS Fund, or vice versa.

Unlike bulk transfers out of the LGPS, there is no specific provision to allow for bulk transfers into the LGPS. As a result, any transfer value received into the LGPS, whether on the voluntary movement of an individual or the compulsory transfer of a number of employees, must be treated the same way as individual transfers.

1.3 Guidance and Regulatory Framework

Local Government Pension Scheme Regulations

When considering any circumstances involving bulk transfer provisions, the Administering Authority will always ensure adherence to any overriding requirements set out in the Local Government Pension Scheme Regulations 2013 (as amended), including:

- Regulation 98 – applies on transfer out to non-LGPS schemes. It allows for the payment of a bulk transfer value where at least two active members of the LGPS cease scheme membership and join another approved pension arrangement.
- Regulation 99 - gives the LGPS actuary discretion as to the choice of method of calculation used to calculate the bulk transfer value.
- Regulation 100 – allows an individual who holds relevant pension rights under a previous employer to request to be admitted for past service into the LGPS. Members wishing to transfer in accrued rights from a [Club scheme](#) (that is schemes with benefits broadly similar to those of the LGPS), who request to do so within 12 months of joining their new LGPS employment, must be granted their request. For members with “non-Club” accrued rights the LGPS Fund does not have to grant the request. Any request must be received in writing from the individual within 12 months of active employment commencing or longer at the discretion of the employer and the Administering Authority.
- Regulation 103 - states that any transfer between one LGPS Fund and another LGPS Fund (in England and Wales) where 10 or more members elect to transfer will trigger bulk transfer negotiations between Fund actuaries.

Best Value authorities

The Best Value Authorities Staff Transfers (Pensions) Direction 2007, which came into force on 1 October 2007, applies to all “Best Value Authorities” in England. Best Value Authorities include all county, district and borough councils in England, together with police and fire and rescue authorities, National Park Authorities and waste disposal authorities. The Direction:

- requires the contractor to secure pension protection for each transferring employee through the provision of pension rights that are the same as or are broadly comparable to or better than those they had as an employee of the authority, and
- provides that the provision of pension protection is enforceable by the employee.

The Direction also requires similar pension protection in relation to those former employees of an authority, who were transferred under TUPE to a contractor, in respect of any re-tendering of a contract for the provision of services (i.e. second and subsequent rounds of outsourcing).

Academies and multi-academy trusts

[New Fair Deal guidance](#), introduced in October 2013, applies to academies and multi-academy trusts. It requires that, where they outsource services, they ensure pension protection for non-teaching staff transferred is achieved via continued access to the LGPS. As a result, the Fund would not expect to have any bulk transfers out of the LGPS in respect of outsourcings from academies or multi-academy trusts.

Other employers

For all scheme employers that do not fall under the definition of a Best Value Authority or are not an academy (i.e. town and parish councils, arms-length organisations, further and higher education establishments, charities and other admitted bodies), and who are not subject to the requirements of Best Value Direction or new Fair Deal guidance, there is no explicit requirement to provide pension protection on the outsourcing or insourcing of services. However, any successful contractor is free to seek admission body status in the Fund, subject to complying with the Administering Authority's requirements (e.g. having a bond or guarantor in place).

The old Fair Deal guidance may still apply to a specific staff transfer if permitted by the new Fair Deal guidance or if outside the coverage of the new Fair Deal guidance. (If the individual remains in their original scheme, then their past service rights are automatically protected). In the absence of a bulk transfer agreement the Administering Authority would not expect to pay out more than individual Cash Equivalent Transfer Value amounts, in accordance with appropriate [Government Actuary's Department \(GAD\) guidance](#).

2. Statement of Principles

This statement of principles covers bulk transfer payments into and out of the Fund. Each case will be treated on its own merits alongside appropriate actuarial advice, but in general:

- Where a group of active scheme members joins (or leaves) the Fund, the Administering Authority's objective is to ensure that sufficient assets are received (or paid out) to meet the cost of providing those benefits.
- Ordinarily the Administering Authority's default approach for bulk transfers out (or in) will be to propose (or accept) that the transfer value is calculated using ongoing assumptions based on the employer's share of Fund assets (capped at 100% of the value of the liabilities). The Fund will retain the discretion to amend the bulk transfer basis to reflect the specific circumstances of each transfer – including (but not restricted to):
 - the use of cessation assumptions where unsecured liabilities are being left behind.
 - where a subset of an employer's membership is transferring (in or out), the Fund may consider an approach of calculating the bulk transfer payment as the sum of CETVs for the members concerned; or
 - where transfer terms are subject to commercial factors.
- Where an entire employer is transferring in or out of the Fund the bulk transfer should equal the asset share of the employer in the transferring Fund regardless of whether this is greater or lesser than the value of past service liabilities for members.
- There may be situations where the Fund accepts a transfer in amount which is less than required to fully Fund the transferred in benefits on the Fund's ongoing basis (e.g. where the employer has suitable strength of covenant and commits to meeting that shortfall over an appropriate period). In such cases the Administering Authority reserves the right to require the receiving employer to Fund this shortfall (either by lump sum or by increasing in ongoing employer contributions) ahead of the next formal valuation.
- Any shortfall between the bulk transfer payable by the Fund and that which the receiving scheme is prepared to accept must be dealt with outside of the Fund, for example by a top up from the employer to the receiving scheme or through higher ongoing contributions to that scheme.
- The Fund will not grant added benefits to members bringing in entitlements from another scheme unless the asset transfer is sufficient to meet the added liabilities.

- Service credits granted to transferring members should fully reflect the value of the benefits being transferred, irrespective of the size of the transfer value paid or received.

3. Policy

The following summarises the various scenarios for bulk transfers in or out of the Fund, together with the Administering Authority's associated policies.

Inter-Fund transfer (transfer between the Fund and another LGPS Fund)

Scenario	Bulk transfer mechanism	Policy	Methodology
In	< 10 members – GAD guidance	Cash equivalent transfer values (CETVs) in accordance with GAD guidance.	On receipt of a transfer value (calculated in line with the CETV transfer out formulae), the Fund will award the member a pension credit on a day-for-day basis.
	10 or more members – Regulation 103 of the Local Government Pension Scheme Regulations 2013	<p>Where agreement can be reached, the Fund and the transferring Fund (and their two actuaries) may agree to a negotiated bulk transfer arrangement. However, where agreement cannot be reached:</p> <p>Actives only transferring (i.e. remaining members left behind):</p> <p>CETVs in accordance with GAD guidance using transferring Fund's actual Fund returns for roll up to date of payment (rather than the interest applied for standard CETV's).</p> <p>All members transferring (i.e. all actives, deferred and pensioners):</p> <p>Receive all assets attributable to the</p>	<p>The Fund's preferred approach is to receive a transfer payment equal to the fully funded value of the transferring liabilities.</p> <p>Where a negotiated arrangement is sought, the Fund's policy is to accept a transfer value that is at least equal to the total of the individual CETVs calculated using the Club transfer-out formulae.</p> <p>The Fund will consult with the scheme employer whose Funding position will be impacted by the transfer before agreeing to a negotiated bulk transfer arrangement.</p> <p>Pension credits will be awarded to the transferring members on a day-for-day basis.</p>

		membership within the transferring scheme.	
Out	< 10 members – GAD guidance	CETVs in accordance with GAD guidance.	The transfer value paid to the receiving Fund will be calculated in line with the CETV transfer-out formulae.
	10 or more members – Regulation 103 of the Local Government Pension Scheme Regulations 2013	<p>Where agreement can be reached, the Fund and the receiving Fund (and their two actuaries) may agree to a negotiated bulk transfer arrangement. However, where agreement cannot be reached:</p> <p>Actives only transferring (i.e. remaining members left behind):</p> <p>CETV in accordance with GAD guidance using transferring Fund's actual Fund returns for roll-up to date of payment (rather than the interest applied for standard CETV's).</p> <p>All members transferring (i.e. all actives, deferred and pensioners):</p> <p>Transfer all assets attributable to the membership to the receiving scheme.</p>	<p>The Fund's default policy is to offer a transfer value that is equal to the total of the individual CETV calculated using the Club transfer-out formulae. The Fund will consult with the scheme employer whose funding position will be impacted by the transfer before agreeing to a negotiated bulk transfer arrangement.</p> <p>Discretion exists to amend this to reflect specific circumstances of the situation.</p>

Club Scheme

Scenario	Bulk transfer mechanism	Policy	Methodology
In	Club Memorandum	The Club mechanism ensures the pension credit in the Fund provides actuarially equivalent benefits.	The pension credit awarded to members transferring in will be calculated in line with the Club transfer-in formulae.
Out	Regulation 98 of the Local Government Pension Scheme Regulations 2013 or Club Memorandum	Where agreement can be reached, the Fund and the receiving scheme (and their two actuaries) may agree to a negotiated bulk transfer arrangement. Or Where agreement cannot be reached, revert to the Club transfer out formulae in accordance with GAD guidance.	The Fund's default policy is to offer the receiving scheme transfers out calculated using ongoing assumptions based on the ceding employer's share of Fund assets (capped at 100% of the liability value). Discretion exists to amend this to reflect specific circumstances of the situation.

Broadly Comparable Scheme or non-Club scheme

Scenario	Bulk transfer mechanism	Policy	Methodology
In	GAD guidance	Non-Club transfer in formulae in accordance with GAD guidance	The pension credit awarded to members transferring in will be calculated in line with the non-Club transfer in formulae.
Out	1 member only – GAD guidance	CETV in accordance with GAD guidance	The transfer value paid to the receiving scheme will be calculated in line with

			the CETV transfer-out formulae.
	2 or more members – Regulation 98 of the Local Government Pension Scheme Regulations 2013	Where agreement can be reached, the Fund and the receiving scheme (and their two actuaries) may agree to a negotiated bulk transfer arrangement. Or Where agreement cannot be reached, revert to cash equivalent transfer values under GAD guidance	The Fund's default policy is to offer the receiving scheme transfers out calculated in line with the CETV transfer-out formulae. Discretion exists to amend this to reflect specific circumstances of the situation.

4. Practicalities and Process

4.1 Format of Transfer Payment

Ordinarily payment will be in cash.

A deduction from the bulk transfer will be made for any administration, legal and transaction costs incurred by the Fund as a result of having to disinvest any assets to meet the form of payment that suits the receiving scheme.

4.2 Costs

All professional fees incurred in respect of the provision of advice relating to bulk transfers will be met in full by the employer concerned. These include, (but are not limited to) the actuarial fees incurred by the Administering Authority.

Staff time involved on the Fund side will be charged at the rate defined within the Pension Administration Strategy.

4.3 Impact on Transferring Employer

Any transfer out or in of pension rights may have an effect on the valuation position of the employer and consequently their individual contribution rate.

The Fund will agree with the transferring employer how this change is dealt with. Though it is likely this will be through adjustments to its employer contribution rate, the Fund may require a lump sum payment or instalments of lump sums to cover any relative deterioration in deficit, for example where the deterioration in deficit is a large proportion of its total notional assets and liabilities. Where the transfer is small relative to the employer's share of the Fund, any adjustment may be deferred to the next valuation.

4.4 Consent

Where required within the Regulations, for any bulk transfer the Administering Authority will ensure the necessary consent is obtained from each individual eligible to be part of the transfer.

4.5 Approval Process

The Fund will normally agree to bulk transfers into or out of the Fund where this policy is adhered to.

4.6 Non-negotiable

It should be noted that, as far as possible, the Fund's preferred terms on bulk transfers are non-negotiable. Any differences between the value the Fund is prepared to pay (or receive) and that which the other scheme involved is prepared to accept (or pay) should be dealt with by the employers concerned outside the Fund.

5. Related Policies

Section 6 of the Fund's Funding Strategy Statement.

Appendix I – Policy on Contribution Reviews

1. Introduction

The purpose of this policy is to set out the Administering Authority's approach to reviewing contribution rates between triennial valuations.

It should be noted that this statement is not exhaustive, and individual circumstances may be taken into consideration where appropriate.

1.1 Aims and Objectives

The Administering Authority's aims and objectives related to this policy are as follows:

- To provide employers with clarity around the circumstances where contribution rates may be reviewed between valuations.
- To outline specific circumstances where contribution rates will not be reviewed.

1.2 Background

The Fund may amend contribution rates between valuations for 'significant change' to the liabilities or covenant of an employer.

Such reviews may be instigated by the Fund or at the request of a participating employer.

Any review may require increased contributions from the employer.

1.3 Guidance and Regulatory Framework

The Local Government Pension Scheme Regulations 2013 (as amended) set out the way in which LGPS Funds should determine employer contributions, including the following.

- Regulation 64 (4) – allows the administering authority to review the contribution rate if it becomes likely that an employer will cease participation in the Fund, with a view to ensuring that the employer is fully funded at the expected exit date.
- Regulation 64A - sets out specific circumstances where the Administering Authority may revise contributions between valuations.

This policy also reflects [statutory guidance](#) from the Ministry of Housing, Communities and Local Government on preparing and maintaining policies relating to the review of employer contributions. Interested parties may want to refer to an accompanying [guide](#) that has been produced by the Scheme Advisory Board.

2. Statement of Principles

This Statement of Principles covers review of contributions between valuations. Each case will be treated on its own merits, but in general:

- The Administering Authority reserve the right to review contributions in line with the provisions set out in the LGPS Regulations.
- Employers will be consulted during the review period.
- Full justification for any change in contributions rates will be provided to employers.
- Advice will be taken from the Fund actuary in respect of any review of contribution rates.
- Any revision to contribution rates will be reflected in the Rates & Adjustment Certificate.

3. Policy

3.1 Circumstances for Review

The Fund would consider the following circumstances as a potential trigger for review:

- in the opinion of an Administering Authority there are circumstances which make it likely that an employer (including an admission body) will become an exiting employer sooner than anticipated at the last valuation.
- an employer is approaching exit from the scheme within the next two years and before completion of the next valuation.
- there are changes to the benefit structure set out in the LGPS Regulations which have not been allowed for at the last valuation.
- it appears likely to the [administering](#) authority that the amount of the liabilities arising or likely to arise for an employer or employers has changed significantly since the last valuation;
- it appears likely to the Administering Authority that there has been a significant change in the ability of an employer or employers to meet their obligations (i.e. material changes in employer covenant).
- it appears to the Administering Authority that the membership of the employer has changed materially such as bulk transfers, significant reductions to payroll or large-scale restructuring; or
- where an employer has failed to pay contributions or has not arranged appropriate security as required by the Administering Authority.

3.2 Employer Requests

The Administering Authority will also consider a request from any employer to review contributions where the employer has undertaken to meet the costs of that review and sets out the reasoning for the review (which would be expected to fall into one of the above categories, such as a belief that their covenant has changed materially, or they are going through a significant restructuring impacting their membership).

The Administering Authority will require additional information to support a contribution review made at the employer's request. The specific requirements will be confirmed following any request and this is likely to include the following:

- a copy of the latest accounts.
- details of any additional security being offered (which may include insurance certificates).
- budget forecasts; and/or

- information relating to sources of funding.

The costs incurred by the Administering Authority in carrying out a contribution review (at the employer's request) will be met by the employer. These will be confirmed upfront to the employer prior to the review taking place.

3.3 Other Employers

When undertaking any review of contributions, the Administering Authority will also consider the impact of a change to contribution rates on other Fund employers. This will include the following factors:

- The existence of a guarantor.
- The amount of any other security held.
- The size of the employer's liabilities relative to the whole Fund.

The Administering Authority will consult with other Fund employers as necessary.

3.4 Effect of Market Volatility

Except in circumstances such as an employer nearing cessation, the Administering Authority will not consider market volatility or changes to asset values as a basis for a change in contributions outside a formal valuation.

3.5 Documentation

Where revisions to contribution rates are necessary, the Fund will provide the employer with a note of the information used to determine these, including:

- Explanation of the key factors leading to the need for a review of the contribution rates, including, if appropriate, the updated funding position.
- A note of the new contribution rates and effective date of these
- Date of next review
- Details of any processes in place to monitor any change in the employer's circumstances (if appropriate), including information required by the Administering Authority to carry out this monitoring.

The Rates & Adjustments Certificate will be updated to reflect the revised contribution rates.

4. Related Policies

The Fund's approach to setting employer contribution rates is set out in the Funding Strategy Statement, specifically "Section 2 – How does the Fund calculate employer contributions?".

Appendix J – Policy on Prepayments

1. Introduction

The purpose of this policy is to set out the Administering Authority's approach to the prepayment of regular contributions due by participating employers.

It should be noted that this statement is not exhaustive, and individual circumstances may be taken into consideration where appropriate.

1.1 Aims and Objectives

The Administering Authority's aims and objectives related to this policy are as follows:

- To provide employers with clarity around the circumstances where prepayment of contributions will be permitted.
- To outline the key principles followed when calculating prepayment amounts.
- To outline the approach taken to assess the suitability of a prepayment as sufficient to meet the required contributions.

1.2 Background

It is common practice in the LGPS for employers to pre-pay regular contributions that were otherwise due to be paid to the Fund in future. Employer contributions include the 'Primary Rate' – which is expressed as a percentage of payroll and reflects the employer's share of the cost of future service benefits, and the 'Secondary Rate' – which can be expressed as a percentage of payroll or a monetary amount and is an additional contribution designed to ensure that the total contributions payable by the Employer meet the funding objective.

On 22 March 2022, following a request from the LGPS Scheme Advisory Board, James Goudie QC provided an [Opinion](#) on the legal status of prepayments. This Opinion found that the prepayment of employee and employer contributions was not illegal, subject to the basis for determining the prepayment amount being reasonable, proportionate and prudent. Further, the Opinion set out specific requirements around the presentation of prepayments.

1.3 Guidance and Regulatory Framework

The Local Government Pension Scheme Regulations 2013 (as amended) set out the way in which LGPS funds should determine employer contributions and contain relevant provisions regarding the payment of these, including the following:

- Regulation 67 – sets out the requirement for employers to pay contributions in line with the Rates and Adjustments (R&A) Certificate and specifies that

primary contributions be expressed as a percentage of pensionable pay of active members.

- Regulation 62 - sets the requirement for an Administering Authority to prepare an R&A Certificate.
- Regulation 9 – outlines the contribution rates payable by active members

2. Statement of Principles

This statement of principles covers the prepayment of regular employer contributions to the Fund. Each case will be treated on its own merits, but in general:

- The Administering Authority will permit the prepayment of employer contributions.
- Prepaying contributions expressed as a percentage of pay introduces the risk that the prepayment amount will be insufficient to meet the scheduled contribution (as a result of differences between expected and actual payroll). Prepaying percentage of pay contributions is therefore not desirable may only be permissible in the case of secure, long-term employers (e.g. local authorities).
- The prepayment of employee contributions is not permitted.
- A discount will be applied where employer contributions are prepaid, to reflect the investment return that is assumed to be generated by the Fund over the period of prepayment.
- The Fund actuary will determine the prepayment amount, which may require assumptions to be made about payroll over the period which the scheduled contribution is due.
- Where contributions expressed as a percentage of pay have been prepaid, the Administering Authority will carry out an annual check (and additional contributions may be required by the employer) to make sure that the actual amounts paid are sufficient to meet the contribution requirements set out in the R&A Certificate.
- Prepayment agreements will be documented by way of correspondence between the Administering Authority and the employer.
- The R&A Certificate will be updated on an annual basis to reflect any prepayment agreements in place.
- Employers are responsible for ensuring that any prepayment agreement is treated appropriately when accounting for pensions costs.
- Prepayment agreements can cover any annual period of the R&A (or a consecutive number of annual periods).

3. Policy

3.1 Eligibility and Periods Covered

The Fund expects all employers to pay contributions as and when these are required based on the Rates & Adjustments certificate and, to help manage emerging cashflow risks, has a clear preference that employers do not prepay contributions. The Fund will, however, consider requests from employers to pre-pay certified employer contributions.

Employer contributions over the period of the existing R&A Certificate (and, where a draft R&A Certificate is being prepared following the triennial valuation, the draft R&A Certificate) may only be pre-paid by employers.

Prepayment of contributions due after the end of the existing (or draft) R&A Certificate is not permitted, i.e. it would not be possible to prepay employer contributions due in the 2026/27 year until the results of the 2025 valuation are known and a draft R&A Certificate covering the 2026 to 2029 period has been prepared.

3.2 Request and Timing

Prior to making any prepayment, employers are required to inform the Fund in writing of their wish to prepay employer contributions and to request details of the amount required by the Fund to meet the scheduled future contribution.

This request should be received by the Fund within 2 months of the start of the period for which the prepayment is in respect of.

The Fund will then provide the employer with a note of the prepayment amount and the date by which this should be paid. In general, the prepayment should be made prior to the beginning of the appropriate R&A period.

Failure to pay the prepayment amount by the specified date may lead to the need for an additional and immediate payment from the employer to ensure that the amount paid is sufficient to meet the certified amount set out in the R&A Certificate.

3.3 Calculation

The Fund actuary will determine the prepayment amount required.

Where the prepayment is in respect of contributions expressed as a percentage of pay:

- The Fund actuary will determine the discounted value of scheduled contributions based on an estimate of payroll over the period (using the information available and assumptions set at the previous valuation), and the discount rate set for the purpose of the previous actuarial valuation (as specified in the previous actuarial valuation report).

- A sufficiency check will be required at the end of the period (see Section 3.4)

Where the prepayment is in respect of contributions expressed as a monetary amount:

- The Fund actuary will determine the discounted value of scheduled contributions based on the discount rate set for the purpose of the previous actuarial valuation (as specified in the previous actuarial valuation report).
- No sufficiency check will be required

Employers may pay more than the prepayment amount determined by the Fund actuary.

No allowance for expected outsourcing of services and/or expected academy conversions will be made in the Fund actuary's estimation of payroll for the prepayment period.

3.4 Sufficiency Check

Where required, the Fund actuary will carry out an **annual** assessment to check that sufficient contributions have been prepaid in respect of that period. Specifically, this will review the prepayment calculation based on actual payroll of active members over the period and this may lead to a top-up payment being required from the employer.

If this sufficiency check reveals that the prepayment amount was higher than that which would have been required based on actual payroll (i.e. if actual payroll over the period is less than was assumed), this will not lead to a refund of contributions to the employer.

The sufficiency check will not compare the assumed investment return (i.e. the discount rate) with actual returns generated over the period. i.e. the check considers payroll only. Any shortfall arising due to actual investment returns being lower than that assumed will form part of the regular contribution assessment at the next valuation (as per the normal course of events).

The Administering Authority will notify the employer of any top-up amount payable following this annual sufficiency check and the date by which any top-up payment should be made.

3.5 Documentation and Auditor Approval

The Fund will provide the employer with a note of the information used to determine the prepayment amount, including:

- Discount rate used in the calculations
- The estimate of payroll (where applicable)

- The effective date of the calculation (and the date by which payment should be made)
- The scheduled regular payments which the prepayment amount covers.

The prepayment agreement will be reflected in the R&A Certificate as follows:

- The unadjusted employer regular contribution rate payable over the period of the certificate
- As a note to the contribution rate table, information relating to the prepayment amount and the discount applied, for each employer where a prepayment agreement exists.

The R&A Certificate will be updated on an annual basis to reflect any prepayment agreements in place.

Employers should discuss the prepayment agreement with their auditor prior to making payment and agree the accounting treatment of this. The Fund will not accept any responsibility for the accounting implications of any prepayment agreement.

3.6 Costs

Employers entering into a prepayment agreement will be required to meet the cost of this, which includes (but is not limited to) the actuarial fees incurred by the Administering Authority.

3.7 Risks

Employers enter into prepayment agreements on the expectation that the Fund will be able to generate higher returns than they can over the prepayment period. Employers should be aware that future returns are not guaranteed, and it is possible that the returns generated on prepayment amounts may generate a lower return than that which can be generated by the employer. It is also possible that negative returns will lead to the value of any prepayment being less than that which was scheduled to be paid. In such circumstances, a top-up payment would not be required (as the sufficiency check only considers the effect of actual payroll being different to that assumed in the prepayment calculation), however the employer's asset share would be lower than it would have been if contributions were paid as scheduled. This would be considered by the Fund actuary at the next triennial valuation (as per the normal course of events).

Employers should be aware that the prepayment of employer contribution creates uncertainty for the Fund in terms of managing the cashflows required to pay pension benefits to members. Uncertain and volatile cashflow income (arising due to prepayments) will increase likelihood that the Fund will need to take measures to ensure benefits can be paid that may dampen prospects for growing the Fund assets. Such measures may include holding a large cash buffer, not reinvesting

income from assets and, in extreme cases, having to sell assets to pay pension benefits.

4. Related Policies

The Fund's approach to setting regular employer contribution rates is set out in the Funding Strategy Statement, specifically "Section 2 – How does the Fund calculate employer contributions?".

Appendix K – Policy on Ill Health Risk Management

1. Introduction

The purpose of this policy is to set out the Administering Authority's approach to managing the risk arising due to ill health retirements.

It should be noted that this statement is not exhaustive, and individual circumstances may be taken into consideration where appropriate.

1.1 Aims and Objectives

The Administering Authority's aims and objectives related to this policy are as follows:

- To explain the approach taken to manage ill health risk
- To specify circumstances where a review of experience may lead to additional contributions.
- To outline the key risks and benefits to this arrangement.

1.2 Background

Additional liabilities can arise following the retirement of members due to ill health. These additional liabilities can include the unreduced early payment of pension benefits and the award of additional service. The level of pension benefits paid on ill health depends on the severity of the member's condition.

The LGPS Regulations require the additional liabilities to be funded by way of payments from employers. Payment of large lump sums to meet strains as and when they arise can lead to unexpected payments and put significant strain on employers' budgets. LGPS funds are able to put arrangements in place which mitigate the risk of having to pay a large cash sum due to an ill health retirement strain payment.

To mitigate this risk to employers, and to evidence good governance and risk management, the Administering Authority operate a captive insurance arrangement within the Fund.

1.3 Guidance and Regulatory Framework

The Local Government Pension Scheme Regulations 2013 (as amended) set out the benefits payable to members and the way in which additional benefits (such as those arising on ill health early retirement) should be funded. These include the following:

- Regulation 35 – permits the early retirement of pension on ill health grounds.

- Regulation 39 – sets out the calculation of the pension payable in the instance of ill health retirement.
- Regulation 68 – sets out the additional contributions payable by the employer to meet the liability strain caused by a member retiring through ill health.

2. Statement of Principles

This statement of principles covers the captive insurance arrangement in place to manage the risks created by ill health retirements. In general:

- This arrangement applies to all employers in the Fund.
- Employers are unable to opt out of this arrangement.
- The design of the captive insurance arrangement makes full use of the Employer Asset Tracker system.
- The cost of ill health retirement strains (as they arise) will be shared across all active employers.
- Employers will not be required to pay lump sum amounts to meet ill health retirement strains (in the normal course of events).
- Regular contribution rates payable by employers will include the expected cost of assumed ill health retirements.
- Both Tier 1 and Tier 2 ill health retirement strains will be covered by this arrangement.
- The Fund will look to protect employers against the risk of unusually high ill health retirement experience of other employers.

3. Policy

3.1 Purpose

The purpose of this captive insurance arrangement is to share the cost of ill health retirement experience across all active employers. The mechanism for doing this is the Employer Asset Tracker system.

3.2 Eligibility

This arrangement applies to all employers in the Fund and is effective from 1 April 2019.

All ill health experience since 1 April 2019 is therefore pooled as per the captive insurance arrangement.

3.3 Operation

The captive arrangement works as follows:

- Assets share for each employer are determined each month by the actuary using the Employer Asset Tracker system and based on the monthly cashflows and asset information provided by the Fund.

As part of this data provision, the Fund determines the strain costs arising due to ill health retirements and this strain is allocated to each active employer in proportion to their asset share at the beginning of that month.

- Contribution rates are set by the Fund Actuary every three years as part of the triennial valuation.

Primary contribution rates include allowance for the expected cost of assumed ill health retirements (expressed as a percentage of payroll).

This provides ongoing funding for the assumed level of ill health retirement strains.

- Where the actual level of ill health retirement strains exceeds the assumed level, this will lead to a shortfall arising at the next triennial valuation.

No immediate additional contributions will be required from employers to meet this shortfall, but this could increase the contribution requirement following the next triennial valuation.

- Similarly, where the actual level of ill health retirement strains is lower than the assumed level, this will lead to a surplus arising at the next triennial valuation.

No refund will be paid to employers as a result of this, but this surplus could lead to downwards pressures on contributions following the next triennial valuation.

- The ill health retirement experience across employers is likely to differ.

This introduces cross-subsidies, in particular where the experience of one employer is very high compared to that of another. This is a feature of the captive insurance arrangement in place and no asset recalibration will take place to address such cross subsidies.

3.4 Review and Additional Contributions

The Administering Authority will review the level of ill health experience across all employers at each triennial valuation.

If an employer has an unusually high incidence of ill health retirement over the previous inter-valuation period, the Administering Authority will engage with the employer to understand the reasons for this. In the event of concerns around the eligibility criteria applied by the employer in granting ill health retirements, this could lead to the need for the employer to pay additional contributions to the Fund. These additional contributions would then be shared across all other employers as recompense for meeting this unusually high level of ill health retirement strains.

3.5 Costs

The costs of operating the captive insurance arrangement will be met by the Fund.

4. Related Policies

The Fund's approach to setting regular employer contribution rates is set out in the Funding Strategy Statement, specifically "Section 2 – How does the Fund calculate employer contributions?".

Appendix L – Town and Parish Council Pool

1. Introduction

The purpose of this policy is to set out the Administering Authority's approach to pooling contribution rates for Town and Parish council employers (T&P councils).

1.1 Aims and Objectives

The Administering Authority's aims and objectives related to this policy are as follows:

- To set out the approach taken by the Fund to pool the T&P Council employers
- To set out the benefits and risks of this approach.

1.2 Background

The Fund has set up the Town and Parish Council Pool (the pool), which all T&P councils will be entered in to.

The pool is intended to benefit the T&P councils through the pooling of risks and stabilising of contribution rates.

The purpose of the pool is to stabilise the pension funding requirements of the T&P councils who most often only have one or two participating members. By joining the pool, the T&P councils benefit from

- One common contribution rate payable by all employers in the pool. This should help maintain stability of contributions between formal valuations.
- Any cessation valuation will be calculated on an ongoing basis.

2. Benefits and Risks

The Administering Authority have evaluated the benefits and risks to the pooling approach, including the below.

Benefits

- Pooling reduces the volatility of contribution rates arising because of experience. For example, pooling gives the T&P councils employers some protection against the higher cost of paying benefits to one or two individuals who enjoy a much longer than expected retirement.
- T&P council employers may pay lower regular contributions by staying out of a pool (e.g. employers with young membership, better budgetary discipline and lower pay awards). If employers are small, however, they could still benefit from the protection the pool gives from uncertain and unpredictable events such as unusually long periods in retirement.
- A further benefit will be that the cessation debt for employers participating in the pool is calculated on an ongoing basis rather than a more prudent cessation basis. This is possible due to the sharing of risks that the pool offers and the security that it offers the Fund.

Drawbacks and risks

- Some employers may be adversely affected by pooling and end up paying higher contributions than they would pay if they were out of the pool because they are subsidising other members of the pool e.g. due to the effect of awarding lower than average pay increases.
- Employers should be aware that the balance may, however, swing in their favour at future valuations if their own experience over that time is poor. For example, at the actuarial valuation, an employer may find that its own individual experience would suggest a specific contribution rate. The contributions are, however, set lower than this theoretical rate because the employer benefits from the pooled rate. The average experience of all the employers in the pool has kept this employer's rate down. The other employers in the pool are therefore subsidising the employers with poorer experience. Given that pooling is a way of averaging experience, there will always be winners and losers in the pool.
- Membership of a pool results in loss of control for individual employers. An employer with an individual contribution rate has more control over its pension contributions and can reduce them by, for example, exercising discipline in pay awards.

3. Policy and Documentation

3.1 Policy

All Town and Parish Councils in the Fund will be automatically included in the pool unless they formally opt out in writing.

Any cessation debt payable by an employer in the pool, which is triggered when the last active member leaves the Fund, will be calculated on an ongoing basis.

This is a full risk pooling arrangement.

Individual asset shares will be calculated for each T&P council employer in the pool at each triennial valuation.

Contribution rates payable by T&P council employers who opt out of the pool will be set in the way described in the Funding Strategy Statement.

In the event of a cessation, the low-risk basis will apply.

If, for any reason, employers choose not to participate in the pool, this policy will not apply.

3.2 Documentation

The Rates and Adjustments certificate will list the constituent employers of the pool.

T&P council employers which are not part of the pool, will be listed as a separate (non-pooled) employer in the Rates and Adjustments certificate.

T&C council employers who participate in the pool will be notified of the contribution rate payable following each triennial valuation.

4. Related Policies

The Fund's approach to setting employer contribution rates is set out in the Funding Strategy Statement, specifically "Section 2 – How does the Fund calculate employer contributions?".

The Fund's approach to carrying out cessation valuations is set out in the Fund's Cessation Policy.

Appendix M – Pass-through

1 Introduction

The purpose of this policy is to set out the Administering Authority's approach to admitting new contractors into the Fund on a pass-through basis. In addition, and subject to review on a case-by-case basis, the Fund may be willing to apply its pass-through principles to other admission bodies where liabilities are covered by a guarantor within the Fund.

It should be noted that this statement is not exhaustive, and individual circumstances may be taken into consideration where appropriate.

1.1 Aims and objectives

The Administering Authority's aims and objectives related to this policy are as follows:

- To set out the Fund's approach to admitting new contractors, including the calculation of contribution rates and how risks are shared under the pass-through arrangement.
- To outline the process for admitting new contractors into the Fund.

1.2 Background

Employees outsourced from local authorities, police and fire authorities or from independent schools (generally academies, regulated by the Department for Education (DfE)) must be offered pension benefits that are the same, better than, or count as being broadly comparable to, the Local Government Pension Scheme (as per the Best Value Authorities Staff Transfer (Pensions) Direction 2007). This is typically achieved by employees remaining in the LGPS and the new employer becoming an admitted body to the Fund and making the requisite employer contributions.

Pass-through is an arrangement whereby the letting authority (the local authority or the independent school) retains the main risks of fluctuations in the employer contribution rate during the life of the contract, and the risk that the employer's assets may be insufficient to meet the employees' pension benefits at the end of the contract.

1.3 Guidance and regulatory framework

The Local Government Pension Scheme Regulations 2013 (as amended) set out the way in which LGPS Funds should determine employer contributions and contain relevant provisions regarding the payment of these, including the following:

- Schedule 2 Part 3 sets out the entities eligible to join the Fund as an admitted body, their key responsibilities as an admitted body and the requirements of the admission agreement.
- Regulation 67 – sets out the requirement for employers to pay contributions in line with the Rates and Adjustments (R&A) Certificate and provides a definition of the primary rate.
- Regulation 64 - covers the requirements for a cessation valuation following the exit of a participating employer from the Fund.

2 Statement of Principles

This statement of principles covers the admission of new contractors to the Fund on a pass-through basis. Each case will be treated on its own merits, but in general:

- In the absence of a preferred approach from the letting authority, pass-through is the default approach for the admission of all new contractors to the Fund from the effective date of this policy. For the avoidance of doubt, this would apply to contracts established by councils, police & fire authorities, and academy trusts (“the letting authority”).
- The contractor’s pension contribution rate is set equal to the primary contribution rate payable by the letting authority. This will change from time to time in line with changes to the letting authority’s primary contribution rate (i.e. following future actuarial valuations).
- The letting authority retains responsibility for variations in funding level, for instance due to investment performance, changes in market conditions, longevity, and salary experience under its pass-through arrangement, irrespective of the size of the outsourcing.
- The contractor will meet the cost of additional liabilities arising from (non-ill health) early retirements and augmentations.
- Ill health experience will be pooled with the letting authority and no additional strain payments will be levied on the contractor in respect of ill health retirements.
- The contractor will not be required to obtain an indemnity bond.
- There will be no notional transfer of assets to the contractor within the Fund. This means that all assets and liabilities relating to the contractor’s staff will remain the responsibility of the letting authority during the period of participation.
- At the end of the contract (or when there are no longer any active members participating in the Fund, for whatever reason), the admission agreement will cease and no further payment will be required from the contractor (or the letting authority) to the Fund, save for any outstanding regular contributions and/or invoices relating to the cost of early retirement strains and/or augmentations. Likewise, no “exit credit” payment will be made from the Fund to the contractor (or letting authority).
- The terms of the pass-through agreement will be documented by way of the admission agreement between the Administering Authority, the letting authority, and the contractor.
- All existing admission agreements are unaffected by this policy.

The principles outlined above are the default principles which will apply; however, the letting authority may request the specific details of a particular agreement to differ from the principles outlined above.

The Administering Authority is not obliged to agree to a departure from the principles set out in this policy but will consider such requests and engage with the letting authority to reach agreement.

3 Policy and Process

3.1 Compliance

Adherence to this policy is the responsibility of the relevant responsible service manager for any given outsourcing.

The Administering Authority and the Fund actuary must always be notified that an outsourcing has taken place, regardless of the number of members involved.

3.2 Contribution rates

The contribution rate payable by the contractor over the period of participation will be set equal to the primary rate payable by the letting authority from time to time. This means that the contractor's contribution rate will change once every three years, following the triennial actuarial valuation, but not between those times. Even then, this would always be in line with changes in the letting authority future service primary rate and not affected by the (generally more volatile) changes in past service funding level.

3.3 Risk sharing and cessation valuation

The letting authority will retain the risk of the contractor becoming insolvent during the period of admission and so no indemnity bond will be required from contractors participating in the Fund on a pass-through basis. The letting authority is effectively guaranteeing the contractor's participation in the Fund.

A cessation valuation is required when a contractor no longer has any active members in the Fund. This could be due to a contract coming to its natural end, insolvency of a contractor or the last active member leaving employment or opting out of the LGPS.

Where a pass-through arrangement is in place, the Fund assets and liabilities associated with outsourced employees are retained by the letting authority. At the end of the admission, the cessation valuation will therefore record nil assets and liabilities for the ceasing employer and therefore no cessation debt or exit credit is payable to or from the Fund.

The contractor will be required to pay any outstanding regular contributions and/or unpaid invoices relating to the cost of (non-ill health) early retirement strains and/or augmentations at the end of the contract.

However, in some circumstances, the winning bidder will be liable for additional pension costs that arise due to items over which it exerts control. The risk allocation is as follows:

Risks	Letting Authority	Contractor/ Admitted Body
Surplus/deficit prior to the transfer date	✓	
Interest on surplus/deficit	✓	
Investment performance of assets held by the Fund	✓	
Changes to the discount rate that affect past service liabilities	✓	
Changes to the discount rate that affect future service accrual *		✓
Change in longevity assumptions that affect past service liabilities	✓	
Changes to longevity that affect future accrual *		✓
Price inflation/ pension increases that affect past service liabilities	✓	
Price inflation / pension increases that affect future accrual *		✓
Exchange of pension for tax free cash	✓	
Ill health retirement experience	✓	
Strain costs attributable to granting early retirements (not due to ill health) (e.g. redundancy, efficiency, waiving actuarial reductions on voluntary early retirements)		✓
Greater/lesser level of withdrawals	✓	
Rise in average age of contractor's employee membership	✓	
Changes to LGPS benefit package *		✓
Excess liabilities attributable to the contractor granting pay rises that exceed those assumed in the last formal actuarial valuation of the Fund	✓	
Award of additional pension or augmentation		✓

* These elements would be picked up at the next triennial valuation, if the contractor is still active in the Fund at that time and would feed through into the letting authority's primary contribution rate and hence the contractor's contribution rate.

3.4 Accounting valuations

Accounting for pensions costs is a responsibility for individual employers.

It is the Administering Authority's understanding that contractors may be able to account for such pass-through admissions on a defined contribution basis and therefore no formal FRS102 / IAS19 report may be required (contractors are effectively paying a fixed rate and are largely indemnified from the risks inherent in providing defined benefit pensions).

As the Letting Authority retains most of the pension Fund risk relating to contractors, it is the Administering Authority's understanding that these liabilities (and assets) should be included in the letting authority's FRS102 / IAS19 disclosures.

The Administering Authority expects employers to seek approval to the treatment of pension costs from their auditor.

3.5 Application

Letting authorities may request terms which differ from those set out in this policy and any such request will be considered by the Administering Authority.

All existing admission agreements (i.e. which commenced prior to the effective date of this policy) are unaffected by this policy.

3.6 Process

The procurement department at each letting authority that has responsibility for staff/service outsourcing must be advised of this policy. The process detailed below must be adhered to by the letting authority and (where applicable) the winning bidder.

- **Tender Notification** - The letting authority must publicise this pass-through policy as part of its tender process to bidders. This should confirm that the winning bidder will not be responsible for ensuring that the liabilities of outsourced employees are fully funded at the end of the contract, and that the winning bidder will only be responsible for paying contributions to the Fund during the period of participation and meeting the cost of (non-ill health) early retirement strains, and the cost of benefit augmentations (assuming the terms of this policy are adhered to). It should also advise the employer contribution rate as detailed in paragraph 3.2.
- **Initial notification to Pension Team** – The letting authority must contact the Administering Authority when a tender (or re-tender) of an outsourcing contract is taking place and staff (or former staff) are impacted. The Administering Authority must be advised prior to the start of the tender and the letting authority must also confirm that the terms of this policy have been adhered to.
- **Confirmation of winning bidder** – The letting authority must immediately advise the Administering Authority of the winning bidder.
- **Request for winning bidder to become an admitted body** – The winning bidder (in combination with the letting authority), should request to the Administering Authority that it wishes to become an admitted body within the Fund.
- **Template admission agreement** – a template pass-through admission agreement will be used for admissions under this policy. It will set out all agreed points relating to the employer contribution rate, employer funding responsibilities, and exit conditions. Only in exceptional circumstances, and only with the prior agreement of the Administering Authority, will the wording

within the template agreement be changed. All admission agreements must be reviewed (including any changes) by the Administering Authority and possibly its legal advisors.

- Signed admission agreement - Signing of the admission agreement can then take place between an appropriate representative of the winning bidder, the lead finance officer of the letting authority, and the Administering Authority. It is at this point the Fund can start to receive contributions from the contractor and its employee members (backdated if necessary).
- Commercial contract – Once the admission agreement has been signed, the winning bidder is then able to enter the Fund. It is the letting authority's responsibility to ensure that the commercial contract reflects the pension arrangements in the admission agreement.

3.7 Cost

The Letting Authority will be liable to meet any additional costs incurred by the Administering Authority as a result of any deviation from the Fund's standard processes and agreements for pass-through arrangements, which includes (but is not limited to) the actuarial fees.

4 Related Policies

The Fund's approach to setting regular employer contribution rates is set out in the Funding Strategy Statement, specifically "Section 2 – How does the Fund calculate employer contributions?".

The treatment of new employers joining the Fund is set out in the Funding Strategy Statement, specifically "Section 5 – What happens when an employer joins the Fund?"

The treatment of employers exiting the Fund is set out in the Funding Strategy Statement, specifically "Section 7 – What happens when an employer leaves the Fund?"

Item 17 - Members' Allowances 2026-27- Full Council Meeting – 24 February 2026

Action required

Council is asked to read the information provided and note that Members' Allowances for 2026-27 will remain at £1,750 per annum, acknowledging that whilst the Council has set the allowance policy for all Members, individual Members may choose whether to receive the full allowance, partial allowance, or not to receive the allowance at all. Members are also asked to note that all subsistence/expense claims will only be reimbursed upon completion of the expense claim form provided.

Members will recall that in 2024, the Independent Remuneration Panel, set up by Surrey Heath Borough Council (SHBC), considered the level of Councillor allowances for 2024–25. This Panel does not meet every year; however, based on its findings, Council resolved the following (Minute Ref: C/23/183):

1. The Parish agreed to pay up to 30% of the basic allowance of Surrey Heath Borough Council.

Please note that for 2026–27, SHBC agreed at its meeting held on 18 February 2026 not to increase Members' Allowances; therefore, there is no change this year.

2. The full 30% payment equates to £1,750 per Councillor per annum, subject to indexation.
3. The Parish Council agreed that the Chair's Allowance should be £1,750.
4. Members should also note that the Council previously resolved to pay co-opted Councillors a subsistence/expense payment in line with the Local Authorities (Members' Allowances) Regulations 2003. However, after seeking clarification from the internal auditor, the interpretation of the regulations has been confirmed, and any subsistence or expenses may only be reimbursed upon completion of an expense claim form. Claim forms are available from the office.

Agenda Item 18 - Cemetery Fees and Charges
Review 2026-2027 Full Council – 24th February 2026

Background

The Council's Financial Regulations state that "the Council will review all fees and charges at least annually". This paper and associated resolutions from each committee ensure this requirement is complied with.

Action

Members are asked to read and note the committee resolutions.

Cemetery Charges Review

Cemetery charges were reviewed by each Committee as follows:

Bagshot – reviewed during the committee meeting held on the 3rd of February 2026 and resolved not to implement a fee increase for the financial year 2026/27.

Lightwater – reviewed during the committee meeting held on the 10th of February 2026 and resolved to increase all fees annually in line with CPI.

Windlesham – reviewed during a committee meeting held on the 19th of January 2026 and resolved not to increase the fees at Windlesham Cemetery for the council financial year 2026/27.

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